

Yavapai College Strategic Planning Guide

Effort and courage are not enough without purpose and direction.

John F. Kennedy

Strategic Planning at Yavapai College

Strategic planning at Yavapai College is an ongoing effort to anticipate, predict and align future activities and provide a framework to advance the college's vision, mission and goals. It must be clear to the entire organization where we are going, why we are going there, and how we will get there.

The college's strategic planning starts with District Governing Board's Ends and the President's interpretation of those Ends, followed by an institutional environmental scan (SWOT – strengths, weaknesses, opportunities, threats). From this activity, the Strategic Planning Committee (SPC) will develop district-wide initiatives. This is followed by input from every department and division relating to how the vision and initiatives will be implemented. These departmental plans will rely on environmental scans and community surveys. The one-year plans will provide managers with an important tool to help determine the goals and objectives of individual staff members within their departments.

These departmental SWOT analyses and action plans will in turn be analyzed by the SPC and the President's Leadership Team to assess any potential impact on the college's strategic initiatives. The process is top/down, bottom/up, and is ongoing. This process is the major force in effectively evolving the college to meet changing environmental factors.

Elements of Strategic Planning

The strategic planning process is comprised of the following:

Vision Statement: The long-term development and strategic intent of the institution (or program – a desired state or condition, usually three to five years in the future).

Mission Statement: What the institution, department, team, etc. does day-to-day. This is the methodology for achieving the vision.

SWOT Analysis: One of the most basic approaches to analyzing any organization. It is an effective method for engaging in critical thinking about the organization's vision, mission and goals. SWOT is an acronym for strengths, weaknesses, opportunities, and threats:

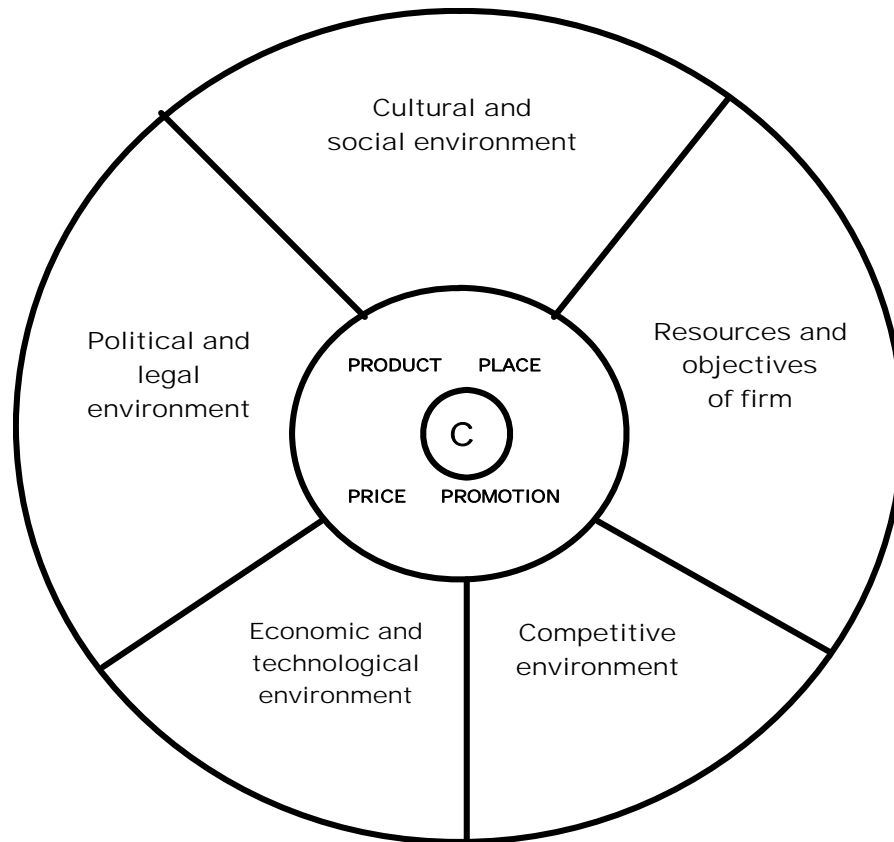
- **Strengths:** Any internal resource that assists in attaining the goals, enables the group to capitalize on opportunities and defends against threats.
- **Weaknesses:** Any internal situation or condition that hinders the group from attaining the goals.
- **Opportunities:** Any external factor that gives promise or potential for moving closer to the goals.
- **Threats:** Any external factor that limits or restricts progress toward goals.

Strategic Alignment: The product resulting from the SWOT is a one-year departmental action plan that supports the institutional strategies and guides individual staff goals, thereby creating strategic alignment throughout the organization.

