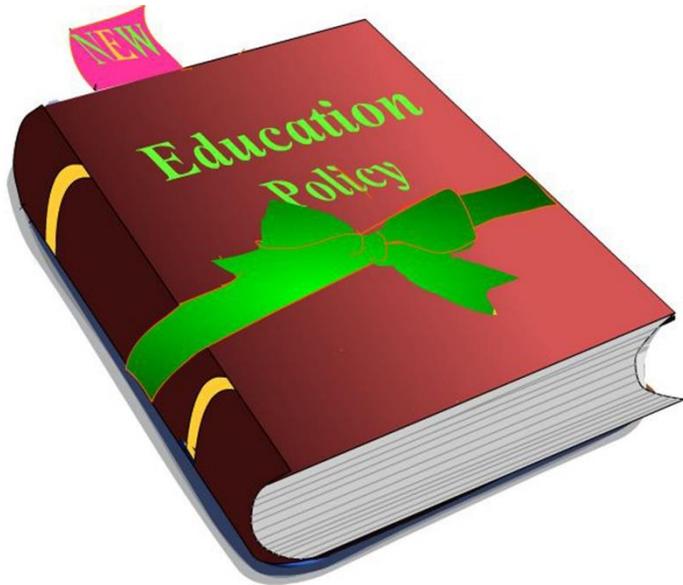




EAD5702 Educational Strategy and Policy Planning



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EAD5702 Educational Strategy and Policy Planning



Understanding Strategic Planning

A Definition of Strategic Planning

Strategic planning is a management tool for several key purposes: to help an organization do a better job, to focus its energy, to ensure that members are working toward the same goals and to assess and adjust its direction in response to an ever-changing environment. Strategic planning provides the master plan an organization uses to achieve its aims. It charts the direction and goals of the entire organization and all aspects of its operation. In short:

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. (Bryson, 1988.)

A Definition of Strategic Planning

In addition, strategic planning does the following:

- ✓ Shares an organization's vision with a large internal and external audience.
- ✓ Clarifies and makes the organization's mission specific. The process is strategic because it involves choosing how best to respond to the circumstances of the organization's environment. – Nonprofits must respond to dynamic and sometimes even hostile environments.
- ✓ Identifies clients, consumers and stakeholders served by the organization.
- ✓ Identifies distinctive strengths and weaknesses of the organization.
- ✓ Scans the relevant environment to find emerging opportunities and threats for an organization

A Definition of Strategic Planning

- ✓ Involves the key people inside and outside the organization in the planning process.
 - The process is about planning because it involves intentionally setting goals (choosing a desired future) and developing an approach to achieving those goals.
- ✓ Creates a context for making choices about possible future directions. – The process is disciplined in that it calls for a certain order and pattern to keep it focused and productive.
 - These choices are fundamental decisions and actions that must be made to reach a desired future. The plan ultimately is no more (and no less) than a set of decisions about what to do, why to do it, and how to do it.

The strategic planning process can be complex and challenging, but by using the basic ideas outlined above, you can develop and execute a successful strategic plan

A Definition of Strategic Planning

Strategic Planning and Long-Range Planning Although many use the terms strategic planning and long-range planning interchangeably, the terms differ in their emphasis on the “assumed” environment. Long-range planning is generally considered to assume current knowledge about future conditions. It looks to ensure the plan’s exact results over the duration of its implementation



A Definition of Strategic Planning

LONG-RANGE PLANNING Long-range planning is generally considered to assume current knowledge about future conditions. It looks to ensure the strategic plan's results over the duration of its implementation.

Strategic Thinking and Strategic Management Strategic planning is only useful if it supports strategic thinking and leads to strategic management and, even more importantly, execution. Strategic thinking and subsequent management must result in action.



A Definition of Strategic Planning

Dr. Jagdish Sheth, a respected authority on marketing and strategic planning, provides the following framework for understanding strategic management. He says that it means continually asking the question “Are we doing the right thing?” It entails both attention to the “big picture” and the willingness to adapt to changing circumstances and consists of the following three elements:

- ✓ Formulation of the organization’s future mission in light of changing external factors such as regulation, competition, technology and customers.
- ✓ Development of a competitive strategy to achieve the mission.
- ✓ Creation of an organizational structure which will deploy resources to successfully carry out its competitive strategy. (Sheth, 1985.)



A Definition of Strategic Planning

Strategic management is adaptive and keeps an organization relevant. In these dynamic times, this approach is more likely to succeed than assuming everything is fine just the way that it is.



What Strategic Planning Is Not

Strategic planning is about fundamental decisions and actions, but it does not attempt to make future decisions (Steiner, 1979). Strategic planning involves anticipating the future environment, but the decisions are made in the present. This means that over time, your organization must stay abreast of changes in order to make the best decisions it can at any given point — it must manage, as well as plan, strategically. Strategic planning has also been described as a tool — but it is not a substitute for the exercise of judgment by leadership. Ultimately, the leaders of any enterprise need to sit back and ask themselves “What are the most important issues we should respond to?” and “How shall we respond?” And they must have answers.

What Strategic Planning Is Not

Finally, strategic planning, though disciplined in many respects, does not typically flow smoothly from one step to the next. It is a creative process, and the fresh insight arrived at today might very well cause you to alter the decision made yesterday. Inevitably, the process moves back and forth several times before arriving at the final set of decisions. So, no one should be surprised if the process feels less like a comfortable trip on a commuter train and more like a ride on a roller coaster. But remember, even roller coaster cars arrive at their destination!

Reasons for Strategic Planning

Why should your organization embark on a strategic planning effort?

After all, planning consumes resources and time and takes away from handling the pressures of the moment. Furthermore, defining the direction and activities of an organization's future is a daunting endeavor. Despite the magnitude of the task, however, there are many compelling reasons for taking on the challenge.



Reasons for Strategic Planning

The process of strategic planning can lead to:

- ✓ Creating a forum for understanding why the organization exists and the values that should influence decisions.
- ✓ Defining a shared vision of the organization's future that can guide the current allocation of scarce resources — which is not to predict the future, but to define the organization's preferred future and establish a perspective that will guide current decisions.



Reasons for Strategic Planning

The process of strategic planning can lead to:

- ✓ Fostering successful communication and building teamwork among the board of directors, staff and external constituencies.
- ✓ Laying the groundwork for meaningful change by stimulating forward thinking and focusing attention on what is really important to the organization's long-term success



Reasons for Strategic Planning

Participation in the process makes for a better-informed staff and board and empowers them to be more effective leaders, managers and decision makers. And they end up with a planning document that they can use to effectively manage the organization. Between the planning process and the realization of a final written plan, a number of tangible benefits can emerge:

- ✓ **An explicit understanding of the organization's purpose, mission and values among staff, board and external constituents, with that understanding supporting an increased level of commitment to the organization and its goals.**
- ✓ **A framework that guides and supports the governance of the organization and orients board and staff toward more strategic thinking and strategic management.**

Reasons for Strategic Planning

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- ✓ **A means of monitoring achievements and measuring results.**
- ✓ **A blueprint for action.**
- ✓ **Improved services for clients.**
- ✓ **Information that can be used to “market” your organization to the public and potential funders.**

The Strategic Planning Process

There are five fundamental steps in the planning process. These steps are a recommendation, but they are not the only recipe for cooking up a strategic plan. Thoughtful and creative planners will add spice to the mix or elegance to the presentation to develop a strategic plan that best suits their organization.

