



 Universitat d'Alacant
Universidad de Alicante

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STRATEGIC PLAN. Concepts

WHEEL Online Training

Eva M. Pertusa-Ortega

Juan José Tarí Guilló

University of Alicante

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1. MISSION

- The **mission** describes the role currently played by the organization to achieve its vision. It is the *raison-d'être* of the organization. It represents the identity and personality of the organization at the present time.

What is the essence of our service and what do we want it to be?

- The mission is usually defined from the following variables:
 - Definition of the **field of activity** of the organization.
 - Identification of the essential **capabilities** that the organization has developed or can develop.
 - **Values, beliefs, corporate philosophy** and other elements of the organizational culture.



1. MISSION

Frequently asked questions to elaborate the MISSION:



- Who are we?
- What are we looking for?
- What do we do?
- How do we do it?
- Where do we do it?
- Why do we do it?

- Mission statements articulate the organization's **purpose**. They outline **why your organization exists**, showing the value of the product or service you provide, and the problems you are seeking to solve with the activity of the organization.

1. MISSION. Examples

THE *Coca-Cola* COMPANY

Our Purpose:

| Refresh the world. Make a difference.

The
WALT DISNEY
Company

The mission of The Walt Disney Company is to entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company.

1. MISSION. Examples



MISSION of the University of Alicante (UA):

The UA's essential mission is to provide comprehensive training for its students, promote leading scientific research and foster its effective transfer to our economic and social environment.

(Strategic Plan UA, 2022-24)

MISSION of Oxford University (UK):

The advancement of learning by teaching and research and its dissemination by every means.

(University of Oxford Strategic Plan, 2018-23)



2. VISION

- The **vision** is the goal to which the organization goes in the long term and serves as a heading and incentive to guide the strategic decisions of growth and competitiveness (Fleitman, 2000).
- It is a statement of aspiration for the organization in the medium or long term.
- It is the future image of how we want the organization to be in the future.



2. VISION

- The **vision** would identify the **differences between the current situation and the desired one** and, therefore, would mark the direction to be followed by the organization.



Frequently asked questions to elaborate the VISION:



- What do we want to be in the future?
- What is the desired image of our organization?
- How will we be in the future?
- What activities will we develop in the future?

2. VISION

- **Vision** statements usually have some **characteristics**:
 - It should incorporate the idea of **success** (it should be challenging).
 - It should be **stable** in the long term.
 - It should be **concise** (simple, easy to read and to remember).
 - It should be **motivating** for all organizational members.



2. VISION. Examples

THE *Coca-Cola* COMPANY

Our vision is to craft the brands and choice of drinks that people love, to refresh them in body & spirit. And done in ways that create a more sustainable business and better shared future that makes a difference in people's lives, communities and our planet.



Disney vision: "To make people happy."

2. VISION. Examples



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VISION of the University of Alicante (UA):

The UA aims to be a public institution of renowned teaching and research prestige, and a model of excellence, innovation and social commitment.

(Strategic Plan UA, 2022-24)

3. VALUES

- The **values** define the set of **principles, beliefs** and **rules** that regulate the management of the organization.
- They constitute the **institutional philosophy** and the support of the **organizational culture**.
- The number of values that are usually indicated is between **6 or 8 values**.

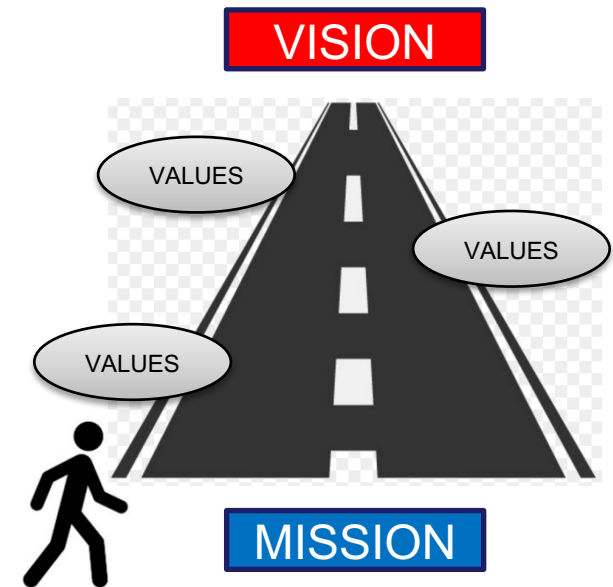


3. VALUES



- **Values** intend to guide the activities of an organization in achieving the **mission** and **vision**.
- **Mission, vision and values should be aligned.**

- The values are **action guides** that try to influence the behavior of organizational members in the way of doing their job.
- Values also influence the way the organization interacts with stakeholders (e.g. students, faculty, researchers...).



