



Develop Strategic and Action Plans

Planning: Strategy and action

“If you think education is expensive, try ignorance”

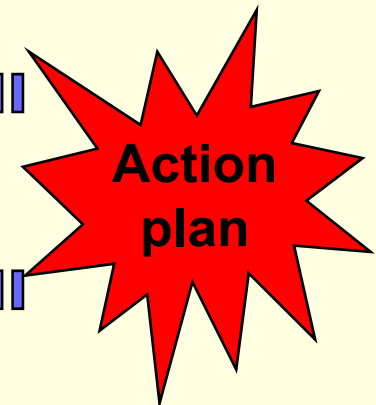
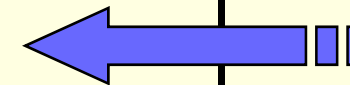
“Well done is better than well said”

Why strategic plans?

- A strategic plan provides overall direction on the long path from where things are now to where we hope they will be. Community work can be greatly enhanced by a clear vision, a mission statement, objectives, strategies, and an action plan.

What are the major questions?

The stage	The question
■ Situational analysis	■ Where are we now?
■ Strategy formulation	■ Where do we want to go?
■ Strategy implementation	■ How can we go there?
■ Strategy evaluation & control	■ Are we there?



Quick Tips

VMOSA **Defining your Vision, Mission, Objectives,** **Strategies and Action Plan**

VMOSA

- What is the purpose of your organization?
- How will you achieve it?
- The VMOSA process helps your initiative develop a blueprint for moving from dreams to actions to positive outcomes for your community. VMOSA gives both direction and structure to your initiative.

Vision

- The faculty's vision is its dream, a picture of the ideal conditions for your faculty. As a unifying statement for your effort, it also reminds you what you are striving to reach and guides important decisions.
- **A vision** statement should be a few short phrases or a sentence that conveys your hopes for the future. Catchy phrases such as "Healthy learning environment," "professional excellence, safe" and "Education for all" illustrate the common characteristics of a vision statement.
- **Craft a statement that is:**
 - Understood and shared by members of the community.
 - Broad enough to include a diverse variety of perspectives.
 - Inspiring and uplifting
 - Easy to communicate.

Vision

**The Colorado State University
System will be the premier system
of public higher education
in the nation.**

Mission

- A **mission** statement is more specific than your vision.
- As the next step in the action planning process, it expresses the "what and how" of your effort, describing what your faculty is going to do to make your vision a reality.
- While your vision statement inspires people to dream, your mission statement should inspire them to action. Make it concise, outcome-oriented, and inclusive.

Mission

**The Colorado State university System
is committed to excellence, setting
the standard for public higher education
in teaching, research and service
for the benefit of the citizens of Colorado,
the united states and the world.“**

Vision and Mission

- While your vision statement inspires people to dream, your mission statement should inspire them to action. Make it concise, outcome-oriented, and inclusive.

Objectives

- **Objectives** are the specific, measurable steps that will help you achieve your mission.
- Develop objectives that are SMART+C: specific, measurable, achievable (eventually), relevant to your mission, and timed (with a date for completion.)
- An example of an objective would be: "By the year (x), the university will develop and implement a university-wide plan to recruit students with high potential for success."
- The +C reminds you to add another important quality to your goals: make them challenging.
- Stretch your team to make improvements that are significant to members of the faculty.

Strategies

- Strategies explain how your group will reach its objectives.
- Broad approaches for making change include advocacy, coalition building, community development, education, networking and policy or legislative change.
- Specific strategies guide an intervention in more detail.
- To promote the health of children, you might also enhance people's skills (offer training in conflict management), modify opportunities (offer scholarships), or change the consequences of efforts (provide incentives for community members to volunteer as youth mentors).

Action Plan

- Your action plan specifies in detail who will do what, by when, to make what changes happen. It may also note the resources needed, potential barriers or resistance, and collaborators or communication lines that need to be active.
- An action plan guides you to your dream through "do-able" steps. You can rely on this plan to know what actions you should take day by day.

What is an action plan?

- An action plan is an opportunity to turn your dreams for your university or faculty into a reality. It is also an opportunity to make your faculty's vision concrete.
- An action plan outlines the strategies and action steps your faculty will use to meet its goals and objectives.

Why develop an action plan?

- Developing an action plan is a critical first step toward ensuring quality assurance projects success.
- An action plan may lend credibility to your faculty and its initiative, increase efficiency, and provide accountability.
- In addition, the action plan provides a tool for mobilizing the faculty and encouraging members to share responsibility for solving the problems and improving the situation you have decided to change.

Who develops the action plan?

- You can invite these people to help prepare an action plan:
- Influential people from all groups affected
- People directly involved in the problem or issue
- Members of grassroots organizations
- Members of ethnic and cultural groups of the community
- Different sectors of the community: media/business community/religious groups /schools/youth organizations/ social service organizations/ health organizations.

How do I develop an action plan?

- First, clarify your charge. Is it to work to reduce adolescent pregnancy in your community? Or are you working to increase the rate of home ownership? Your goal will provide the backbone of your action plan.
- Your action plan should include the strategies you plan to use and the action steps you will take to achieve your goals and objectives. It should also identify a role for each sector of the community or group involved in your effort.

A Successful Planning Process

(1) Be inclusive

- Good planning is active and **inclusive**. Seek out key players with diverse viewpoints on the problem or issue.
- Once a diverse group of important players is at the table, it is important to get them to communicate with each other.
- Effective leaders often call on silent members during pauses in the discussion. They convey the value of each person's voice on the issues.
- Occasionally, it may be necessary to discourage an overly enthusiastic member from talking too much or dominating meetings. Leaders may do so by thanking them for their comments and indicating the importance of hearing from other members of the group.



A Successful Planning Process

(2) Manage conflict

- If the group is effective in attracting diverse views, conflict among members may result.
- Group facilitators can recognize differences, perhaps noting the diverse experiences that give rise to divergent views.
- To resolve conflicts, leaders may attempt to elevate the discussion to a higher level on which there may be a basis for agreement.
- By reminding the group that we all share the vision of a healthy faculty, leaders can help members find common ground.



Still friends

A Successful Planning Process

(3) Use brainstorming rules

- Group facilitators must avoid making judgments about ideas and suggestions. Brainstorming rules apply.
- All ideas must be heard and noted without criticism.

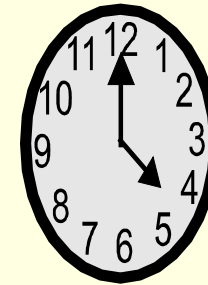


Two brains are better than one

A Successful Planning Process

(4) Be efficient

- Planning meetings must be efficient, starting and ending on time.
- It is helpful to have an agenda or to build a consensus at the beginning of the meeting about what will be accomplished and in what time frame.



Just in Time

A Successful Planning Process

(5) Communicate products of planning

- Planning will result in a useful product. Try to structure every planning session so that it results in a product, such as a list of issues or ideas.
- Show off the product at the end of planning meetings, distributing copies of the products of planning to all members.



Do you Know that

A Successful Planning Process

(6) Provide support and encouragement

- Finally, it is important to provide support and encouragement throughout the process of planning.
- Good planning takes time; it usually requires months to produce a detailed plan of action.
- Acknowledge the contributions of all participants, especially key leaders.
- Let the team know when it is doing a good job.
- Positive feedback feels good, particularly to those who are used to being criticized for their work.



You did a good job

**Great Minds discuss ideas,
Average minds discuss events
Small minds discuss people**

Admiral Hymn Rickover