The Strategic Planning Process

Step 1: Getting Ready To prepare for strategic planning, your organization must first assess if it's ready. While a number of issues must be addressed in assessing readiness, that determination essentially comes down to whether your organization's leaders are truly committed to the effort and whether they are able to devote the necessary attention to the "big picture." For example, when a funding crisis looms, or the founder is about to depart, or the environment is so turbulent that everyone is putting out fires, it may not make sense to take time out for a strategic planning effort



The Strategic Planning Process

Once you determine that your organization is indeed ready to begin strategic planning, you must then do four things to pave the way for an organized process:

- ✓ Identify the specific issues or choices that the planning process should address.
- ✓ Clarify roles (who does what in the process).
- ✓ Create a planning committee to develop an organizational profile.
- ✓ Identify the information that must be collected to help make sound decisions



The Strategic Planning Process

The product developed at the end of Step 1 is called a work plan. (Depending on the size of your organization, this part of the process can involve many key individuals. It can be shortened, however, if your organization has only a handful of staff that will need to provide input.)



The Strategic Planning Process

Step 2: Developing the Mission and Vision Statements A mission statement is like an introductory paragraph: It must communicate the essence of your organization. An organization's ability to articulate this indicates its focus and purposefulness. A mission statement typically describes an organization in terms of:

- ✓ **Purpose:** Why the organization exists and what it seeks to accomplish.
- ✓ **Business:** The main method or activity through which the organization tries to fulfill this purpose.
- ✓ **Values:** The principles or belief system that guides an organization's members as they pursue the organization's purpose.



The Strategic Planning Process

Whereas the mission statement summarizes the what, how and why of an organization's work, a vision statement presents an image of what success will "look like." For example the mission statement and vision statement of one organization are as follows:

Mission: The mission of the Support Centers of America is to increase the effectiveness of the nonprofit sector by providing management consulting, training and research.

Vision: Our guiding principles are to promote client independence, expand cultural proficiency, collaborate with others, ensure our own competence and act as one organization.



The Strategic Planning Process

From these statements, we can see that the group envisions an ever-increasing global movement to restore and revitalize the quality of life in local communities. The Support Centers of America wants to be a recognized contributor and leader in that movement. With mission and vision statements in hand, this organization has taken an important step toward creating a shared, coherent idea of what it is strategically planning for



The Strategic Planning Process

The products developed at the end of Step 2 are a draft mission statement and a draft vision statement. (This step can be very complex for a larger organization with multiple stakeholders. Smaller organizations will be able to come to agreement on a mission more readily.)



The Strategic Planning Process

MISSION STATEMENT A mission statement reflects the essence of an organization's intent and tells when, where and how it will fulfill its purpose.

VISION STATEMENT A descriptive sentence that presents a broad image of what success will "look like" for a nonprofit organization.



Write the following sections on educational organizations in China. (Or your organization)

1. What is your organization's vision?
2. What is your organization's mission?
3. What are your organization's values?
4. What are the goals or objectives of your organization?
5. What is your organization's strategy?



The Strategic Planning Process

Step 3: Environmental Assessment Once your organization has clarified why it exists and what it does, it must take a clear-eyed look at its current situation. Remember that part of strategic planning, thinking and management is an awareness of available resources and an eye to the future environment so that your organization can successfully respond to change.



The Strategic Planning Process

This step is about gathering up-to-date information about your organization's strengths, weaknesses, opportunities, threats and performance — assessments that will highlight the critical issues that your organization faces and that its strategic plan must address.

These could include a variety of primary concerns, such as funding, new program opportunities, changing regulations or changing needs in the client population; the point is to choose the most important issues to address. Typically a planning committee will agree on no more than ten critical issues around which to organize the strategic plan



The Strategic Planning Process

ENVIRONMENTAL ASSESSMENT The process of gathering and analyzing the information needed to make an evaluation of your organization in its environment. The environmental assessment includes the following activities:

- ✓ Collecting internal and external stakeholders' perceptions about the organization.
- ✓ Evaluating programs' impact on clients.
- ✓ Evaluating programs through a cost/ benefit analysis.
- ✓ Analyzing programs through a competitive analysis.
- ✓ Defining previous implied strategies.



The Strategic Planning Process

The products that result from Step 3 are a “database” of concrete information that can be used to make decisions and a list of critical issues that demand a response from the organization — the most important issues that the organization needs to address.



The Strategic Planning Process



Step 4: Developing Strategies, Goals and Objectives
Once you have affirmed your organization's mission and identified its critical issues, it is time to figure out what to do about them: the broad approaches to be taken (strategies), and the general and specific results to be sought (the goals and objectives). Strategies, goals and objectives may come from individual inspiration, group discussion or formal decision-making techniques — but in the end the leadership agrees on how to address the critical issues

The Strategic Planning Process



This can take considerable time and flexibility: Discussions at this stage frequently require additional information or a reevaluation of conclusions reached during the environmental assessment. It is even possible that new insights will emerge that change the thrust of the mission statement. To create the best possible plan it is important that planners not be afraid of going back to an earlier step in the process to take advantage of newly available information.

The Strategic Planning Process



The product of Step 4 is an outline of the organization's strategic directions — the general strategies, long-range goals and specific objectives of its response to critical issues

The Strategic Planning Process



STRATEGY: A strategy is a coordinated approach or direction adopted by an organization in response to a critical issue and/or goal.

GOALS: Goals are described in a broad outcome statement that guides a program or management function.

OBJECTIVE An objective is a precise, measurable, time phased result that supports the achievement of a goal.

The Strategic Planning Process

Step 5: Completing the Written Plan You've articulated the mission, identified the critical issues, and agreed upon the strategies — so Step 5 essentially involves putting all that down on paper. Usually one member of the planning committee, the executive director, or even a planning consultant can draft a final plan document and then submit it for review by all key decision makers (usually the board and top staff).



The Strategic Planning Process



This is also the time to consult with top staff to determine how the document will be translated into operating plans (the detailed action plans for accomplishing the goals proposed by the strategic plan). This important action ensures that the plan addresses key questions about priorities and directions in sufficient detail to serve as a guide.

The Strategic Planning Process



Revisions should not be dragged out for months, but action should be taken to answer any important questions that are raised. It would certainly be a mistake to ignore serious disagreement at this step just to wrap up the process more quickly.

