

Strategic Planning in Research Organizations

David Mineo

Director, RSM McGladrey, Inc

Casey Chapman

Manager, RSM McGladrey, Inc



Assurance ■ Tax ■ Consulting

Discussion Topics

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- **What is Strategic Planning?**
- **Why Strategic Planning?**
- **Issues & Challenges in the Research Enterprise**
- **Process of Strategic Planning**
- **Process Steps**
- **Best Practices of Implementation**

What is Strategic Planning?

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What is Strategic Planning?

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- The process organizations go through in order to determine what they want to achieve, how they will achieve it, and how they will measure their success
- Strategic plans are tools for change, not paper and ink

Why Strategic Planning?

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Why Strategic Planning?

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- Takes you outside the day-to-day activities of your organization and provides you with the big picture
- Helps to align the resources of the organization to the areas of most beneficial impact
- Creates a common understanding of the goals of the organization
- Gives you clarity about what you want to achieve and how to go about achieving it in order to determine a plan of action for day-to-day operations

Issues & Challenges in the Research Enterprise

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Issues & Challenges

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- **Team Science**
- **Transparency of funding**
- **Compliance with regulations**
- **Justification of programs**
- **Changes in healthcare**
- **Intolerance of legal risk**

Top Reasons Strategic Plans Fail To Be Operational

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- Not enough communication about the plan
- Unclear expectations up front on the entire process
- Complete misread of organization culture and readiness for change
- Funding or regulatory changes that were impossible to foresee
- Nickel and dime the process and then later expect stellar results
- Leadership and management team loses courage
- Too narrow a scope
- Driven by one person's opinions
- Failure of the team to really think
- Inability to be honest
- Lack of talent to execute
- Failure to organize around the plan
- Failure to implement

Process of Strategic Planning

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Developing an Operational Strategy

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1. Analyze

- Invest time assessing how your business is performing
- Understand external conditions
- “Measure twice, cut once”

2. Visualize

- Determine where you want to go and begin planning how you are going to get there
- Document your plan

3. Mobilize

- Personal commitment to execution is essential to operationalizing your plan

4. Organize

- Strategy drives structure; be willing to make organizational changes to gain traction

5. Realize

- Monitor, measure, continuously improve the planning process

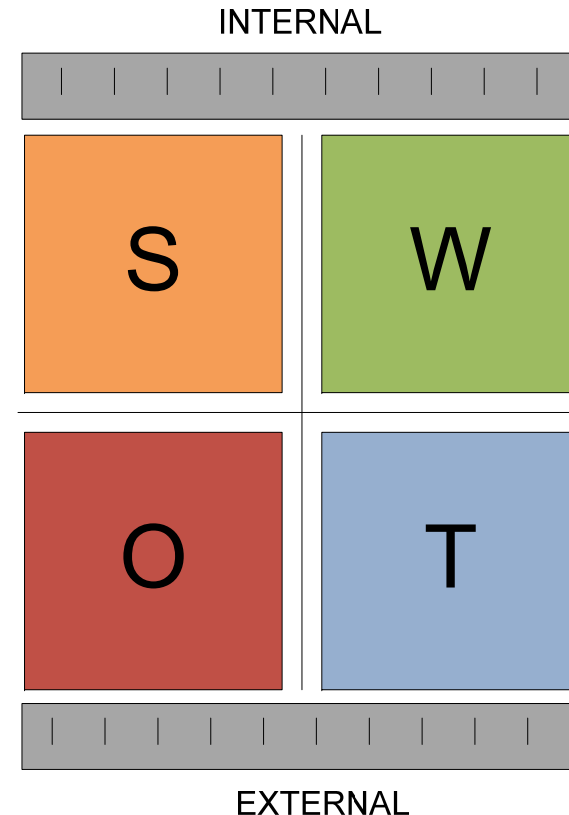
Process Steps

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- Who are we?
- What capacity do we have/ What can we do?
- What difference do we want to make?
- Which critical issues must we respond to?
- Where are the best opportunities for funding?
- What should our priorities be?/ Where should we allocate our resources?



