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# Strategic Planning for Business Education: Lessons from the Trenches

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# Outline

- Introduction
- Foundations of strategic planning
- Major questions to consider
- Major elements of a strategic plan
  - Examples
- Strategic planning success principles
- Alternate planning methodologies
- Keys to success



# Introduction

- Strategic planning partnership
  - Created by Michael A. Diamond and Michael Moore;
  - Funded by the Ernst & Young Foundation;
  - Began in 1994;
  - Served over 40 AACSB-accredited business schools, as well as universities and related not-for-profits;



# Introduction

- Adapted Ernst & Young's Focus™ methodology to suit the higher education context;
- Ongoing strategic planning work through Academic Leadership Associates.



# Introduction

Institutions served:

## **United States of America**

- **University of Alabama**  
College of Commerce and Business Administration
- **Baylor University**  
Hankamer School of Business
- **Beta Gamma Sigma Honorary Fraternity**
- **Brigham Young University**  
J. Willard and Alice S. Marriot School of Management
- **University of California, Irvine**  
Graduate School of Management
- **California Polytechnic State University**  
Orfalea College of Business
- **Case Western Reserve University**  
Weatherhead School of Management
- **Clemson University**  
College of Business and Public Affairs
- **University of Colorado, Denver**  
College of Business Administration



# Introduction

- **Cornell University**  
Johnson Graduate School of Management
- **Delaware State University**  
School of Management
- **DePaul University**  
College of Commerce
- **Duke University**  
Fuqua School of Business
- **University of Florida**  
Fisher School of Business
- **Hampton University**  
School of Business
- **University of Houston-Downtown**  
College of Business, and  
University-wide plan
- **University of Illinois**  
Department of Accountancy
- **Lehigh University**  
College of Business and Economics
- **Miami University**  
Richard T. Farmer School of Business Administration



# Introduction

- **Michigan State University**  
Department of Accounting
- **Millsaps College**  
Else School of Management
- **Mississippi State University**  
College of Business & Industry
- **University of Missouri, Columbia**  
College of Business and Public Administration
- **Morgan State University**  
Earl G. Graves School of Business and Management
- **North Carolina Central University**  
School of Business
- **Ohio State University**  
Fisher College of Business
- **University of Oklahoma**  
Price College of Business
- **San Jose State University**  
College of Business
- **Seattle University**  
Albers School of Business and Economics





# Introduction

- **University of Southern California**  
Elaine and Kenneth Leventhal School of Accounting  
Marshall School of Business
- **Southern University and A&M College**  
College of Business
- **Syracuse University**  
School of Management
- **University of Washington**  
School of Business Administration
- **University of Washington Tacoma**  
Milgard School of Business
- **Washington & Lee University**  
Williams School of Commerce,  
Economics and Politics
- **University of Wisconsin, Madison**  
Department of Accounting and  
Information Systems

## Australia

- **University of Sydney**  
College of Sciences and  
Technology

## Republic of Korea

- **Korea University**  
College of Business  
Administration

## United Kingdom

- **University of Oxford**  
Regent's Park College



**Like aging generals, many academic leaders appear to be planning for the previous war, not the next one.**

Kenneth C. Green  
*Mark Hopkins and the  
Digital Log*



**One of our trustees says that if he learns that the end of the world is at hand, he will immediately come to Duke, because everything takes a year longer here.**

**... Nan Keohane, President  
Duke University**



# Foundations

- Clearly articulate the institution's enduring mission, values and near-term strategic goals, as well as the means to achieve both;
- Create an institutional culture that is forward looking rather than reactive;



# Foundations

- Clearly delineate the attributes and capabilities your institution needs to develop to achieve its goals;
- Chart a course toward creating these attributes and capabilities and clearly articulate the steps that will need to be taken;
- Set benchmarks that must be met periodically to bring the plan to fruition;



# Foundations

- Decide how to measure success, so you will know it when you see it;
- Communicate with stakeholders throughout the process so they buy-in to the process and make the goals in the strategic plan their own goals;
- Demonstrate seriousness about implementing the plan – hold people accountable!



# Foundations

- Recognize there are many strategic planning methodologies available, and no *one* of them is best;
- Find the methodology that best fits your institution's culture, circumstances and ambitions;
- Accept that there will always be dissenters who dislike the methodology or are dismissive of planning – just seek to bring the vast majority of people along;



# Foundations

- Seek outside facilitation to prevent the process from bogging down in internal political struggles or personal feuds;
- Include a wide range of stakeholders:
  - Not just academic leaders and faculty, but also students, alumni, people from the community, etc. There are many ways to include a range of opinions and engage people in the process while maintaining an appropriate amount of control over the outcome;





# Foundations

- Find the balance between a plan that is abstract enough to encompass everyone's work and one that is so specific that it is more tactical than strategic;
- Make the hard choices and do not fall into the trap of seeking consensus;
- **Be ambitious!**



# Major Questions to Consider

- Is there a best time to do strategic planning?
  - Variables to consider:
    - Recent or pending leadership changes;
    - Significant environmental changes;
    - Beginning development campaign;
    - Burning platform;
    - Competitive advantages.



# Major Questions to Consider

- What unit within the university is the best place to start?
  - At the university-wide level?
  - At the college or school level?
  - At the departmental level?
  - At the administrative unit level?
- The business school as the strategic planning unit.



# Major Questions to Consider

- Is this the first attempt at strategic planning?
- Is there a past history of success? Of failure?
- Is there a culture of strategic planning?
- Is the process you are considering consistent with the institutional culture?
- Is the plan university-wide or for a particular school, department or unit?



# Major Questions to Consider

- Is the planning process based on an honest assessment of current situation and SWOT?
- Will it yield a plan that develops priorities but broad enough in which the community or at least a significant portion can participate?
- Will it have measurable outcomes with clear assignment of responsibility?
- Have you built in some wins that are attainable early in the implementation process?