The Strategic Planning Process

The end result will be a concise description of where the organization is going, how it should get there and why it needs to go that way — ideas that are widely supported by the organization's staff and board. The product of Step 5 is the Strategic Plan.



The Strategic Planning Process



Step 1: Getting ready; initiating the planning process Results in a work plan.

Step 2: Developing a mission and vision Results in a mission statement.

Step 3: Conducting an environmental assessment Results in a resource database of information.

Step 4: Developing strategies, goals and objectives Results in an outline of strategic directions.

Step 5: Writing the strategic plan Results in a strategic plan.

Initiating The Planning Process



Purpose: In this unit we examine the basic elements of initiating the strategic planning process and how to prepare for it. It discusses setting the stage for participation among key stakeholders and developing a general direction for the organization's future.

Initiating The Planning Process



Strategic planning is a good idea, but it is only worthwhile in practice if the organization is ready and the right people in the organization believe in it and are committed to achieving it. (A good definition for commitment, by the way, is unwavering perseverance and emotionally impelled direction.)

Initiating The Planning Process



The outlines requirements for successful planning, as well as potential pitfalls to avoid. Most important is the requirement of a strong commitment to the planning process by the executive director and board leadership. Top leadership must spend significant time and energy on the process or it will never get off the ground. In other words, regardless of how much an organization “needs” to do strategic planning, a program manager or board member will not be able to initiate a planning process alone, or see that it happens successfully

Initiating The Planning Process

This does not mean that a visionary on the staff or board has no opportunity to initiate a strategic planning process.

One person can be the catalyst to start the process. Such an individual must, however, actively recruit support from leaders by identifying the potential benefits to the organization and helping key stakeholders see the need for planning.



Initiating The Planning Process

For example: Is the staff confused about how their programs relate to each other? Does the board shy away from seeking community support for the organization? Is it unclear what the organization has accomplished and how to measure the success of its efforts? If the answer to these kinds of questions is "yes," then a compelling case can be made to management for doing strategic planning. This important up-front homework is essential because it will pay off down the line with board and staff commitment to the process.



Initiating The Planning Process

The strategic planning process is part of a board-staff partnership. The reason both groups need to be involved is that strategic planning is at the intersection of governance (the board's role) and management (the staff's role). Whoever initiates the strategic planning process must recognize that its success lies in getting involvement from all parts of the organization.



Initiating The Planning Process

The executive director and board president need to assess the organization's readiness and be clear about what they would like the planning process to accomplish. If it makes sense to go forward, then proceed by forming a planning committee



The Strategic Planning Process



Step 1: Getting ready; initiating the planning process Results in a work plan.

Step 2: Developing a mission and vision
Results in a mission statement.

Step 3: Conducting an environmental assessment
Results in a resource database of information.

Step 4: Developing strategies, goals and objectives
Results in an outline of strategic directions.

Step 5: Writing the strategic plan
Results in a strategic plan.

Step 1: Getting ready; initiating the planning process Results in a work plan.



Perhaps the best way to start the process of strategic planning is by establishing some context for the effort — if your organization is considering doing such planning, there are probably some underlying reasons and hoped-for outcomes. This is not a formal evaluation, but simply a way to “get a handle on” the concerns and expectations that paint a picture of this effort at the outset

Step 1: Getting ready; initiating the planning process Results in a work plan.



Strategic Planning Readiness Criteria.

- ✓ Commitment and support from top leadership, especially the executive director and board president, to see the project through to the end.
- ✓ Clear roles and expectations for all participants in the planning process, including clarity as to who will contribute input to the plan and who will be the decision makers.
- ✓ Access to relevant information for assessing the organization (sufficient market research) and willingness to recognize and respond to the organization's internal and external environment (strengths, weaknesses, opportunities and threats).
- ✓ At least one strategic thinker and at least one realist, willingness to be inclusive and encourage broad participation so that people feel ownership of and energized by the process

Step 1: Getting ready; initiating the planning process Results in a work plan.



- ✓ An adequate commitment of organizational resources to complete the planning process as designed, for example, staff time, board time and dollars to spend on the process (market research, consultants).
- ✓ A board and staff that understand the purpose of planning, realize what it is and is not able to accomplish, and have reached consensus about the desired outcomes of the planning process.
- ✓ A true commitment to assessing current programs and to meeting current and future client needs.
- ✓ A willingness to question the status quo and to look at new ways of doing and evaluating things.
- ✓ Good working relationships and an ability to work through conflicts among key players.

Step 1: Getting ready; initiating the planning process Results in a work plan.



A. Planning Process

Considerations As with any major effort, a strategic planning process has its proper time and place in the life of an organization. Certain conditions and criteria must exist (and others must not) if strategic planning is to be a creative, collaborative, successful endeavor — so it is important to be honest when analyzing your organization's readiness to plan

Step 1: Getting ready; initiating the planning process Results in a work plan.



The planning readiness criteria outlined above are the ideal elements your organization should have in place before committing to a strategic planning process. But when considering such an effort, the pitfalls to be avoided are equally important. If you recognize your organization in any of the symptoms below, step back and rethink the feasibility of a strategic planning endeavor at this point in time

Step 1: Getting ready; initiating the planning process Results in a work plan.



If many of the pitfalls presented below are present, then an in-depth strategic planning process may not be appropriate at this time. Even if your organization is halfway through the planning process before realizing that it isn't really ready to plan, you should stop right there and address the barriers to strategic planning before continuing with the process

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Strategic Planning Pitfalls

- ✓ Too much formality or rigidity in the planning process so that it lacks simplicity and restrains creativity.
- ✓ Top management that assumes that strategic planning is something separate from the entire management process.
- ✓ Top management that assumes that it can completely delegate the planning function to a planner.
- ✓ Top management so engrossed in current problems (such as a financial crisis or other extreme circumstance) that it has neither the time nor the leeway to look far enough ahead to plan for the future.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Strategic Planning Pitfalls

- ✓ Top management's tendency to reject the decisions made during the planning process in favor of its own intuitive decisions.
- ✓ Failure to involve line staff and members of the board in the planning process.
- ✓ Failure of top management to include department and division heads in developing plans for their departments.
- ✓ Failure to articulate constraints and non-negotiables up front.
- ✓ Failure to create an organizational climate that is receptive to planning and change.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

B. Prior Experience

In addition to assessing current circumstances, it is useful to assess past efforts at planning and apply lessons learned. If an organization's previous planning processes were successful, then it will want to try to duplicate that success by using similar processes this time around. But if prior planning efforts have not worked well, or the plans that resulted from prior efforts were not followed, then you need to spend some time figuring out why this is so and what changes might benefit future planning efforts. If the management team of your organization has been in place for a few years, there should be a number of staff around who can play the role of historian to give this effort more credibility

Step 1: Getting ready; initiating the planning process Results in a work plan.

