

PLANNING FOR STRATEGIC PLANNING 2021

Laramie County Community College

Board of Trustees Retreat Jan 8, 2021

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.

Question – What do we want to do?

1. Do we want to grow (Growth Strategy)?
2. Do we want to maintain (Stabilization Strategy)?
3. Do we want to retrench (Defensive Strategy)?

10 Steps of LCCC's Strategic Planning (6-9 month process)

- 1. Assembling the Team**
Select, assemble, and orient a shared governance team to represent important stakeholders in the planning process. Should include a “chief strategist” to work alongside the President.
- 2. Establish a Timeline**
Draft, review, and finalize a timeline for the planning process.
- 3. Environmental Scanning (Internal and External)**
Gather information and conduct assessment to inform planning.
- 4. Identification of Critical Issues (SWOT)**
Review summaries of assessment data and information gathered in #3.
- 5. Mission Statement and Values Review/Update**
Review current mission and values statements. Update as necessary.
- 6. Vision Statement, Strategic Goals and Outcomes Development**
Review critical strategic issues with board members and key staff.
- 7. Draft Strategic Plan**
First draft of strategic plan including mission, values, vision, goals and outcomes; distribute for review by key stakeholders to solicit reactions and suggestions for revisions.
- 8. Develop Evaluation and Monitoring Framework**
Develop strategic plan evaluation framework for use in development of operational plan(s).
- 9. Approval of Strategic Plan**
Board of Trustees, College Councils, etc. reviews and approval of the strategic plan.
- 10. Orientation and Implementation Planning**
Hold College-wide and divisional events to orient campus community and to prepare for implementation of tactics/activities based on the Strategic Plan.

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.

Levels of Planning

1. **Institutional (Strategic)** – Organizational direction, with longer-term goals for improving institutional effectiveness, high level strategy with defined, measurable objectives.
2. **Divisional (Tactical)** – Unit (includes divisions, departments, and/or schools) direction, often represents tactics for responding to strategic plan directives as well as thematic representation of goals for improvement of functions within the division.
3. **Functional (Operational)** – Function (program or service/support function) direction, with a primary focus on continuous improvement towards excellence in fulfilling the function's purpose, which may include linkage to divisional or institutional/strategic plans.

COMPONENTS OF THE 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: *Value Statements*

Whereas the Mission statement describes what we do, the value statements describe how we behave while carrying out our work.

Level III: *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 IV: *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 V: *Strategic Objectives*

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

Level VI: *Operational Strategies/Tactics*

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

Brainstorm

- What people, resources, materials, etc. do we want to include in our environmental scanning?
 - Internal
 - External
- What should be the composition of the strategic planning committee?
 - Who should we ask to serve on the committee?
 - Who should lead it?