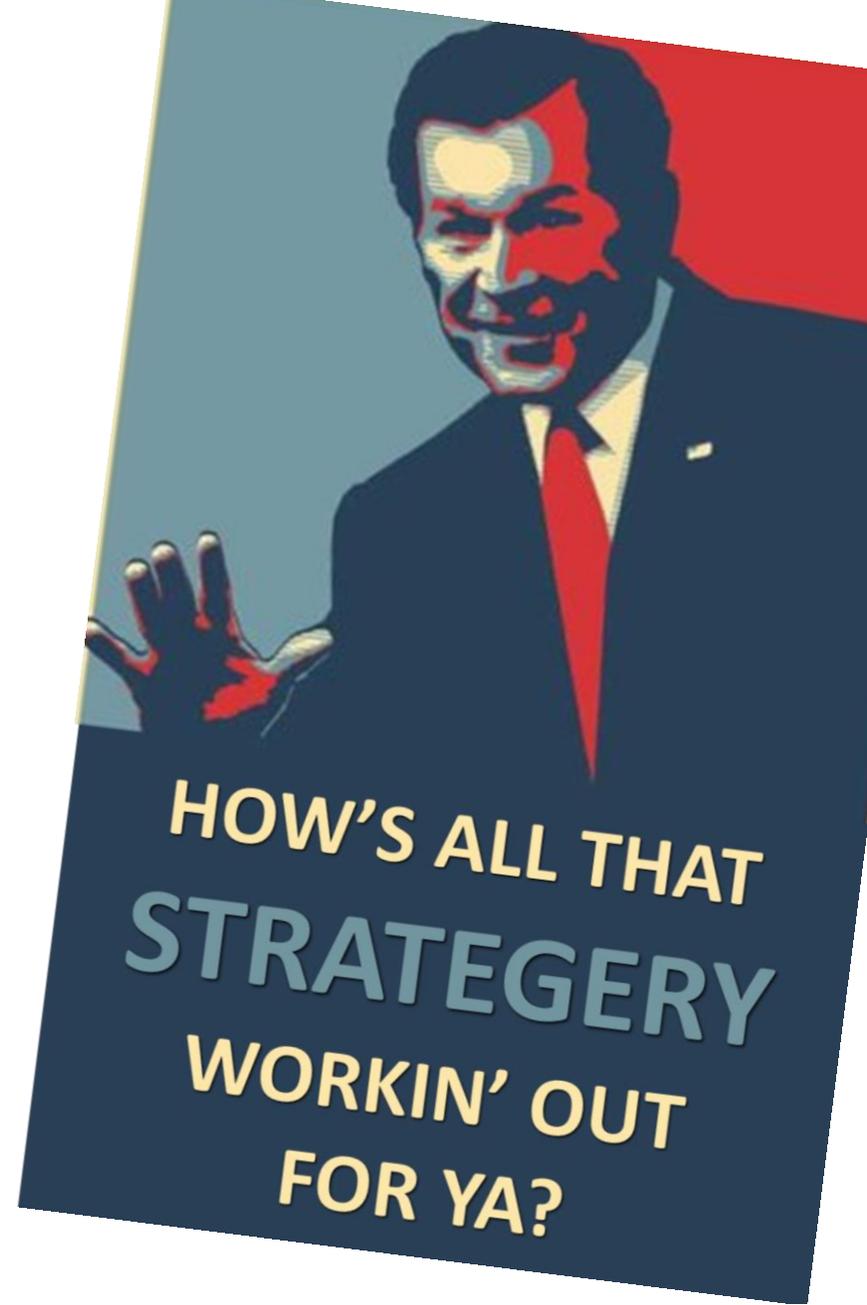


# Everyday Strategy

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HOW TO CONNECT YOUR JOB TO THE OVERALL STRATEGY OF THE COLLEGE



HOW'S ALL THAT  
**STRATEGERY**  
WORKIN' OUT  
FOR YA?