Internal Operating Environment Chart: This should be used as a guide when brainstorming the strengths and weaknesses portion of the SWOT.



External Operating Environment Chart: This should be used to assist the group when identifying opportunities and threats



Developing the Departmental Action Steps : Once the strengths, weaknesses, opportunities and threats have been identified, the next phase in SWOT is to identify the action steps, which will become the departmental action plan, or what you will do during the next year to support the college's vision and strategic initiatives. Simply look at each item identified in the SWOT and determine, as a group, whether or not they require an action step. For example, if a weakness identified is that the program does not have a marketing plan, then the action step might be to develop a marketing plan. If an opportunity identified is to partner with other organizations, then indicate an action step to develop a plan to develop specific partnerships.

Prioritizing the Action Steps : The last step in the SWOT is to prioritize the action steps. One way of doing this is through a vote of the SWOT participants as shown below: (The participant-ranked priorities become an important consideration, which inform the planning directions of each department or division.)

Each participant scores the top priority item on the action steps list with a number one; the second priority is rated number two, and so on. Then add up the scores

assigned to each action step, and the one with the lowest number value is the top priority, the second lowest number is the second priority, and so on.

Departmental Action Plan: You are now ready to develop implementation plans for each of the action steps you plan to implement during the next year. Assign responsible parties, timelines, and develop a system to monitor progress. This is now your one-year tactical plan or roadmap.

Strategic Thinking: The above process should be followed annually and, over time, programs will go from strategic planning to strategic thinking. You will begin to analyze daily events in the context of these strategic planning principles.

One never notices what has been done. One can only see what remains to be done.

Marie Curie

GLOSSARY

Action – Steps outlining the tasks that need to be completed to fulfill a strategy.

Benchmarking – Identifying the best in class performance of other organizations and comparing those with your own organization.

Budget Panel – An advisory committee appointed by the college President comprised of eight members representing the major functions of the college. The panel is charged with reviewing all requests for new resources in relation to the college's strategic initiatives.

Competitive Intelligence – The information required to help managers compete more effectively in their unique environments.

Departmental Action Plans - A set of procedures for translating broad strategic initiatives and strategies into specific departmental goals and actions that are relevant to a distinct portion of the organization, such as a functional area like marketing.

Ends - Ends policies prescribe the outcomes that justify organizational existence. For the District Governing Board, these are in terms of what benefits will occur for which people at what cost.

Environmental Scanning - Researching all relevant factors emanating from the internal and external operating environments of a team, program or organization.

Goal – A target or end that management desires to reach.

Individual Performance Plan (IPP) - An employee's performance plan developed from the division/departmental action plan. The IPP helps ensure an employee's performance is aligned with their division/department's action plan, developed through a SWOT analysis, linked to appropriate institutional strategic initiatives.

Objective – A strategic position to be attained.

Operational Planning – The process of identifying specific procedures and processes required at lower levels of the organization.

Performance Management - The process whereby individuals know what is expected of them as employees, develop skills and abilities to accomplish expectations, find out how well they are fulfilling those expectations, and are rewarded or not, as is appropriate.

Planning – The conscious, systematic process of making decisions about goals and activities that an individual, group, work unit, or organization will pursue in the future.

Plans – The actions or means that managers intend to use to achieve organizational goals.

Situational Analysis – A review of where the organization is at a particular point in time. Included in the review are organizational successes and failures, the impact of the organization's past and present abilities to reach its goals.

SPC – Strategic Planning Committee for Yavapai College that is responsible for guiding strategic planning efforts.

Strategic Alignment – When all departments, teams, and individuals are supporting the institution's vision and major initiatives (or long-range goals).

Strategic Alliance – A formal relationship created among independent organizations with the purpose of joint pursuit of mutual goals.

Strategy - A pattern of actions and resource allocations designed to achieve the organization's strategic initiative(s).

Strategic Initiative - Major targets or end results relating to the organization's long-term survival, value and growth that take priority over specific individual or departmental goals.

Strategic Leadership – Behavior that gives purpose and meaning to an organization, envisioning and creating a positive future.

Strategic Management - A process that involves managers from all parts of the organization in the formulation and implementation of strategic goals and strategies.

Strategic Planning – A set of procedures for making decisions about the organization's long-term goals and strategies.

Strategic Vision – The long-term direction and strategic intent of an organization.

SWOT Analysis – A comparison of strengths, weaknesses, opportunities, and threats that help management formulate strategies.