C. Participation

in the Planning Process Strategic planning should be an inclusive effort that engages key **stakeholders** at appropriate stages. **Who are stakeholders?** Anyone who cares, or should care, about the organization and anyone who has a “**stake**” in the success or failure of its mission is a stakeholder. This encompasses those who must implement the strategic plan, those who benefit from its implementation and those who could significantly help or hinder its implementation, **such as board members, staff (part-time and full-time, salaried and volunteer, current and previous), funders (existing, potential), clients (existing, past, potential), community leaders, competitors, potential collaborators and other agencies in parallel or related fields**

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Part of the thought and creativity of the strategic planning process is identifying those individuals and groups that traditionally might not be regarded as “key” stakeholders, but who might contribute unique and valuable perspectives. It is important to include this range of participants because a truly inclusive process achieves the following:

✓ Helps build internal and external enthusiasm for and commitment to the organization and its strategies — those who feel they have contributed to the planning process then feel invested in it and are more likely to take ownership of the organization’s goals and efforts.

Step 1: Getting ready; initiating the planning process **Results in a work plan.**

Part of the thought and creativity of the strategic planning process is identifying those individuals and groups that traditionally might not be regarded as “key” stakeholders, but who might contribute unique and valuable perspectives. It is important to include this range of participants because a truly inclusive process achieves the following:

- ✓ **Adds objectivity to the process — “outsiders” can identify jargon or ask critical questions about issues that “insiders” might assume are common knowledge or simply take for granted.**
- ✓ **Develops foundations for future working relationships.**
- ✓ **Establishes a continual information exchange among staff, management, clients and other key stakeholders.**
- ✓ **Ensures an adequate depth and breadth of data from which to make informed decisions.**

Step 1: Getting ready; initiating the planning process Results in a work plan.

D. Stakeholders' Roles in Planning

Determining how to include all these stakeholders can prove even more challenging than identifying who they are, as there are many different kinds and levels of participation in the strategic planning process:

- ✓ **Leadership: Taking the initiative to see that decisions get made and things get done.**
- ✓ **Facilitation: Paying attention to process rather than content (a role played, for example, by an outside consultant or neutral participant).**
- ✓ **Input: Providing information and opinions.**
- ✓ **Decision-making: Using that information and those opinions to establish strategies and goals**

Step 1: Getting ready; initiating the planning process Results in a work plan.



It is especially important to delineate between those stakeholders who provide input and those who make decisions. Being asked for an opinion is not the same as having a final say in related decisions, but stakeholders sometimes lose sight of that distinction. It is the responsibility of those who make the decisions to build a framework and process for letting participants know their roles and what will be done with their input and opinions.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

The nature of stakeholders' participation will depend on any number of factors — size, "culture" and management style, range of constituents and breadth of services. Below are some general descriptions of specific stakeholders' roles in the strategic planning process.

✓ **Executive Director.** The executive director is usually the chief planner and prime "mover" of the plan through the entire process. He or she works closely with the chair of the planning committee and often serves as the prime liaison between the staff and the planning committee. Sometimes the executive director also writes the strategic plan, but may delegate that responsibility to someone else. Finally, the executive director plays a crucial role in that he or she is ultimately responsible for the implementation of the plan.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

The nature of stakeholders' participation will depend on any number of factors — size, “culture” and management style, range of constituents and breadth of services. Below are some general descriptions of specific stakeholders' roles in the strategic planning process.

✓ **Board of Directors.** In its governance capacity, one of the board's primary responsibilities is planning — ensuring a good planning process is in place, contributing a visionary, big-picture perspective to the process and approving the final plan. The board should provide input for the mission, vision, values and environmental assessment aspects of the plan. The board might also be involved in strategy discussions, setting long-term program and administrative priorities and setting goals for itself.

Step 1: Getting ready; initiating the planning process

Results in a work plan.

The nature of stakeholders' participation will depend on any number of factors — size, “culture” and management style, range of constituents and breadth of services. Below are some general descriptions of specific stakeholders' roles in the strategic planning process.

✓ **Staff.** Paid and volunteer staffs have programmatic expertise and familiarity with the field and clients, which are vital to shaping a relevant and workable strategic plan. Their involvement not only ensures “buy-in” to the organizational goals and strategies, but is the link between the vision described in the plan and the realization of that vision on a day-to-day basis. Some staff might also be asked to collect data (market research) and evaluate programs. Program managers should have input into setting long-term program objectives and should assist in developing operational plans. Ideally, staff should be represented on the planning committee

Step 1: Getting ready; initiating the planning process Results in a work plan.

The nature of stakeholders' participation will depend on any number of factors — size, "culture" and management style, range of constituents and breadth of services. Below are some general descriptions of specific stakeholders' roles in the strategic planning process.

✓ **Clients.** The sole reason for most nonprofits' existence is the betterment of society, whether that means enriching cultural life, feeding the hungry or increasing the quality of life of people with AIDS. In a planning process then, it is critical to evaluate what kind of job the organization is and should be doing in this regard. Directly involving past and present clients in the planning process and soliciting accounts of their unique first-hand experience with your organization is one of the best ways to gain insight into its performance and obtain guidance for providing services in the future. For these reasons, some organizations include client representatives on the planning committee.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

The nature of stakeholders' participation will depend on any number of factors — size, “culture” and management style, range of constituents and breadth of services. Below are some general descriptions of specific stakeholders' roles in the strategic planning process.

✓ **Funders.** Past, current and potential funders provide another valuable perspective on client needs and how others in the community are either meeting or failing to meet those needs. They may be able to shed some light on the funder community's inclination to fund a specific new program. Likewise, discussions with funders might enable you to design “fundability” into a program at the outset. You should seek funders' input primarily during the environmental assessment stage of the planning process. Current and future funders should also receive an executive summary of the strategic plan.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

The nature of stakeholders' participation will depend on any number of factors — size, "culture" and management style, range of constituents and breadth of services. Below are some general descriptions of specific stakeholders' roles in the strategic planning process.

✓ **Community Leaders.** Community leaders can also offer valuable opinions about your organization's strengths and weaknesses, as well as insight into the needs of the community and knowledge of the competition. Some organizations include a key community leader on the planning committee, thereby building in community commitment to the organization and its mission.

Step 1: Getting ready; initiating the planning process Results in a work plan.

The nature of stakeholders' participation will depend on any number of factors — size, “culture” and management style, range of constituents and breadth of services. Below are some general descriptions of specific stakeholders' roles in the strategic planning process.

✓ **Competitors and Potential Collaborators.** You might consider asking competitors to contribute to your environmental assessment — not just to get another outside opinion, but to garner information to help the organization be more competitive and develop collaborative relationships

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

A planning committee made up of board members and staff is typically selected by the executive director and the board president. The committee should be convened once management reaches a decision to go ahead. Everyone involved in the planning process must talk the same “planning language” and have a shared understanding of what the process entails.

