



Strategic PLANNING GUIDE

**Provided for the infrastructure of the
University “Urartu”**

Introduction

Strategic planning is an analytical and censorious process, which aims to provide the availability of the organizational vision. It is an initiative to realize organizational aims and problems, which has a certain format.

The efficiency of the strategic planning depends on the labour needs assessment of the staff of the University “Urartu” of Practical Psychology and Sociology (hereafter University) and on the priority of those needs. The effective strategic planning is a ground program of development and localization built in the result of the University’s staff cooperation, which gives the opportunity to outline clearly the potential (both human and material) necessary for the institution and their possible consumption paths.

The creation of this guide aims to stimulate the process of creating strategic plans for the University’s infrastructure based on the University’s strategic plan (appendix 1).

The availability of the strategic planning of the University’s infrastructure is necessary for realizing close cooperation and joint plans with both each other and different national and international institutions.

Any University plan can be carried out only in line with its consistently validated and clarified infrastructural plans (through proper documentation package).

Strategic Planning guide

The proper strategic planning should clearly identify all the possible ways and procedures of the strategic planning of the University’s infrastructure. Long-term purposes (three, five, ten year period) are defined there and the current problems are singled out, which must be realized.

The risks that are obstacles for realizing the aims are identified in the plan and the possibilities of neutralizing them are outlined.

Strategic planning is a periodical process which clarifies the path leading from the present situation to the situation outlined for the future. The strategic plannings can be periodically reviewed and improved taking into consideration the internal and external factors, the new changes in the educational field.

How to use this guide

The guide supplies systematic approach and process of the strategic planning creation.

The strategic planning is realized in the result of study, researches, analysis and discussion and only then is confirmed by the scientific council and/or by the Rector of the University. During the creation of the strategic planning each infrastructure and the representatives of those infrastructures can expect the advice of the corresponding employee of the Implementation and Internalization Department of Matenadaran’s projects.

The following points must necessarily be involved in the strategic planning:

- The organizational entity of the infrastructure
- Present actions' results (analysis of the situation)
- The intentions of development and the main directions
- The standards of the rating progress

These questions will let you to demarcate the infrastructure's scope of activities, development intentions, the mission and the ways and the possibilities of raising the rating of the infrastructure.

The table of the obligatory sections of the strategic planning

The strategic planning obligatory section	The content of the section (basically it assumes the answers to the given questions or the mentioned contextual elements)
1. Introduction	What do you intend to realize with the help of the strategic planning?
2. Description of the current situation	Which are the main minimum three strong sides of your infrastructure?
	Which are the main minimum three weak sides of your infrastructure?
	Which are the main minimum three possibilities of your infrastructure for reaching the aims?
	Which are the main minimum three threats concerning your infrastructure that can endanger the process of reaching the aims?
3. The vision, the mission and the aims	Define the vision and the mission of your infrastructure.
	Define the military aims of your infrastructure.
	Define software aims for your most important strategic aims.
4. The necessary resources	Describe both human and material resources necessary for realizing your strategic plans. Point out, which of them exist and what is necessary to create. Write down thoroughly what expenses are required for actualizing the plans.
5. The program of plan localization	Present the consecutive stages of the strategic project, the table of the main actions and the schedule.
6. Appendix. The methodology of the strategic planning	Describe the methodology of the strategic planning. How, by using what methods and

	in the result of what combinations of methods have you developed the strategic project?
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Description of the strategic planning obligatory sections

1. INTRODUCTION

The introduction is the target summary of the thoroughly described strategic project. In this part the importance of the strategic project infrastructure must be clearly described for realizing the complete strategic project of the University. It must shortly describe the main aims of the program, the implementation period, the ways and the procedures and the operation range. The Introduction must answer the following questions:

- How and what methodology was used to create the strategic planning? This is an accurate and a short description of the strategic planning's appendix.
- What will you realize through the strategic planning?
- What kind of important problems does the strategic planning solve?
- What would be the main achievements supposed to be actualized through the strategic planning?
- How does this infrastructural strategic planning contribute the realization of the University's strategic planning (appendix 1)? Which main conditions does it rise from?
- Which are the main elements of the strategic planning?
- Which are the necessary expenses for the realization of the strategic planning and in case of fund finding what achievements?
- What will be the achievements in the result of fund finding?

