

STRATEGIC PLANNING: CHANNELING THE WAY FORWARD

**Presented By: Diane Nauffal, Ph.D.,
Assistant to the President for Institutional Research and Assessment
Lebanese American University**

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Overview

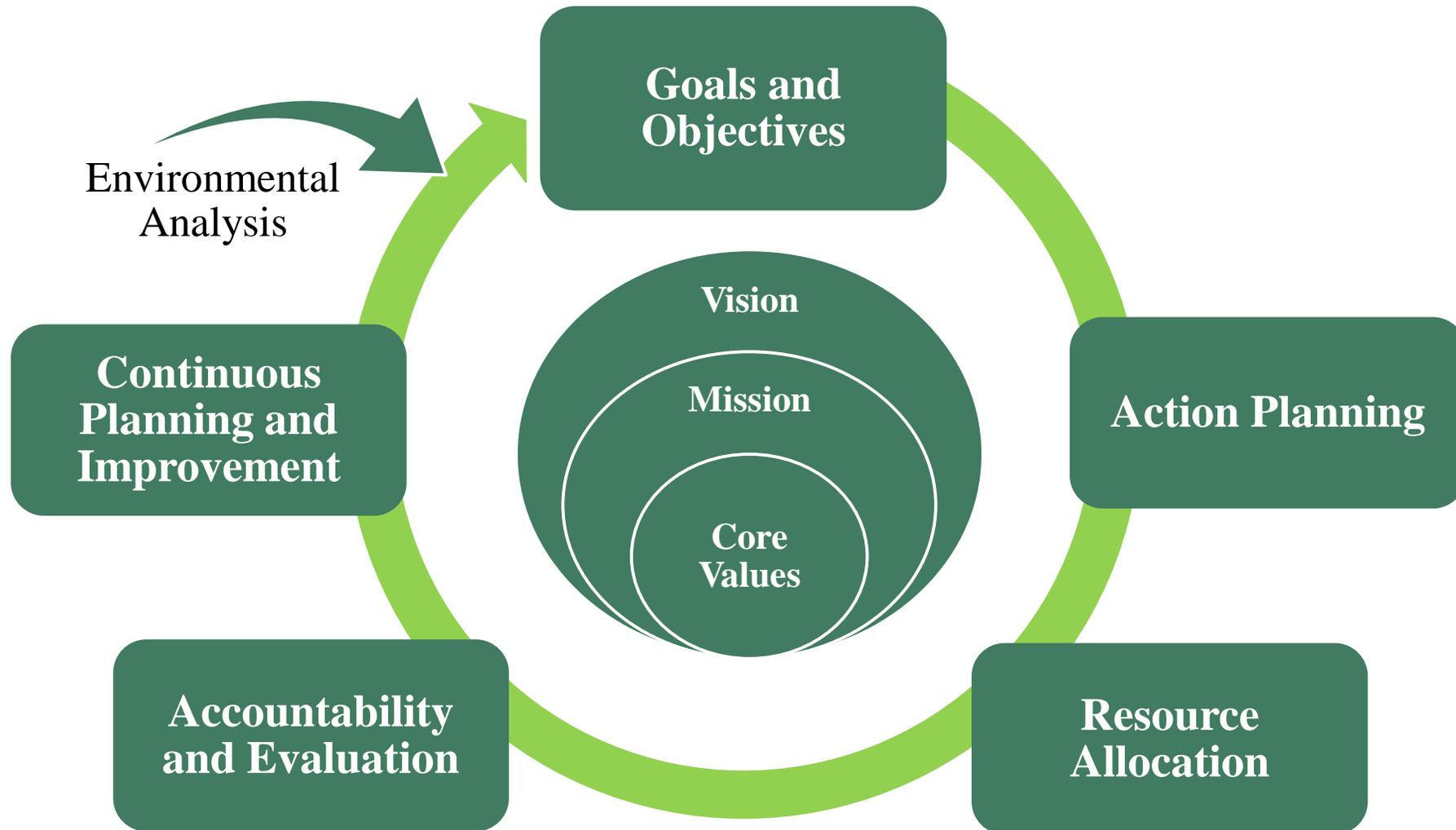
1. What is strategic planning?
2. Benefits of strategic planning
3. Strategic planning components
4. Success of a strategic plan
5. Strategic planning at LAU

What is strategic planning?