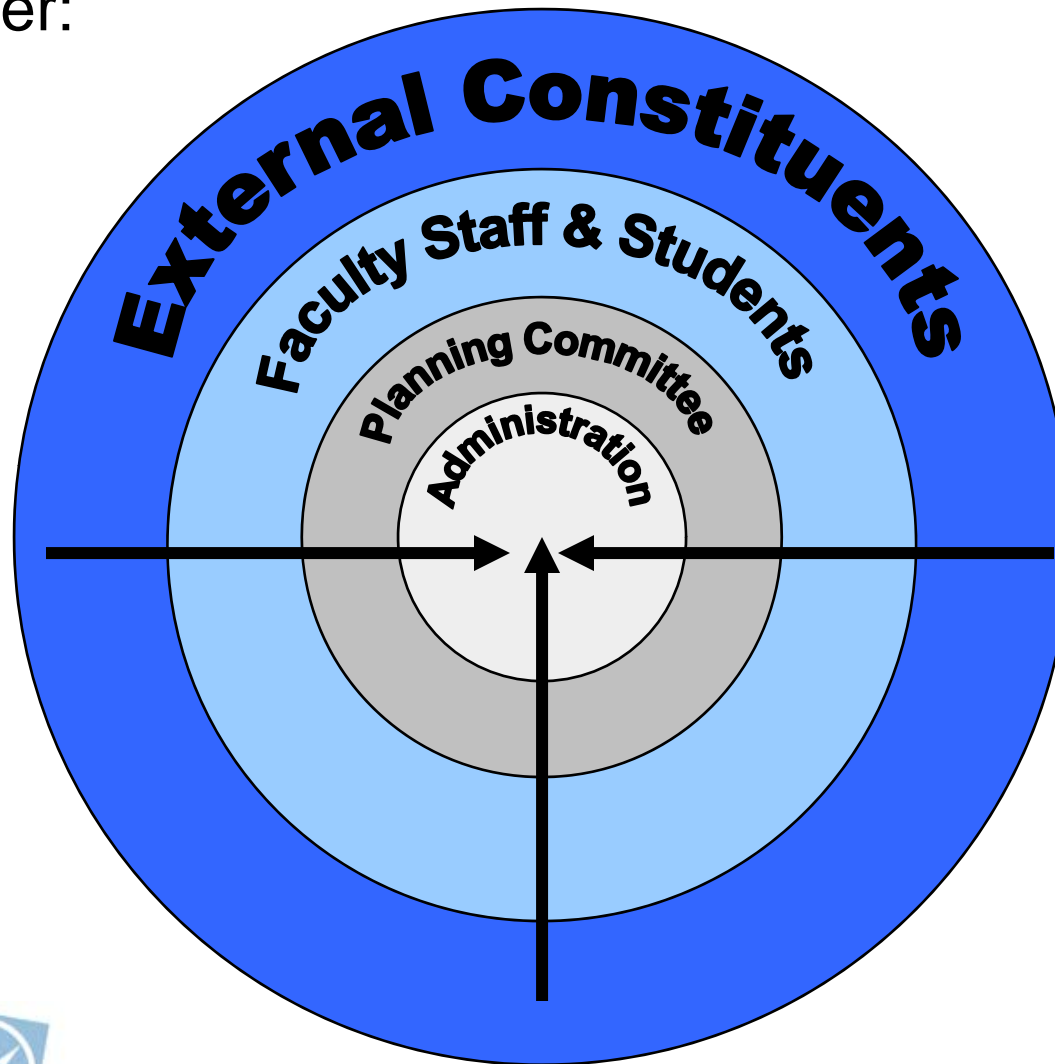
# Major Questions to Consider

- What strategic planning methodology is most appropriate for your institution?
  - Variables to Consider:
    - Institutional culture;
    - Time available for the process;
    - Number of stakeholders involved;
    - Primary use of plan.



Major Questions to Consider:

