

DIN: 1010-2-02
Name of Process: Operationalizing Strategic Objectives

Purpose

This process enables the Planning Teams to operationalize their strategic objectives for reaching the college’s Strategic Goals as outlined in the Master Academic and Strategic Plan. The Planning Teams are deliberately cross-functional and they approach planning from a collegewide perspective; the Team is not an implementation team. For this reason, this process is needed to help the Teams ensure that their plans are translated into actions by the appropriate specific individuals, departments, and/or groups at the college who will be implementing actions toward the achievement of the objective,

Scope

This process applies to the strategic objectives of all Planning Teams.

Definitions

The following is a list of key definitions:

Term/Phrase	Definition
Planning Team	One of five strategic, cross-functional teams with a charge for developing strategic objectives and action strategies to help the college meet its goals. While cross-functional, each Team includes among its membership individuals whose job lies within the areas of purview of the team to assure that the perspectives of that area are included in the team’s strategic thinking and to provide insights with regard to implementation.
Strategy Champion	Each objective is assigned a strategy Champion who is responsible for monitoring the progress of implementation of the objective. The champion Is assigned by the appropriate supervisor and serves as a liaison with the Team.
Strategic Goals	Established at the college level by the Executive Team with input from all Planning Teams. Strategic Goals are established in line with the college’s Strategic Priorities and are designed to help the college meet its vision, mission and purposes.
Strategic Objectives	Sub-goals designed to help the college reach its strategic goals.

Process

The table below describes responsibilities for this process:

Stage	Who	Description
1	Planning Team	Establishes strategic objectives within its area(s) of purview aimed at meeting one or more strategic goals. Completes the Master Academic and Strategic Planning Template with action strategies, champion, performance measures, expected outcomes, timeline, and resources needed.
2	Team Chair	Brings team’s objectives to Executive Team for review at the overall college-level.

The most current documentation is electronic; therefore, please discard printed copy after 24 hours. This does not apply to completed forms which are records.			Print Date: 03/30/10 1:08 PM
Document Number: 1010-2-02	Rev.	Page 1 of 3	Level #
Title: Operationalizing Strategic Objectives			Implementation Date:

3	Executive Team	Reviews objectives for congruence with goal and for implementation issues and potential. Supervisors of all units of the college are among the Executive Team, and they review the objectives with regard to any issues relative to implementation.	
		IF Executive Team determines the objectives can be implemented	THEN appropriate Supervisor reviews objective and assigns Champion to the objective and ensures that the objectives are communicated to the appropriate personnel. If the supervisor has questions or issues with regard to the objective, supervisor raises them with Dean, who brings the issue back to the Executive Team if the Dean and supervisor cannot resolve it.
		IF Executive Team determines the objectives cannot be implemented	THEN Executive Team provides rationale and the Team Chair communicate this to the Team. Team can determine any further action.
4	Strategy Champion	Monitors implementation and reports progress to Team Chair.	
5	Team Chair	Reports progress to Team. Team determines any needed revisions, actions, support, etc., which are reported to Executive Team (on which all supervisors sit).	
7.	Executive Team	Processes progress reports. Provides support and/or makes recommendations to team with regard to the strategy as needed.	
8	Supervisor	Follows up with strategy champions as needed.	

