

# Don't Overcomplicate Your Strategic Plan

*Karen S. Fiano, Pharm.D., BCACP, BC-ADM  
Assistant Dean, Assessment & Accreditation  
Nova Southeastern University  
ksando@nova.edu*



*@sandok03*

*Alejandra Zertuche  
Enflux CEO  
alejandra@enflux.com*

# Objectives

1. Define the elements of an effective strategic plan and strategic planning process.
2. Explain barriers and challenges to development of an effective strategic plan.
3. Discuss strategies to create and foster a dynamic strategic plan that leads to organizational impact.

# Poll Question #1

- **What is your primary role at your institution?**
  - A. Assistant or Associate Dean
  - B. CEO Dean
  - C. Faculty with additional administrative duties
  - D. Faculty without administration duties
  - E. Staff
  - F. Other

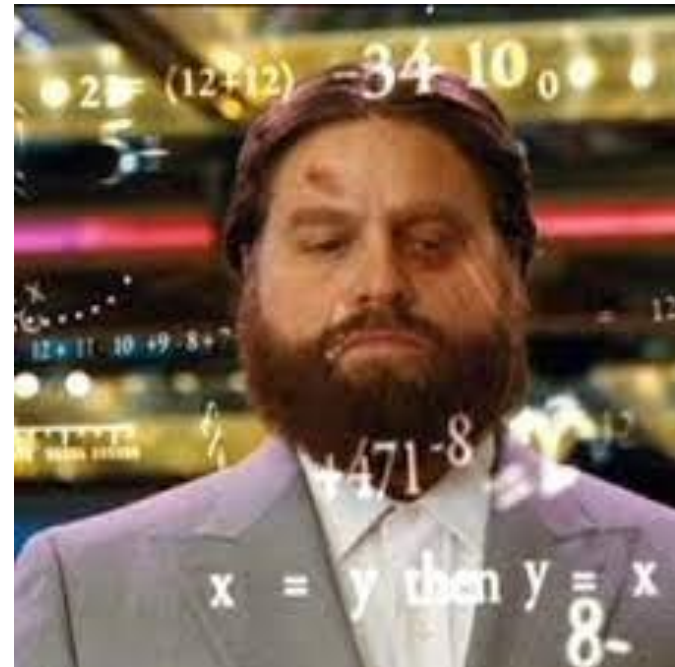
# Poll Question #2

- **Select the statement that best describes the experience with strategic planning at your institution:**
  - A. We are in the planning phase for a new strategic plan.
  - B. We recently (< 1 year ago) implemented a new strategic plan.
  - C. We implemented our strategic plan 1 to 3 years ago and are in the process of monitoring its progress.
  - D. We are towards the end of our strategic plan cycle (3 to 5 years).
  - E. Our strategic plan is probably in someone's desk and hasn't seen the light of day!

# A Strategic Planning Story



**New Assistant Dean for  
Assessment & Accreditation**



**The moment you realize you  
have 106 metrics that haven't  
been collected...**

# Defining a Strategic Plan

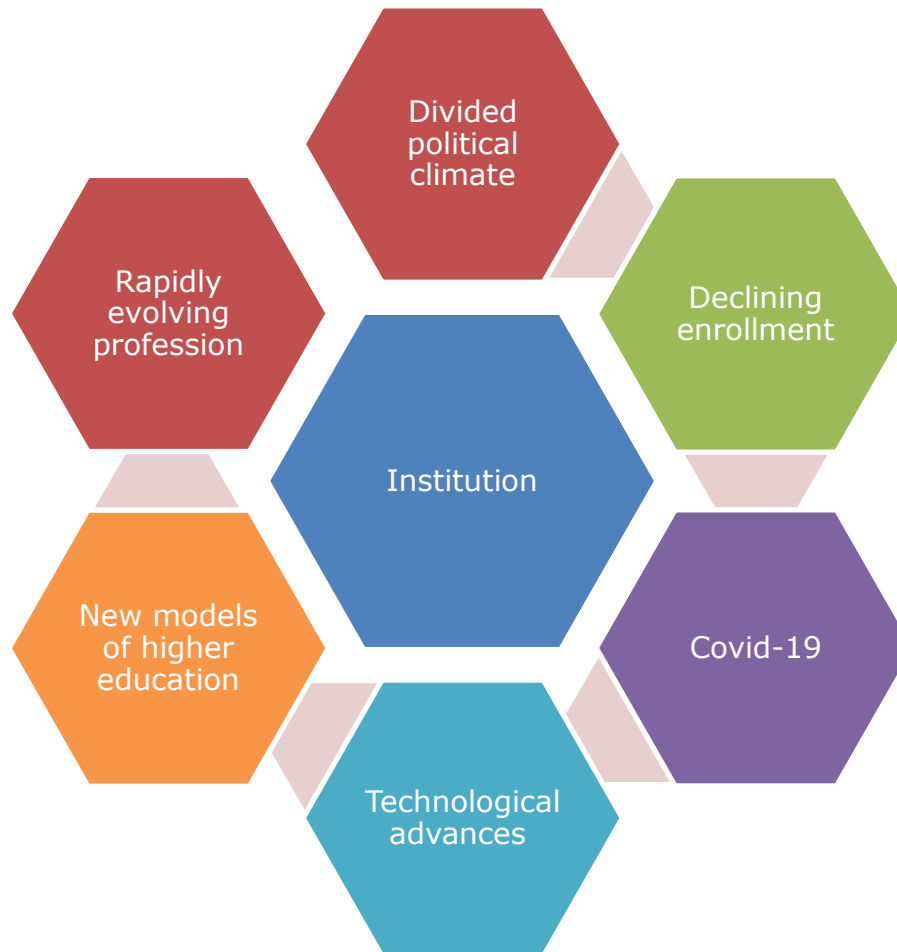
- “A systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission.”
- “A formal process designed to help an organization identify and maintain optimal alignment with the most important elements of its environmental set.”

