



GRADUATE SCHOOL USA STRATEGIC MANAGEMENT PLAN FY 2018-2019

Mission

Short Version

Graduate School USA is the trusted partner for enhancing workforce performance, advancing careers and enabling organizations to achieve missions.

Long Version

Graduate School USA supports today's workforce with the professional training and development they need to enhance their performance, advance in their careers and achieve their organizations' missions. Our comprehensive programs and expertise also enable learners around the world to achieve success at every stage of their careers and professional development. As a long-standing, trusted learning partner, we deliver the superior workforce solutions that promote positive individual and organizational results.

Vision

Graduate School USA will be recognized as the worldwide leader in professional development, empowering adult learners with the tools they need to achieve their goals. Our innovative approaches and expertise will inspire individuals and organizations to reach unprecedented levels of success through programs designed to provoke thinking that produces new ways to enhance their skill sets and to solve complex issues. The School's tailored solutions will transcend physical borders, providing anytime, anywhere learning access.

Values

Learning: We are committed to providing relevant and challenging learning opportunities for our students, faculty and staff, with an emphasis on learning outcomes and the application of knowledge to meet employers' and learners' needs.

Public Service: We revere public service, and support all who strive to make a positive difference in the lives of people, communities and the nation.

Excellence: We are focused on excellence, and continually assess and improve all programs, instruction and customer support services.

Diversity: We are committed to achieving and sustaining an inclusive community where our students, faculty and staff are enriched through an open exchange of diverse ideas and learning from multiple perspectives.

Ethics: We practice openness, ethical behavior and adherence to the highest professional standards in dealings with our customers and each other.

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STRATEGIC MANAGEMENT GOALS
FY 2018-1019

WINNING OVER OUR CUSTOMERS EVERYDAY

- I. Graduate School USA will expand and enhance its impact on advancing the public service workforce capabilities and organizations' ability to accomplish their missions.**
- A. In FY 2018 increase enrollments in open enrollment by xx% per month for financial management and management science offerings.
 - B. In FY 2018 increase class-sizes in open enrollment by xx% per month for financial management and management science offerings.
 - C. In FY 2018 increase HR class size and enrollments by xx% per month
- II. Be known as the provider of the best customer experience in the public service professional development and training field.**
- A. Create a culture that values customers.
 - Establish a customer relations process by June 30th to improve the customer experience by 10% based on a baseline survey. (*ownership, survey feedback and complaints management, specific actions to be addressed with responsible person defined, institutional understanding of the need for customer relations – include Patrick's CRM definition*).
 - Implement Salesforce's web enabled lead generation capability.
 - Develop an implementation plan that will gather, analyze and efficiently use data gathered on a quarterly basis.
 - B. Increase touch points which include face to face interactions, a sales team that interacts with organizations relating to open enrollment and other relevant data.
 - Identify and implement the appropriate customer services to engage customers and build a learning culture.

III. The School will employ an industry best management system that is customer-centric and market oriented.

A. Develop a process to communicate & operationalize the value of each unit as a part of the whole. (GSUSA mission, goal, objectives and personal objectives).

- Establish and define key business units (i.e. organizational units, teams, etc.)
- Develop a process whereby every employee at Graduate School USA establishes smart goals and is held accountable.

THE STRATEGIC MANAGEMENT PLANNING PROCESS

Step One: Review of the organization's mission, vision and values

All activity flows from continuous attention to the currency of mission, vision and organizational values. The mission statement describes why we exist, who we exist for, and how we provide value to our customers. The mission statement is reviewed periodically as needed, but normally will serve to provide direction to the organization that extends over multiple planning cycles.

The vision statement is at the heart of the school's success, and clearly and concisely communicates the school's overall ideals, defines purpose, serves as a tool for strategic decision-making across the school, and motivates and guides employees in accomplishing our purpose.

Our values define our principles and ethics, shapes organizational culture and beliefs, and thereby provides guidance for the actions we take and how we behave as employees in carrying our mission and serving customers.

If changes are recommended in our mission, vision or value statements, these changes first are reviewed internally for comment and discussion and approval by the President's Council before being forwarded to the Board of Trustees for its approval and adoption.

Step Two: Analyze the Current Situation (Organizational Performance/Environmental Scanning/Competitor Analysis/SWOT)

We measure performance both outside and inside the School to identify opportunities for improvement as well as make adjustments in programs and services provided. This is an ongoing process. Quarterly reviews of the strategic management process will consider the external situation (opportunities and threats) as well as the internal organizational situation (strengths and weakness). We will do that through various data collection methods, including:

- Customer feedback
- Scan of market and competitors
- Focus groups with staff (especially those in customer facing roles)
- Meetings with faculty, students, organizational customers

The specific approaches to be used in this strategic planning process are identified by a Strategic Planning Council appointed by the President/CEO. The Council may engage the use of an outside consultant to guide this critical component of the process. The results of the SWOT analysis are shared with the Board of Trustees and input is solicited in order to begin the development of strategic objectives to implement the goals.

Step Three: Establish Strategic Goals, Objectives and Action Plans

Strategic goals are enduring in nature and derive from the School's mission. They are high level outcomes that drive decision making and resource allocations, and ensure we stay focused on attaining the near and long term outcomes important to our success.