2. Description of the Current Situation

For writing this section, it is necessary to describe the organizational state of your infrastructure, the achieved results, strong and weak sides of the staff. In other words, the following questions must be answered:

- Who coordinates the infrastructure's works, how and with what human and material resources?
- What previous essential achievements did the infrastructure have, what obstacles were overcome and how?

2.1. How would you describe the organizational identity of your infrastructure?

This section of the strategic planning is essential. All the projects begin from the clarification of the organizational identity. Here is also important who coordinates the planning procedure.

In this section of the strategic planning are presented especially those beneficiaries who are included in the planning and planned procedures. The chart below is necessary to fill in order to show all the beneficiaries, also those, who are included in the planning procedure.

Beneficiary (mention all the possible beneficiaries by adding the lines of the chart)	Does he/she take part in the strategic planning procedure? Mark "yes" or "no".
Beneficiary 1	Yes <input type="checkbox"/> No <input type="checkbox"/>
Beneficiary 2 ...	Yes <input type="checkbox"/> No <input type="checkbox"/>
Beneficiary 3 ...	Yes <input type="checkbox"/> No <input type="checkbox"/>
Beneficiary 4...	Yes <input type="checkbox"/> No <input type="checkbox"/>

Note: The numer of the beneficiaries in the chart is changeable. In case of a separate infrastructure the number can be increased or decreased.

Note: The participation of all the beneficiaries in the procedure of strategic planning is not obligatory, but to single out them in the chart is essential. The beneficiaries who realize the planning procedure can be the representatives of other beneficiaries who do not take part in the planning procedure. In any case, it is necessary to clarify what organizational identity have the member beneficiaries of the strategic planning, also those whom represent the latters. This identitiy is analized from the view point of the infrastructures's strong and weak sides and also from the view point of the possibilities and dangers.

The provision of the beneficiaries' representativeness in creating the strategic project is important for viewing and considering the opinions of all the beneficiaries.

The information in this section supposes to answer to the following questions:

- Who we are? **Note.** Here the attention must be paid to the chart of the beneficiaries.
- Who must be added to the chart of the beneficiaries? What private, governmental, national, international organizations (the beneficiaries can also be infrastructures of organizations or individual representatives) can be added to the chart of the beneficiaries?
- What beneficiaries must by all means be added to the strategic planning procedure? Whose opinion is important to learn (via conversations, interviews, participation to the group-work)?
- Think and add to the chart of the beneficiaries who your outer and basic beneficiaries are that can seriously affect the implementation of your strategic project, or that are the main addressees of your project's implementation.
- What is the state importance of your infrastructure?
- Which are the formal responsibilities of your infrastructure and its staff? Where are these fixed: Regulation (Charter), law, procedures, etc?

- Which are not formal responsibilities of your infrastructure? What expectations do your partners have from your infrastructure?
- What are your values (for example, your infrastructure contributes to the protection of national values)?
- How do you see your infrastructure as a part of the University?

2.2. Analysis of the current situation

This section of the Strategic Planning must be presented by the help of charts. The textual paragraphs relating the theme can be stated above or below the charts, or it can thoroughly be missed. It is also possible to add one more column to the chart named “textual description”.

The main indicators of the infrastructure	State-activity indicator represents works that are accomplished, in process/ current, or planned for the future
Indicator 1	<input type="checkbox"/> accomplished <input type="checkbox"/> in process, current <input type="checkbox"/> planned for the future
Indicator 2	<input type="checkbox"/> accomplished <input type="checkbox"/> in process, current <input type="checkbox"/> planned for the future
Indicator 3	<input type="checkbox"/> accomplished <input type="checkbox"/> in process, current <input type="checkbox"/> planned for the future

Note: The number of the indicators in the chart is changeable. In case of a separate infrastructure they can be increased or reduced.