# Why Do We Need Strategic Plans?

- ACPE 2016 Standards – Standard 7  
(Strategic Plan)
- Resource allocation to achieve organizational goals/initiatives
- Employee & stakeholder engagement in shared mission/vision
- Provide a framework for achieving competitive advantage



# Pharmacy is in a VUCA World





# “So, it’s time for another strategic plan...”

- “That is not an objective, it’s a goal! No, it’s an initiative. No, it’s an imperative...No, it’s a project...No, it’s a task!
- “There is no point in planning. We have no money.”
- “If this plan isn’t going to say something about my department expanding, then I don’t want to be a part of it.”
- “You can’t measure that. I know it’s the right thing to do, but there is no way to measure that.”

# Strategy vs. Planning

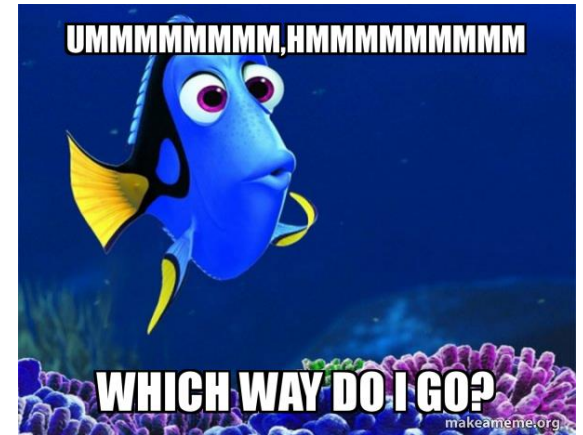


Link between mission and the realities of the external, competitive marketplace

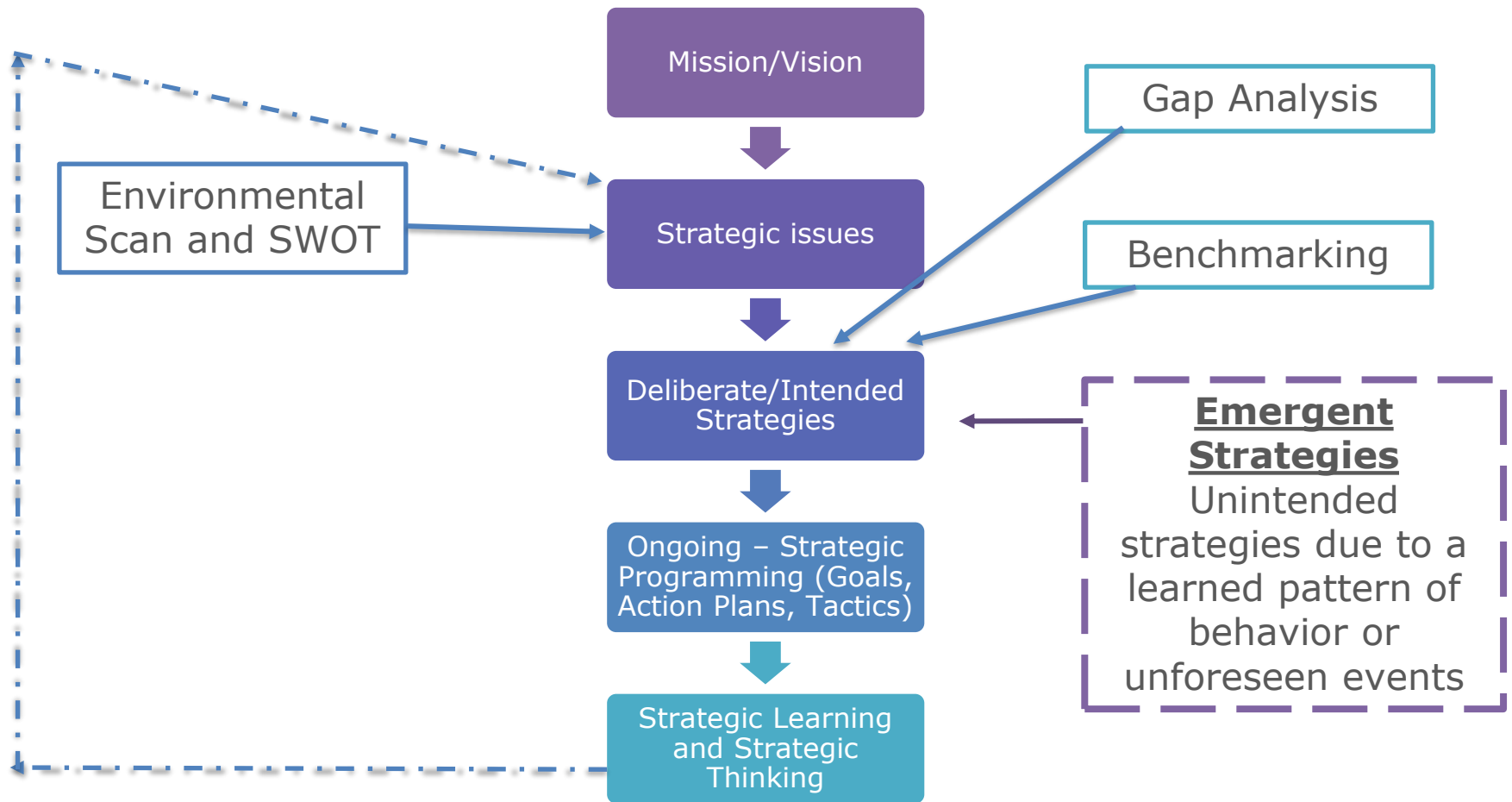
About choices associated with organizational direction

# Best Practices

- There is no one right way to produce a strategic plan!
- Don't get hung up on terms
  - Key performance indicators (KPIs)
  - Metrics
  - Objectives and Key Results (OKRs)
  - Goals, objectives, etc.



# Best Practices



# Best Practices

- Vision and Mission
- Environmental Scan
  - Analyze external and internal environment
  - SWOT analysis
- Gap analysis
- Benchmarking (peers & aspirational peers)
- Strategic Programming
  - Goals
  - Action plans
  - Tactics

# Best Practices

- Emergent strategies
- Evaluation of strategy
  - Measure performance at least annually
  - Other models recommend quarterly
- Additional considerations in higher education

# The Process of Strategic Planning

- Pull together a diverse group to make up your planning team
- Allow time for big picture thinking
- Get buy in
  - Participatory planning (faculty & shared governance)
- Think about execution before you start
- Allow open discussion & exchange of ideas
- Make your plan actionable
- Don't set it in stone
- Alignment
- Clarity – can you boil the plan down to a one-p infographic?