# Thinking Strategically

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Many feel no connection to the strategic plan of the institution because:

- They had little to do with the development of strategy.
- They don't see strategy as being associated with their jobs.
- They don't see how what they do contributes to the overall strategy.

# In reality the strategic plan...

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- Informs faculty/staff as to what is most important to an institution's overall operations.
- Demonstrates to constituents how an organization is moving in a clear direction.
- Influences measures used to ascertain if an institution is achieving its mission and realizing its vision.
- Provides clarity and control as faculty/staff plan new activities for their respective departments and divisions.
- Guides actions associated with an individual's daily work.

# Greenville Technical College

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## MISSION

Greenville Technical College transforms students' lives and helps our community thrive by providing a world-class, affordable education to students and building an educated, engaged workforce committed to life-long learning.

## VISION

Greenville Technical College is recognized as a world-class learning institution where students from all backgrounds and life stages find flexible career and educational opportunities of the highest quality and value. By collaborating with community and business leaders, the college is a primary driver of economic growth through workforce development.

# Greenville Technical College

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## Teaching and Learning

- Strategic Objective 1: Deliver high-quality educational programs and skills-based training.
- Strategic Objective 2: Improve course success and program completion for all students.
- Strategic Objective 3: Provide a prepared workforce.

## Student Access and Success

- Strategic Objective 1: Streamline existing and identify new pathways for student access.
- Strategic Objective 2: Ensure effective pathways to student academic and personal development.
- Strategic Objective 3: Expand engagement strategies to promote student goal attainment.

## Employee Support and Development

- Strategic Objective 1: Foster a culture of innovation, continual learning, and professional development for employees.
- Strategic Objective 2: Provide a supportive and rewarding work environment.
- Strategic Objective 3: Facilitate open and productive communication across all levels.

# Greenville Technical College

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## Operational Excellence and Accountability

- Strategic Objective 1: Continue to refine budgeting principles and policies for ongoing financial sustainability.
- Strategic Objective 2: Maximize resource impact while balancing the needs of employees, customers, and key stakeholders.
- Strategic Objective 3: Meet and exceed operational excellence standards.

## Community Leadership

- Strategic Objective 1: Forecast and respond to changing employer needs.
- Strategic Objective 2: Advance educational opportunities for all community members.
- Strategic Objective 3: Serve the community by sharing our expertise, volunteerism, economic support, and other resources.

# Greenville Tech's Strategic Plan

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- Looks a lot like other college's strategic plan
- It deals with:
  - Teaching and Student Learning
  - Enrollment
  - Employee development
  - Financial accountability
  - Community leadership

# Piedmont Technical College

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**INSTITUTIONAL VISION:** We will become a premier community college with a shared commitment to create vibrant learning communities through relentless pursuit of student success and economic prosperity for all stakeholders.

**INSTITUTIONAL MISSION:** Piedmont Technical College transforms lives and strengthens communities by providing opportunities for intellectual and economic growth.

# Piedmont Technical College

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- Mission Goal 1: Promote excellence in **teaching and learning** and academic student support services to ensure that our students are well-positioned for success in career and technical fields, and university transfer.
- Mission Goal 2: Ensure widespread access to our educational programs through **enrollment** and communication planning and effective, efficient processes.
- Mission Goal 3: Cultivate a talented, diverse, and inclusive **workforce** that is responsive to the changing needs of the college by providing a collaborative culture and professional development opportunities for future success.
- Mission Goal 4: Use data and assessment results to make well-informed academic and operational decisions regarding the continuous improvement of the College's **financial and physical resources**.
- Mission Goal 5: Promote **community** and workforce development and economic prosperity through new and existing **partnerships** with individuals, business, industry, government, community agencies, and educational institutions.
- Mission Goal 6: Exercise **efficient and responsible stewardship** of the College's financial and physical resources.

But what does strategy  
mean to me on the  
front line?

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IT MEANS MORE THAN YOU THINK...