Strategic planning is simply an effort to anticipate, predict, and ideally control future activities or outcomes (Tromp and Ruben, 2004).

Strategic planning envisions the advancement of the vision and mission for an organization through goals, priorities, and objectives that translate into initiatives in line with outcomes, with strategic resource allocation and commitments to assessment, accountability reporting and planning driving budget not vice versa (Rives, 2009).

Strategic planning components?



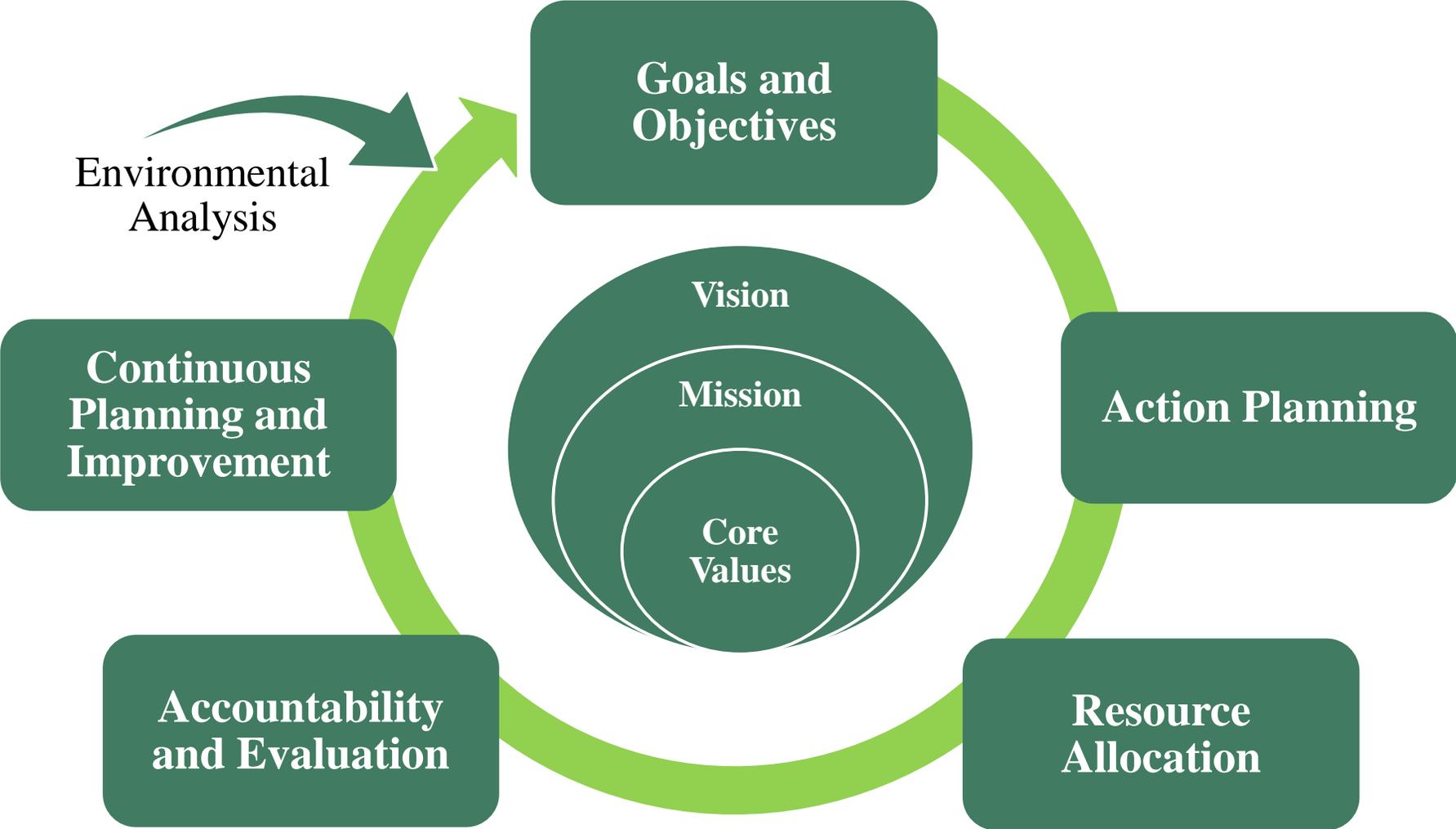
Benefits of strategic planning

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- Provides a roadmap to steer the organization through change
 - Turns strategies into action
 - Provides clarity of purpose
 - Provides focus on priorities
 - Helps allocate resources
 - Identifies the organization's contribution to its communities