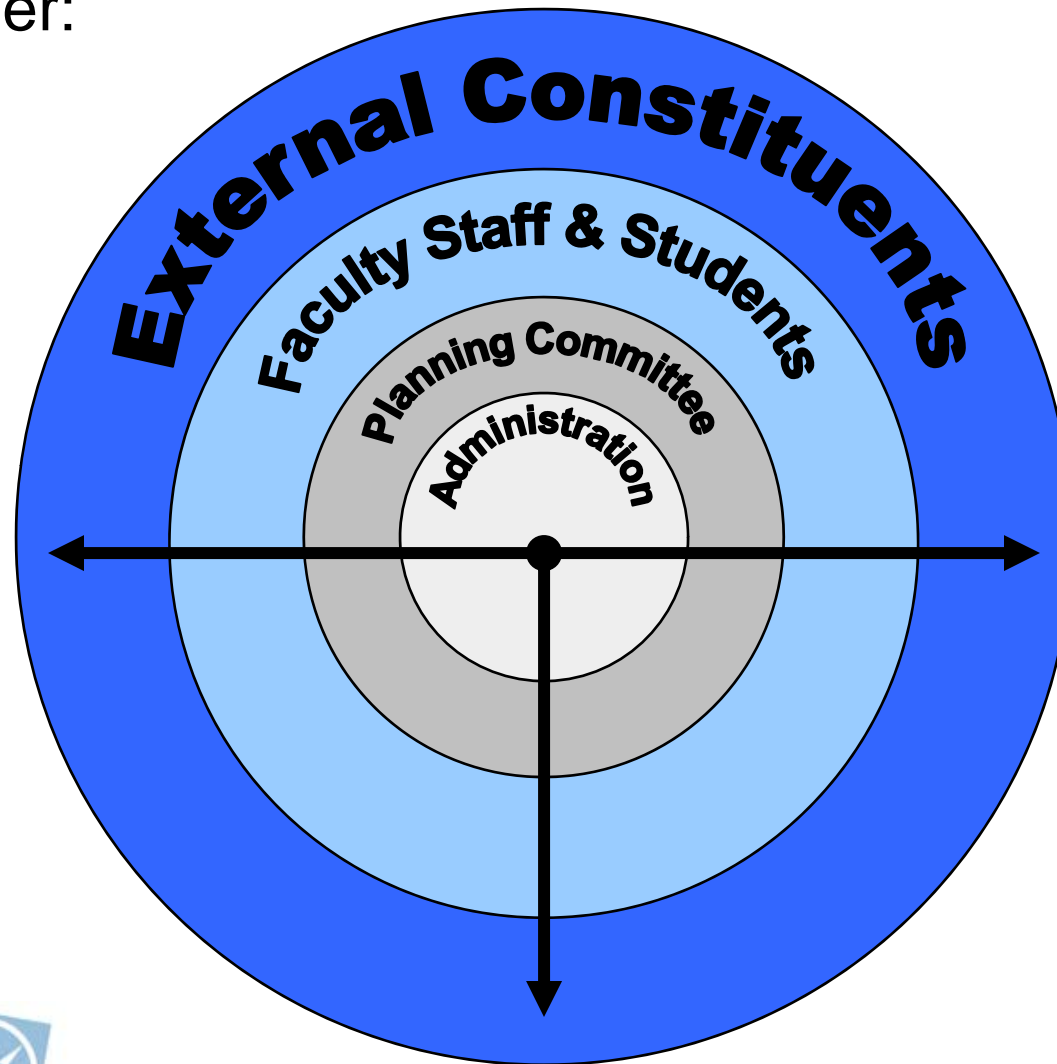
From Outside In



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Major Questions to Consider:

From the Center Out



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# Major Questions to Consider

- Whatever the methodology, make sure to find the approach most likely to suit your institutional culture;
- We have found that inclusivity and open communication are crucial at most institutions.



# Major Elements of Strategic Plan

- Mission
  - Shared purpose
  - Shared values
  - Measures
- Distinctive Capabilities
- Strategies
- Actions



# STRATEGIC FRAMEWORK

## Mission

## Distinctive Capabilities

## Measures of Success

## Strategies

*Core competencies required to fulfill our mission*

*Indicators for achieving our distinctive capabilities*

*Critical things we must do to achieve our distinctive capabilities*

**Shared Purpose**  
*Shared purpose provides focus by driving strategy.*

**Shared Values**  
*Shared values provide control by guiding execution.*

**Measures of Success**  
*Indicators of success in fulfilling our mission*

**People**

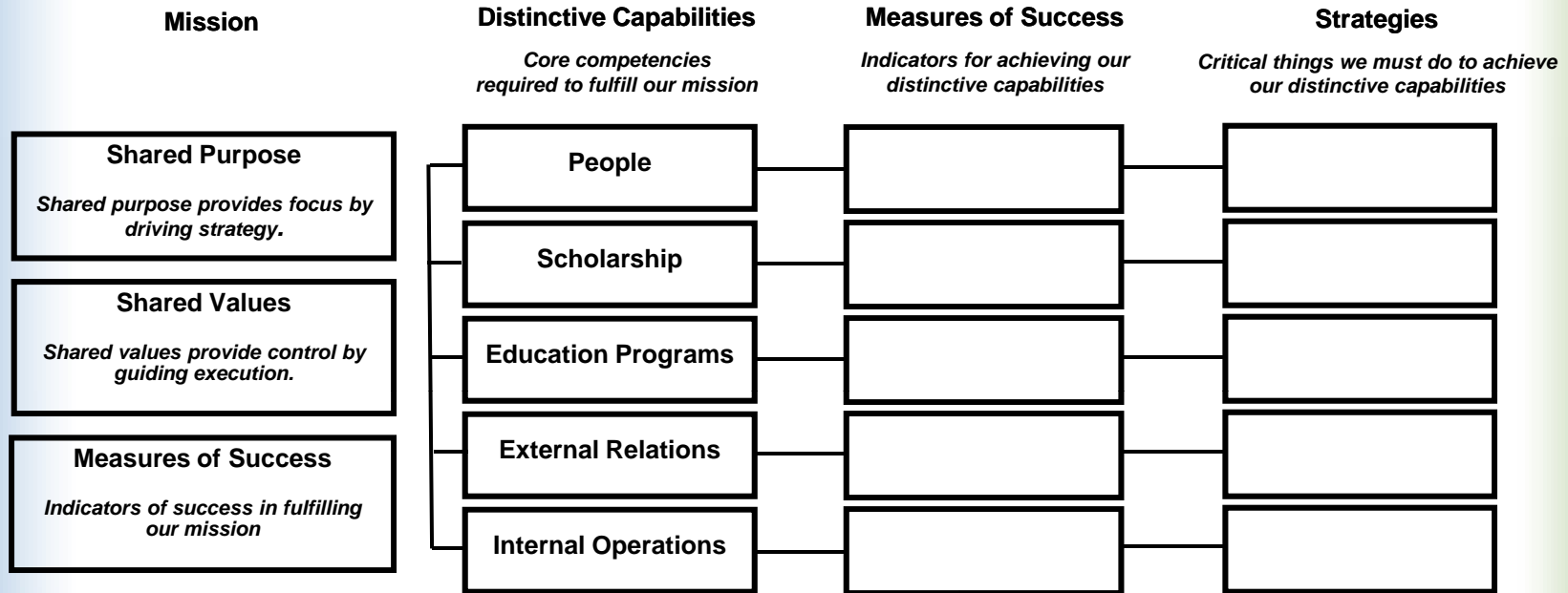
**Scholarship**

**Education Programs**

**External Relations**

**Internal Operations**

# STRATEGIC FRAMEWORK



**Measures of Success**

**Distinctive Capability Area:**

Measurement Category	Operational Specifics

**Strategies and Actions**

**Strategy:**

Action Step / Result	Date	Responsibility

# Major Elements of Strategic Plan - Mission

- Shared Purpose -- Purpose is centered on the most significant needs of the organization's most important stakeholders.
- Shared Values -- Shared values provide the control system for an organization by guiding execution.



