Unit Strategic Planning With Insight 2.0: Lesson 6: Planning Management and Budgeting

In Lesson 6, you will learn to make discussion, endorsement, resources, and renewal central to a living plan. Many strategic plans are drawn up with enthusiasm but spend their lives on a bookshelf or in a file drawer rather than guiding the organization’s actions. By discussing the plan within and beyond your organization, securing your leader’s endorsement, basing resource requests on it, and renewing the plan annually it will become part of your organizational culture. Collaborative planning makes the difference between paper in a drawer and a strategic plan that gets you the results—and resources—you want.

COLLABORATIVE PLANNING

Effective plans result from collaboration through internal discussion, communication with parent and subordinate units, and coordination with related units in other areas of the university.

When plans are written by the leader of a unit and imposed on it, they have little meaning for the people who execute it. Daily tasks may operate effectively, but your organization won't be using it to achieve its objectives. Many of your employees—and the leaders that you report to—may not even understand what the mission, objectives, and strategies mean. Participation in planning ensures that everyone knows what the plan means and is prepared to carry it out.

Your organization’s plan will often intersect with those of other organizations. Plans might assume another office will provide some sort of support. They might reinforce or conflict with the strategies of other groups. Managing these kinds of coordination challenges is much easier when you involve those groups in your planning up front (for example, by asking them to comment on a draft).

Plans need to be consistent with those of parent units, especially when a parent plan includes an objective that is your organization's responsibility. Leaders should review subordinate unit plans to ensure that they are consistent with and effectively implement parent unit plans, and endorse subordinate unit plans before they are implemented.
Planning Review in Insight 2.0
Any user with access to a plan may comment on elements of it by clicking on the comment button. When commenting, be sure not to erase existing comments!

A PDF version of the plan can be exported using the "View PDF" button at the top of the plan page. This can be shared with other units for discussion.

Parent unit leaders may comment on plans in development in a separate field. Once reviewed, the appropriate review status should be updated.

ANNUAL PLAN RENEWAL

Renewing your plan annually allows you to reflect progress and change while maintaining a medium-term planning horizon. Plans cover four years and are renewed annually, with the planning term extended an additional year. 2016-17 plans will run through 2019-20. Plans developed in 2017-18 will run through 2020-21.

Institutional Effectiveness and Planning will roll plans over automatically, allowing you to make changes to your plan as necessary.

- Missions and objectives are not expected to change in most years. Significant changes will usually follow reorganizations or major changes to your organization’s responsibilities.
- Assessments can be rotated year-to-year. Conducting a self-evaluation and a SWOT analysis in alternate years is a common and effective schedule. But a new conclusion should be written annually.

New strategies can be added as needed to reflect assessment findings or changes in the status of existing strategies. Be sure to document the end of existing strategies:

- The strategy status should indicate that that it is either completed or discontinued in the current year’s plan.
- The strategy rationale should indicate why the strategy is considered complete or why it is being discontinued.
- The strategy may be deleted in the following year’s plan.

Plan Renewal in Insight 2.0
You don’t need to do anything to set up a plan for another year. The 2016-17 planning cycle includes strategies you expect to be used from Fall 2016 through Summer 2020.
IEP will roll 2016-17 plans over on October 3, 2016. 2016-17 plans cannot be edited after that date. 2017-18 plans will open that day and can be edited until October 2017.

All content carries over and can be edited the same way you edited the first plan. You should be sure to edit at least the following fields:

- Assessment. You should write a new assessment conclusion annually, reflecting new assessment data for the year.
- All assessment data fields. If you are conducting a particular assessment on an alternate-year cycle, in off-years it is best to leave the previous content in place but preface it with a note indicating that the assessment was conducted in a previous year and not scheduled for the current year. You can also do that for past ad hoc assessments that you still find relevant.
- Discontinued assessments. Delete past assessments that you no longer consider relevant and don't conduct on a regular schedule.
- Strategy rationales. Rationales should always reflect current assessment conclusions. Be sure that rationales reflect any significant changes in your assessment.

You can always add new assessments and strategies to reflect your organization's current performance and environment. If your mission or objectives have changed significantly, you will probably need to rethink your assessments and strategies as well.

**PLANNING, BUDGET, AND ASSESSMENT**

Strategic planning is a key part of UVU's PBA process. While strategies do not always require resources (and will often free up some), all PBA resource requests derive from unit strategies. Tying your PBA request to your strategies allows decision-makers to more clearly see the case for how the resource helps you achieve your mission.

All PBA requests must be linked to a specific strategy in your organization's 2016-17 plan. Enter the Strategy Name used in your strategic plan for the strategy that the PBA request supports on the PBA form. Then explain how the resource that you are requesting helps support that strategy.