Benefits of strategic planning

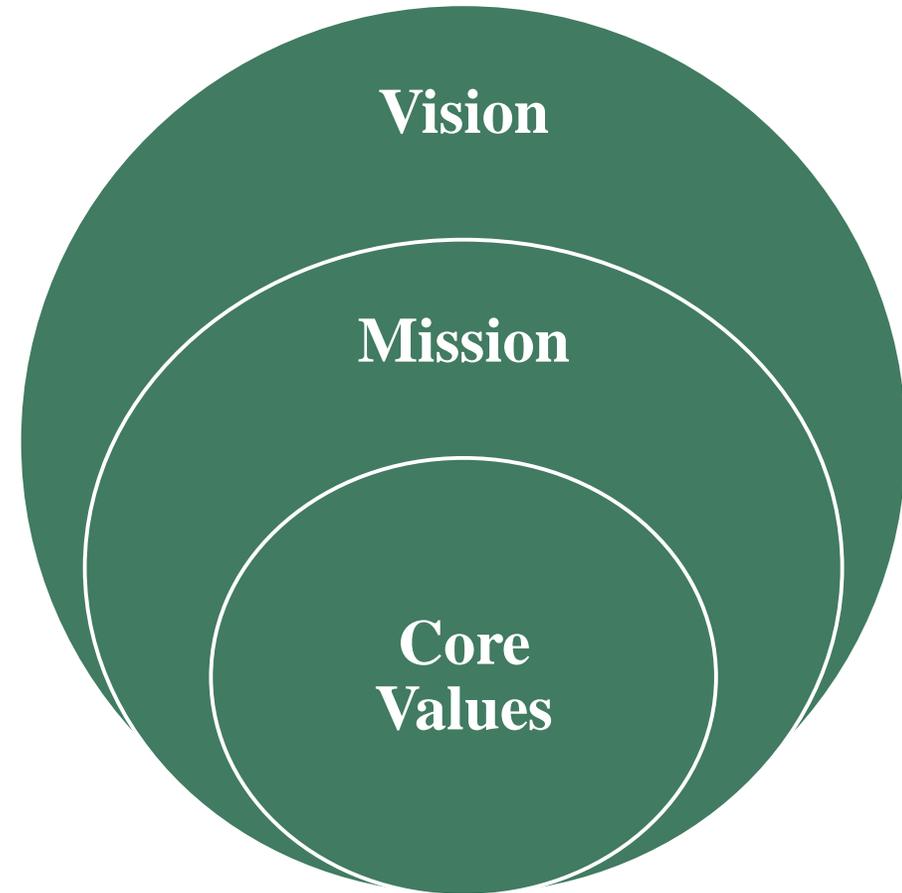
- 
- Identifies outcomes and their level of attainment
 - Provides opportunity for stakeholders engagement
 - Increases buy-in and ownership
 - Provides common vision and language
 - Guides decision-making

Strategic planning components?