3. VALUES. Examples

HILTON Hotels

HOSPITALITY
INTEGRITY
LEADERSHIP
TEAMWORK
OWNERSHIP
NOW

We're passionate about delivering exceptional guest experiences.

We do the right thing, all the time.

We're leaders in our industry and in our communities.

We're team players in everything we do.

We're the owners of our actions and decisions.

We operate with a sense of urgency and discipline.

3. VALUES. Examples



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VALUES of the University of Alicante (UA):

The basic values or principles on which the UA stands are set out in article 1.3 of its Statute:

The University of Alicante postulates **internal democracy** as the guiding principle of its actions, in the terms of the Organic Law of Universities and of the present Statute, manifested in the right of all groups to participate in the management of the University and in the control of the same. To this end, the **active participation** of the entire university community, the **transparency** of its actions, **social commitment**, the principle of **solidarity**, **respect for diversity** and **equality between women and men** will be promoted.

(Strategic Plan UA, 2022-24)

4. STRATEGIC AXES

- The **strategic axes** are basic lines of development of the institution.
- They are related to **large areas of action** of the institution.
- They break down the vision and mission, and are essential to give order and clarity to the strategic plan.
- Within each strategic axe, several **strategic objectives** can be set out.

Frequently asked questions to identify the STRATEGIC AXES:



- How will we become what we want to be?
- In which areas do we need to work?

4. STRATEGIC AXES. Examples

In the strategic plan of the **University of Alicante** for the years 2022 to 2024, eight **strategic axes** have been established.

- Axis 1. Teaching and offer of studies
- Axis 2. Research
- Axis 3. Knowledge transfer and dissemination
- Axis 4. Job placement and employability
- Axis 5. Digital transformation
- Axis 6. Internationalization
- Axis 7. Equality, social commitment and sustainability
- Axis 8. Governance and management



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Within each axis, the University of Alicante has established specific objectives to be achieved and actions to be developed to achieve these objectives in the next three years (2022, 2023 and 2024).

5. SWOT Analysis

What is a SWOT analysis?

SWOT is the acronym for **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats.

The SWOT analysis aims to specify in a **summary table** both **internal strengths and weaknesses** of the organization, as well as **external opportunities and threats**, in order to design strategies that allow taking advantage of strengths and opportunities, and overcome weaknesses and threats.

	Helpful	Harmful
I N T E R N A L	Strengths	Weaknesses
E X T E R N A L	Opportunities	Threats

5. SWOT Analysis

What is a SWOT analysis?

- To identify external **opportunities** and **threats**, an **external analysis** must be carried out.
- Tools for the external analysis:
 - **PESTEL** analysis
- To identify internal **strengths** and **weaknesses**, an **internal analysis** must be carried out.
- Tools for the internal analysis:
 - Identify the main **resources and capabilities** of the organization.

5. SWOT Analysis

* External analysis:

- PESTEL analysis aims to describe the external environment through the following dimensions:
 - Political
 - Economic
 - Socio-cultural
 - Technological
 - Ecological
 - Legal
- The purpose is to identify in each of these dimensions possible factors, variables or facts that can be beneficial for our organization (**opportunities**) or that can affect us negatively (**threats**).

5. SWOT Analysis

* External analysis:

- PESTEL analysis aims to describe the external environment through the following dimensions:

- Political
- Economic
- Socio-cultural
- Technological
- Ecological
- Legal



- Stability of the government
- Government policies (e.g., fiscal policy, monetary policy, education policy,...)
- Funding programs or grants
- ...

5. SWOT Analysis

* External analysis:

- PESTEL analysis aims to describe the external environment through the following dimensions:

- Political
- Economic
- Socio-cultural
- Technological
- Ecological
- Legal



- Economic growth (of the country or region)
- Inflation rate
- Interest rates
- Unemployment rate
- ...

5. SWOT Analysis

* External analysis:

- PESTEL analysis aims to describe the external environment through the following dimensions:

- Political
- Economic
- Socio-cultural
- Technological
- Ecological
- Legal



- Demographic factors (population pyramid)
- Changes in lifestyle
- Social values and attitudes
- Level of education
- ...

