

STEPHEN F. AUSTIN STATE UNIVERSITY
NACOGDOCHES, TEXAS

S.P.I.E.S

**The Strategic Planning
Implementation and
Execution Survey**



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Strategic Plan 2015-2023



Why S.P.I.E.S.?



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Strategic Plan 2015-2023

2015  2023



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Strategic Plan 2015-2023

2015 2019 2023



Strategic Plan Implementation

- Midway “Check-up”
- “Draw a line” under progress to date, re-energize next phase of implementation
- Pat Sanaghan
- Best practice is to check perception of effectiveness mid-term to provide focus
- Recommended S.P.I.E.S.
- Leadership change



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The Strategic Planning Implementation and Execution Survey



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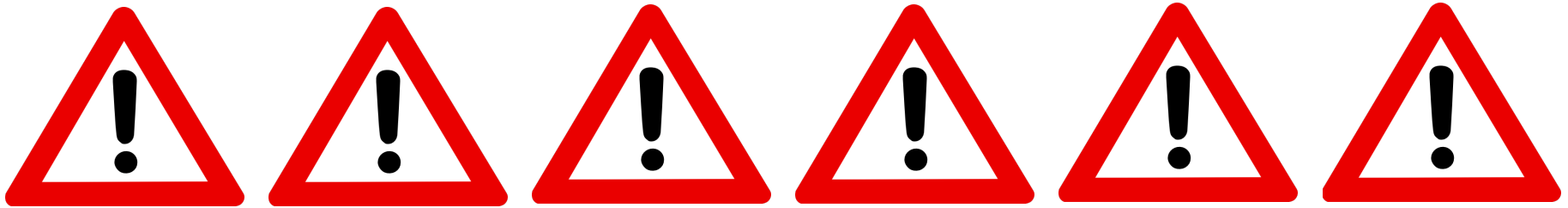
The Strategic Planning Implementation and Execution Survey

A validated survey instrument designed to highlight strengths and weaknesses regarding strategic plan implementation.

It provides a “deep diagnostic” of an institution’s capacity/ability to actually implement important strategic initiatives.



We were warned that the survey would not be without risk.



When people are given the opportunity to anonymously answer the survey questions, we knew we would get honest answers – **very honest answers.**





But, we were also reminded that there would be a strong upside.

We would get **very clear** information about the strengths and weaknesses regarding our strategic plan implementation efforts.



Six Concepts Examined

- Alignment
- Decision Making
- Organizational Discipline
- Collaboration
- Culture
- Engagement & Inclusion



Alignment

Alignment is one of the greatest challenges facing implementation because it asks people to prioritize their work and ensure that they are working on the most important things that support the university's strategic goals.

It is a way to describe how a person's everyday work helps realize our strategic goals.



Decision-making

Effective decision-making either makes or breaks the implementation process.

When people are unclear about what they can and can't decide and take action on, implementation is more difficult.



Organizational Discipline

This is the institution's ability to “get things done!”

Focuses on accountability,
prioritization, and effective supervision.

Without organizational discipline, implementation efforts can be haphazard and disorganized.



Collaboration

Focuses on crossing institutional boundaries to solve problems, share best practices, build networks, and work together to achieve institutional goals.

Sounds great – but is hard to achieve.



Organizational Culture

Focuses on how decisions are made, how information is shared, what gets rewarded, the unwritten but well-known “norms” that govern people’s behaviors, and the “lived” values of our community.

As Peter Drucker is credited with saying,
“Culture eats strategy for breakfast.”



Engagement and Inclusion

This concept refers to the level of authentic participation and engagement that members of the community experience with the plan implementation process.

It addresses commitment rather than mere compliance.



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The Strategic Planning Implementation and Execution Survey

Survey administered Nov. 4-15, 2019



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The Strategic Planning Implementation and Execution Survey

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Invited Participants: All Faculty & Staff



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Selected Categories

Faculty

Staff

President's Cabinet

Academic Leadership (Deans & Dept. Chairs)