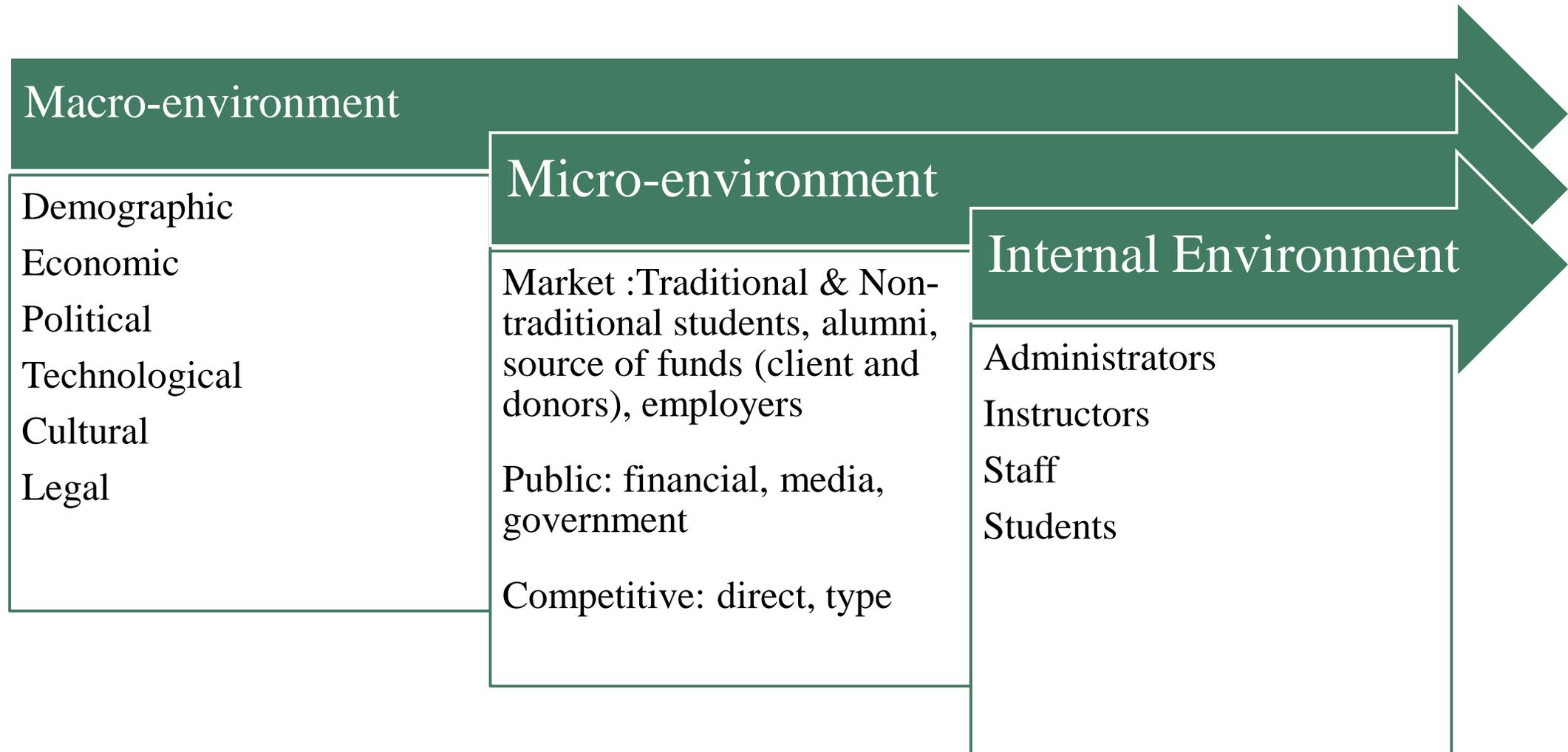
Vision, Mission, Values

- Vision is a statement of what the organization wants to become, that is, its future aspirations (Ruben 2003)
- Mission is the basic purpose of an organization, that is, what is it trying to accomplish (Kolter and Murphy 1981). A statement of daily activities.
- Values outline the ideals and behaviors deemed important by the organization.



Environmental analysis

Every organization operates in an environment that has a variety of strengths, weaknesses, opportunities and threats (SWOT).