Infrastructure characteristics	Infrastructure characteristics state	Infrastructure characteristics state description
The infrastructure has a head who is legitimate to realize the strategic aims of the infrastructure and the university.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially yes, as certain works are done in this respect <input type="checkbox"/> No	
The infrastructure has formal working relations – signed agreements, memorandums with other outside the university organizations.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially yes, as certain works are done in this respect <input type="checkbox"/> No	
The infrastructure realizes joint projects (relevant documents are available) with other infrastructures of	<input type="checkbox"/> Yes <input type="checkbox"/> Partially yes, as certain works are done in this respect <input type="checkbox"/> No	

the university.		
The infrastructure has the necessary potential to create cooperative relations.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially yes, as certain works are done in this respect <input type="checkbox"/> No	
The financial resources are enough for the infrastructure's continuous development.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially yes, as certain works are done in this respect <input type="checkbox"/> No	
The infrastructure's leading specialists are skillful in finding the necessary funds for the infrastructure.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially yes, as certain works are done in this respect <input type="checkbox"/> No	
Other	<input type="checkbox"/> Yes <input type="checkbox"/> Partially yes, as certain works are done in this respect <input type="checkbox"/> No	

The other questions that are important for the formation of this part of the strategic planning, are the following:

- How the daily works of the infrastructure are systemized? Are the working descriptions of the infrastructure's staff clearly defined, how are distributed the responsibilities, and so on.
- How would you describe the infrastructure's present influence and authority?
- What relations does the infrastructure have that contribute the development and improvement of the works?
- How does your infrastructure obtain the necessary information from the scientific-investigational, organizational growth, fund finding view point?
- At present what material and human resources does the infrastructure have, which will contribute the implementation of the strategic project?
- Are there other infrastructures or other organizations in the University, which carry out the same functions of your infrastructure, or carry out activities alike? In this respect how would you describe the competitive or cooperative field?

2.3. Strong and weak sides

For understanding the infrastructure's organizational identification as well as for analyzing its present state, is necessary to differentiate the strong and the weak sides, which mostly refer to the intra-infrustructure environment.

The strong sides of the infrastructure help it to go on using its continual development opportunities, while the weak sides result in insurmountability of the possible dangers.

This part of the strategic planning must contain answers to the following questions:

- Which are the main three strong sides of your infrastructure?
- What other strong sides are there (ex. skillfull staff, financial, technical resources, governmental contribution/support, cooperators, etc.)
- Which are the three main weak sides of your infrastructure?
- What other weak sides are there (ex. absence of new personnel in the staff, scarcity of financial resources, disagreements in connection with the infrustructure's activity, etc.).

2.4. Possibilities and dangers

The possibilities and dangers mainly refer to the extra-infrastructural environment.

This part of the strategic planning must contain answers to the following questions:

- Which are the main possibilities of your infrastructure?
- For the development of your infrastructure with which companies or with whom do you seek interconnection and in what working fields?
- Which are the main dangers that threaten your infrastructure and its existence?
- Were there any ex-initiatives which your infrastructure failed to realize? Were there any planned works, which failed to be called into life? Which were the reasons of the failure? Do they still exist?

2.5. Specification of the strategic development steps based on the present situation

For the creation of this part of the strategic planning it is more advisable to fill in the chart below. For filling it in follow the instructions in the windows of the chart and replace them by the necessary information.