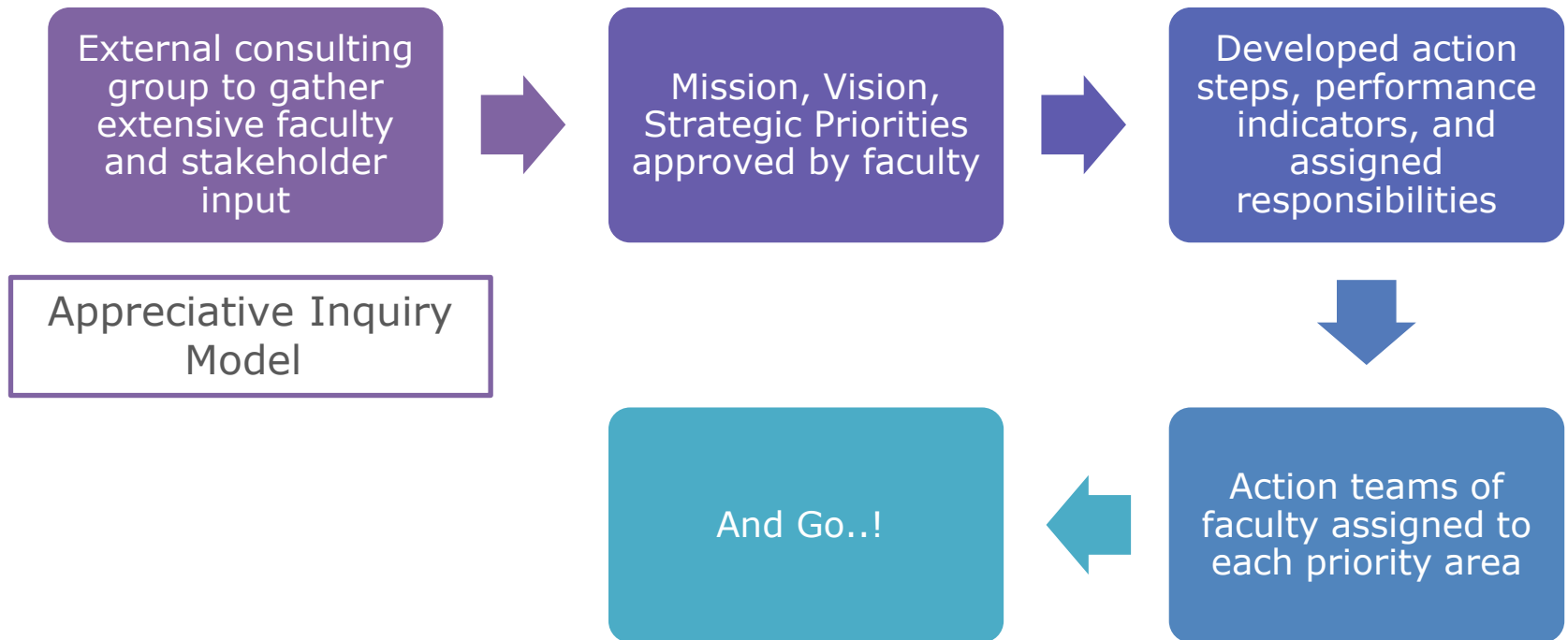
# Audience Discussion

- What strategies have worked well at your institutions for strategic planning?
- Did those focus more on process/planning or on developing strategy?





# Strategic Planning at NSU COP (2016-2020)



# NSU COP Strategic Plan



## Our Vision

To be recognized as an entrepreneurial College of Pharmacy providing opportunities that encourage innovation in education, practice, and research.

## Our Mission

To educate and develop practitioners and researchers who, through their leadership and entrepreneurship, will transform the profession of pharmacy to improve global health.

## Core Values

- Entrepreneurship
- Excellence
- Innovation
- Professionalism
- Respect for Diversity
- Service
- Teamwork

# NSU COP Strategic Plan – Sample Goals

Strategic Priority Area	Example Goal(s)
I. Visionary Education	<ol style="list-style-type: none"><li>1. Forge pedagogical innovation</li><li>2. Implement new Pharm.D. Curriculum</li></ol>
II. Changing the Practice	<ol style="list-style-type: none"><li>1. Collaborate with professional association(s) and other Colleges of Pharmacy</li><li>2. Develop opportunities for student and faculty involvement in advocacy</li></ol>
III. Research and Graduate Education	<ol style="list-style-type: none"><li>1. Increase success in research funding</li><li>2. Career development for faculty &amp; students</li></ol>
IV. Globalization	<ol style="list-style-type: none"><li>1. Develop global collaborations in practice and research</li><li>2. Promote innovation in the Advanced Standing Pharm.D. pathway</li></ol>
V. Effective Leadership & Embracing People	<ol style="list-style-type: none"><li>1. Promote strong succession planning</li><li>2. Enhance Dean's advisory board</li></ol>

# Barriers & Challenges

- Execution of the plan
  - Monitoring not charged to a specific college committee (leadership vs. assessment)
  - Lack of annual reporting on progress
- Turnover and change in administrator responsibilities
- New curriculum initiated in Fall 2018
- Covid-19 pandemic

# KPIs and Metrics

- 113 total KPIs
- Challenges with measurement (value and feasibility must be considered)
- Overlap in metrics for certain goals/strategic priority areas
- Not aligned with usual data collection processes