# As a matter of fact

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- What happens on the front line of any organization is vitally important to the achieving of the mission and vision of the institution.
- Front line personnel are viewed as the face of the institution.
- Your actions, in reality, tell your students more about the institution than anything the president might do.

# As a matter of fact

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- An individual student will remember far longer the acts you take on their behalf much more than they will ever think about the strategic direction of the college you serve.
- So, what you think, the plans you make and your follow through is vitally important to the college achieving its vision.
- You need to make sure you can prove your contribution to the overall strategy of the organization.

# The purpose of this presentation...

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TO HELP YOU THINK STRATEGICALLY ON AN EVERYDAY BASIS



# What does it mean to think strategically about your work?

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- Consider how your daily actions apply to the goals/objectives of your department/division/institution.
- Categorize your work according to the goals/objectives of the organization.
- Explain how your work has an impact upon the strategic goals/objectives of your department/division/institution.
- Report your actions, in writing, to your supervisor.

# For years...

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- My work was characterized the way many of you in this room characterized yours...
  - I took my position description and figured out what were my responsibilities.
  - I did my best to live up to the position description.
  - If there were special projects I volunteered for them.
  - I hoped my supervisor recognized my worth to the organization.
  - I hoped for salary increases and promotions.
- And for the most part that worked for me, as it has for many of you.

But I never really knew I was contributing to the overall organization...

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Until –

- I participated in the formulation of a strategic plan about 12 years ago.
- I was asked to sit in for my supervisor at that that time (I think she just didn't want to bore herself with it).
- It all started making sense to me after that meeting.
- Maybe I felt like my opinion mattered...

# About two years ago...

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I was tasked with putting together a management report for the division.

- This wasn't anything new.
- I have been putting together management reports for decades.
- However, I was challenged to give it a streamlined “fresh” look for the vice president.
- This is what I came up with – [Management report](#)

# Last summer I was challenged again...

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To create a new version that was more streamlined.

- I have to admit I really did not know how it was going to turn out.
- I really thought the one I presented looked satisfactory.
- When I took a hard look at it I realized it lacked focus.
- It spoke to our actions as a division.
- But it was like most reports – it missed the point of why we are in business.
- Then it clicked!
- Organize it according to the strategic plan of the college. (doh!)

# This is what I came up with...

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- First,
  - I had to have a reporting mechanism
  - Obtain the information in a way that organized the material according to the strategic plan.
  - I developed an email [template](#).
  - Then I developed the report [template](#).
  - Then I populated it with the data – [final report](#)

# Last summer...

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I started receiving [data from the various departments](#) like this.

What I found out was that our folks get it if they are given examples.

Now I am receiving it like this: [Monthly report](#) - what great was progress!

# Next Steps...

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- Help our staff understand “the why” – why are these actions so important.
- Help our staff pick out the most important actions to report...
  - Don’t get me wrong, everything is important.
  - But there are some things that really pop in the minds of our stakeholders.
  - And I want to feature those.
- Figure out how to use our project management software to structure our monthly reporting supported with metrics...
  - I’m working on that.
  - Numbers mean things to our stakeholders (How many students? How many prospects? How many applicants?...you know the drill).

# “This is the how” I came up with...

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- Be able to quote the basics of your mission and vision.
  - GTC - “Empowering individuals. Changing lives. Reshaping communities.”
- Understand the basic strategic goals (or objectives) of your institution and how they apply to your department’s goals – and if you don’t understand, ask!
- Make sure you know how your actions apply to the strategic goals of the institution – and if you don’t understand, ask!

# “This is the how” I came up with...

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- If you are asked for a report, line up your items according to the strategic goals (or objectives) of the institution.
- Be as simple and straightforward as possible – try to explain your actions in a single sentence – managers like bullet points (most presidents love them).
- Good looking graphics make your presentation stand out (I use Excel).

# Chuck Morton, PhD

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# Thanks for coming to my presentation!

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QUESTIONS?