

Engineering and Computer Science: Strategic Planning Process

On-going Planning Process

Once the initial ECS Strategic Plan is in place, strategic planning should become an on-going process. The Leadership Committee should review the current plan at least annually and make adjustments to actions as necessary. A typical cycle for revisiting the whole plan (Aspirations, Goals, Actions) would be to engage in a significant planning effort once every three years. The bulk of the work of writing the strategic plan will be done by the dean in collaboration with a strategic planning committee. The committee will consist of the chair of each department, one at-large faculty member from each department, and staff representatives. Other members from inside/outside the school might be included if additional input seems valuable.

Every three years, the process will look like this:



Finishing the Initial Strategic Plan

The initial strategic planning process has necessarily worked a little differently from the way this on-going process will eventually work. Because we are starting from scratch, it has been important to go slower and to get more input along the way. The end product, though, is the same – a 3-year plan that includes Aspirations, Goals and Actions to guide your work for the next three years. Here is a summary of what we have done so far in developing your initial strategic plan:

- Aspirations – Developed by the Phase 1 team, the aspirations have been through several review cycles so that Phase 2 committee, departments, staff and board of advocates have all had an opportunity to give input. These should be in fairly “final” form at this point.
- 10 – Year Goals – Developed by the dean, the goals have also been through several review cycles including consideration by the Phase 2 committee and the departments. These should also be fairly final at this point.
- 3- year Actions – Developed by the dean, reviewed by the Phase 2 committee, the faculty have seen the 3 –year actions and had an opportunity to give feedback at a faculty forum. These are still very much in draft form.

Here are some proposed steps for finalizing this initial plan so that you can have it ready to begin implementation by Fall of 2010:

- **March 19** – Dean meets with the faculty in a faculty forum setting to share the plan for finishing the initial plan and putting on-going planning in place.
- **March 19 – May 14** - Chairs and staff leaders are responsible for discussing the 3-Year plan with the faculty/staff in their departments and collecting comments and suggested revisions from faculty/staff. The end result of this process should be for each department to propose a version of the school-level plan as they would like to see it. In other words, -it's not enough to say what you **don't** want; you need to propose what you **do** want.
- **May 28** – Each chair/staff leader forwards proposed revisions from the department to Cheryl Tucker. Dean will compile and distribute to the members of the Leadership Committee.
- **During the Summer** – Leadership Committee meets (possibly in a half-day or longer retreat) to consolidate feedback from departments and to make decisions about what will/won't be included in the 3-Year Plan. Dean creates final version based on that discussion. For further discussion: How/when do departments/units insert their/additional departmental plans? Next year?
- **Fall faculty/staff meeting** – Share 3-Year Plan with the faculty/staff. Implementation begins.

Other Strategic Documents

While a 3-Year plan is an important document for strategic planning and management, it is not necessarily the only document you may decide you need. Once you have an initial 3-Year plan in place, you may decide that you would like to develop other strategic documents. Possibilities include, among others:

- Statement of Core Values
- Statement of Core Competencies
- “Scorecard” or “Dashboard” of key measurements
- Annual reports of progress on the plan