Supporting references

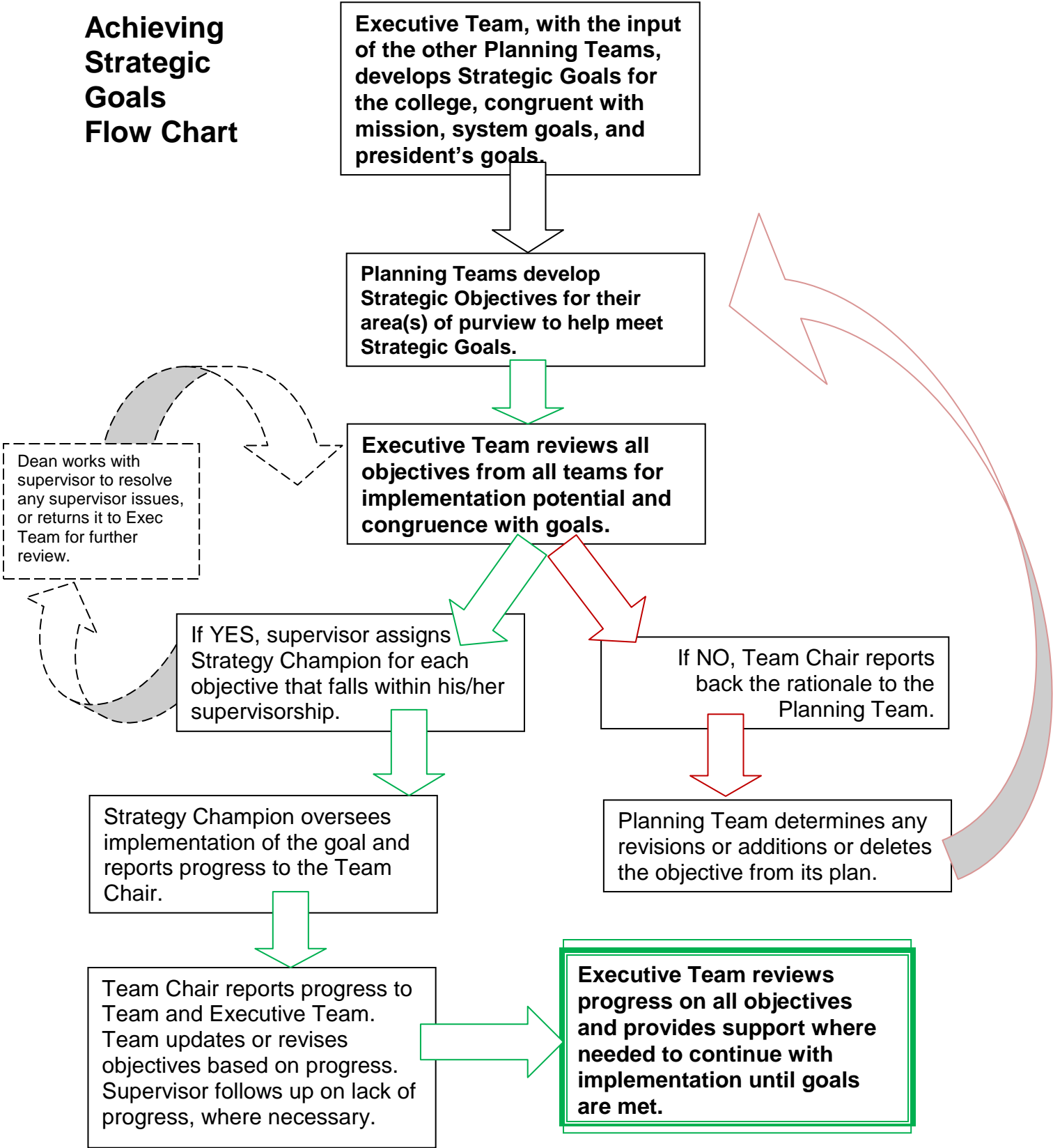
Listed below are college documents that support this process:

[1010-1-01 Commitment to Quality](#)

See Flow Chart for Achieving Strategic Goal on next page.

The most current documentation is electronic; therefore, please discard printed copy after 24 hours. This does not apply to completed forms which are records.			Print Date: 03/30/10 1:08 PM
Document Number: 1010-2-02	Rev.	Page 2 of 3	Level #
Title: Operationalizing Strategic Objectives			Implementation Date:

Achieving Strategic Goals Flow Chart



The most current documentation is electronic; therefore, please discard printed copy after 24 hours. This does not apply to completed forms which are records.			Print Date: 03/30/10 1:08 PM
Document Number: 1010-2-02	Rev.	Page 3 of 3	Level #
Title: Operationalizing Strategic Objectives			Implementation Date: