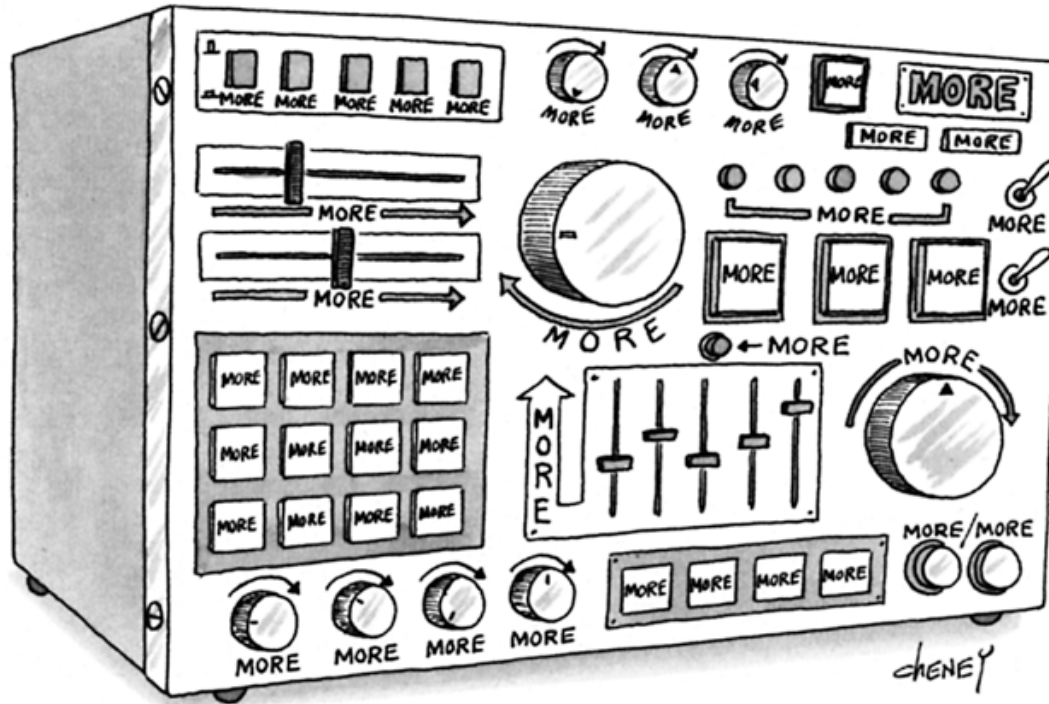


LEAD Workshop Strategic Planning



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Strategic Planning ABCs

- Where are we now?
- Where do we want to be?
- How will we get there?
- How will we know when we've arrived?

Preplanning

Decide On:

- Process
- Participants
- Time frame
- Tools – e.g., statistics/SWOT analysis

Environmental Scan

- Internal scan – full SWOT analysis
- External scan – know your competitors
- Compare with close competitor
- Compare with leader in the field

SWOT Example

- Strengths and opportunities are easy
- Weaknesses and threats are hard
- Example: bioengineering translational research at the University of Michigan

Formulate Strategy

- Develop vision
- Develop mission
- Develop values
- Develop goals

Implement Strategy

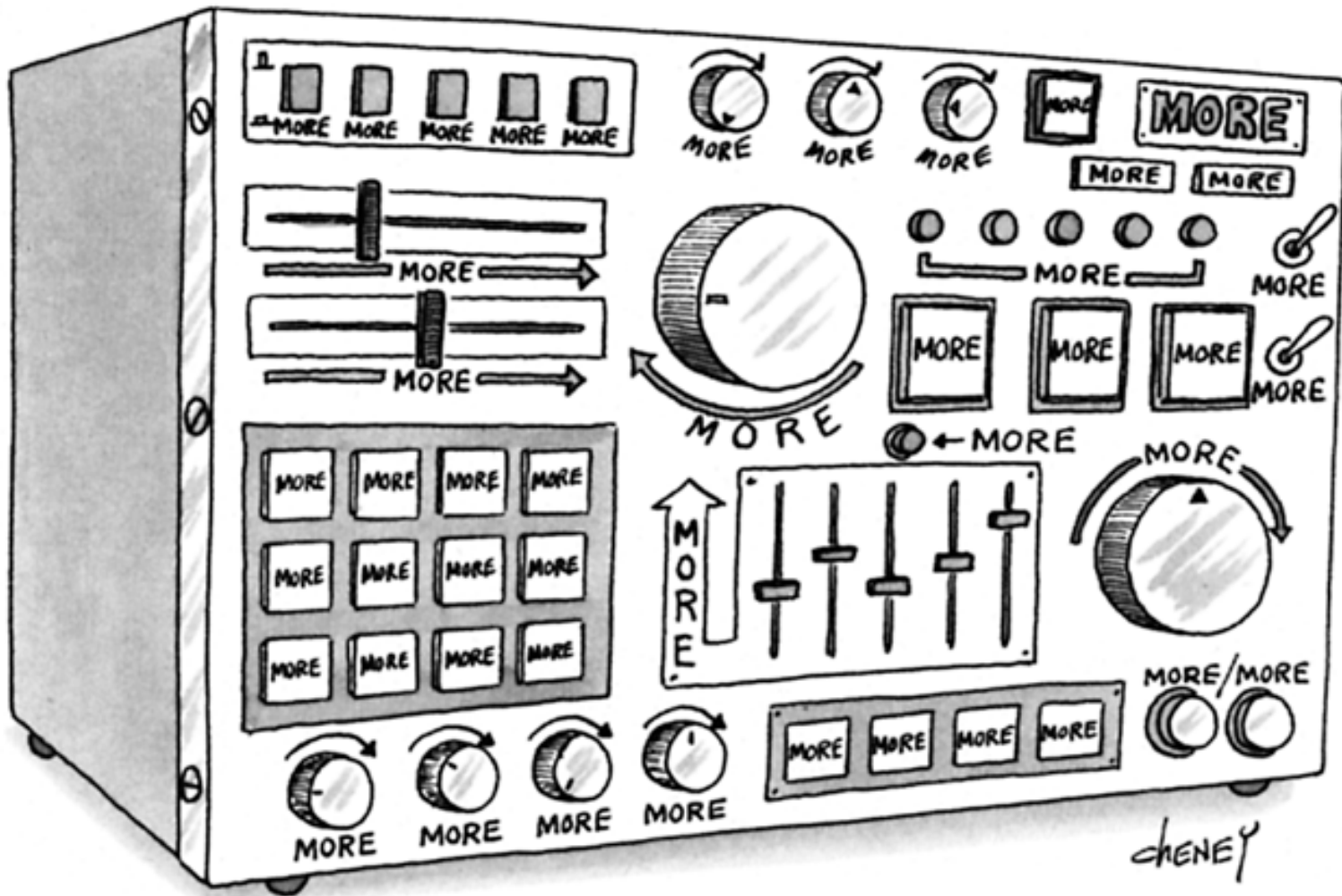
- Develop tactical goals related to strategy – identify what you are **not** going to do
- Develop budget – faculty positions, staff support, enrollments, facilities ... - where is the money coming from?
- Develop action plan, including all partners – identify others who should help invest in your plan (UOPM)

Evaluation

- Define metrics and evaluate yearly against these metrics
- Readjust milestones yearly using metrics
- Devote significant time at annual retreat to update and adjust the strategic plan

Evaluation - Diversity

- Define metrics and evaluate yearly against these metrics – especially true for diversity
- Readjust diversity milestones yearly
- Devote time at annual retreat to update and adjust diversity plan



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