	Opportunities	Dangers
	State in brief the opportunities of the infrastructure. Write them in this part of the chart. Opportunity 1 ...	State in brief the possible dangers threatening the infrastructure. Write them in this part of the chart. Danger 1 ...
	Opportunity 2 ...	Danger 2 ...
	Opportunity 3 ...	Danger 3 ...
	Opportunity 4 ...	Danger 4 ...
Strong sides		
State in brief the strong sides of the infrastructure. Enroll them in the sections of the chart. Strong side 1 ...	In this part of the chart match the mentioned strong sides with the opportunities and form strategic steps. Step 1 ...	In this part of the chart match the mentioned strong sides with the dangers and form strategic steps. Step 1 ...
Strong side 2 ...	Step 2 ...	Step 2 ...
Strong side 3 ...	Step 3 ...	Step 3 ...
Strong side 4 ...	Step 4 ...	Step 4 ...
Weak sides		
State in brief the weak sides of the infrastructure. Enroll them in the sections of the chart. Weak side 1 ...	In this part of the chart match the mentioned weak sides with the opportunities and form strategic steps. Step 1 ...	In this part of the chart match the mentioned weak sides with the dangers and form strategic steps. Step 1 ...
Weak side 2 ...	Step 2 ...	Step 2 ...
Weak side 3 ...	Step 3 ...	Step 3 ...
Weak side 4 ...	Step 4 ...	Step 4 ...

3. Vision, Mission and Aims

The formulation of the mission and vision is the key process of the strategic planning, if they are not already formulated before the creation of the strategic planning.

The vision shows the future form of the infrastructure; it is the source of inspiration for the strategic planning and its frame. It answers to the questions “Where are we and where do we want to get?” For the appropriate formulation of the vision, it is important to have bright imagination and realistic predictions and ambitions. It is important to have some orientation and understanding towards the future, by keeping on mind that the vision is the unchangeable milestone of your organization or infrastructure.

The formulation of the mission must be brief but meaningful and must express the infrastructure’s activities final results and values; the mission expresses the reason of the infrastructure’s existence and contains the formulated answers of the main three questions – who, how and for whom?

In the process of the creation of this section of the strategic planning, it is necessary to pay attention to the following questions;

- What does your infrastructure want to reach both in long and short terms?
- Which are the limits of the desire?
- Does your infrastructure have measurable goals? How to find out the ways and possibilities leading to them, or how to know that they have already been realized?
- Are there any prior goals in your infrastructure?

3.1. Strategic goals

By means of strategic goals the infrastructure realizes its mission. There are long-term (from 2-5 years) lasting, short-term (lasting for several months only, half a year or a year). These goals must correspond to the overall policy of Matenadaran and to the strategic plan as well as must express strategic steps formed after the analysis of the strong and weak sides, possibilities and dangers of your infrastructure.

Long-term strategic goals sample table

Strategic goal 1
Example. Develop the resources of activities and provide their goals. Provide security and improve the infrastructure’s services so as to rise the level of the public awareness about it.
Strategic goal 2
Example. Develop the infrastructure management resources; specify the working descriptions by increasing the role of the information technologies in the infrastructure’s activities.

Strategic goal 3 informative
Create a database of the infrastructure's collaborators.

Short-term strategic plans are also called programmatic. From the point of view of strategic planning, the formulation of strategic aims is substantial. As a matter of fact, realization of each strategic goal supposes realization of a number of short-term strategic goals.

An example chart of short-term goals

Program aims consistent with the Strategic Goal 3
Program aim 1: Example: Develop a program based on the database.
Program aim 2: Example: Give the public representatives and employees of the university an opportunity to use the program.
Program aim 3: By using the program realize an analysis with the aim of publishing it.

3.2. Success measurement and monitoring

The successful implementation of the strategic aims is a systematic process. This is called a performance measurement. For the realization of these measurements the following questions should be answered:

- Which are the main indicators of success that can assure the collaborators of the infrastructure that the right ways are chosen for this activity?
- What activities must be realized for the achievement of each program aim? It is necessary to create plans of activities, which will be possible to realize by the help of Gant's chart.

An example of Gant's chart (the chart must be undergone the necessary changes, each month is planned by weeks, which are coloured in order to show the process of the realization of the activity).