5. SWOT Analysis

* External analysis:

- PESTEL analysis aims to describe the external environment through the following dimensions:
 - Political
 - Economic
 - Socio-cultural
 - Technological →
 - Technological infrastructure (at the country or region)
 - New technologies (availability and access)
 - Protection of knowledge (patents)
 - ...
 - Ecological
 - Legal

5. SWOT Analysis

* External analysis:

- PESTEL analysis aims to describe the external environment through the following dimensions:

- Political
- Economic
- Socio-cultural
- Technological
- Ecological
- Legal



- Environmental policies
- Energy consumption
- Natural resources
- Climate change
- ...

5. SWOT Analysis

* External analysis:

- PESTEL analysis aims to describe the external environment through the following dimensions:

- Political
- Economic
- Socio-cultural
- Technological
- Ecological
- Legal



- Labor laws
- Immigration laws
- Data protection laws
- Consumer protection laws
- ...

Once we have identified the most relevant factors or variables for our institution, we have to assess them, to identify which of them constitute opportunities and threats.

5. SWOT Analysis

* External analysis:

Frequently asked questions to identify the **Opportunities**:

- Where do we see big (and small) possibilities for our organization?
- What do we see happening in the future within our field (HE)?



Frequently asked questions to identify the **Threats**:

- What do we see as a threat?
- What obstacles can we anticipate?
- What is changing that could hurt us?



5. SWOT Analysis

* External analysis:

Examples from the perspective of a Unit of Internationalization of Higher Education:

- **Political:** Ministry of Education has policy in supporting HEIs to cooperate with foreign institutions. (**Opportunity**)
- **Economic:** Financial support from international partners. (**Opportunity**)
- **Socio-cultural:** Lack of international mobility culture in our country. (**Threat**)
- **Technological:** Limited technological advances, including Internet connection problems. (**Threat**)

5. SWOT Analysis

* Internal analysis:

- The internal analysis of the organization can be carried out from the identification and evaluation of its resources and capabilities.
- **Resources** are the set of factors available to the organization to carry out its strategy. We can distinguish:
 - **Tangible** resources: financial and physical (buildings, facilities, equipment, tools, furniture,...)
 - **Human** intangible resources: human resources (people skills, knowledge, abilities,...)
 - Non-human intangible resources: **technological** (patents, databases, etc.) and **organizational** (image, reputation, etc.)

5. SWOT Analysis

* Internal analysis:

- The internal analysis of the organization can be carried out from the identification and evaluation of its resources and capabilities.
- **Resources** are the set of factors available to the organization to carry out its strategy.
- **Capabilities** allow an activity to be properly developed from the combination and coordination of the available individual resources. Examples:
 - The capability to innovate
 - The capability to control quality
 - The capability to work as a team

5. SWOT Analysis

* Internal analysis:

- Once the resources and capabilities have been identified, we must assess the strengths and weaknesses.

Frequently asked questions to identify the **Strengths**:

- What are we good at?
- What are we better at than our competitors (other universities or service providers)?
- What do we have that they don't?



Frequently asked questions to identify the **Weaknesses**:

- What are we not good at?
- What are we worse at than our competitors (other universities or service providers)?
- Where can we improve?
- What are we lacking?



5. SWOT Analysis

* Internal analysis:

Examples from University of Alicante:



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Strengths:

- Technological infrastructure at the service of the organization.
- Leading research groups recognized internationally.
- Capability to establish international agreements with other universities.

Weaknesses:

- Lack of an appropriate management system for the human component.
- Lack of funding and reduction of available financial resources.
- Lack of job security (instability).

6. Objectives, indicators, actions

- Define **objectives** under each strategic axe



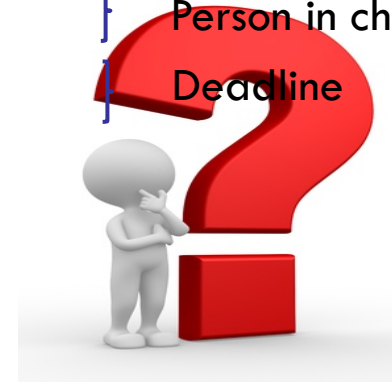
- Under each objective we should define:
 - **Indicators** and **values**
 - **Actions**
 - **Person** in charge and **deadline**

6. Objectives, indicators, actions

Frequently asked **questions** to elaborate the strategic objectives:

- **What** do we want **to do**?
- What **objectives** do I want to achieve?
- What **activities** do I have to do to achieve these objectives and how many resources will I need?
- Who will be **responsible** for doing it?
- **How long** will it take me to do it?