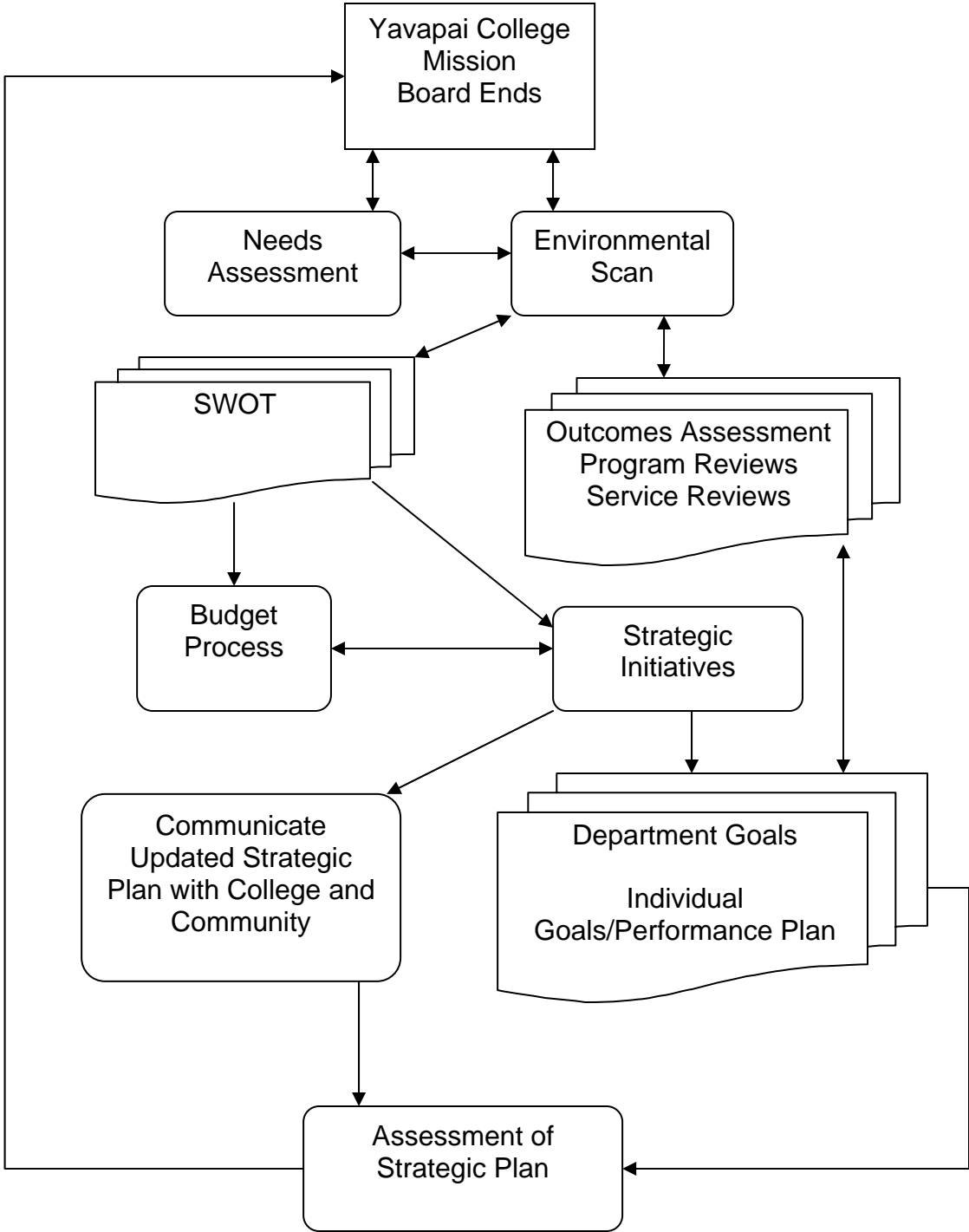
Vision – A mental image of a possible and desirable future state of the organization (usually five years out).

Yavapai College Performance Management Plan - A plan to foster each employee's development through a comprehensive process in order to fulfill the Yavapai College mission and accomplish the college's strategic initiatives.