	Month 1				Month 2				Month 3				Month 4			
Activity 1																
Activity 2																
Activity 3																
Activity 4																
Activity 5																

4. The Necessary Resources

For the realization of strategic goals are necessary technical and organizational resources. Some resources do not demand special efforts, but some demand planning and fundraising activities.

4.1. Organizational needs:

In this section of the strategic planning it is necessary to investigate the needed organizational/infrastructural changes for the strategic aims. In this section the following questions must be answered;

- Is the organizational change thoroughly reasoned and substantiated?
- How can the change be organized by the improvement of the infrastructure's management system, with the staff and the beneficiaries?
- What organizations do exist that have already faced such changes, how can their experience be exchanged and implemented?
- Are the existing resources used in such a manner in order to enable the efficient infrastructure changes?

4.2. Outer support

For the realization of each strategic planning, the support and influence of the "outer" environment towards the infrastructure is important: In this section the following questions should be answered:

- How much does your infrastructure know about other infrastructures or about national and international structures and how much do they know about you?
- Especially what kind of support does your infrastructure need?
- Who are your main supporters?

4.3. Organizational and controlling procedures

For the realization of the Strategic planning work division and scheduling is of utmost importance, and based on them are realized the other works. In this section it is important to think over the following questions:

- How is the work divided between the staff of the infrastructure?
- Does the staff have clear work description?
- Do the members of the staff follow the schedule?

4.4. Policy

Taking into consideration the human and material resources of the infrastructure, it is necessary to regularly substantiate the realization of new projects or the putting forward of new strategic goals. In this section it is important to think over the following questions:

- Are there developed policies for each function?
- Is every project package regularly enriched with the necessary documents?
- Has the infrastructure defined the procedure of the scope of activities review? How often will it review its strategic project?

4.5. Staff

An important characteristic for each infrastructure is the quality of its staff. In this section it is important to think over the following questions:

- What main qualifications do the members of the staff have?
- What kind of voluntary work needs the infrastructure?
- What qualities must the candidates have to be enrolled into the staff?

4.6. Expenses

It is very important to define the expenses for the provision of a successful planning process. In this section the following questions should find their answers:

- Which is the general scope of expenses?
- What basic program expenses are planned depending on the program aims? Does every project have a documentally fixed and confirmed budget?

4.7. Assessment of risks

The assessment of risks helps to identify those challenges which may negatively affect the activity of the infrastructure.

- How does the infrastructure identify the problematic points of the activity?
- What mechanisms are developed for the neutralization of the problematic points of the activity?
- How the efficiency and influence of the implementation of the organization's programs is assessed.

5. The Plan Localization Project

In this section the concrete steps are pointed, phases and activities by which the strategic planning will be realized. In creating this sub-section, it is important to show phased approach.

Note: In this section of the Strategic planning the generalized interpretation of its stages is given, and their peculiarities would be expressed in the documents, project packages, etc., created during the implementation of those stages.

5.1. Localization of the project aims

Here the ways of localization of the aims mentioned in the project must be introduced, and how the project aims would be implemented. It is important to pay attention to the grouping of the consistent projects and project aims and to the preconditions of their efficient realization by mentioning who is responsible for every project planned.

5.2. The main stages and key points of the project implementation

Here it is important to combine the projects of separate activities (the information is posted in the section 3.4) visualizing the full implementation of the strategic planning. In this section it is important to pay attention to the following questions:

- Are there any opportunities of co-financing and project cooperation?
- Are there any similar planned project activities that can be combined or implemented together?
- Which are the deadlines of all the planned activities, are they realistic and don't they hinder one another?

5.3. The budget planning

It is essential to visualize the circulation of the financial resources in the infrastructure. Here it is better to bring forth a tangible, numeric expression (an Excel chart of the budget must be created, where in detail would be introduced the co-financing, the state budget financing, salary fund, the necessary sum for the technology or other materials of each project).