} Objectives
}
} Actions
} Person in charge
} Deadline



6. Objectives, indicators, actions

Example:

Strategic axis

Human component

Objective

Developing a management system for the human component

Indicators

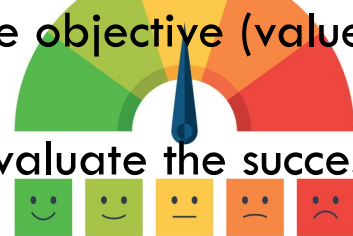


Indicator	objective value
Labour climate index	≥5 of 7
Percentage of consolidation of structural spaces	100%
Percentage of newly recruited workers participating in reception programs	100%
Degree of compliance with the annual training plan of the unit	80%
Satisfaction index with the courses taken	≥5 of 7
Percentage of participation in the training offer	80%

6. Objectives, indicators, actions

Example:

Indicators

- It is a tool to **measure** or assess how the **objective** (value/target) is met.
 - It is a **quantifiable** measure used to evaluate the success of an organizations, employee...
- 
- *Performance indicators*: Measure the **quantity** of what has been produced (number of employees attending training activities, % of employees attending training activities)
 - *Perceptual indicators*: Measure **opinions** about how the outputs are achieved, how we develop our activities... (customer **satisfaction** index, employee **satisfaction** index)

6. Objectives, indicators, actions

Example:

Types of indicators

- An indicator can be equal to **Yes/No**
Example: Preparation of the training plan in September 2022
- An indicator can be equal to an **absolute value**
Example: Number of employees attending the training course = 50
- An indicator can be equal to a **percentage**
Example: % of employees attending the training course = 20%

50 or 20% is not the indicator, it is the goal/target. The indicator is only:
number of employees attending the training course
% of employees attending the training course

6. Objectives, indicators, actions

Example:

Actions

- Publishing and keeping updated the organization chart.
- Preparing and updating a functional analysis document of the different jobs
- Periodically conducting a survey to detect training needs
- Preparing and evaluating a training plan.
- Preparing and publishing the contents of the reception plan for new staff
- Performing a survey periodically to detect the degree of job satisfaction of employees
- Encouraging the formation of working groups to achieve strategic objectives and monitor the participation of staff in them

6. Objectives, indicators, actions

How?

Code	Strategic axis	Objective	Action	Responsible	Deadline	Indicator	Value

6. Objectives, indicators, actions

How?

Code	Strategic axis	Objective	Indicator	Value	Action	Responsible	Deadline

6. Objectives, indicators, actions

How do we complete this table?

- Code column: we can put a number that identifies each axis
- Strategic axis column: we put our strategic axes
- Objective, indicator and value columns: we write an specific objective with its indicator and its target
- Action column: we put the action that we are going to implement to fulfill the objective. To this action we add a responsible person (we will put the charge of the person and never the name of the person) and the deadline (the period or the specific date on which that action should be implemented, this term could be, for example April 2023, if we choose a specific date we could use April 30, 2023)

6. Objectives, indicators, actions

How do we complete this table?

- We specify our general objectives
- This table is a key stage in this process because:
 1. We **relate** the **different parts** of the strategic plan
Why? Because we relate objectives with actions and actions with person in charge and deadlines...
 2. It **facilitates implementation** and **follow-up**
Why?
Implementation. We show the person in charge who has to implement the actions by the deadline to achieve the objectives
Follow-up. We show how to measure/evaluate if we meet the objectives through the indicators

6. Objectives, indicators, actions

How do we complete this table?

OPTION 1.

- We can have meetings to define first the objectives, then the indicators and values, then the actions, ...
- We can put all these aspects together in the table

Code	Strategic axis	Objective	Indicator	Value	Action	Responsible	Deadline

OPTION 2.

- We can fill in the table from the beginning, that is, identify these aspects (objectives, actions ...) at the same time and then fill in the table at the same time

6. Objectives, indicators, actions

How do we complete this table? Example

Code	Strategic axis	Objective	Indicator	Value	Action	Responsible	Deadline
SA1	Enhancement of human capacities building for the International Relations	Create a new program on International internships	Creation of the program	Yes	(1)	Manager of international office	March 2023
		Train and orientate for international program staff	% of program staff trained	>60%	(1)	Manager in human resources	February 2023
		Promote the attendant in international meetings (conferences, etc.)	Number of meetings	10	(1)	Manager of international office	December 2022

(1) In this column, we write what we are going to do (actions) to achieve our objective (third column) and our goal (“Value”). We can put a person in charge for the whole objective or a person in charge under each action (the same can be said regarding “deadline”)



wheel

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THE HIGHER EDUCATION SECTOR IN LIBYA



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