# Example

<b>Objective #1 – Collaborate with professional associations and other Colleges/Schools of Pharmacy</b>	<b>Outcome</b>
Number or Percentage (%) of Cop Faculty and Students who are members of a professional association	Partially met
Number or Percentage (%) of COP Faculty and students who hold leadership roles in a regional, national, or international professional association	Met
Number of practice-related publications and presentations by COP Faculty/Students	Unknown/Needs Revision
Number of interprofessional collaborations involving COP Faculty and Students	Unknown/Needs Revision

# Final Achievement of KPIs

	Priority Area 1	Priority Area 2	Priority Area 3	Priority Area 4	Priority Area 5	Total N (%)
Total Number of KPIs	22	13	31	16	31	113 (100%)
Outcome Met & Ongoing	12	0	9	13	10	44 (39%)
Outcome Met	2	6	1	0	4	13 (12%)
Outcome Partially Met	7	3	10	1	5	26 (23%)
Outcome Not Met	0	4	5	2	10	21 (19%)
Outcome Removed	0	0	1	0	2	3 (2%)
Outcome Not Met & Ongoing	1	0	5	0	0	6 (5%)

# Next Steps and Moving Forward

- Strategic Plan Report (2016-2020) approved by faculty in July 2021
- New Mission and Vision established (Spring to Summer 2021)
- Strategic Planning Retreat 7-23-21
  - Senior leadership team
  - Faculty representatives from each department
- Open discussion to develop strategic priorities and focus areas for the college
- Another meeting scheduled end of September
- Develop committees (students, faculty, staff, external stakeholders) to select objectives and key results



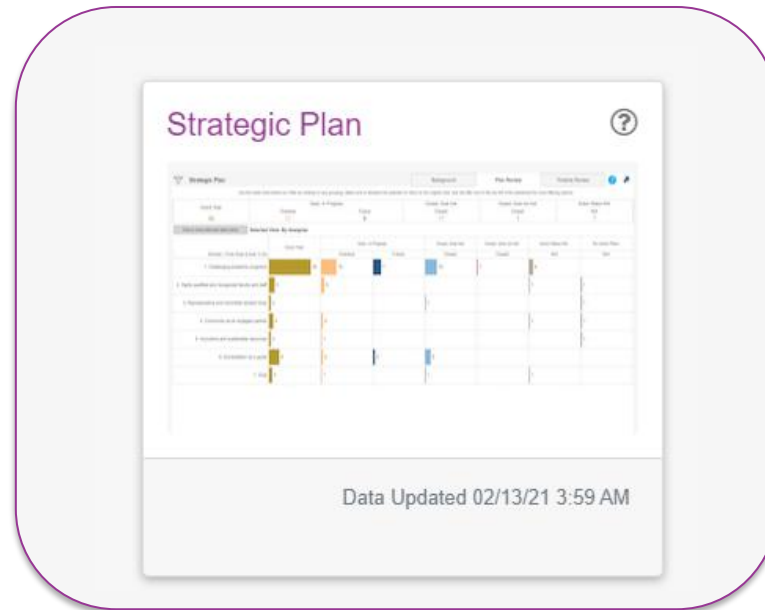
# Next Steps and Moving Forward

- Monitoring of Strategic Plan has been charged to Assessment Committee as standing charge
- Adopted use of Enflux in Fall 2020
  - Curriculum Quality dashboards
  - Strategic plan dashboard
- Facilitate annual reporting on Strategic Plan (“State of the College” address)