Objectives flow from the strategic goals, with a stated outcome and are specific, measurable, achievable, realistic and time-based. Objectives are reviewed for continuing relevance and adjusted as necessary, to reflect any changes in priorities or new initiatives that impact the accomplishment of our strategic goals. There are School-level objectives and action plans, as well as unit level operational objectives that align to and support School-level objectives and action plans.

Action Plans are those initiatives and actions to be taken to accomplish the objectives and ultimately, the strategic goals. When preparing a strategic management plan, the review of these key elements is more in-depth and involves greater scrutiny to ensure that the School's direction, goals, objectives and action plans are clearly defined for the period covered by the plan.

Step Four: Assign Responsibility, Time Lines and Resources for each Action Plan

Operational actions and plans will be assigned to a person or team with responsibility for accomplishing the expected outcomes. Needed resources (staff and dollars) to implement the strategies will be identified and included in budget projections.

Annual **unit operational plans** incorporate the activities of a unit in support of objectives and action plans (either those assigned to the leader of the respective unit or those assigned to others and for which the support of the unit is necessary to their accomplishment). The unit operational plans are the basis for the unit's budget submission for the ensuing year and represent a direct tie between Strategic Management Plan and **resource allocation**.

The President/CEO presents the recommended Multi-Year Strategic Management Plan to the Board of Trustees for discussion, additional input and approval/adjustment.

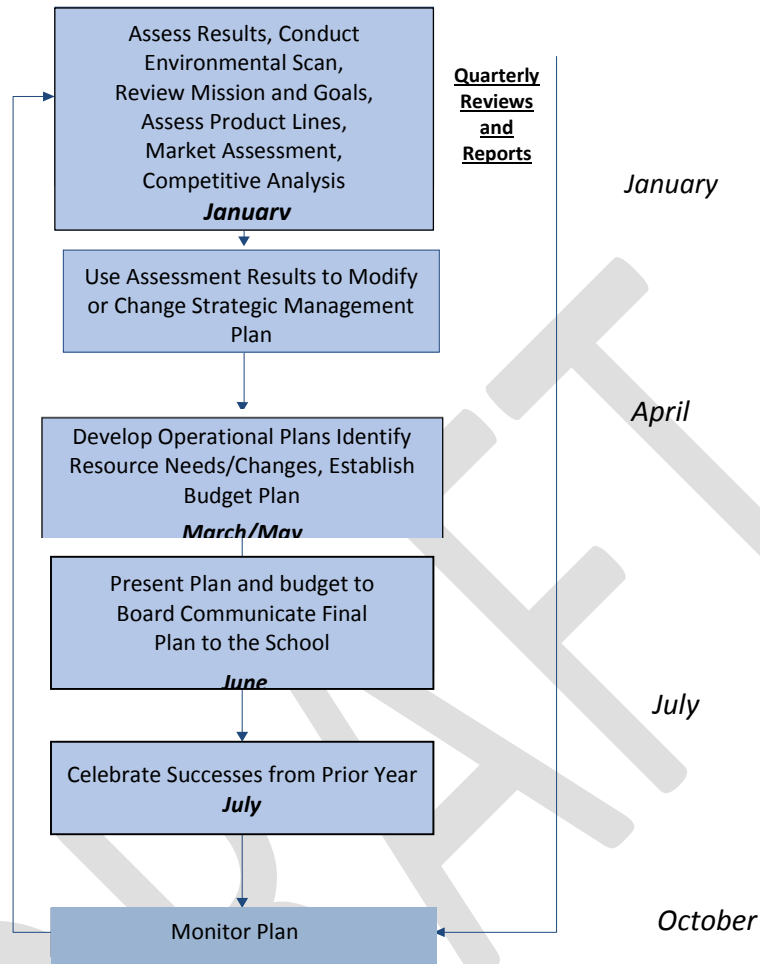
Step Five: Approve Communicate Plan to the Organization

Once approved by the Board of Trustees, the President/CEO communicates the Strategic Management Plan to the School so that the goals, objectives and strategies permeate the organization and staff members are able to identify the areas of the plan in which they have ownership.

Step Six: Monitoring the Plan during Its Life Cycle

Monitoring and refining the Strategic Management Plan is an ongoing and continuous process. The following graphic presents the monitoring cycle for the Strategic Management Plan.

STRATEGIC MANAGEMENT PLANNING CYCLE



OPERATIONALIZING THE STRATEGIC MANAGEMENT PLAN

The Strategic Management Plan is a living document that requires adjustments as the environment changes, as the School learns from experience, and as resources become available. But, it has value only to the extent it is put into action. This document addresses how Graduate School USA ensures that the Strategic Management Plan directs the work of the School and how the results are integrated into the fabric of the organization such that the School is renewed ongoing and improvements are sustained over time.

The **objectives** and action plans represent the ways the School will accomplish its mission and strategic goals. Each of these objectives is **measured** by the Office of Institutional Research, **analyzed** by the Strategic Planning Council and **reported** to the School community on a regular basis. (Plan adjustments may be called for if the results are not moving the School in the desired direction.).

STRATEGIC PLANNING COMMITTEE

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