# Major Elements of Strategic Plan - Mission

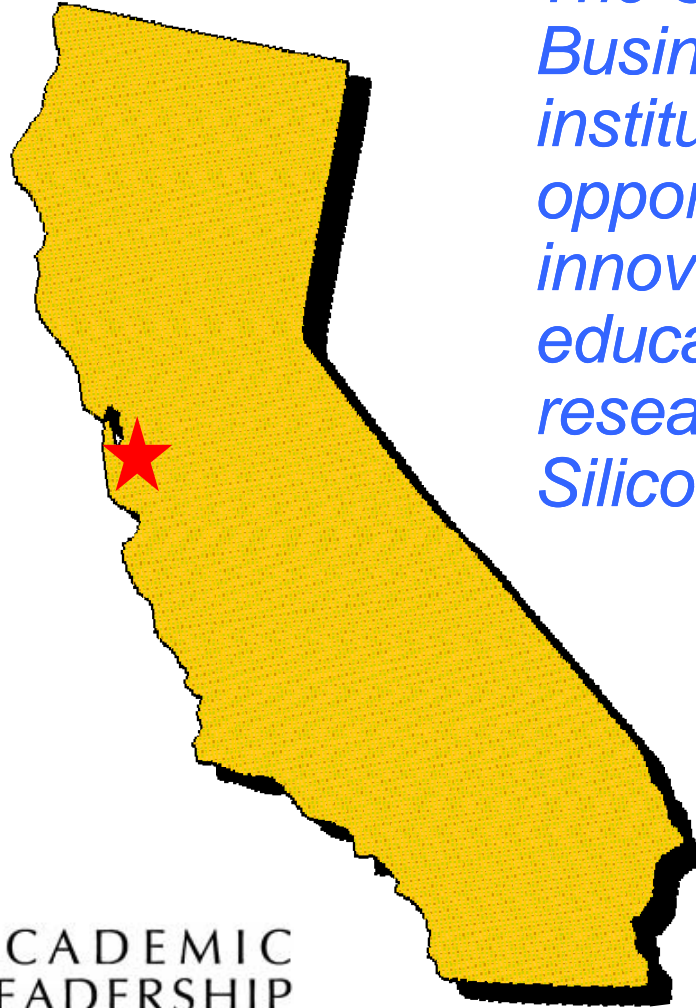
## What Makes a Mission Statement?

- Mission versus vision statements.
- Are mission statements unique?
- How detailed should the mission statement be?
- What should be the primary elements of a mission?



# Major Elements of Strategic Plan - Mission

*The SJSU College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley.*



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# Major Elements of Strategic Plan - Mission

## San Jose State University College of Business

- **Institution of Opportunity**
  - Accessible, reasonably priced professional education empowering people of all ages and backgrounds to transform their lives – a gateway to the Silicon Valley
- **Innovative Business Education**
  - Programs that add value by assuring relevance, convenience and overall quality, all in partnership with our community



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# Major Elements of Strategic Plan - Mission

## San Jose State University College of Business

- **Applied Research**
  - Research that provides organizations within and beyond the Silicon Valley region the opportunity to further their goals
- **Silicon Valley Region**
  - Programs that reflect the Silicon Valley region's internationally renowned qualities of entrepreneurship, technology and innovation



# University of Oklahoma Price College of Business

## Mission

The Michael F. Price College of Business at the University of Oklahoma is dedicated to the development of future business leaders and scholars through an innovative and engaging educational experience informed by leading edge research.

## Shared Values

- Excellence
- Mutually Supportive Community
- Business and Intellectual Leadership
- Student Focus
- Innovation/Creativity
- Enterprise-level Engagement
- Social Consciousness
- Ethical Perspectives

## Measures of Success

- Ranking of individual programs
- Student satisfaction
- Retention of top faculty
- Instructional excellence
- Student placement
- Success of students after placement
- Professional development experiences for students.
- Faculty research quality, productivity and impact

## University of Oklahoma Price College of Business

### **Elaboration of key terms in Mission Statement:**

- *Future business leaders and scholars* - Price College of Business is committed to developing ethical business professionals who are ready to step into entry level or other suitable management roles in business and society, where they have the ability to make a substantial positive difference in their employment context. Consistent with this focus, it is our intention to prepare individuals with the leadership skills to impact their present and future corporate contexts. It is also our intention that these individuals have global perspectives and are prepared to serve in both domestic or international corporate settings. Among those graduates who seek to become scholars we are committed to the preparation of the next generation of academics who serve to advance the teaching and research of the business profession.

## University of Oklahoma Price College of Business

### **Elaboration of key terms in Mission Statement (Cont.):**

- *Innovative and engaging* – There are a wide spectrum of factors that are potentially effective from a business school perspective in fulfilling the mission of developing today's and tomorrow's business leaders. These include innovative education practices such as simulations, hands-on-experiences, public service, leadership training, data manipulation and management, international experiences and student leadership training, to name but a few. These types of experiences also result in higher levels of student participation in the educational process (engagement).

## University of Oklahoma Price College of Business

### **Elaboration of key terms in Mission Statement (Cont.):**

*Informed by leading edge research* - While a major role of a business school is to educate, it is our intention to do so in a way that is informed by the leading edge of knowledge and practice in the field. In some cases, this means conducting research suitable for publication in leading journals that provides present and future business managers and policy makers with key insights into understanding and improving performance. In other cases, faculty need to keep abreast of key literature/information resources and integrate these insights into the student educational experience. It is our commitment that we provide the profession and our students with the knowledge and understanding of the most advanced ways of thinking about their relevant discipline-specific issues, and the skill to use leading edge applications and techniques, and a passion for continuing to remain informed of advancements in their field.

## University of Oklahoma Price College of business

### Shared Values

*Excellence* – The MFP College of Business seeks in all aspects of its endeavors whether they are in regard to teaching, research, service and/or administrative support to deliver the highest quality with the most stringent of standards. All who are involved in representing the college take great pride in our ability to achieve standards of performance that contribute to the college's reputation for its care and preparation of future business leaders with an excellent instructional staff known for its high quality research and teaching.

*Mutually Supportive Community* – The Michael F. Price College of Business is populated by a group of faculty, staff, students, alumni and administrators who seek to create a community that is collegial and interconnected via an open communication environment. The MFP College environment is one that encourages participation and cross-fertilization within and across stakeholders such there is a sense of mutual ownership and a genuine commitment to participate in the well being of the institution.

## **Shared Values (Cont.)**

*Business and Intellectual Leadership* – The MFP College of Business seeks to create an environment of faculty, staff, alumni, collaborators and students dedicated to advancing the leading edge of business thought and education informed by advances in both research and practice. In addition the college recognizes and encourages professional leadership that serves to advance key business related organizations into new and innovative opportunities.

*Student Focus* – The MFP College of Business is committed to creating and sustaining a teaching and support environment where the leading edge of practice in teaching, learning engagement, advising, and placement is a key focus to our activities as an educational institution. We are committed to empowering our students such that they take an active role in their education both in and outside of the classroom.

### **Shared Values (cont.)**

*Innovation/Creativity* – The MFP College of Business prides itself on fostering and maintaining an environment where intellectual curiosity is encouraged in all aspects of the enterprise whether it is teaching, research, service or administrative oversight. The college is also committed fostering an entrepreneurial culture where new ventures contributing to our educational mission are encouraged and nurtured.

*Enterprise-level Engagement* – The MFP College of Business is a community of faculty, staff, students, alumni, administrators and other affiliates who are fully engaged in making the college the very best it can be. We value experiential opportunities for our students recognizing the value of hands-on application of theory and classroom material. Our commitment is to create a learning environment that is stimulating and challenging where students and faculty find ways to connect and extend the classroom in direct areas of application and real world illustration.



### **Shared Values (cont.)**

*Social Consciousness* – The MFP College of Business seeks to create an environment where students, faculty and staff collectively recognize and demonstrate a social consciousness. We are committed to preparing students who recognize their obligation to the local, national and global communities and engage in practices that demonstrate they hold their responsibilities to these collective bodies to be both personally and professionally vital. In turn, we also place these same values on the college in its role in the local, state, national and international communities in our actions as researchers, educators and professionals.

*Ethical Perspectives* – The MFP College of Business is committed to creating and sustaining an environment where the highest ethical standards are maintained. These standards include our interaction with one another and our interface with our external community. We also believe it to be our obligation to prepare students to contribute to the business environment as professionals who are noted for their ethical principles and practices.

# Major Elements of Strategic Plan - Mission

## Brigham Young University:

- Our mission is to attract and develop men and women of faith, character and professional ability who will become outstanding managers and leaders worldwide.
- We will measure success by:
  - The satisfaction of our stakeholders.
  - The placement of our graduates.
  - The recognition received for our programs.
  - The cost-effectiveness of our programs.
  - The resources donated to the School.



# Major Elements of Strategic Plan - Mission

## Cal Poly San Luis Obispo:

- The Orfalea College of Business challenges highly motivated students to become tomorrow's socially responsible business leaders through a learn-by-doing, technology-oriented education.
- Measures of Success
  - Acknowledgement of quality by constituencies and peer institutions
  - Highly motivated and diverse OCOB community (students, faculty and staff)
  - Resources and revenue enhancements



# Major Elements of Strategic Plan - Mission

## DePaul University:

- The College of Commerce at DePaul University aspires to be the educational home of those individuals who make up the heart and soul of the Chicagoland work community.
- The mission of the College of Commerce is to be a leader in the application and dissemination of knowledge as it relates to business and its role in a global society. Our primary objective is to be responsive to our markets through innovative programs and research that address current issues and anticipate the future.
- The college serves individuals and organizations seeking access to the highest quality business education as a means for achieving intellectual and professional goals. The college strives to provide the knowledge, experience and opportunity for students, staff and faculty to dedicate themselves in a cooperative effort to solve the problems of a global society.



# Major Elements of Strategic Plan - Mission

## Millsaps College:

- The Else School of Management seeks to provide management education leadership in the South, bringing to business broad perspectives, global awareness and intellectual exploration.
- Measures of Success
  - The Else School of Management will provide innovative programs that focus on crucial concepts, theories and methods that foster the critical thinking and judgment necessary for enlightened business citizens. Through the activities of the faculty, staff and students, the Else School will be recognized as a contributor to the College.



# Major Elements of Strategic Plan - Mission

## Washington and Lee University:

- The School educates students in the liberal arts tradition, enriches their understanding of the economy, business, and politics, and inspires them to serve society with vision and integrity.
- Measures of Success
  - Evidence of alumni stated values
  - Evidence that alumni recognize these values as characterizing their education.
  - Evidence that we have enriched alumni's understanding of economics, business, and politics



# Major Elements of Strategic Plan - Mission

## University of Southern California:

- The Marshall School of Business is an eminent, global, learner-centered community dedicated to excellence in advancing knowledge and developing innovative, ethical leaders.
- Measures of Success:
  - Reputation among internal and external constituencies, including academic, student and business communities
  - Measurable impact on all our constituencies
  - Contributions to the success of the greater USC community



# STRATEGIC FRAMEWORK

## Mission

## Distinctive Capabilities

## Measures of Success

## Strategies

*Core competencies required to fulfill our mission*

*Indicators for achieving our distinctive capabilities*

*Critical things we must do to achieve our distinctive capabilities*

**Shared Purpose**  
*Shared purpose provides focus by driving strategy.*

**Shared Values**  
*Shared values provide control by guiding execution.*

**Measures of Success**  
*Indicators of success in fulfilling our mission*

**People**

**Scholarship**

**Education Programs**

**External Relations**

**Internal Operations**



## Major Elements of Strategic Plan – Distinctive Capabilities

Competitive success follows from focusing every element of an organization on a strategic vision.

Achieving that vision requires the development of superior competence, or the ability to excel, in a set of **distinctive capabilities** which have special value to a particular segment of the marketplace.



## Major Elements of Strategic Plan – Distinctive Capabilities

Excellence by itself is not enough. It must be excellence in areas of *strategic significance*, i.e., in areas that determine the outcome of competition in the marketplace for ideas, for faculty, for students, etc.



# Major Elements of Strategic Plan – Distinctive Capabilities

## Distinctive Capabilities: three tests

- **Stakeholder Value**
  - The capability makes a disproportionate contribution to stakeholder-perceived value.
- **Competitor Differentiation**
  - The level of capability is uniquely held or is substantially superior to that of competitors.
- **Extendibility**
  - The capability provides a basis for future value-adding programs and services



## Major Elements of Strategic Plan – Distinctive Capabilities – Education Programs

### Millsaps College:

- Provide professional business education which enables the student to gain a comprehensive perspective, enhances the student's powers of analysis and judgment, develops abilities to articulate all sides of complex issues, and enables the student to make socially responsible decisions based on a comprehensive understanding of the goals of the organization.

### Millikan University:

- Tabor leads in forging partnerships to deliver an integrated business education that emphasizes critical and ethical inquiry, effective communication skills, and the synthesis of theory and practice.