# The Easiest Way to Activate and Manage your Strategic Plan

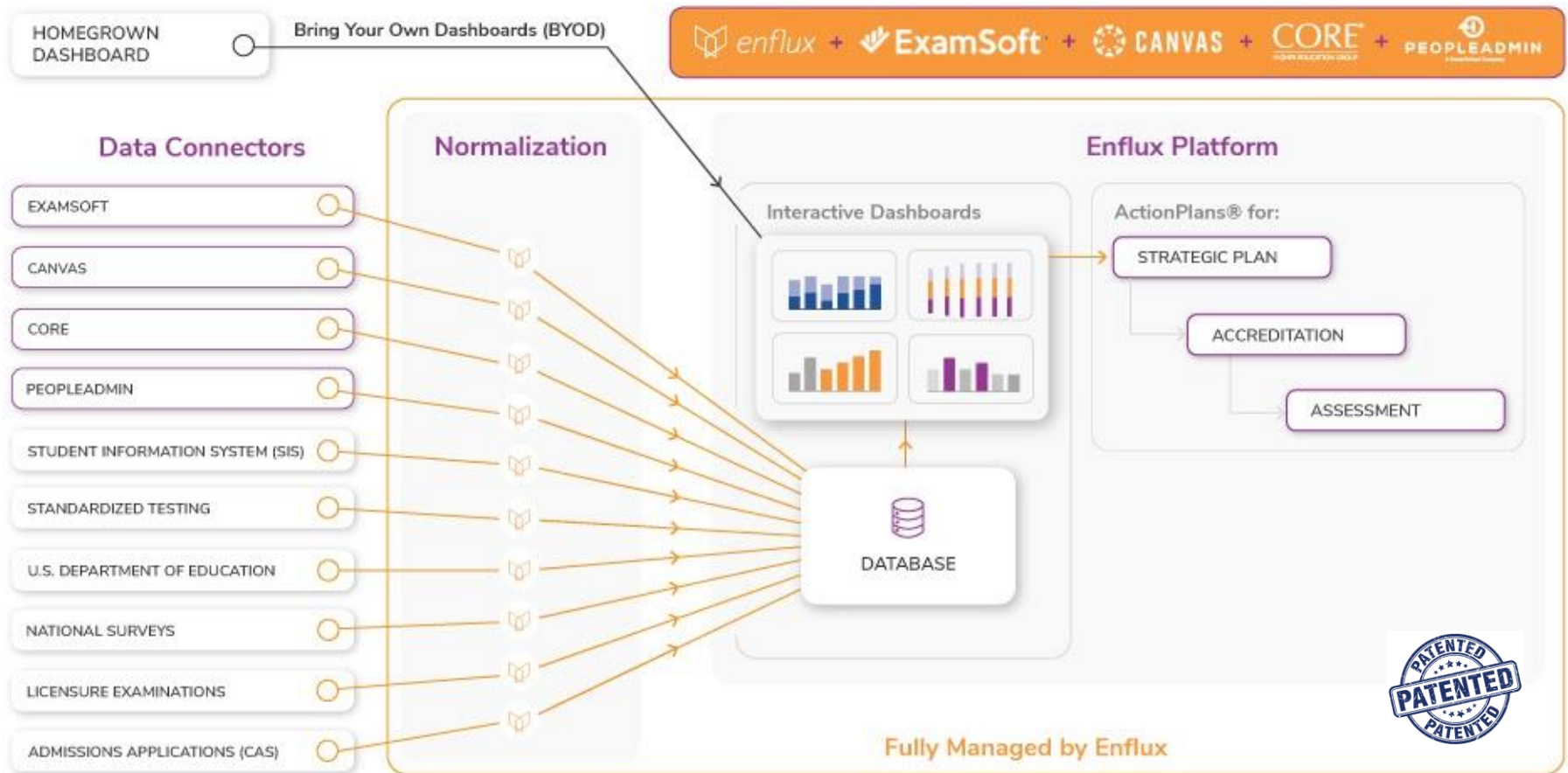


Academic Intelligence for Student Success



# Enflux

Decision Support Platform that Centralizes Data and Processes for Assessment, Accreditation, and Strategic Planning



# Enflux

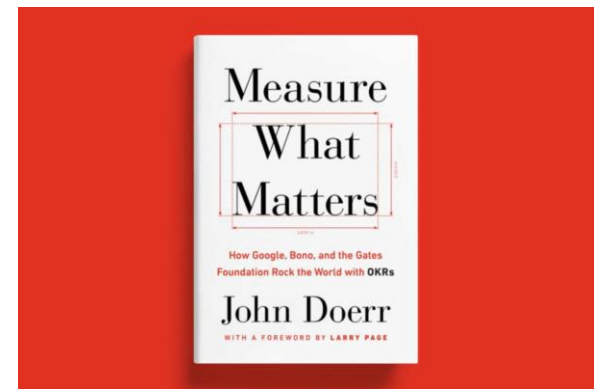
*Demo*

# Enflux

- Obtain access to internal and external actionable insights
- Create measurable action plans
- Receive relevant email notifications
- Monitor real-time progress, detect deviations or challenges and take action.
- Align Strategic Plan to the University's mission, vision, and values, and accreditation standards.

# Final Thoughts/Questions

- How can we better engage faculty in speaking to how their daily work contributes to strategic plan?
- How can we better communicate the strategic plan to stakeholders (students, alumni)?
- How do we allow our plan to be dynamic and not set in stone? Adaptability is needed in today's rapidly evolving environment...



# Questions/Discussion