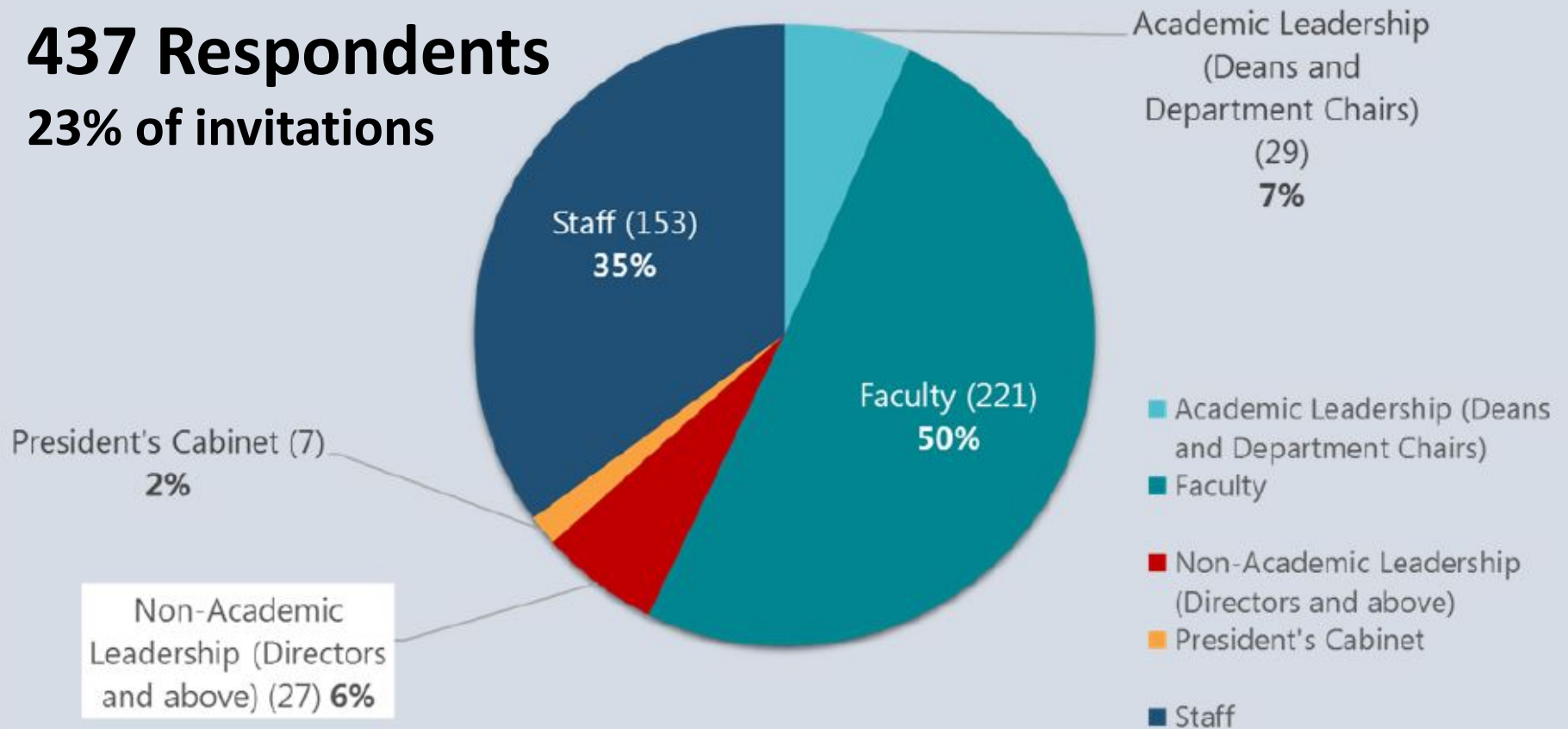
Non-Academic Leadership (Directors & Above)



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437 Respondents
23% of invitations



