

PLANNING FOR STRATEGIC PLANNING

Laramie County Community College

LEVELS OF INSTITUTIONAL PLANNING:

Strategic Plan

Level I: *Mission Statement*

The mission statement should describe what we do, for whom we do it, and why we do it.

Level II: *Vision Statement*

The vision statement describes what we want the organization to look like ideally in the future - the results we will be achieving and characteristics the organization will need to possess in order to achieve those results.

Level III: *Strategic Goals*

Strategic goals are broad statements of what the College hopes to achieve in the next 3-5 years. Goals focus on outcomes or results and are generally qualitative in nature.

Level IV: *Strategic Outcomes*

Strategic outcomes are assessable indicators, metrics, or measures that individually and/or collectively illustrate the College's attainment of strategic goals.

Operational Plan

Level V: *Operational Strategies*

Operational strategies are statements of major approach or method for attaining strategic goals and resolving specific issues.

Level VI: *Objectives*

Objectives are specific actions, initiatives, and/or projects to carry out operational strategies.

Strategic Planning Entails¹:

1. Assessing the internal and external environments.
2. Drawing conclusions about the implications of the assessment for the College.
3. Stating assumptions about the future.
4. Identifying the critical strategic issues that must be addressed over the longer-term.
5. Articulating or refining the mission—the fundamental reason the organization exists.
6. Agreeing on a set of core values, or guidelines for behavior for all internal stakeholders.
7. Creating a concrete vision of what will be accomplished in the longer-term.
8. Choosing a limited number of measurable strategic goals, or areas of priority and focus.
9. Developing objectives, or shorter-term, organization-wide initiatives that describe how to accomplish the mission, vision, and goals.
10. Developing plans for communicating, monitoring, and updating the strategic plan.

Figure. Board/Management's Role in Planning



¹ This excerpt is from Knecht, Pamela R., *Engaging the Board in Strategic Planning: Rationale, Tools, and Techniques* (white paper), The Governance Institute, Summer 2007. Reprinted with permission.

STRATEGIC PLANNING PROCESS *(3-9 month process)*

1. Preparing for Planning

Review the planning process, finalize strategies for information gathering and analysis, and establish a timetable.

2. Information Gathering and Assessment (Internal and External)

Gather information and conduct assessment to inform planning.

3. Mission Statement and Values Review/Update/Creation

Review current mission and values statements. Update as necessary.

4. Identification of Critical Issues (SWOT)

Review summaries of assessment data and information gathered in #2.

5. Vision Statement, Strategic Goals and Outcomes Development

Review critical strategic issues with board members and key staff.

6. Draft Strategic Plan

First draft of strategic plan including mission, values, vision, goals and outcomes.

7. Review of Draft Strategic Plan

Distribute draft strategic plan for review by key stakeholders. Solicit reactions and suggested revisions for draft.

8. Develop Strategic Plan Evaluation and Monitoring Framework

Review comments and make needed revisions to strategic plan; develop strategic plan evaluation framework for use in development of operational plan(s).

9. College Council Review and Recommendation of Strategic Plan

College Council reviews and considers the strategic plan and makes recommendation to the President for approval and advancement to the Board.

10. Board Review and Approval of Strategic Plan

Board reviews and discusses the strategic plan and then considers action on the President's recommendation.

11. Orientation and Action Planning Session

Hold College-wide event to orient campus community to the development of annual operational plan(s) based on the Strategic Plan.