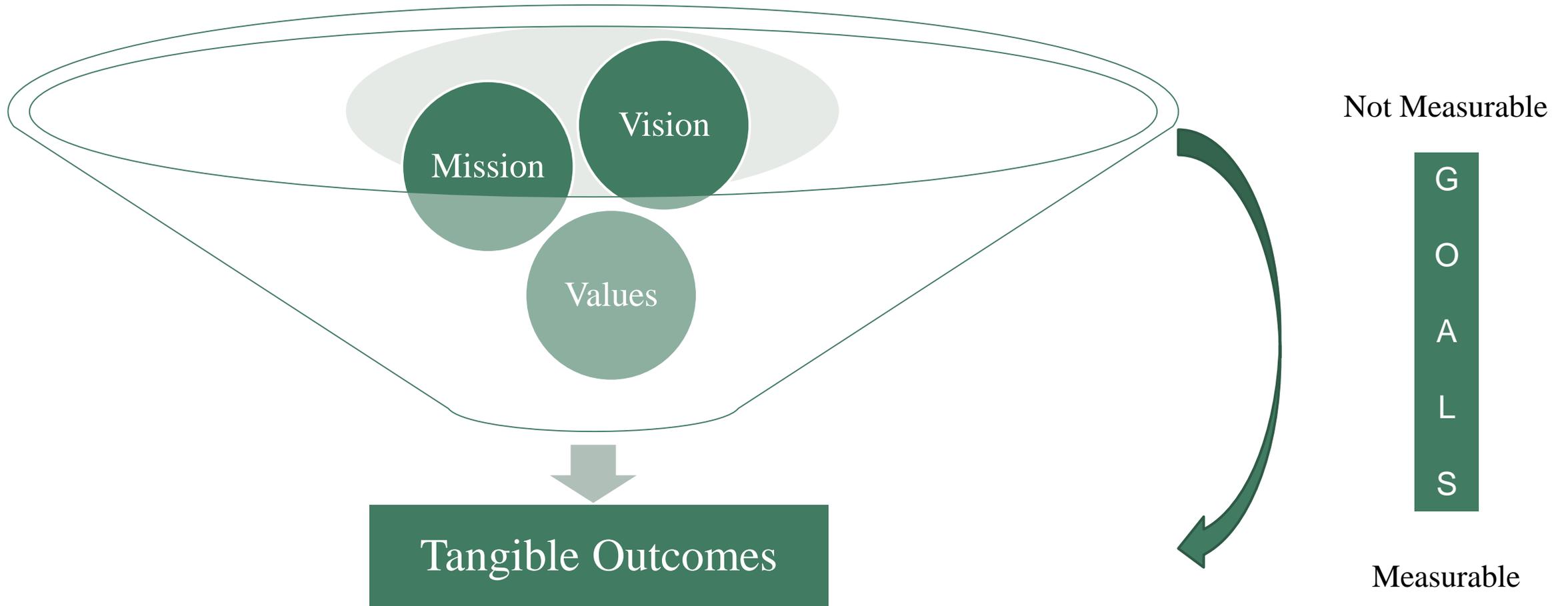


Strategic goals

Strategic goals provide the organization with a clear purpose and a reference point against which to measure and demonstrate institutional progress and accomplishments.



Strategic goals



Action planning

In the action planning phase focus shifts from broad goals to specific strategies and action steps that will facilitate the realization of the set goals.

TO DO LIST



Action planning

Such plans delineate short-term actions needed to move the institution in the right direction in the immediate future and long-term actions involving more complex, evolutionary changes (Tromp and Ruben 2004).

Action plans detail what will be done, by whom, when and what resources are needed.



Evaluation and accountability

- For a meaningful assessment, level of activity (increase, decrease, constant), extent of impact in intended direction and degree of progress are essential dimensions of accountability reporting and ensuring the realization of the strategic plan.
- The purpose of accountability reporting and assessment is to measure the ongoing results of a plan against the plan's goals and to take corrective action when deemed necessary.

Success of a strategic plan

The success of a strategic plan is dependent on three imperative components:

- Leadership,
- Communication, and
- Assessment

Success of a strategic plan

Leadership style has been found to influence collaboration, engagement and commitment to seeing plans through to realization.

Defining leadership roles and responsibilities is essential to a plan's effectiveness.



Success of a strategic plan

A major role of leadership is to encourage dialogue and communication between the participants leading to improved understanding of an institution's or an academic unit's vision and mission and fostering a sense of ownership of the strategic plan and belonging to the organization

Good leadership facilitates the creation of an inclusive, open process that provides opportunities for input and participation from virtually all members of the university community.