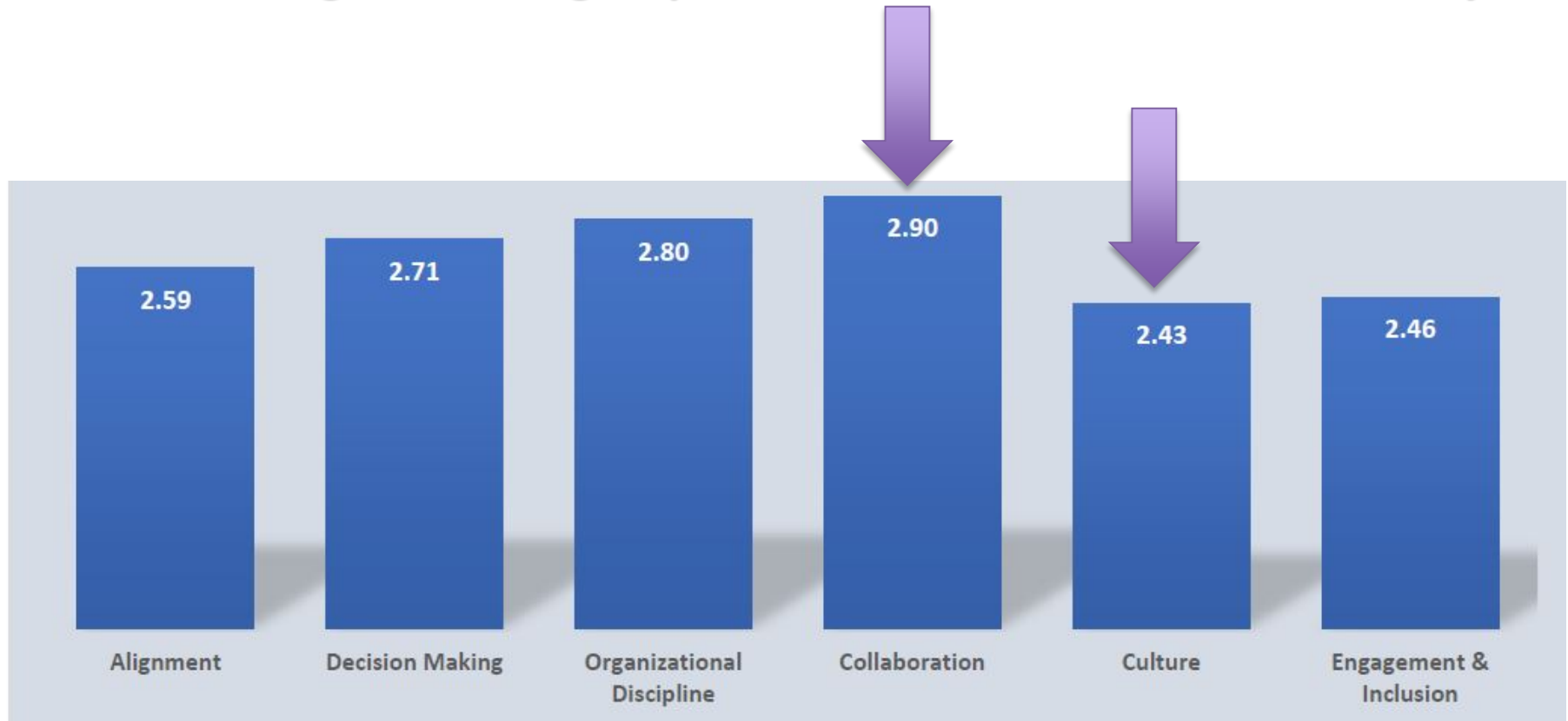
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Three Themes



Theme #1

**The sharing of information more
widely across campus needs
to be improved.**



Theme #1

Information Sharing



Theme #2

Processes for implementing strategic initiatives need to be more expedient and clear.



Three Themes

Information Sharing

Clear and expedient processes



Theme #3

There should be better/clearer alignment of resources with priorities.



Three Themes

Information Sharing

Expedient and clear processes

Resource alignment



Information Sharing

Attention should be shown to how strategic information is being shared across campus, both online and in person.

Sharing information is an element of trust, even if not all of the information is positive.

People want to know that the leadership understands the challenges before us and has a plan to address them.



Clear and Expedient Processes

Across the board, stakeholders believe that we are sometimes caught in “endless process” and that key initiatives and projects get delayed.

It will be important for people to see and feel momentum around the key priorities in the strategic plan.