Words such as purpose, mission, strategy, strategic, goal, objective, vision and long-range have different meanings to different people; even the nonprofit and for-profit sectors sometimes use these terms in different ways. As part of this “getting ready” step in the planning process, the planning committee should learn and agree on common language and processes for their strategic planning effort.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

B. Using Consultants

Many organizations include an outside consultant in some or all of the planning process. For example, it is quite common to have a consultant facilitate retreats and meetings, serving as a “conversation traffic cop” so that good ideas do not get lost among the emotions or personalities of the participants. A facilitator can also provide objectivity by asking clarifying questions, challenging assumptions, encouraging the group to question the status quo and seeing that organizational jargon is kept to a minimum. Organizations can also look to consultants for information or training on planning language, tools and processes.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

When considering whether to include consultants in the strategic planning process, a planning committee should first have a clear understanding of what it really wants from a consultant and what assistance a consultant can actually provide. Peter Block, author of *Flawless Consulting*, describes three main roles that an effective consultant should play:

✓ As “a pair of hands,” a consultant can do tasks that a client organization knows how to do but doesn’t have the person power to accomplish. (For example, organizing meetings, drafting documents and conducting interviews with clients).

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

- ✓ In the “expert” role, a consultant provides knowledge or skills that the organization does not have in house. (For example, evaluating a program or management function or analyzing the implications of environmental trends in funding or service delivery).
- ✓ In the “collaborative” role, the consultant works as a partner with the organization, contributing process knowledge but leaving the rest to the client. The client has the expertise and person-power to accomplish tasks once the approach is determined. As an example, a consultant can provide guidance on the planning process and facilitate planning meetings and retreats, but clearly leave the content debate to the client

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

Typically, consultants prove most helpful to a nonprofit when they offer a combination of all three roles — with the emphasis on the collaborative role, which can significantly add to the productivity and continuity of the planning process. If no one has experience with strategic planning, then a consultant's assistance with designing the planning process will help focus planners' energy where it is most needed and preclude "reinventing the wheel."



Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

Also, an outsider working with the group offers objectivity and neutrality. Sometimes it takes an outsider to ask the hard questions, and a skilled facilitator will help bring to the surface disagreements about important issues as well as manage potential conflicts in a constructive way.

Still, it can be expensive to pay a consultant to do work that a staff member could do. If cost is a key consideration, this could in itself determine what role (if any) a consultant should play in the strategic planning process.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

If your organization does decide to hire a consultant, you should seek one who has expertise in your field and your kind of organization. If you can't find one who fits that bill, try distributing the consultation tasks among a few consultants. For example, a development specialist might be the right person to conduct a study to help plan fundraising but lack the skills to guide a planning process. In that case, find a fundraising expert and a consultant with broader experience in strategic planning.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

In choosing a consultant, you should also look for fit. A consultant may have all the expertise one could ask for, but still shouldn't be hired unless he or she inspires confidence. The consultant must be both a good listener and not afraid to speak honestly. Many important issues will be discussed in the planning process, perhaps including delicate ones that require discretion or arouse conflict, so a good, trusting working relationship between the consultant and the planning committee is crucial to a successful strategic planning process.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

Checklist for Working with a Consultant The following list delineates many of the issues described above and is a handy reference for organizers as they to consider working with and then establish a working relationship with a consultant. (The list is adapted from an article by Barbara Davis, published in "The Grantsmanship Center News," March/April 1983.)

- ✓ Clarify your broad expectations of the work a consultant will do.
- ✓ Decide roughly how much you want to spend.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

Checklist for Working with a Consultant The following list delineates many of the issues described above and is a handy reference for organizers as they to consider working with and then establish a working relationship with a consultant. (The list is adapted from an article by Barbara Davis, published in "The Grantsmanship Center News," March/April 1983.)

- ✓ Talk with at least two consultants and check the references they provide you.
- ✓ Ask each consultant you are seriously considering to submit a written proposal that summarizes the work to be performed, the time line and the cost.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

- ✓ Make sure that you feel comfortable working with the consultant you select.
- ✓ Develop a clearly worded written contract that includes the following:
 - List of “deliverables.”
 - A projected completion date.
 - A schedule for payment.
 - Checkpoints along the way at which the client and consultant can evaluate progress and resolve any problems that may have arisen.

Step 1: Getting ready; initiating the planning process
Results in a work plan.

Organizing a Strategic Planning Committee

- ✓ Develop a clearly worded written contract that includes the following:
 - A mechanism by which either party can terminate the contract before it is completed.
 - The name of the person in your organization who has the authority to agree to expenditures or approve the consultant's work.
 - The name of the person who will do the actual consulting work.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

C. Planning Principles and Values

At the outset, the planning committee should state the principles and values that will broadly govern the strategic planning effort. Planning principles and values serve as a framework for assessing the integrity and responsibility of the planning process. For example, the following planning principles and values could apply to your strategic planning:

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

C. Planning Principles and Values

- ✓ **Inclusiveness:** Input will be sought from all levels within the organization.
- ✓ **Meaningful participation:** Staff should feel that their participation is substantive and has the potential to influence the outcome of the plan.
- ✓ **Share the work:** The successful completion of the planning process should not depend on only one or two people

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

C. Planning Principles and Values

- ✓ **Focus on the big picture:** There should be no expectation that every concern or complaint will be addressed by the strategic planning process. You will however, address all critical issues, regardless of how difficult those issues may be.
- ✓ **Ownership:** Seek to develop deep ownership of your mission, vision, critical issues and corporate strategies. Be strategic; your plans will be responsive to the environment based on your understanding of the probable future environment. Much of this understanding will come from in-depth market research.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

D. Organizational History and Profile

Part of the context of your organization's strategic planning effort is its history: where it came from and how it arrived where it is today. The planning committee should have a common understanding of this context, a shared knowledge of the "cultural history" and current form of the organization, so that all committee members build the plan on the same foundation. As part of "getting ready" for strategic planning then, you should prepare an organizational history and organizational profile.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

The history is a brief summary of the events that have shaped the organization. For example, when the organization was founded, a timeline that shows when programs were first offered, milestones reached in the organization and its programs, and significant external events that affected the organization's course.



Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

The organizational profile is a summary of all programs. This can be accomplished in three basic steps. It might be done more quickly by using documents that already present this information, such as annual reports or brochures.

Here's how to create the organizational profile:

✓ List all specific program activities and services. (For example, counseling and support, housing, information and referral, speaking engagements at corporations and public policy updates.)



Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

✓ Group these program activities and services according to common outcomes, categories, similar services, or the like. A program group is an umbrella or collection of related programs. Think of these groupings as “program buckets,” i.e., education, direct services, advocacy.

✓ List each program activity or service under the most appropriate program group, and note current levels of activity and scale of current programs (including production data such as number of clients served, cost per unit of service, geographic locations serviced).



Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

- ✓ Record current staffing levels for all programs and for the entire organization, as well as the size of the board of directors.
- ✓ Summarize sources and uses of funds, financial condition and other related organizational and management data



Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

E. Identifying Information

Needed for Planning Effective strategic plans are the end product of discussion by informed individuals. Much of the information will be analyzed during the environmental assessment in **Step 3**, but there is some research and information-gathering that can be started earlier.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Step 2: Developing a mission and vision Results in a mission statement.

Step 3: Conducting an environmental assessment Results in a resource database of information.

Step 4: Developing strategies, goals and objectives Results in an outline of strategic directions.

Step 5: Writing the strategic plan Results in a strategic plan.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

This information includes:

- ✓ Key trends in the program environment, plans and attitudes of major existing funders, views of key community informants, demographic changes within the target population, regulatory changes.
- ✓ List of competitors, including what services they offer and prices they charge.



Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

This information includes:

- ✓ Client statistics and other information needed to evaluate programs, client data trends for the past five years, changes in client mix based on staff observation, consumer attitudes, quality indicators, changes in the program base over the last five years.
- ✓ Financial trends of the organization over the past five years



Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

At the first meeting of the planning committee, participants should brainstorm to create a list of information that the committee and management will need during the environmental assessment discussion and in order to make planning decisions. Then, prioritize data needs.

Develop a plan for how and when data will be collected and who will collect it. This is also the time to set a broad timetable for completing the strategic planning process. It is not uncommon to take up to six months, but this depends on the size of your organization, the number of stakeholders and your organizational readiness to act.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

F. Developing a Work Plan

Last, but not least, the planning committee will need to develop an overall work plan for managing the planning effort (also referred to as a “plan to plan”). The work plan should outline the activities involved over the course of the entire planning process, people responsible for executing or overseeing those tasks, desired outcomes, resources required (e.g., time and money) and/or timeframes. Use the work plan as a guide; it will probably need to be adjusted along the way. Try to be as realistic as you can in estimating the time needed for each activity.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

G. Using Retreats

Retreats provide a means for involving a larger group of people in the strategic planning process (traditionally the board of directors and some or all staff). They allow participants to step back from day-to-day operations to consider how best to serve clients — and whether this means doing things differently. When well-organized and effectively managed, planning retreats can be a wonderful vehicle for educating participants about the organization, increasing creativity, encouraging buy-in, and fostering communication and teamwork

Step 1: Getting ready; initiating the planning process Results in a work plan.

Given such options, it is clear that a primary task of the planning committee is to decide whom to involve in the planning process and how to involve them. After the strategic plan is complete, you might consider using an annual retreat as a “check-in” opportunity where the larger group can revisit the plan to make sure it is still appropriate for an everchanging environment



Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

The success of a retreat depends heavily on the caliber of pre-meeting preparation; inadequate preparation not only impedes the efficiency and productivity of a retreat, but it can also diminish participants' confidence in the entire strategic planning process. Before the retreat, organizers should:

- ✓ State clearly what they want to accomplish and who should attend.
- ✓ Decide if the retreat is to be an idea-generating meeting, a decision-making meeting or a combination of the two.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Organizing a Strategic Planning Committee

Before the retreat, organizers should:

- ✓ Prepare an agenda that details desired outcomes along with agenda items and time allocated to each agenda item.
- ✓ Identify processes to be used during a retreat and who is responsible for each agenda topic.
- ✓ Be sure that the agenda allows enough time to discuss topics adequately and still complete the scheduled discussions.
- ✓ Mail or distribute the agenda and other materials to participants in advance so everyone arrives ready to work.

Step 1: Getting ready; initiating the planning process *Results in a work plan.*

Organizing a Strategic Planning Committee

Before the retreat, organizers should:

- ✓ State clearly how the discussion and decisions will be recorded, and what type of minutes will be shared with the participants.
- ✓ Select one person to facilitate the meeting, keep the group focused and on schedule, enforce ground rules and encourage appropriate participation. A board or staff member with facilitation skills or an outside facilitator can do the job, as long as the individual is able to focus on managing the meeting process and remain objective with respect to the content of the discussions.
- ✓ Build in time at the end of the retreat to explain to participants what will happen next in the planning process.

Step 2: Developing a mission and vision Results in a mission statement.

Step 1: Getting ready; initiating the planning process Results in a work plan.

Step 2: Developing a mission and vision Results in a mission statement.

Step 3: Conducting an environmental assessment Results in a resource database of information.

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Step 5: Writing the strategic plan Results in a strategic plan.



Step 2: Developing a mission and vision Results in a mission statement.

The point of creating a strategic plan is to establish a common understanding of the organization's work. Perhaps the most succinct reflection of this shared understanding lies in the mission and vision statements — declarations of intentions, hopes and expectations.



Step 2: Developing a mission and vision Results in a mission statement.

I. Mission Statements

In just a few sentences, a mission statement communicates the essence of an organization to its stakeholders and to the public: one guiding set of ideas that is articulated, understood and supported by the organization's board, staff, volunteers, donors and collaborators. A clear mission statement is one hallmark of a successful nonprofit organization; conversely, an unclear statement can cause wasted time, missed opportunities and failure to recognize accomplished goals.



Step 2: Developing a mission and vision Results in a mission statement.

Example:

At the Developmental Studies Center we develop, evaluate and disseminate programs that foster children's ethical, social and intellectual development. While nurturing children's capacity to think skillfully and critically, we also strive to deepen children's commitment to values such as kindness, helpfulness, personal responsibility and respect for others — qualities we believe are essential to leading humane and productive lives in a democratic society. (Developmental Studies Center, Oakland, CA).

Step 2: Developing a mission and vision Results in a mission statement.

A. Components of a Mission Statement

In defining “who” your organization is, a mission statement should indicate the group’s purpose, business and, if desired, its values. The “purpose” component explains what the organization seeks to accomplish — why it exists and the desired result of its efforts. A purpose statement usually includes two basic elements:

- ✓ A verb that indicates a change in status (such as to improve, to increase, to decrease, to eliminate).
- ✓ A description of the problem to be addressed or condition to be changed (such as access to health care, poverty, homelessness).

Step 2: Developing a mission and vision Results in a mission statement.

For example,

an agency's purpose might be "to increase access to health care," or "to decrease poverty" or "to eliminate homelessness." Note that these examples focus on outcomes and results rather than methods. They describe how the world is going to be different — what the organization intends to change. Thus, the purpose of an agency serving the homeless should not be described in terms of their method "to provide shelter for homeless individuals." It should be described in terms of a broader result, such as "to eliminate the condition of homelessness in our region."

Step 2: Developing a mission and vision Results in a mission statement.

The “business” component though, does state the method or action through which an organization pursues its purpose — how it goes about addressing the stated problem. Some people prefer not to use the word “business” to describe this component, but it doesn’t matter how it is labeled — just as long as the action or method is clearly described. Business statements often include the verb “to provide” or link a purpose statement with the words “by” or “through.” For example, a housing agency might try to eliminate homelessness “by constructing housing for homeless individuals,” or “by educating the public and advocating for public policy changes” or “through counseling and job training to homeless individuals.

