

Overview of the Bradley University Strategy Development Process

Note: This aggressive timeline is an approximation and is subject to revision.

Nov.-Dec.
2020

STEP 1: Create *draft process and vet* with key audiences.

Dec. 2020

STEP 2: The *President approves new university strategic planning process*.

Jan. 2021

STEP 3a: A *Market Insights Analysis* based on consumer demand and *Jobs to Be Done (JTBD)* theory is conducted by an outside firm.

Jan. 2021

STEP 3b: One to two *Senate sponsored forums* are held to allow members of the university community to ask the President questions and to share their thoughts on both the procedural and substantive dimensions of the exercise.

STEP 3c:

Focus groups held via Zoom and facilitated by faculty and staff conveners are held with students to validate the data generated by the outside Market Insights Analysis.

Jan.-Feb.
2021

STEP 3d: *Qualtrics survey* email is sent to faculty and staff.

**** Steps 4a, 4b, 4c, 4d, and 4e, which follow, occur concurrently. ****

STEP 4a:

Drawing from the market insights analysis, one Faculty & Staff Team (*Team #1*) completes a *Strategic Profile* to determine where Bradley University does and does not have alignment with the market.

STEP 4b:

A second Faculty-Staff Team (*Team #2*) conducts an *Environmental & Industry Analysis*. Surveying the current higher education landscape, this team identifies where Bradley University has the greatest opportunities and the greatest challenges.

STEP 4c:

A third Faculty-Staff Team (*Team #3*) performs a *Competitive Assessment* to evaluate how Bradley University stacks up relative to other institutions and where it has advantages and disadvantages.

STEP 4d:

The *Strategic Leadership Group* establishes a *Critical Assumptions Framework* to guide its decision making later in the process.

STEP 4e:

The University Strategic Planning Committee (USPC) compiles a *Strategic Plan Accomplishments* document to summarize the achievements of the 2017-2022 Strategic Plan as well as to identify areas of the plan where work may not have been completed.

Feb. 2021

STEP 5: The Strategic Leadership Group receives and reviews input from the USPC and Faculty-Staff Teams 1, 2, and 3. The Strategic Leadership will use this information to create a ***Vision Statement***.

STEP 6: The Strategic Leadership Group forms ***small subcommittees of three to four individuals from its own membership to work on focused pieces of the Vision Statement***.

STEP 7: The Strategic Leadership Group reconvenes to blend the work of its subcommittees and arrive at a final Vision Statement.

Mar.-Apr. 2021

STEP 8: With the vision in place, the Strategic Leadership Group determines a ***Strategic Position*** for Bradley with emphasis on *points of parity* (-1's) and *points of difference* (+1's).

Mar.-Apr. 2021

STEP 9: The Strategic Leadership Group generates ***goals and metrics***.

May 2021

STEP 10: The USPC is organized according to different substantive areas to generate ***prospective strategic activities***.

Jun. 2021

STEP 11: Strategic Leadership Group reconvenes to narrow the lists of strategic activities generated by the USPC and to determine a ***final set of tactics***.

Jun.-Aug. 2021

STEP 12: The Strategic Leadership Group engages in tradeoffs, making decisions as to what Bradley will do and fund.

The Board of Trustees ***approves the strategic plan*** in June and ***approves budget resources*** tied to the plan in August.

AY 2021-2022

STEP 13: The ***university community communication plan is set***. Vice presidents and deans share and discuss approved plan within their respective divisions and colleges

Infrastructure is created to track the progress of the plan.

The ***plan is monitored quarterly by Board of Trustees***.

The President, in general, and specific members of the Senior Leadership Team, in particular, depending on the nature of strategic goal and identified key performance indicators are responsible for evaluating and ensuring successful outcomes.

AY 2021-2022

STEP 14: The vice presidents and deans ***cascade the strategy into the university's divisions and colleges***. They develop a strategy for their respective divisions and colleges that are consistent with Bradley University's overall strategy.