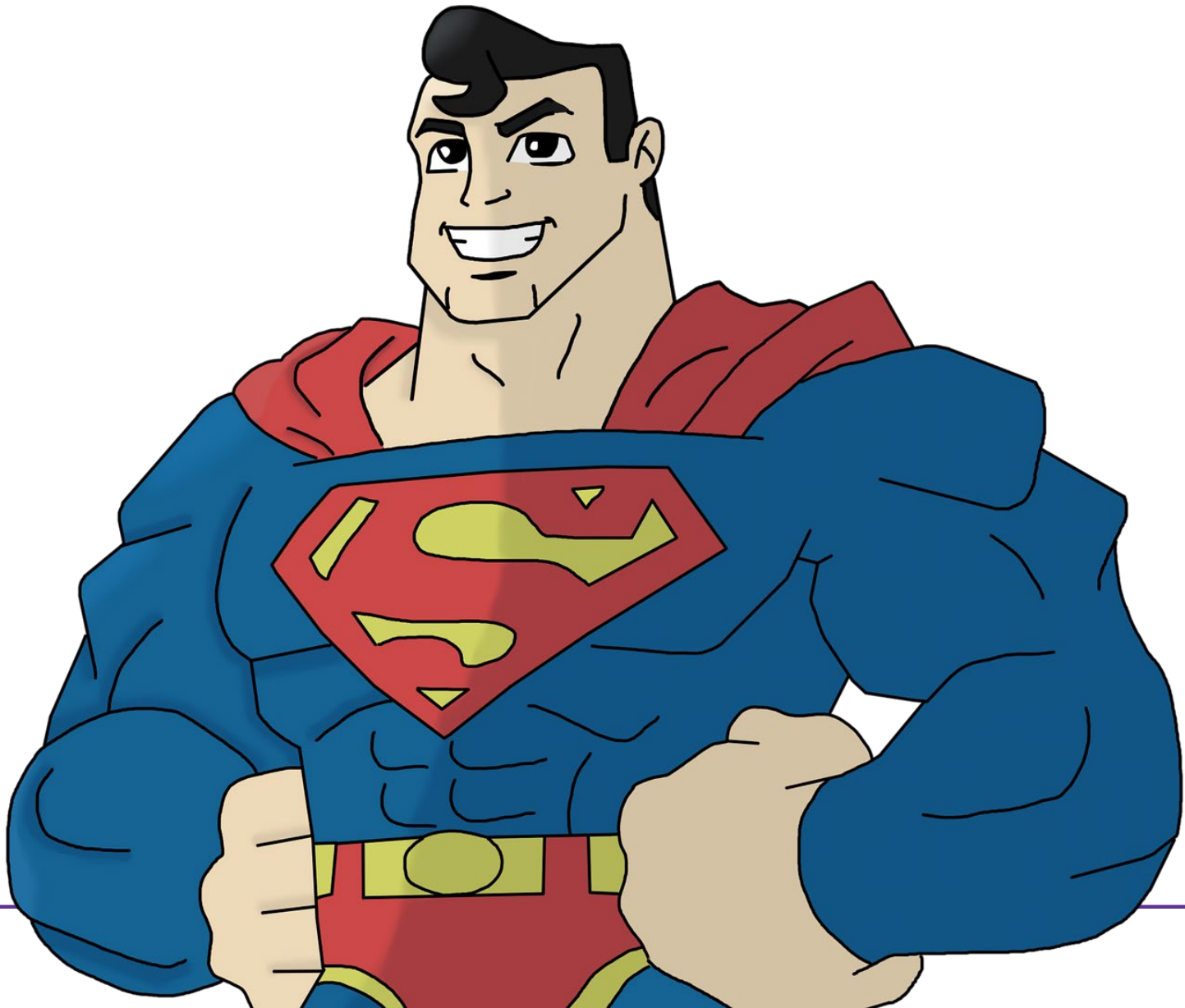
Resource Alignment

Three of the five groups (*faculty, academic leadership, and non-academic leadership*)
cited resource alignment as a key issue.

Are we appropriately deploying our human
and financial capital against our
stated strategic priorities?



Strengths



Strengths

A number of real strengths were identified that can be built upon to address the three themes.



**Stakeholders generally believe that things
at the unit level are strong;**



Stakeholders generally feel that things at the unit level are strong;

that supervisors are providing them with clear direction and delegation,



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Stakeholders generally feel that things at the unit level are strong;

that supervisors are providing them with clear direction and delegation,

that sensitive issues can be raised, and

that there is support to learn about best practices from other institutions.



A yellow sticky note is pinned to a white background with two grey rectangular pieces of tape at the top left corner. The note is tilted slightly to the right. On the note, the words "What's Next?" are written in a blue, hand-drawn, sketchy font. A blue underline is drawn under the word "Next?".

What's
Next?



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BREAKFAST



Breakfast with the Cabinet

February 11, 2020

7:30 a.m.

Twilight Ballroom

Dr. Gordon will discuss what was learned from SPIES and outline ways we will be engaging with the campus community going forward.



April

Board of Regents

Meeting

UPDATE



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