# Major Elements of Strategic Plan – Distinctive Capabilities – Education Programs

## DePaul University:

- Expertise in providing persons who are in-career, commuting undergraduates or employed persons studying part-time, with technical skills, personal and professional values, continued intellectual development, and diverse, relevant experiences, enabling them to become productive professionals.

## University of Colorado - Denver:

- We have high quality, technology-based, research-driven programs focused on the needs of businesses and students.



# Major Elements of Strategic Plan – Distinctive Capabilities – Education Programs

## Case Western University:

- Cohorts of students have distinctive and shared experiences in programs that balance rigor and relevance, consistent with employer expectations.  
Students develop teamwork and interpersonal skills, and benefit from international student and faculty perspectives, teaching excellence, and a combination of classroom learning.

## Washington and Lee University:

- The Williams School provides an innovative educational program that takes advantage of our unique combination of politics, economics, management and accounting departments within a liberal arts setting stemming from an institutional framework that features a high-quality college of arts and sciences and a highly rated law school.



## Major Elements of Strategic Plan – Distinctive Capabilities – Education Programs

### Duke University:

- Fuqua leads in management education worldwide, providing world-class learning experiences, and excelling in providing international competencies..

### University of Southern California:

- A curriculum, across all educational programs, that is global, innovative, and collaborative, and that empowers students to solve complex problems across disciplines.



# Major Elements of Strategic Plan – Distinctive Capabilities – Scholarship

## Millsaps College:

- Conduct scholarly research which supports the teaching and service goals and promotes the Else School of Management.

## Seattle University:

- High quality basic, applied and pedagogical scholarship that benefits business and society, or enhances teaching and learning.





# Major Elements of Strategic Plan – Distinctive Capabilities – Scholarship

## Morgan State University:

- A student-centered faculty that engages in quality scholarship that advances management practice and education, including research with an urban focus.

## Hampton University:

- Applied research and scholarly activities that enhance classroom learning and benefit business organizations.



## Major Elements of Strategic Plan – Distinctive Capabilities – Scholarship

### University of Illinois (SOA):

- A center of excellence in creating knowledge that is relevant to Accountancy, and integrating the content and process of research into teaching.

### University of Florida:

- A faculty dedicated to creating the human capital and the environment necessary for producing scholarly research.



# Major Elements of Strategic Plan – Distinctive Capabilities – Scholarship

## University of Alabama:

- High quality applied and theoretical research that advances knowledge and is relevant to the business, professional or academic communities. A recognized leader at the regional, national and international levels in selected areas of research.

## Duke University:

- Fuqua is a leader in management research. Our research is seminal. Others teach what our faculty writes.



## Major Elements of Strategic Plan – Distinctive Capabilities – People

### Seattle University:

- Members thrive personally and professionally in a collegial learning environment characterized by innovation, integrity, mutual respect, trust and professional and personal development.

### Baylor University:

- Highly competent faculty and staff, possessing Christian values, and working in an academic community characterized by mutual respect, trust and openness.



## Major Elements of Strategic Plan – Distinctive Capabilities – People

### Delaware State University:

- The School of Management is a community of diverse individuals committed to an interdisciplinary culture of excellence, for the historically under-represented and the general population at large.

### Cal Poly San Luis Obispo:

- The OCOB is a diverse community of caring and spirited people who, through their practice of honest communication and commitment to learning, create a welcoming and engaging educational environment.



## Major Elements of Strategic Plan – Distinctive Capabilities – People

### Case Western University:

- Cohorts of students have distinctive and shared experiences in programs that balance rigor and relevance, consistent with employer expectations. Students develop teamwork and interpersonal skills, and benefit from international student and faculty perspectives, teaching excellence, and a combination of classroom learning.

### Washington and Lee University:

- The Williams School provides an innovative educational program that takes advantage of our unique combination of politics, economics, management and accounting departments within a liberal arts setting stemming from an institutional framework that features a high-quality college of arts and sciences and a highly rated law school.



## Major Elements of Strategic Plan – Distinctive Capabilities – People

### University of Washington:

- A community of individuals committed to creating, disseminating, implementing, and acquiring business knowledge applicable in high technology environments.

### University of Hawai'i:

- A collaborative and interactive environment, promoting the value of diversity, ethical behavior, cooperation, and the uniqueness of Hawai'i as a place of learning, and fostering the professional development of faculty and staff.



