**Introduction to Strategic Planning**

Strategic planning is a disciplined, creative process for determining how to take your organization from where it is today to where you want it to be in the future. The purpose is to provide a road map to show where you want to go in the future and how to get there.

**Terms and Definitions (used in the template)**

* 1. Vision: A description of the ideal future contribution/state of the organization. A consciously created image of what the organization would ideally like to be.
  2. Mission: A statement of purpose of the organization, which includes the business the organization is in, its customers, and its products/services. It clarifies the nature and scope of the organization's product/service offerings and broadly outlines the primary emphasis.
  3. Values: Description of the organization's beliefs, guiding principles, and rules of conduct.
  4. Motto: A brief statement used to express the mission and/or vision.
  5. Goals: Broadly defined strategic positions or conditions, which the organization desires to reach; desired end results. Goals close the gap between the organization's preferred vision and its current situation.
  6. Objectives: Measurable statements of achievement that lead to the accomplishment of a goal.
     1. University objective – Those that all units will adopt as is relevant
     2. Unit objective – Specific to unit
  7. Measures: Metrics whose value indicates progress toward goals and objectives
  8. Strategies: Means used to accomplish a goal or objective
  9. Tasks: Specific activities, projects, events that will accomplish the strategy
  10. Benchmark: the standard by which a measure can be judged
  11. Institutional Effectiveness Committee: The Institutional Effectiveness Committee (IEC) fulfills a coordinating, monitoring, and advisory role at Regent University in planning and assessment matters and advises the university leadership on the implementation and evaluation of the Regent University Strategic Plan and all aspects of institutional assessment.
  12. Unit: schools, departments, or functions that create their own strategic plans (see Appendix A).

**Strategic Planning Process**

The diagram below depicts Regent’s Strategic Planning Process. The unit planning elements are the focus of this template. The completed template constitutes the Unit Strategic Plan.

**Guidelines/Assumptions**

**a.**

**b.**

**c.**

**d.**

**e.**

**f.**

**Vision, Mission, and Values**

Each unit may have its own vision, mission, and values. However, they must align with the university mission, values, and vision below:

* + Vision – “The World’s Premier Christian University”
  + Mission – Our mission is to serve as a leading center of Christian thought and action providing an excellent education from a biblical perspective and global context in pivotal professions to equip Christian leaders to change the world. (proposed)
  + Values – Excellence, Innovation, and Integrity

List your unit’s vision, mission, and values:

* + Vision:
  + Mission:
  + Values:

**Environmental Scan of Trends and Implications**

Indicate the trends most likely to influence your unit over the next 5 years. Then describe the implications for your unit.

|  |  |
| --- | --- |
| Trends | Implication |
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**Competitive Profile**

In the following table, list the top 3 peer competitors for your unit. Then fill in the corresponding information. Note: if you are a non-academic unit, you may skip this section.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Peer Competitor 1 | Peer Competitor 2 | Peer Competitor 3 |
| Areas |  |  |  |
| Areas |  |  |  |
| Areas |  |  |  |
| Areas |  |  |  |
| Strengths |  |  |  |
| Weaknesses |  |  |  |

**Internal Assessment and SWOT**

* 1. What is the organizational structure of your unit?
  2. Identify any changes in the structure implemented during the past year:
  3. Describe key relationships to other Regent University units and/or external agencies:
  4. How do these relationships impact your unit’s effectiveness?
  5. Strengths to be maximized, e.g., school infrastructure:
  6. Weaknesses to overcome, e.g., damaged reputation, poor student achievement, student achievement gaps, and facilities in need of repair:
  7. Opportunities to take advantage of, e.g., remote students interested in distance education:
  8. Threats to be met, e.g., competitors:
  9. What have been the major accomplishments relative to unit goals over the past year?
  10. In what areas does the unit need to improve?
  11. How does the current level of resources (personnel, equipment, facilities, and budget) affect the ability of your unit to achieve its goals?
  12. Include any significant changes (increase or decrease) in your resource level during the past year:

**Brand/Positioning/Differentiation**

Our brand reflects the intersection of our unique strengths and what our target audience values. Branding involves the name, image, values, personality characteristics, and graphic elements that come together to create an intangible asset differentiating the brand from the generic product category and from other competitive programs/universities. For your unit, define the value proposition of your unit and what’s competitively different about it. Note: if you are a support unit, you may skip this section.

1. Target audience:
2. Value promised (benefits to target audience):
3. How Regent is different:

**Goals/Objectives/Measures**

|  |  |  |
| --- | --- | --- |
| Goal | Objective | Relevant to My Unit (yes/no) |
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| Goal | Additional Objective | Justification |
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Additional Objectives – List additional proposed objectives and measures as needed for your unit and provide a brief justification. The objectives should be as specific (and measurable) as possible.

**Strategies**

Goal 1:

Objectives:

|  |  |
| --- | --- |
| Strategies | Champion |

Goal 2:

Objectives:

|  |  |
| --- | --- |
| Strategies | Champion |

Goal 3:

Objectives:

|  |  |
| --- | --- |
| Strategies | Champion |

**Financial Forecast**

(Financial forecast template is provided separately)

List the assumptions you made when creating your financial forecast (e.g., number of students enrolled, % on-campus/online, new hires, classroom requirements, office space requirements):

**Implementation Plan**

List at least one task (along with owner and due date) for each strategy.

Goal 1:

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| --- | --- | --- | --- |
| Strategies | Tasks | Owner | Due Date |
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Goal 2:

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| --- | --- | --- | --- |
| Strategies | Tasks | Owner | Due Date |
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**Appendices**