

## University of Georgia Strategic Planning Methodology

Strategic planning at the University of Georgia is a collaborative process that involves university academic and administrative personnel, students, employers, and other stakeholders.

Strategic Development and Action Plans cover all aspects required for the functioning of the University of Georgia: educational, scientific and institutional development.

The strategic plan consists of a long-term (5-10 years) plan and a short-term (3-5 years) action plan.

The Strategic Development Council develops the strategic plan.

University Rector leads the Strategic Development Council.

The Strategic Plan is approved on an annual basis during the Partner Meeting.

Strategic planning is a constant cyclical process and involves the following phases:

1. Mission and vision statements
2. Analysis of the existing situation
  - Resource analysis
  - Internal and external factors analysis
  - Market analysis
  - Competitors analysis
3. Development of a competitive strategy
4. Definition of strategic long-term goals
5. Outlining the goals and objectives
6. Development of an action plan
7. Monitoring the implementation of the strategic plan and the action plan, responding to the outcomes

### Mission and vision statements

#### The Mission of the University of Georgia

The mission of the University of Georgia is a brief statement of what activities it pursues, what it hopes to achieve, what are the principles it relies on and who benefits from them.

#### The Vision of the University of Georgia

The vision of the University of Georgia should provide an accessible image of the aspired future. It represents an inspiring coordinating focus towards which the university community strives together.

## **The process of developing a mission and a vision**

1. The outlining of the primary directions and aspects of the mission and vision of the University of Georgia is done by the Partners during the Partner Meeting, which produces a Mission and a Vision Drafts to be considered by the University Governing Body and the those interested.
2. The drafts of a mission and a vision statements, developed during the Partner meeting, and is reviewed by the University's managing collegial bodies: the Grand Council (Permanent members of which are: Presidents, Rectors, Pro-Rectors, School Directors, Heads of the offices, Heads of Departments, representatives of Student Self-Governance); Academic Council (Permanent members are: Rector, School Directors, Representative of Quality Assurance Service, Representative of a Student Self-Governance); Pro-Rector Council (Permanent Members: Rector, Pro-Rectors).
3. The recommendations of the University's governing bodies, on a mission and vision statements, shall be forwarded to the Partner Meeting for approval where the final version is approved.
4. The mission and vision statements are communicated and distributed among the University community and interested peers.

## **Analysis of the existing situation**

The existing situation analysis studies the current potential of the University: its resources, strengths and weaknesses, opportunities and threats; Environmental factors, it's economic, social, legal, technological and other aspects; University's position on the market.

Existing situation analysis consists of:

1. Resource Analysis
2. Internal and external factor analysis (SWOT-analysis, PEST-analysis)
3. Market analysis (Supply and Demand analysis)
4. Competitor analysis

## **Development of a competitive strategy**

Based on University strengths, competitors, market, internal and environmental conditions, etc., the Strategic Development Council outlines the University's competitive strategy.

The outlining of a competitive strategy means choosing one or more out of the existing three alternative strategies (differentiation, reducing costs, focusing).

## **Definition of strategic long-term goals**

Taking into consideration the existing situation, the University's mission and vision determine strategic long-term goals.

Strategic long-term (5 - 10-year) goals are broad and general in content, it outlines the main directions of the University, the main path and, through its mission-defined activities, identifies the

stages that will lead to the transformation of the University from the current situation to the future that is desired in the vision statement.

Strategic long-term goals are set by the Strategic Development Council (permanent members include rectors, Pro-Rectors, School Directors, Representatives from Student Self-Governance).

### **Outlining the Goals and Objectives**

A goal is aligned with one or more strategic goals and clearly identifies the stage in the time period, when the achievement of one goal represents the sole or more determining factors of achieving one or more strategic goals.

The goals, in turn, can be broken down into objectives.

Goal/objective is clear, achievable, measurable and outlined in the time period.

The goal/objective comes with a strategy for its implementation

The goal/ objective is accompanied by the criteria for measuring the outcomes of its implementation (KPI).

University goals are divided into three categories: educational goals, scientific goals, institutional goals.

Educational goals represent a combination of all goals from schools/departments and are developed through close interaction with potential employers, students, alumni, and other stakeholders.

Scientific goals are a combination of the goals from all schools/departments, their subordinate research institutes, and the University of Georgia's Scientific Research Institute.

The Strategic Development Council defines the goals/objectives.

### **Development of an action plan**

The University of Georgia Action Plan is part of the Strategic Plan and covers a period of 3-5 years.

The action plan consists of tasks that include various goals/objectives.

Tasks come with implementation deadlines, performance measuring criteria, necessary resources (capital, technology, human resources) for its implementation and the body responsible for implementation.

## **Monitoring the implementation of the strategic plan and the action plan, responding to the outcomes**

Monitoring and evaluation of the goals/objectives, tasks and other activities that are specified in the university's strategic plan and action plan are carried out continuously, in accordance with the performance criteria, within the timeframes set for the goals and objectives.

The reasons for the shortcomings may be:

- Failure to accomplish goals/objectives and tasks because of inefficient efforts of the responsible body(s).
- The goals/objectives and tasks were not achieved due to the chosen ineffective strategy.
- The goals/objectives and tasks were not achieved due to insufficient resources.
- The goals/objectives and tasks were not achieved due to unforeseen outside factors.

The Council's response to the causes and scale of the identified shortcomings may be: Reprimanding those responsible for implementing the plan, Changing the chosen strategy, changing the goals and objectives, changing strategic long-term goals, adjusting mission and vision statements, etc.