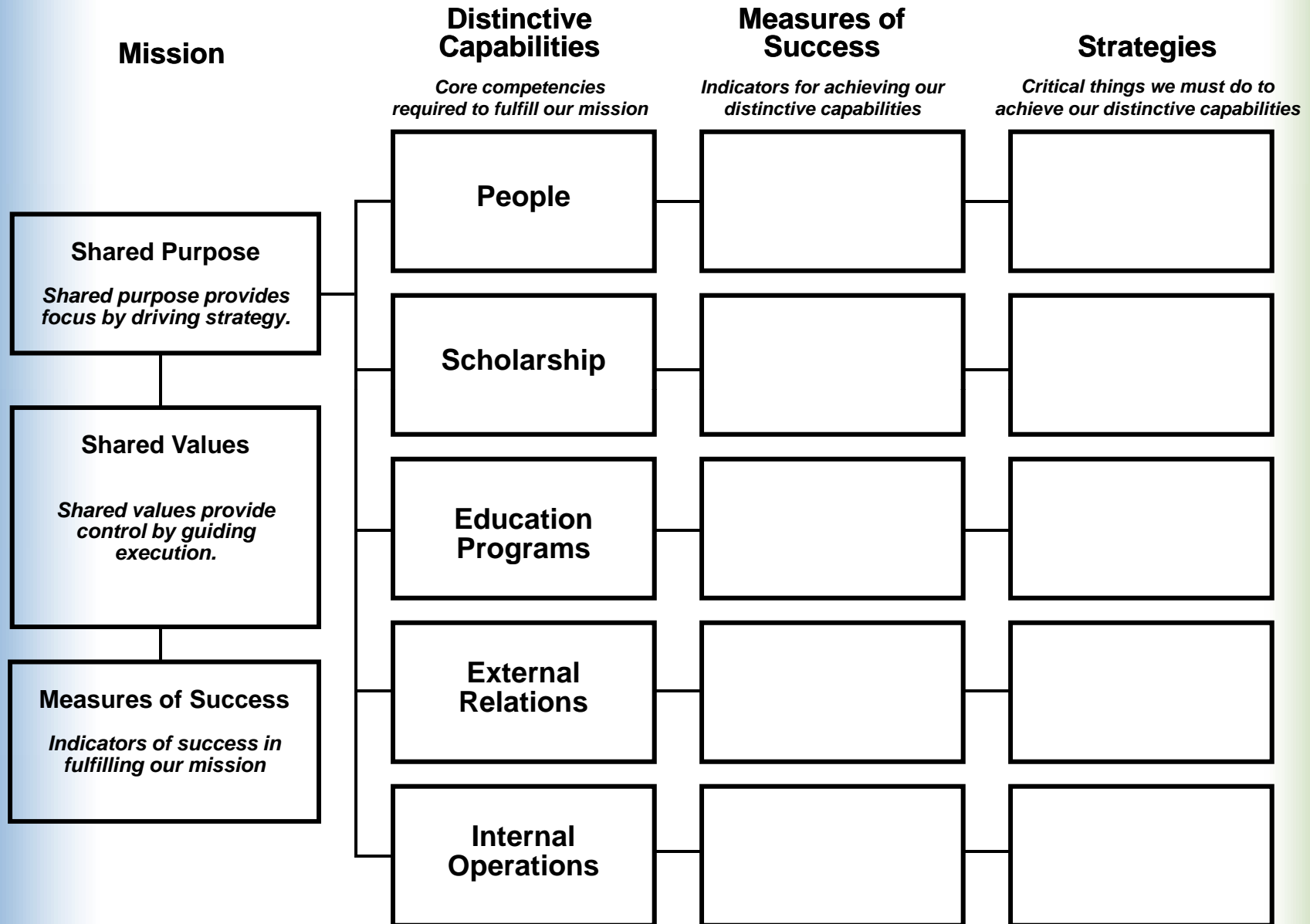
# Alternate Planning Methodologies

The Focus™ methodology designed in conjunction with the Ernst & Young Foundation has been used with a broad variety of universities, business schools, other academic units, and related not-for-profit organizations.