- **Internal**
 - Strengths: attributes of the organization that are helpful to achieving the objective
 - Weaknesses: attributes of the organization that are harmful to achieving the objective
- **External**
 - Opportunities: external conditions that are helpful to achieving the objective
 - Threats: external conditions which could do damage to the business's performance



Mission

- Why we are in existence – our purpose

Values

- Who we are – our core cultural beliefs

Vision

- Where do we want to go and how to we want to be perceived

Goals

- For each area for which a vision has been developed, identify key success milestones – keep them SMART

- One person can create a ripple, not lasting change
- Preparing the organization for implementation is often overlooked
- Strategic movement requires a collaborative effort throughout the entire organization - each person plays an important role

Awareness

Buy-in

Ownership



- **Structural form to meet the needs of today and goals for tomorrow**
- **Information and control systems**
- **Research space and equipment**
- **Culture – PI, department, school, university**
- **Interorganization interdependencies**

Organize

Considerations

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- Reporting relationships
- Span of control
- Accountability
- Cost
- Decision control
- Short-term needs
- Long-term needs
- Workflow
- Capacity
- Skills

- **Strategic Objectives**

- Desired outcomes

- **Target**

- The measurable outcome of the objective (goal)

- **Measurement**

- How the organization will measure progress towards meeting the objective

- **Strategy**

- An actionable initiative to support the strategic objective – may be in the form of a project

- **Strategic Objective**

- Grow the research enterprise to compete better regionally

- **Target**

- FY11 research revenue growth of 10%

- **Measurement**

- # of grant applications
- Revenue

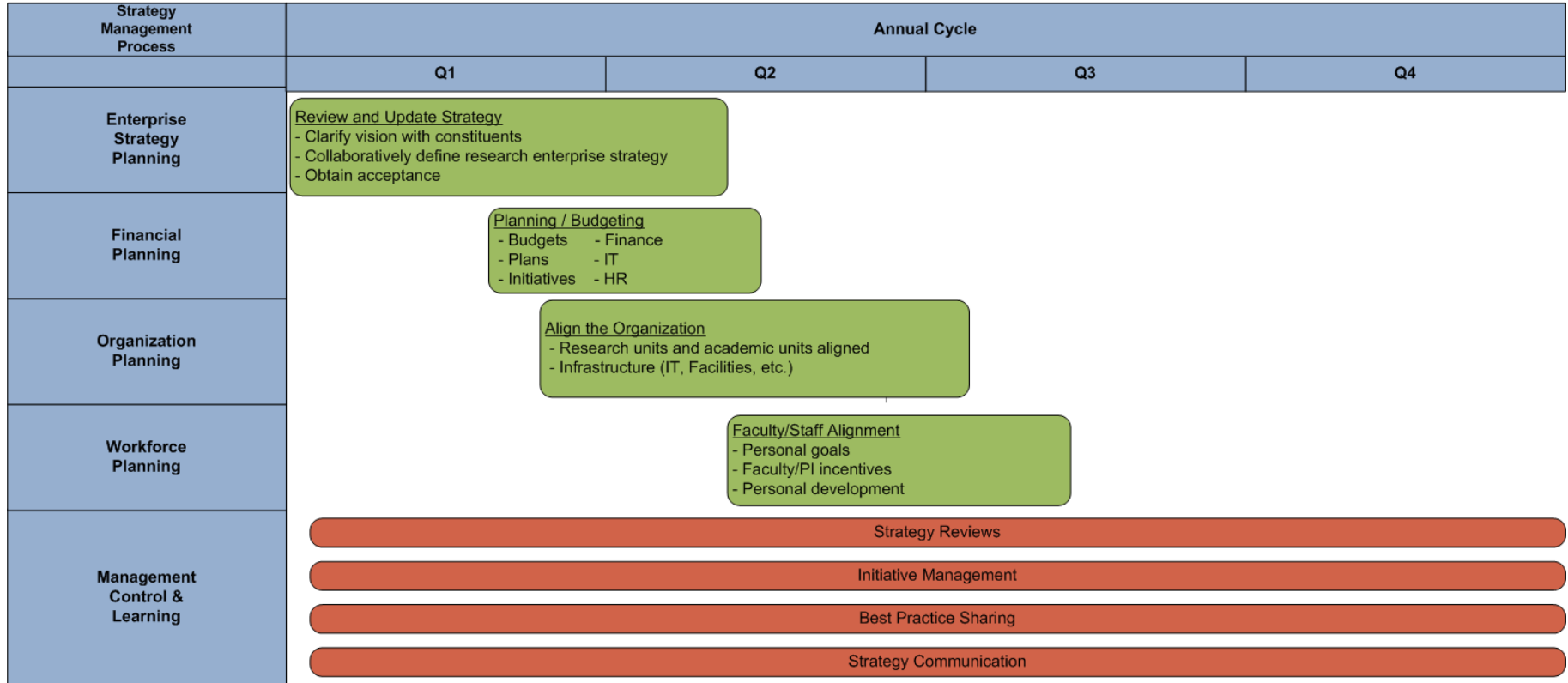
- **Strategy**

- Improve the research application process
- Reallocate/bring in additional researchers in identified growth areas

