



STRATEGIC PLANNING

STRATEGY

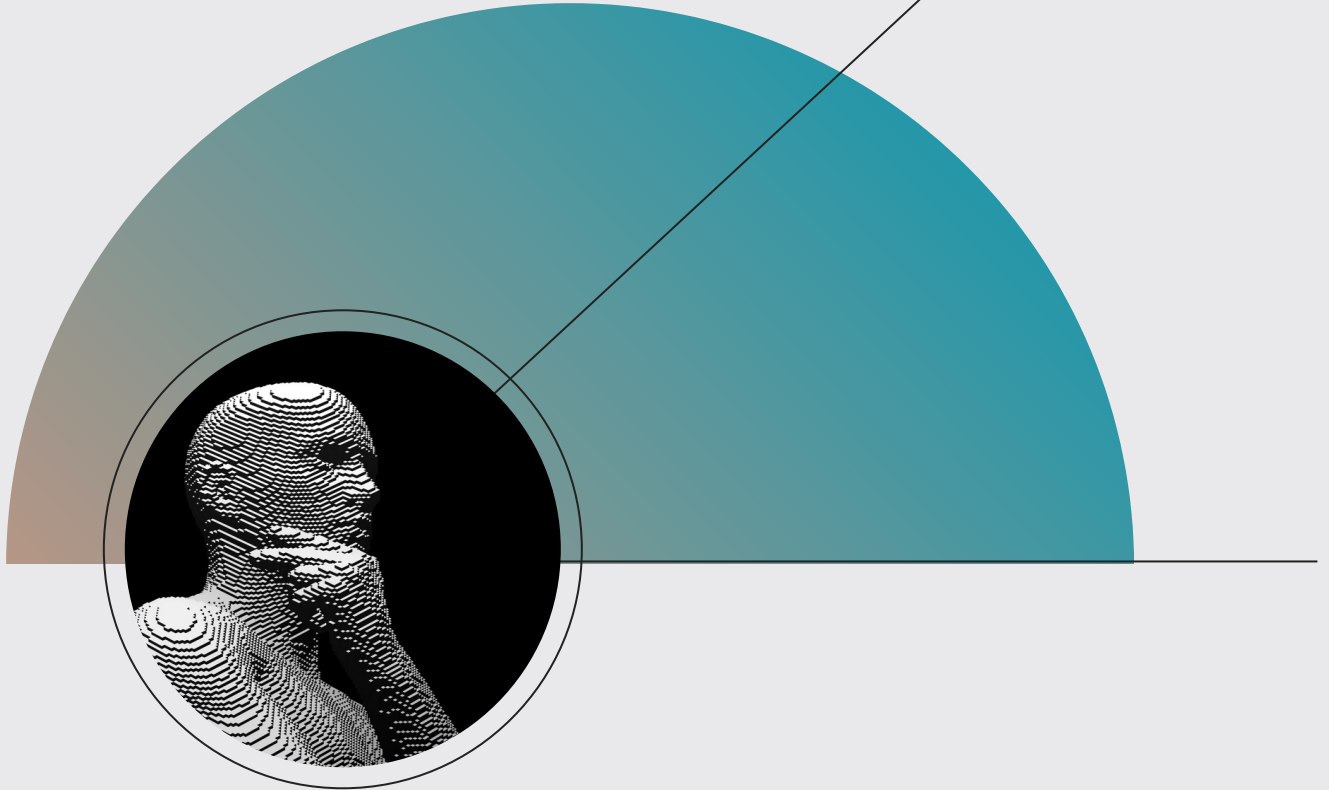
GOVERNANCE

LEADERSHIP



2023
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The Strategy Dilemma



Too slow, too rigid, too time-consuming. The critiques of strategic planning are numerous and, in many instances, quite vigorous. The world does move fast, adaptability is a significant virtue, and none of us has enough time for all the necessary tasks that leaders must perform.

At the same time, the art and science of strategic planning have never been more critical. Unprecedented business challenges and academic opportunities surround today's educational institutions. As an illustration, we have yet to understand what impact Artificial Intelligence (AI) will have on the academy.

We are known for strategic planning – for the past 20 years, Triangle Associates has guided over 100 strategic plans for various educational institutions. That experience allows us to develop proven strategies to assist an academic college or an entire campus with planning that shapes its future.

Approach to Strategic Planning



Strategies are the ways the organization aims to be successful in the future. It begins with the question, “Where are we now?” and a clear-eyed, data-informed analysis of the institution and its market. With this starting point as a base, we then ask, “What does success look like?” The answer to this question becomes the destination toward which the school will travel. Strategies, in other words, map the routes toward that destination. In short, strategies answer another question: “How will we reach success?”

Components

1. Information-Gathering

We use several information-gathering strategies to collect and integrate input from multiple stakeholder groups:

- **Interviews** with experts and thought leaders in the relevant disciplines;
- **Focus groups** with stakeholders; and
- **Online surveys** with value proposition, satisfaction/importance, Net Promoter, and open-ended items.

Triangle uses state-of-the-art qualitative analytic techniques to code written comments and identify critical themes for the future of an academic department, college, or entire university.

2. Making Sense of the Data (or Finding the Signal in the Noise)

Using different technologies to collect information ensures that we get input as seen through the constituents' eyes and from diverse vantage points. We take a big-picture view of the data asking, "How can the institution best serve its constituents," and focusing on what helps the institution become more "purpose-driven."

Purpose often sits at the intersection of four critical questions:

1. What does the environment need from your institution?
2. What is the institution uniquely best at?
3. What are its members passionate about?
4. What is financially viable?

All this information is then combined to reveal key themes and objectives. Triangle then works with institutional leaders to form subgroups that flesh out the themes and identify objectives, specific goals, and timelines for execution.





3. Moving to Implementation

After the data gathering, analyses, and academic soul-searching, Triangle Associates will work with the institutional leaders to create action a "call to action."

Strategic plans are often put on the proverbial shelf and do not survive to implementation. Instead, we can assist in developing specific goals, change strategies, and timelines, and map out techniques to implement the plan.

After vetting the plan with senior leaders, we can outline the suggested implementation process, even engaging other important institution partners to varying degrees. We can provide support through guidance, templates, process development, and benchmarking through a series of online meetings, during which we review progress and troubleshoot any emergent issues. If the university desires more hands-on involvement in the implementation process, we can work closely with the various teams supporting the process.

Keeping it Evergreen

To ensure that the strategic plan remains fresh far into the future, we can design annual review meetings to review the overall progress trends and analyze whether adjustments to the plan are necessary to address external trends or emergent issues that may impact implementation and timelines.

Our strategy engagements are customizable to meet almost any department, academic college, or university situation. Start the ball rolling by reaching out to any of our senior consultants to arrange an introductory video meeting.

CONTACT

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