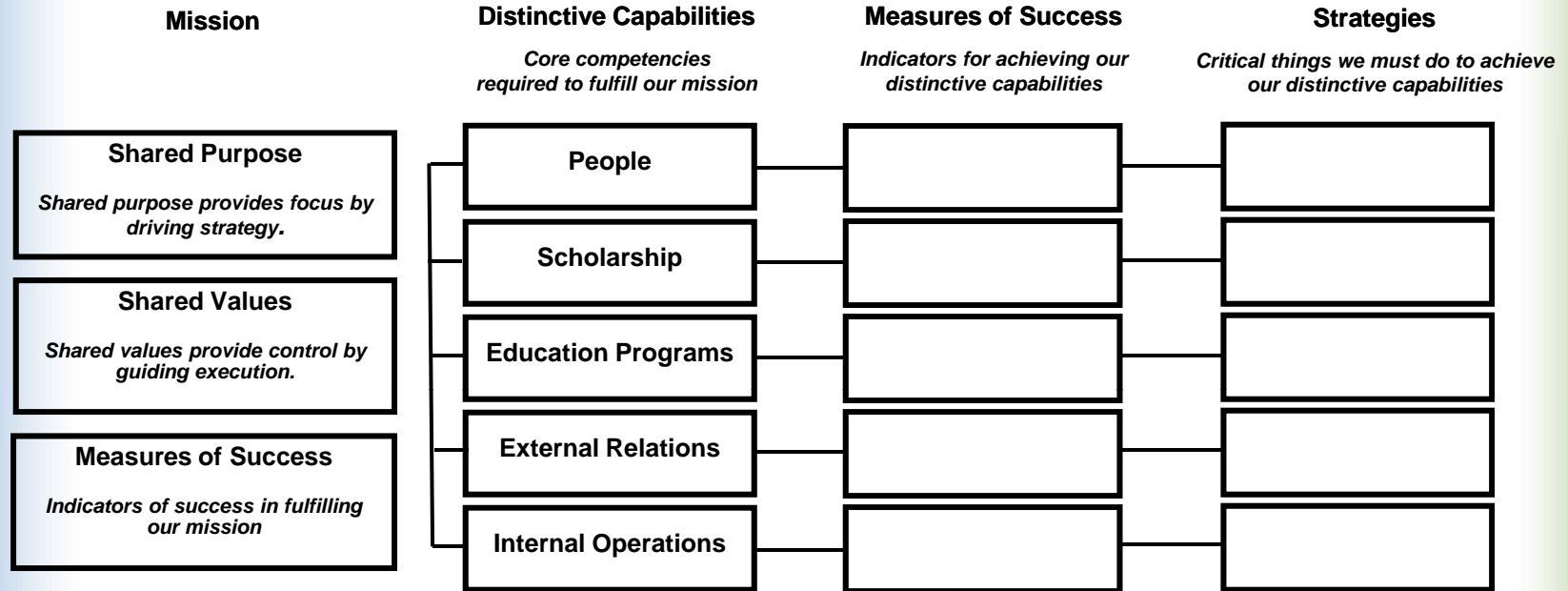




# A Structured Framework



# A Structured Framework



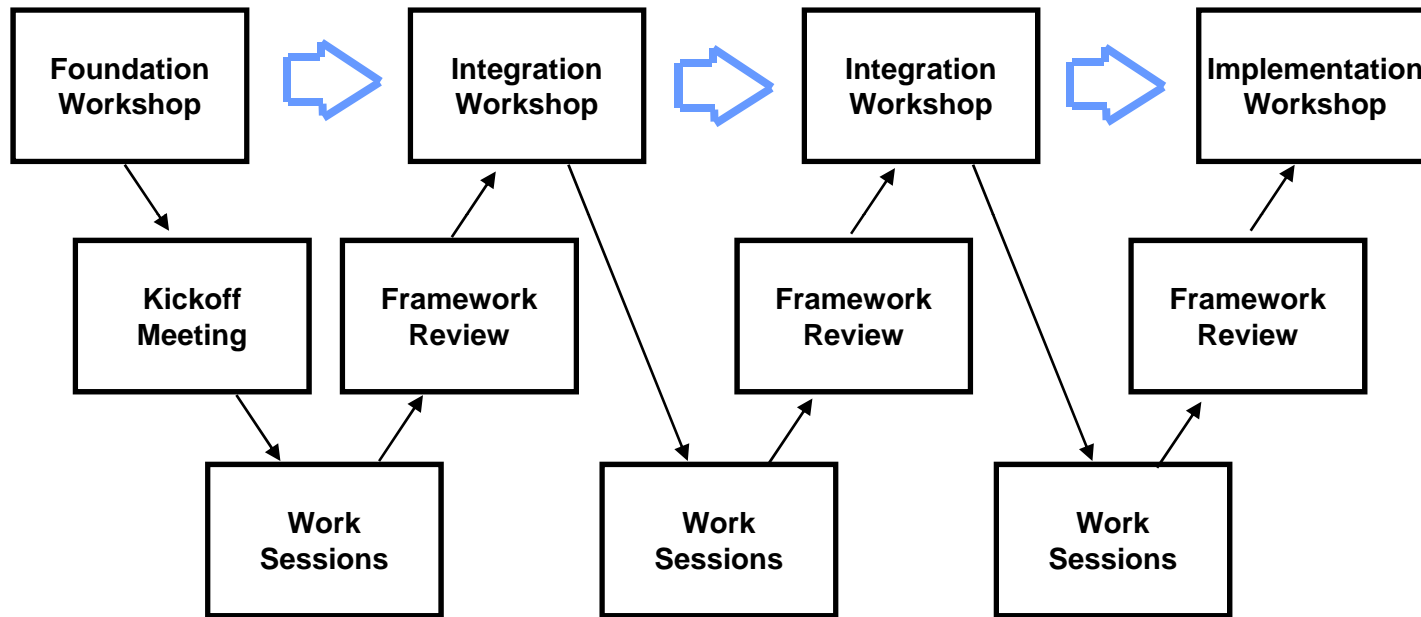
**Measures of Success**

Distinctive Capability Area:	
Measurement Category	Operational Specifics

**Strategies and Actions**

Strategy:		
Action Step / Result	Date	Responsibility

# Strategic Framework – Workplan



# Alternative Planning Methodologies

- The Focus™ methodology is designed for academic institutions that have collaborative governance structures where stakeholders, particularly the faculty, expect a high degree of participation in decision making
- What kinds of processes work for organizations with more centralized, top-down governance systems?



# Alternate Planning Methodologies

What kinds of processes work for organizations with more centralized, top-down governance systems?



# Alternate Planning Methodologies

- ALA recently customized a planning process for an academic institution that asked for a methodology that would:
  - Speed up the planning process by confining the decision-making process to a small group of leaders while consulting key stakeholders at appropriate stages;



# Alternate Planning Methodologies

- The process we designed has three parts:
  - Stakeholder Consultation;
  - Facilitation;
  - Feedback and Completion of the Plan.
- Achieve all of this with a less time commitment from the leadership and planning group.



# Keys to success

- A successful plan is one that is:
  - Short and understandable;
  - Broad enough for your various constituents, but focused enough to establish clear priorities;
  - Based on your capabilities and distinctions;
  - Based on outcomes that are measurable.





# Keys to success

- A strategic plan has power to the extent that the stakeholders in the organization can describe:
  - The plan and its strategies in their own words; and
  - The relevance of the plan and strategies to their work.



# Keys to success

- A strategic plan has power to the extent that the stakeholders in the organization can describe:
  - Their roles in making the plan and its strategies successful; and
  - Their gain in making the plan and strategies succeed.



# Keys to success

- Getting buy-in:
  - Is there a *burning platform*?
  - Is there a culture of planning?
  - Communications during and after the planning process;
  - Personnel who can deliver;
  - Resource allocation decisions based on the plan;
  - Early progress.



# Keys to success

## Engagement of stakeholders:

- Dean, department chairs, program directors
- Faculty and staff
- Students and alumni
- Student recruitment and career services
- Employers and advisory board members
- Development, corporate and public relations
- Technology, library and other internal services
- University administration



# Keys to success

- Attention to the marketplace;
  - Successful strategic management requires positioning to create and sustain competitive advantage in areas relevant to the marketplace and superior execution.



# Keys to Success

- **Independent Facilitation --**
  - Established groups bring their existing interpersonal baggage
  - New groups do a lot of sizing up and temperature-taking
  - Most groups tend to shy away from engaging on hard issues
  - May help to minimize “Here we go again!” skepticism
  - Difficult to be the *leader* and the facilitator



# Keys to success

- The *leader* as strategic planner:
  - Be an enthusiastic sponsor of the process;
  - Secure the participation of planning team members;
  - Engender a climate of openness to change and renewal;
  - Be willing to put everything “on the table;”



# Keys to success

- The *leader* as strategic planner:
  - Sustain commitment to the process through tough times;
  - Sustain communications—keep everyone informed;
  - Know when to, and be willing to, “make the decision;”
  - Be accountable for leading implementation.





# Strategic Planning Success Principles

## Leadership

**Leadership is the capacity to release and engage human potential in the pursuit of common cause.**

**Michael Moore and Michael Diamond**  
*Academic Leadership:  
Turning Vision into Reality*



# Keys to success

**Strategic planning is not a replacement for your leadership, but an instrument of your leadership!**

**Michael Moore and Michael Diamond**  
*Academic Leadership:  
Turning Vision into Reality*



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# Contact Information

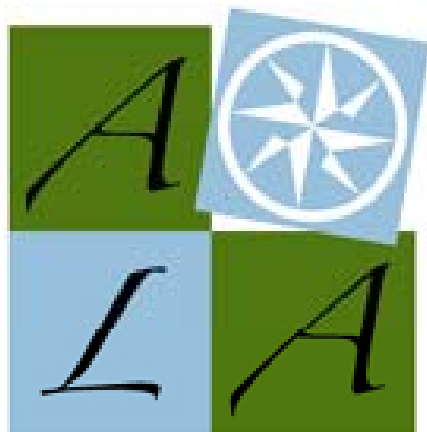
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