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*Office of the President*

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**Memorandum No. 72**

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**TO: All Heads of Departments/Centers/Institutes/Units**

**RE: Strategic Planning**

Three years have lapsed after the last Strategic Planning of the University. It is high time to revisit and formulate anew a strategic plan that responds to the challenges of time. This time, the strategic planning should be developed from the department/unit/center/institute level, which will be conglomerated into the College and University level.

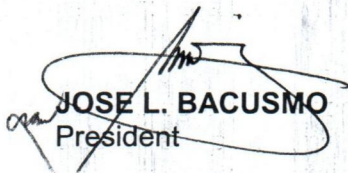
A University-wide Strategic Planning workshop is scheduled in May 2009. Hence, we are urging all departments/units/centers to start developing their respective Strat Plan. The time frame for the plan will cover June 2009 to December 2015.

Inter-departmental (cross-discipline) strategic planning is encouraged, especially those who have programs (teaching/instruction, research and extension) or plan to establish cross-discipline programs requiring cooperation and collaboration of two or more departments/centers/institutes/units.

A rough guide is attached for your perusal. You can also have your own style of preparing the Strat Plan as long as the basic information is included such as: mission, vision, thrusts and goals, specific characteristics for each thrust and goal, and key strategies for each goal, and the corresponding metrics for each key strategy. Please suggest a "catch-phrase" for your Strat Plan, an example are: "Transforming Horizons", "Creating Brilliant Future", or "Preeminence in 'Business Management Studies'".

Please submit your department/center/unit strategic plan on or before April 27, 2009 to the Office of the Vice-President for Planning and Resource Generation; the consolidated plans will be submitted to the Office of the President on May 11, 2009. This will form the basis for a broader, college and university strategic planning workshop which is tentatively scheduled on May 25, 2009.

Please be guided accordingly.

  
**JOSE L. BACUSMO**  
President



## GUIDE IN MAKING THE STRATEGIC PLAN (STRATPLAN)

1. Engage all members of the faculty and staff in an open discussion. What is important is to engage everyone in "strategic thinking" and not the product – the written plan. The written StratPlan will be a guide, which will be revisited periodically within the timeframe of the StratPlan and can be reformulated for specific improvements in particular areas.
2. Identify and state the vision and mission of the department/unit/center or the new program. You may wish to re-phrase your vision and mission, given the current challenges we are facing: global climate change, new technologies, financial limitation, low enrolment and the specter of our influence – the Visayas.
3. Do a SWOT analysis; this will be included in the "background/introduction" of the Strat Plan.
4. Gap analysis. Evaluate the difference between where the department/unit/center is now and where it wants to be in the future. This will help you allocate resources (like staff development, infrastructure development, curricular development, student recruitment strategies) to close the gap and achieve the desired state.
5. Identify institutions (here at VSU) or outside that you can use for comparison to enable you to learn "the best practices". These institutions can be considered as your peer institutions whose practices are at par or better than your current practices. By so doing, you can find a reference point for setting your own goals and targets.
6. Identify Strategic Issues. These are fundamental issues you have to address to achieve the mission and to get your desired future state. Examples of issues: student enrolment, professional development of staff and faculty, curricular program improvement to meet the needs of society, limited financial support from government.
7. Identify Strategic Goals. Strategic goals are milestones that the department/unit/center aims to achieve. Translate the strategic issues into specific targets that impact the department/unit/center.

Each goal can best be understood if it is accompanied with a description:

Example:

Goal – INSTRUCTION AND LEARNING: Attain excellence in teaching and learning through programs of superior quality and value



Description:

- Comprehensive, learner-centered educational programs strengthened by breadth and dept in curricula, and appropriate support services that prepare learners to be innovative and to excel in their future academic and professional pursuits
  - Core competencies of learners in critical thinking, communication skills, information literacy, information technology, and methods of inquiry; teaching students how to learn; and sensitizing them to the values, ethical principles and global perspectives implicit in their studies
  - An academic climate and environment that foster human and academic diversity, promote interactive, experiential, interdisciplinary, individual and team-based learning, and develop a commitment to a life-long search for knowledge and wisdom
8. As a reminder, you can generalize your goals into 1. Teaching, Instruction or Learning; 2. Research, Discovery or Scholarly Work; 3. Extension, Community Engagement, Out Reach Programs. A fourth can be added to include the corporate role of the university, i.e. 4. Income Generation, Resource Generation.
9. Once you have stated your goal, enumerate the Key Strategies Specific to a Goal and specify the metrics (what will be measured).

Example:

Key Strategies Specific to Goal – 1 Teaching and Learning: Attain and preserve excellence in instruction and offer updated curricula in ..... (whatever)

- 1) Develop and implement “undergraduate curriculum” strategies to ensure student's core competencies

*Metrics*

- Selection/development of courses to provide content for core competencies
  - Accommodation of courses in all curricula satisfying core competencies
- 2) Expand student learning opportunities and increase student participation in service learning; undergraduate research, experiential, collaborative and interdisciplinary programs, career development programs; university-wide lectures/seminars,

*Metrics*

- Number of opportunities/programs and student participants
- 3) Offer new curricular program in Agricultural Nanotechnology

*Metrics*

- Development of faculty to teach in nanotechnology
- Development of courses and curriculum
- Number of students enrolled and graduated