Step 2: Developing a mission and vision Results in a mission statement.

The “values” component of the mission statement describes the basic beliefs shared by members of the organization and practiced in their work, such as a commitment to excellent services, innovation, diversity, creativity, honesty or integrity. The values component might also state related beliefs.

A vegetarian association might assert that “eating vegetables is more economically efficient and ecologically responsible than eating beef.”



Step 2: Developing a mission and vision Results in a mission statement.

The values component highlights the important connection between the nature of the organization's work and people's commitment to it. Ideally, the personal values of staff and external constituents and supporters align with the values of the organization. When developing a written statement of the organization's values, stakeholders have a chance to contribute to the articulation of these values. They evaluate how well their personal values and motivations match those of the organization and build their commitment to the organization through their commitment to its values.



Step 2: Developing a mission and vision Results in a mission statement.

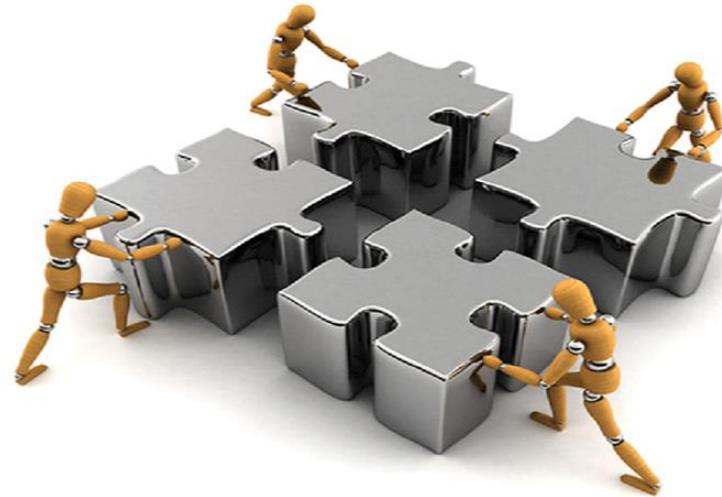
The example includes all three basic components: At the Developmental Studies Center we develop, evaluate, and disseminate programs [business] that foster children's ethical, social, and intellectual development [purpose]. While nurturing children's capacity to think skillfully and critically, we also strive to deepen children's commitment to pro-social values such as kindness, helpfulness, personal responsibility and respect for others — qualities we believe are essential to leading humane and productive lives in a democratic society [values].



Step 2: Developing a mission and vision Results in a mission statement.

Other Possibilities Some mission statements go beyond the basics to say more about the organization — what makes it unique, who benefits from it or key strategies

Mission, Vision and Core Values



Step 2: Developing a mission and vision Results in a mission statement.

B. Drafting a Mission Statement In drafting the mission statement, it is critical to agree upon the main ideas. But it is useful to realize that while groups are good at many things, writing is not one of them. Staff, board and planning committee members should all participate in generating and discussing ideas, but it usually proves most efficient to leave one or two planning committee members in charge of actually putting the words on paper



Step 2: Developing a mission and vision Results in a mission statement.

One way to start the process of drafting a mission statement is to discuss revisions to the organization's current statement or creation of a brand-new one at a board or staff retreat. A broad preliminary discussion of the concepts to be included in the statement will quickly demonstrate areas of consensus and disagreement. The designated planning committee members should then write a first draft of the statement — and redraft it as it goes through review, discussion, refinement and final approval by the board of directors



Step 2: Developing a mission and vision Results in a mission statement.

While the planning committee is primarily responsible for hammering out the details of the mission statement's format and wording, the evolving draft also should be circulated several times among board, staff and other stakeholders as well. Some consultants also advise organizations to seek an outside opinion from someone unfamiliar with the organization to gauge how accessible the statement is to the "uninitiated."



Step 2: Developing a mission and vision Results in a mission statement.

The great advantage of hashing over the statement this way is that the discussion and debate introduces newcomers to the nuances of the organization's mission. It also refreshes old-timers' understanding, fosters stakeholders' sense of participation and commitment and results in a mission statement that genuinely expresses a collective intention and common ideas. With a measure of passion, humanity and an eye on the big picture, a planning committee can keep refining the mission statement until it has a version that stakeholders can actively support.



Step 2: Developing a mission and vision Results in a mission statement.

Basic Mission Statement Formula The purpose of [organization name] is to provide [summary of services] to [major customer or customer group] so they can [result or benefit that the customer experiences]



Step 2: Developing a mission and vision Results in a mission statement.

II. Vision Statement.

A vision is a guiding image of success. If a mission statement provides a “blueprint” for the what, why and how of your organization’s work, then the vision is the “artist’s rendering” of the realization of that mission. While a mission statement answers the questions about why the organization exists, what business it is in and what values guide it, a vision statement answers the question, “What will success look like?” It is the pursuit of this shared image of success that inspires and motivates people to work together.



Step 2: Developing a mission and vision Results in a mission statement.

II. Vision Statement.

Martin Luther King, Jr. said, "I have a dream," and then offered a vision of what that dream would look like that helped change a nation. That famous speech is a dramatic example of the power that can be generated by a person who communicates a compelling vision of the future.



Step 2: Developing a mission and vision Results in a mission statement.

II. Vision Statement.

John F. Kennedy did not live to see his vision for NASA come to fruition, but he set it in motion when he said, "By the end of the decade, we will put a man on the moon." When it came time to appropriate the enormous funds necessary to accomplish this vision, Congress did not hesitate. Why? Because Kennedy's vision spoke powerfully to values the American people held dear: America as a pioneer and world leader

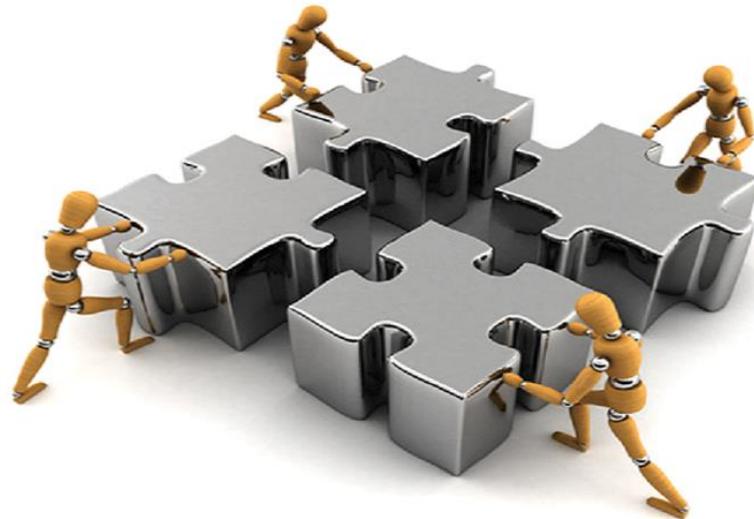


Step 2: Developing a mission and vision Results in a mission statement.