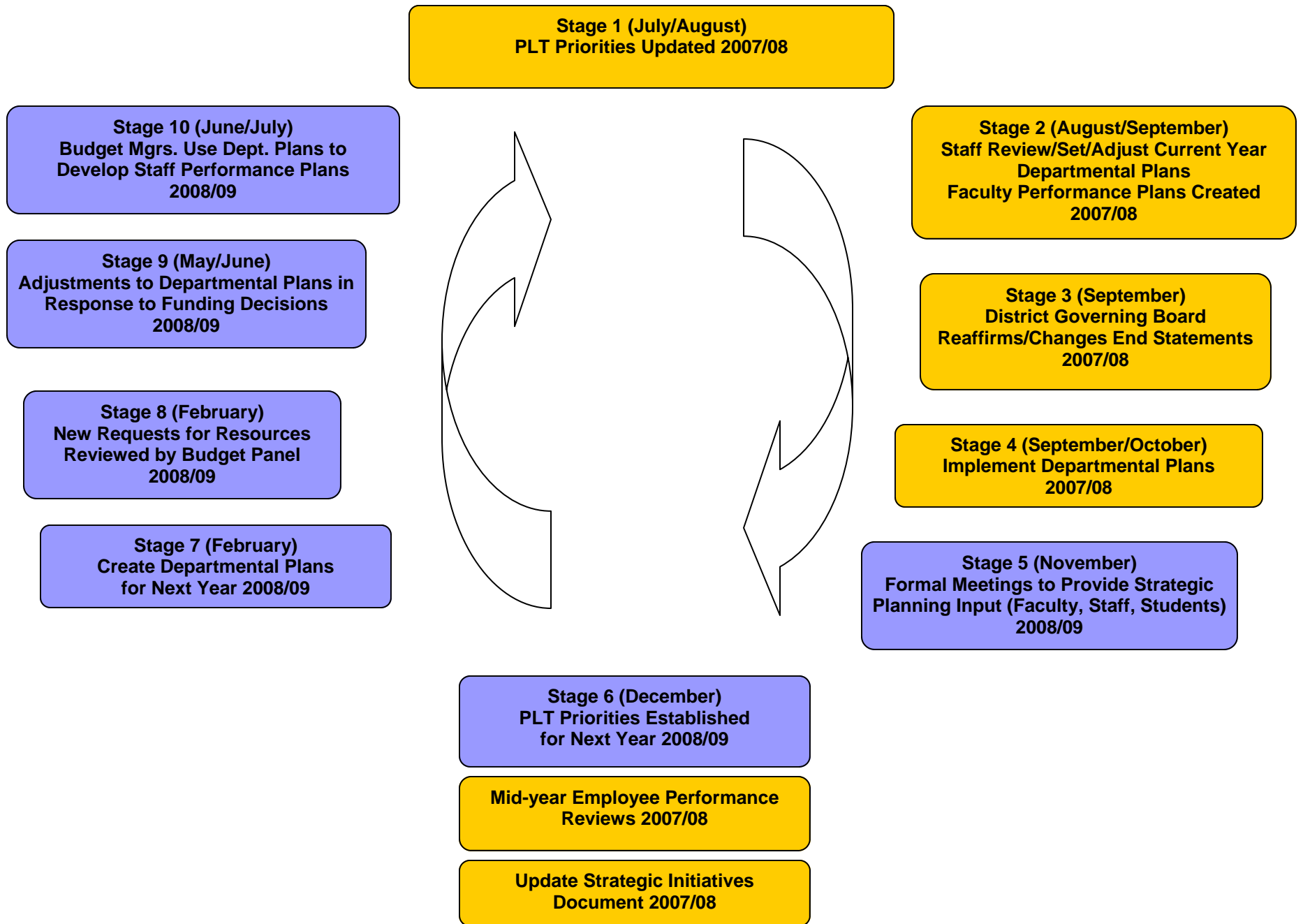
Set your goals, stay focused, and you will succeed.

Ted Williams

YAVAPAI COLLEGE: MISSION CENTERED/DATA DRIVEN PLANNING



YAVAPAI COLLEGE PLANNING CYCLE (as of 11/12/07)



This color represents planning for the next fiscal year

This color represents planning for the current fiscal year

Departmental Action Plan Template Example

Departmental action plans should align with the college-wide strategic initiatives. It is also acceptable to submit new strategies that resulted from your departmental SWOTs. Departmental Action plans should only include actions that will be completed in the next fiscal year.

<u>Strategy</u> :	<i>Example 1.2</i>
<u>Action</u> :	Action 3 – analyze enrollment trends and patterns to respond to growth/decline areas.
<u>Department Action</u> :	Develop enrollment trend reports that report FTSE and enrollment by location. Establish thresholds to categorize degree of growth or decline. Reports will be distributed to academic division heads and college administration. Reports will include recommended action based on data findings.
<u>Completion Date</u> :	August 1, 2006
<u>Source of Funds</u> :	Existing resources

<u>Strategy</u> :	<i>Example New Strategy - Create College Call Center</i>
<u>Action</u> :	Action <ol style="list-style-type: none">1. Model center after NAU research laboratory.2. Purchase CATI calls system.3. Complete technical and survey training of student services staff.
<u>Department Action</u> :	Develop college call center to conduct telemarketing in-house. Call center will also be used by student services to contact students who withdrawal from courses to improve student retention and learning. Call center has the potential to be used for creating a FTSE generating course in applied survey research
<u>Completion Date</u> :	June 30, 2007
<u>Source of Funds</u> :	New resource request \$125,000