Success of a strategic plan

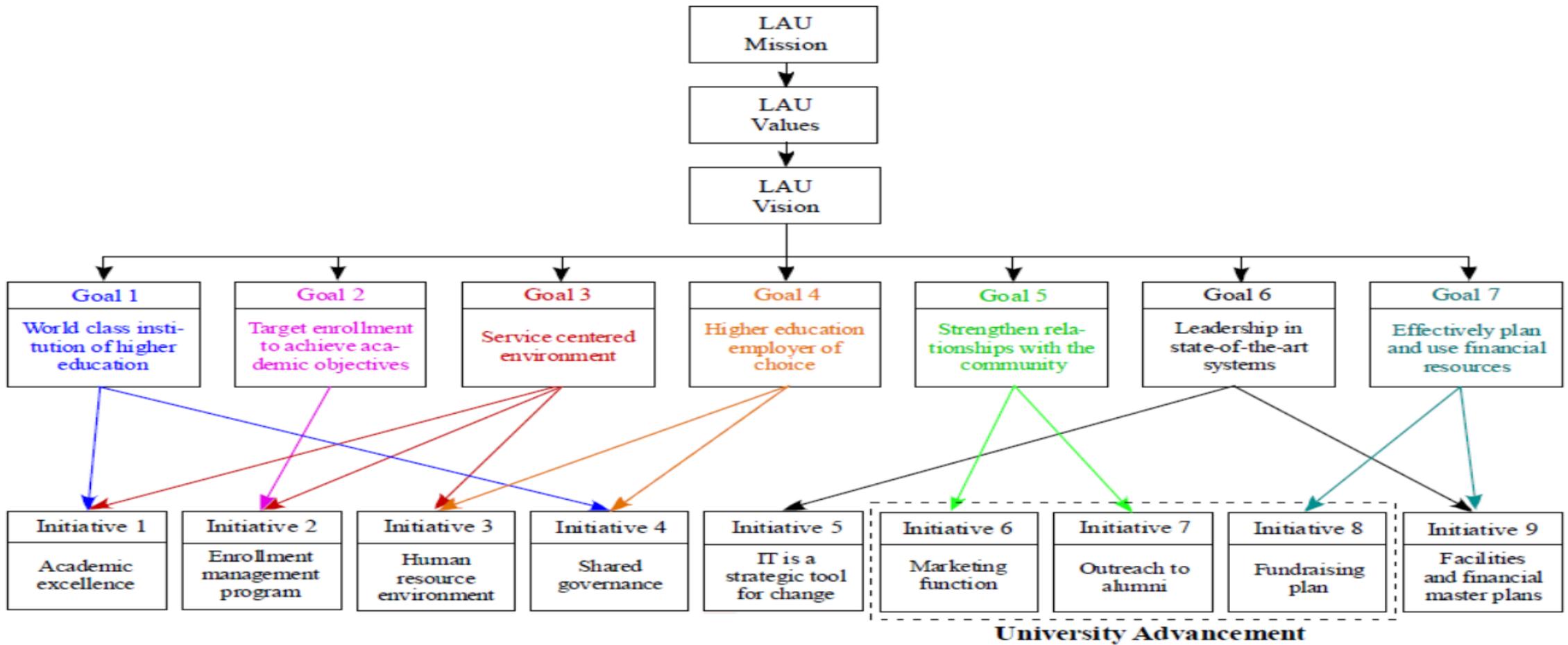
Assessment of a plans outcomes at regular intervals helps monitor progress. Plans, strategies, and activities can then be modified accordingly if needed to ensure that set targets are met. The process is a cycle and it is important to close the loop.