II. Vision Statement.

An organizational vision statement might not put a man on the moon, but it should be compelling in the same way that Kennedy's and King's visions were: It should challenge and inspire the group to stretch its capabilities and achieve its mission

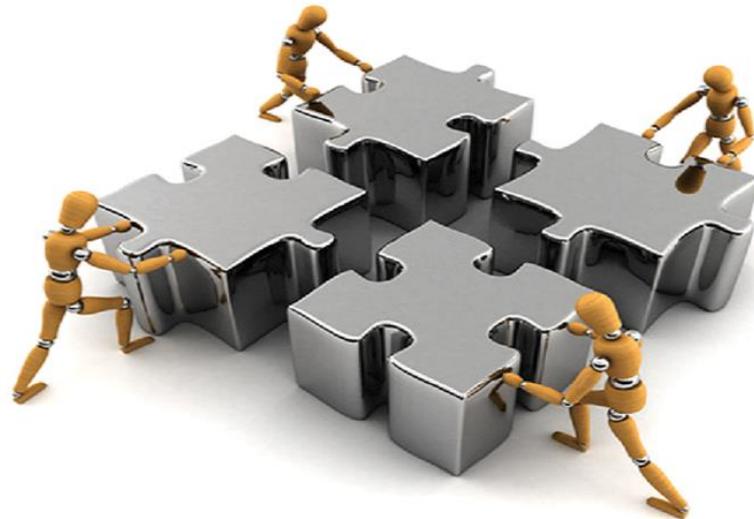
Mission, Vision and Core Values



Step 2: Developing a mission and vision Results in a mission statement.

The vision statement will often convey both an external and an internal vision for the organization. The external vision is an image that informs program strategies and goals; it focuses on how the world would be improved, changed or different if the organization achieves its purpose.

Mission, Vision and Core Values

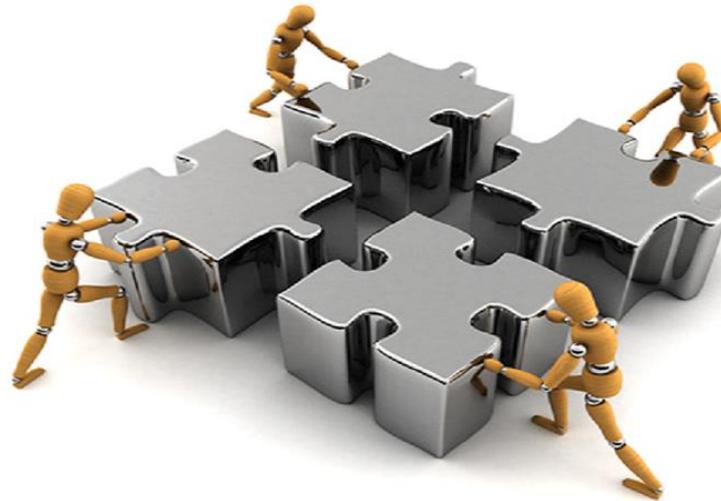


Step 2: Developing a mission and vision Results in a mission statement.

Example: The people of ABC, Texas will solve their disputes without resorting to violence.

By the year 2000 we will reduce the transmission of HIV among the people of ABC County to zero.

Mission, Vision and Core Values



Step 2: Developing a mission and vision Results in a mission statement.

The internal vision informs your organization's management, organizational strategies and goals; it describes what it would look like if it was operating effectively and efficiently — the ideal image or reputation, funding, partnerships, use of technology, board, staff and facilities, as well as major past accomplishments and what makes it unique.



Step 2: Developing a mission and vision Results in a mission statement.

Example: We will have a 100,000-square-foot gallery that has great 20th Century artwork on display.

We will achieve a diversified funding base that will adequately support all of our programs.



Step 2: Developing a mission and vision Results in a mission statement.

A. Drafting a Vision Statement

Drafting a vision statement begins with intuition and ideas, evolves through discussion and results in a shared sense of direction and motivation. The planning committee must fully engage in the process and should designate one or two members to actually write the statement, but certainly board and staff should be involved in initial brainstorming and some subsequent discussion and review. As with any such process, differing ideas don't have to be a problem: People can spur each other on to more daring and valuable ideas — dreams of changing the world for which they are willing to work hard.

Step 2: Developing a mission and vision Results in a mission statement.

In the end, it is the nonprofits that have such a vision, and whose staff and board actively participate in pursuing that vision, that are able to make powerful contributions to their communities. There is a universal rule of planning: you will never be greater than the vision that guides you. No Olympic athlete ever got to the Olympics by mistake. A compelling vision of stellar performance helped surmount all the sweat and frustration over many years.



VISION AND MISSION



Institution

Vision

The vision of the college is to become a technical university of International Standards through continuous improvement.

Mission

Kumaraguru College of Technology (KCT) is committed to providing quality Education and Training in Engineering and Technology to prepare students for life and work equipping them to contribute to the technological, economic and social development of India. The College pursues excellence in providing training to develop a sense of professional responsibility, social and cultural awareness and set students on the path to leadership.

<https://kctbs.ac.in/discover-kctbs/vision-mission/>

Vision

To become the knowledge
hive of Managerial Excellence

Mission

We exist to make an impact on all our
stakeholders through advancement,
integration and application of knowledge

Values

Learning

Our learning
will be

Creative
Continuous
Shared
Enjoyable

Trust

We will exhibit
trust through

Honesty
Dignity
Belongingness
Openness

Competence

Our competency
will be reflected
through

Pro-activeness
Perseverance
Achievement
Recognition

Program Educational Objectives

Within a few years of obtaining a Master's degree
in Business Administration (MBA) from KCT
Business School, the recent graduate will be

Exhibit specialized knowledge in the functional area of
work through continuous learning

Assess the business environment and integrate the
understanding in their roles and contribute effectively
to the organization's goals by being customer centric

Exhibit well developed interpersonal skills to interact
with groups and individuals at all levels

Act ethically, respectfully and responsibly in all situations

Program Objectives

On completion of Master's degree in Business
Administration (MBA) from KCT Business School
the student will be able to

Exhibit managerial knowledge and its integrated application
in the business context for effective decision making

Demonstrate analytical, critical and creative thinking
abilities for problem solving

Lead self and others in the achievement of goals while
contributing effectively to a team environment

Present information accurately, clearly, logically and
concisely in oral and written communication

Manifest appropriate professional and ethical behaviour

Example

Vision

To become the knowledge
hive of Managerial Excellence

Mission

We exist to make an impact on all our
stakeholders through advancement,
integration and application of knowledge

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Learning

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Perseverance
Achievement
Recognition

Next
week
You
Will
Present
This
Paper.

Conducting an Environmental Assessment



SWOT Analysis Grid*	
Strengths (Internal)	Weaknesses (Internal)
Opportunities (External)	Threats (External)