

Strategic and operational planning and evaluation procedure

Goal:

The procedure aims at ensuring proper drafting and developing of strategic and ongoing action plans of the university.

Procedure applying area

Procedure covers the principles of creating, reviewing, approving, revising and evaluating a strategic plan. The procedure hereby implies the mechanisms of creating an annual action plan based on strategic plan.

Definition

A strategic plan is one of the most important documents of a university, which includes its mission and long – term vision, strategic goals and the ways of their achievement, also the indicators of their objectives and goal achievements.

A strategic plan is a document which outlines the priorities and approaches of the future development of a university. It provides a clear picture of the opportunities for a university development, its challenges and the ways of addressing them. A strategic plan is based on factual information on the one hand, evidences and research outcomes and on the other hand the consequences of the self-assessment made as a result of involving a university community. Leadership of university authorities, an active involvement of the university community, support and taking initiatives are of primary importance in the process of planning.

A strategic plan is intended for at least 7 years. It is revised at least once in a period of three years.

The principles of carrying out a procedure:

The procedure of strategic planning consists of the following main stages:

1. Initiating strategic planning
2. Drafting and reviewing a strategic plan
3. Approving a strategic plan
4. Monitoring the implementation of a strategic plan, presenting reports, and preparing the amendments in accordance with the needs identified.
5. Drafting an annual operational plan.

In each phase tasks, responsible people and intended outcomes are identified

1.1. Initiating strategic planning

Initiating the review of strategic planning and an action plan is done by a rector by making a public announcement at the meeting of the Academic Council

Initiating strategic planning is possible:

1. In no less time than 6 months prior to the expiration date of an ongoing strategic plan .
2. In case of detecting internal or external factors in the process of monitoring , which influence the development of the university and requires strategic respond.

The phase of initiating strategic planning includes:

a. Formation of the strategic planning group

A planning group is a temporary working unit responsible for a strategic planning process. It is responsible for designing a strategic plan project and involving university community in it. It is supervised by a rector.

Its activities are coordinated by the Marketing, Project and Event Management Service. It assigns the coordinator of the group for this purpose, who ensures the communication with different units of a university, accessibility to each piece of information, administration of the group activities and other types of support.

The planning group consists of : 1-2 representatives nominated by each faculty, the representatives of university administrative and structural unit, the students involved in university representative units introduced by ATSU students self-government (20% of the whole group is desirable). It is preferable to invite external stakeholders to the group as well (employers, representatives of the local government, professional associations, etc.) The members of a planning group are approved in accordance with an individual legal act issued by a rector.

b. Drafting a strategic planning process plan

A planning group drafts a planning process plan in set timeframe. The process of strategic planning should last no longer than 6 months. The plan includes key actions intended for designing a strategic plan and assigned responsible people.

A strategic planning process might consist of the following phases:

- Establishing institutional framework conditions and identifying the expectations of stakeholders.
- Analyzing organizational opportunities and environment
- Designing university vision statement
- Revising university mission statement
- Identifying strategic goals
- Identifying techniques for achieving strategic goals
- Financial plan
- Designing a monitoring plan
- Three-year action plan
- One-year operational plan

The plan should also ensure the forms of participation for the university community and other stakeholders and techniques of involvement

1.2. Designing and reviewing a strategic plan

Designing a strategic plan might include the following stages:

1 Identifying institutional framework conditions and the expectations of stakeholders

The following actions are carried out in this phase :

- The coordinator with the help of other representatives of the institution conducts surveys and focus groups of different stakeholders in accordance with the plan approved by the planning group and as a result the report concerning the expectations of the stakeholders is made. The report reflects the expectations of the stakeholders regarding the university and key issues.
- Quality assurance service and financial and material resources management services draw up a statistical report concerning university quality and financial viability
- A planning group reviews both reports and designs the document reflecting main challenges the university faces

2 Organizational opportunities and environment analysis

- In accordance with the information obtained at the first stage and other pieces of information at hand the planning group after reviewing it makes statement about the Strengths, Weaknesses, Opportunities, Threats of the university.
- The statement will become public (prefferably with the help of on-line forum) and at least within 10 days other members of the university will have an opportunity to express their opinions and share their feedback.
- After reviewing these comments the committee approves this statement.

3 Formation of university future vision and revision of mission statement

A planning group discusses a university long-term vision and drafts its first version. The group members also discuss a mission statement and in case of necessity propose revising it. Renewed vision and mission statements are published in a public space aiming at sharing comments and opinions for at least 10 days. After expiring the date the group members meet again and design following versions of these documents.

4 Outlining strategic goals:

After formulating vision and mission the planning group considers strategic goals and drafts out the first version. The goals are published in a public space aiming at sharing comments and opinions for at least 10 days. After expiring the date the group members meet again and design following version of this documents.

5 Identifying tools and techniques for achieving strategic goals

After drafting out strategic goals the planning group considers alternative ways and techniques of achieving strategic goals and works out the first version of the complete document of a strategic plan. The document is published in a public space aiming at sharing comments and opinions for at least 2 weeks period. After expiring the date the group members meet again and design following version of this document.

6 Financial plan

The framework strategic plan is submitted to university financial service for expertise and financial accounting. The financial plan worked out by them is reviewed at the meeting of the planning group and the document is edited in case of necessity. In case of substantial amendments the document will be published for public review again.

7 Designing monitoring plan

In accordance with the strategic plan the group ensures working out the indicators for tasks and goals and agree on targets where it is possible. After review a coordinator drafts out monitoring plan document. It includes at least indicators, targets, primary information, sources for auditing and methods of analysis/collecting data, responsible people, periods of analysis/collecting data.

8 Reviewing a strategic plan

The planning group conducts open presentation, and information about it is divulged at least 1 week prior. The discussion can be attended by all the representatives of the university community and invited external actors.

1.3. Approving a strategic plan

The framework strategic plan, finally approved by the planning group is submitted to the Academic Council by a rector for reviewing and approving. After that the plan will publicly be posted on a university web-site.

1.4. Monitoring the implementation of the strategic plan, submitting reports and preparing amendments in case of necessity

Current evaluation of the process of achieving goals stated in the strategic plan is conducted while preparing annual self-assessment report. The report of evaluation of strategy implementation is attached to a self-assessment

report. It is produced by ATSU Marketing, Project and Event Management Service and is reviewed by the Academic Council. The opinions, conclusions made during discussion are taken into account while designing annual operational plan. After this review it is also possible to make amendments in a strategy document and monitoring plan. This issue is initiated by a rector and is reported to the Academic Council.

The revision of planned strategic plan is done at least once within 3 years. Unscheduled revision/assessment may be initiated by a rector, some other time, under certain circumstances /in case of bringing proper arguments. The process of analyzing and evaluating the strategic plan is initiated by a rector.

The review is conducted similarly to strategic planning, by a specially formed review group , supervised by a rector and coordinated by the Marketing, Project and Event Management Service. The group is authorized to conduct consulting reviews with different stakeholders and make reports of review/evaluation. As soon as the group is formed it designs the plan of consulting meetings/reviews. The plan should reflect what kind of consulting process will be conducted with each group and what are due dates. The rector will submit the report to the Academic Council and make decision about the amendments to be made together with the Council.

1.5. Designing annual operational plan

In accordance with the strategic plan, annual action(operational) plan is designed under the coordination of university Marketing, Project and Event Management Service Annual draft budget is made in line with the operational plan under supervision of the head of ATSU administration. An operational plan and its corresponding budget are reviewed and approved by Senate with the help of the Academic Council