Realize

Success

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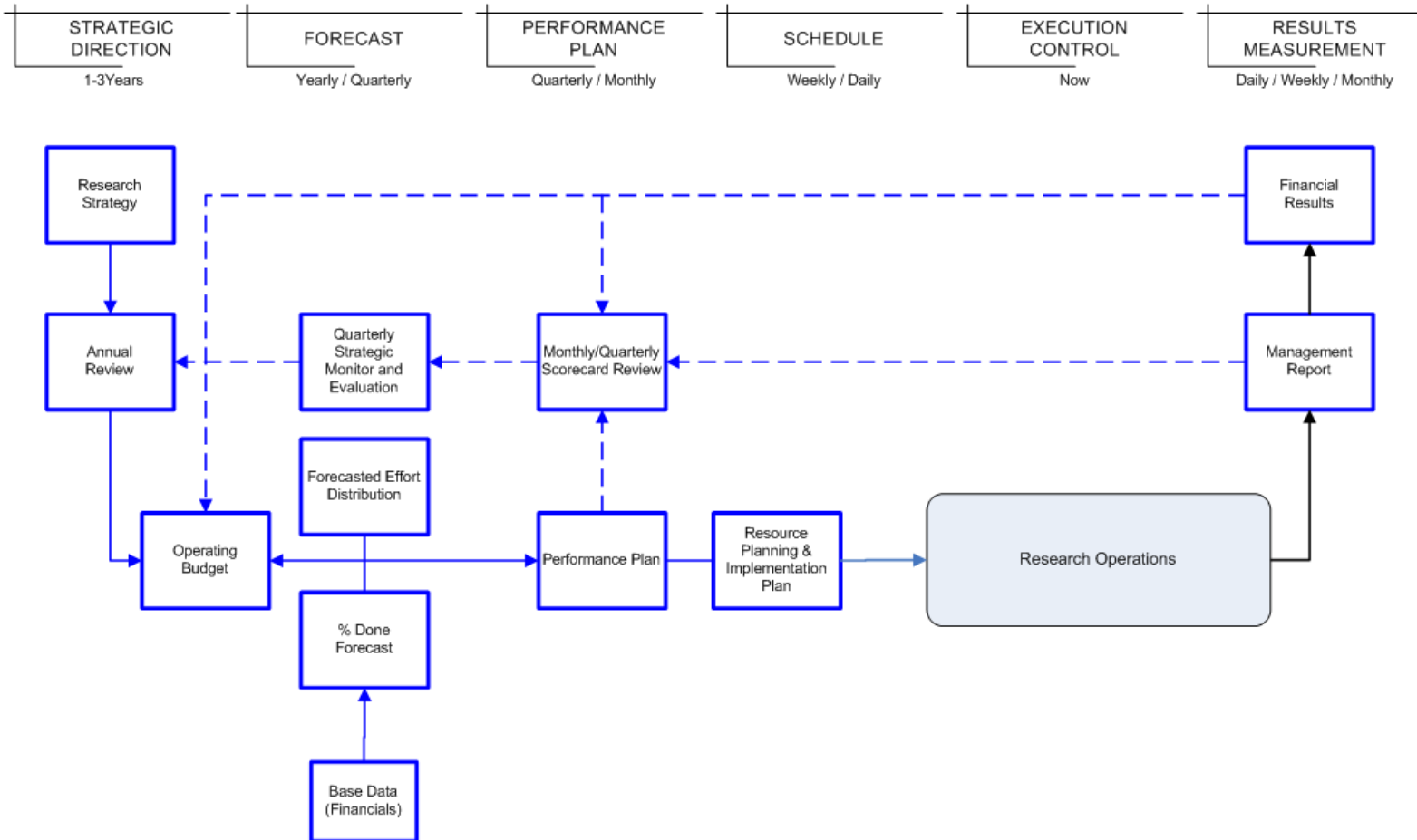


Best Practices of Implementation

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Best Practices

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David Mineo

Director, RSM McGladrey, Inc

919.645.6816

david.mineo@mcgladrey.com

Casey Chapman

Manager, RSM McGladrey, Inc

816.751.1871

casey.chapman@mcgladrey.com

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