LAU's Strategic Planning Experience: The Fact-finding Journey of an Institution



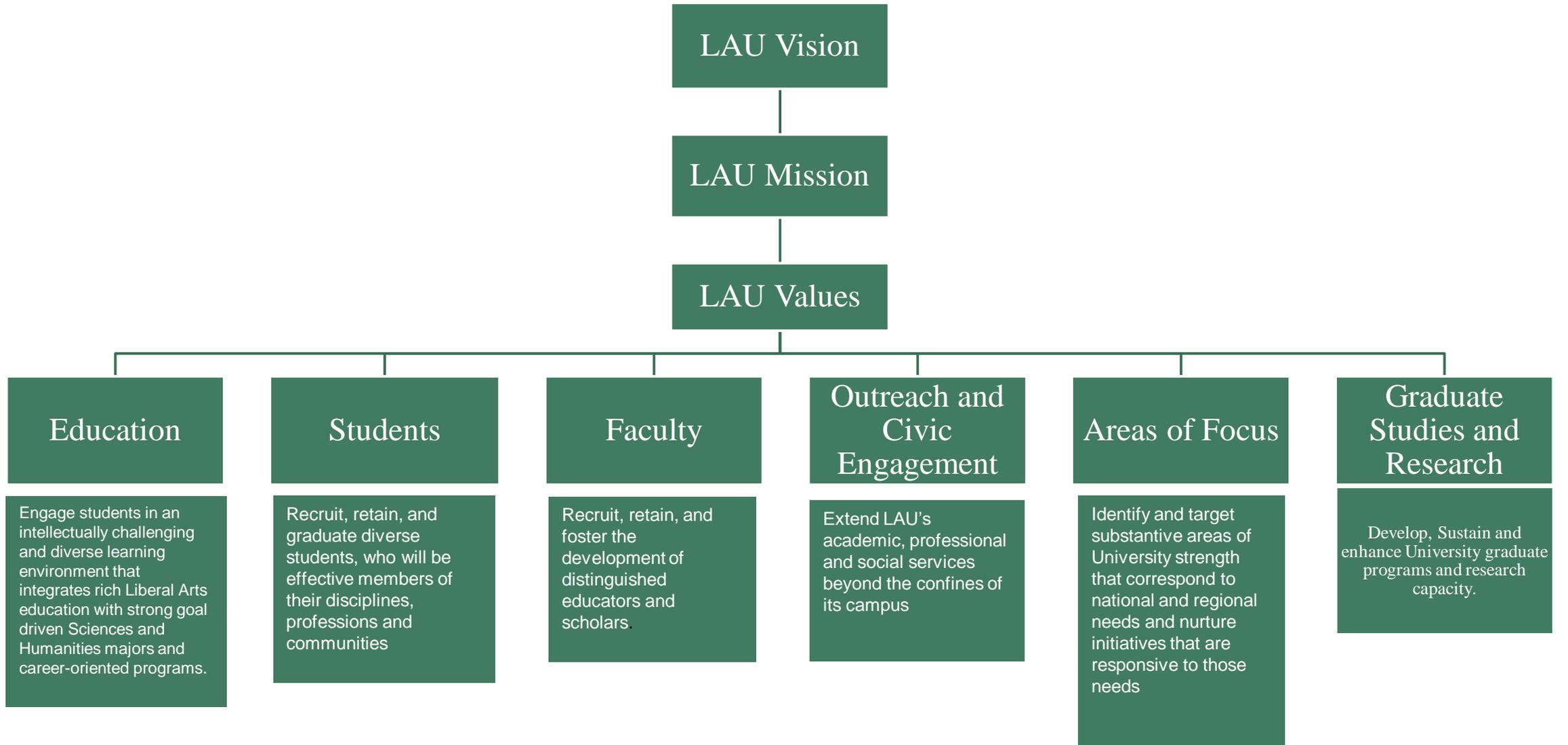
Strategic Plan 2005-2010



Strategic Plan 2005-2010



Strategic Plan 2011- 2016



Strategic Plan 2011-2016

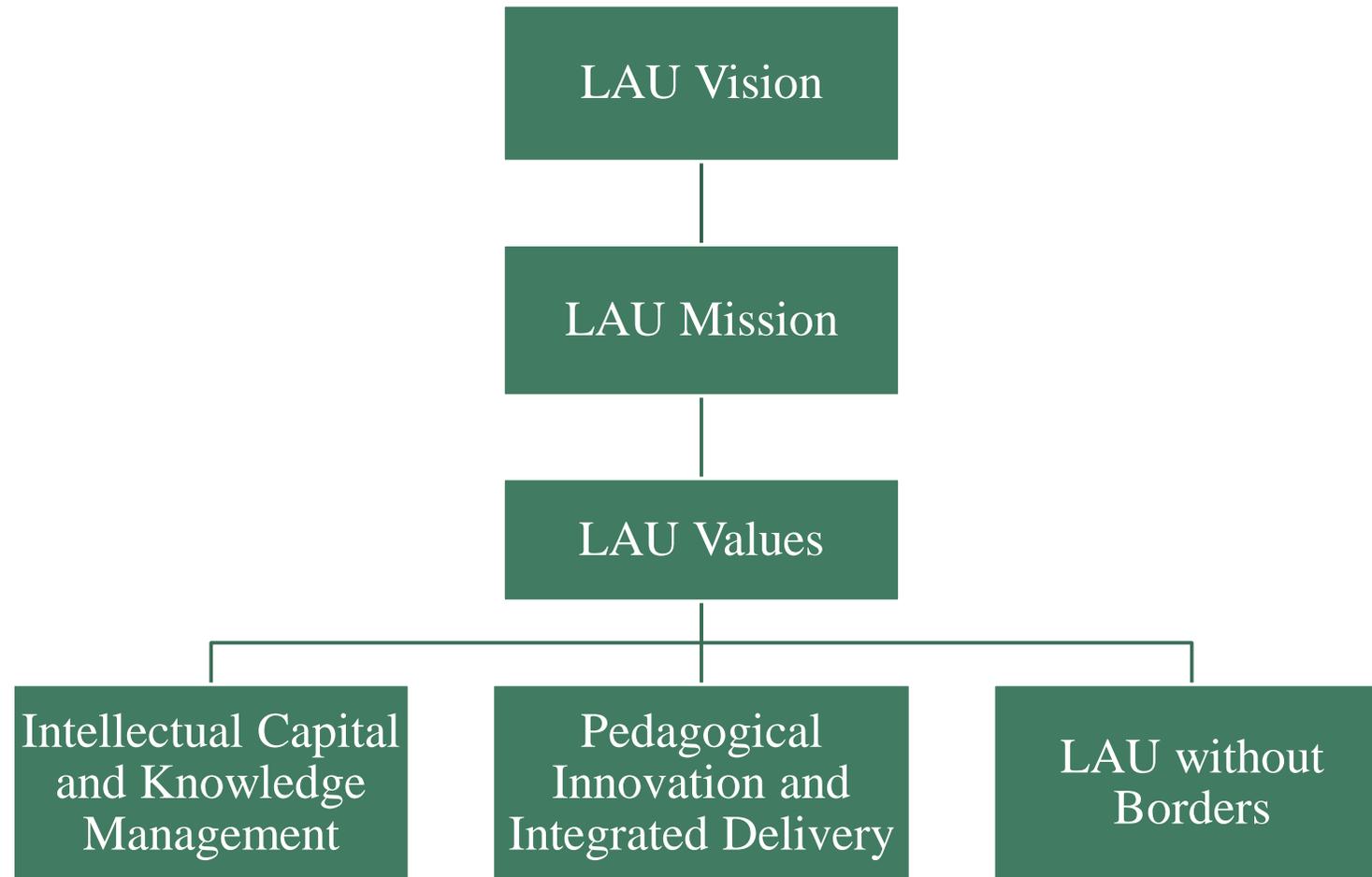
Mission Statement used for SP 2005-2010

- Lebanese American University is committed to academic excellence, student-centeredness, the advancement of scholarship, the education of the whole person, and the formation of students as future leaders in a diverse world (2005).
- Developed by faculty and staff representatives of the LAU community and approved by the Board of Trustees (BOT).

Mission Statement used for SP 2011-2016

- Lebanese American University is committed to academic excellence, student-centeredness, **civic engagement**, the advancement of scholarship, the education of the whole person, and the formation of students as future leaders in a diverse world. (2011).
- Developed by faculty, staff and **student** representatives of the LAU community, approved by the BOT and shared with the BIA.
- The BOT includes representation of the public interest and reflects **areas of competence** to fulfill its responsibilities such as academicians, medical doctors and financial experts.

Strategic Plan 2017- 2022



Challenges

Implementation can also be negatively impacted:

- In certain areas where the champion of the action step is a body
- Areas new to the institution or where the institution does not have extensive experience or expertise
- Action steps where there has been a change in leadership.
- Areas where it has been difficult to maintain unity of purpose, consistency, compatibility of results, and continuity of flow in strategic initiatives.
- Resources – human, financial and facilities are not sufficient

Conclusion

Wisely employed strategic planning can be a powerful tool to help universities and academic units listen to its constituencies, encourage the emergence of ideas from all levels, recognize opportunities, make decisions supported by evidence and strive to actualize a shared vision (Doris, Kelley and Trainer, 2002).

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Thank you

Dr. Diane Nauffal

Assistant to the President for Institutional Research and Assessment

Lebanese American University

Email: diane.nauffal@lau.edu.lb