5.4. The best experience examination

In this section it is necessary to present the best experience of the strategic planning of your infrastructure. Give links of the relevant sites or organizational documents.

5.5. Publicity and information dissemination

In this section must be inserted information on what public groups the infrastructure wants itself to be known and how.

APPENDIX: The Methodology Of Strategic Planning

Here must be presented how the whole process of strategic planning was realized. For example, the following must be presented:

- Who did you consult with?
- What organizations did you cooperate with and how?
- What materials did you use?
- How did you specify the strategic aims? Did you do that by means of group-discussions, or maybe by work division and individual works?
- What methods did you use to obtain information?

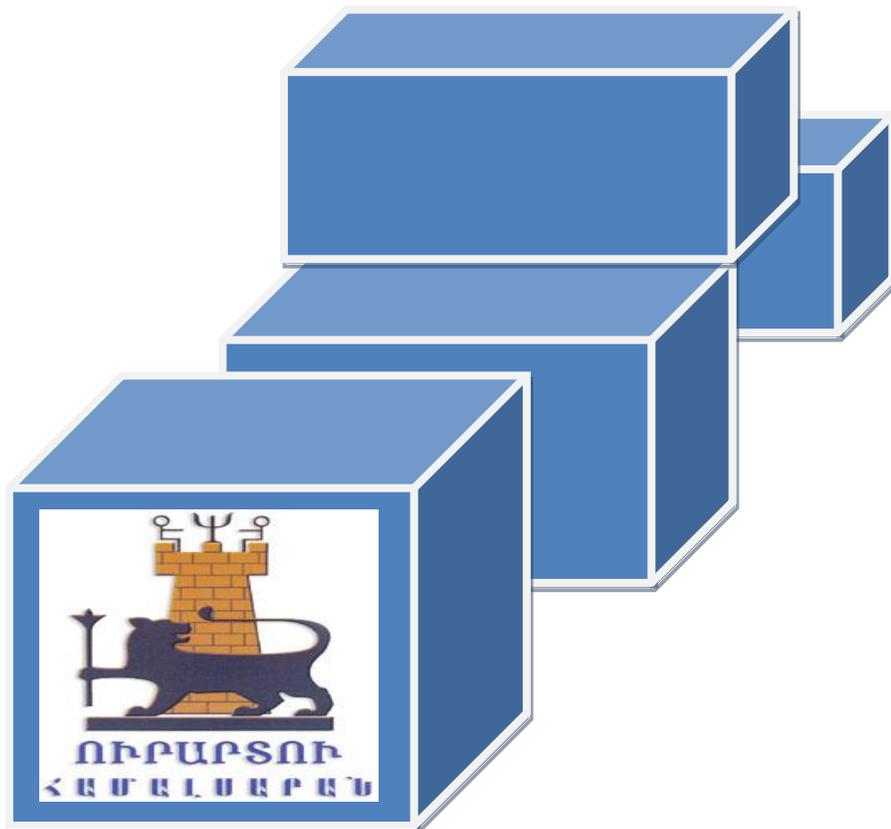
In this section it is also necessary to fill in the following chart:

Who was described in the planning process? First name, Second Name, Last name	What contributions did they make in the planning process? (Ex. carried on surveys, analysed documents, organized group-decisions, participated in the discussions, etc.)

Strategic Project

2013-2015 year.

Name of the Infrastructure



Is confirmed by the head of the infrastructure department –
Name/Second name/last name

Date

Signature _____

1. INTRODUCTION

2. Description of the Current Situation

- 2.1. The organizational state of your infrastructure.*
- 2.2. The present state of the infrastructure.*
- 2.3. Strong and weak sides.*
- 2.4. Possibilities and dangers.*
- 2.5. Specification of the strategic development steps based on the current situation.*

3. Vision, Mission and Aims

- 3.1. Strategic aims.*
- 3.2. Success measurement and monitoring.*

4. The Necessary Resources

- 4.1. Organizational needs.*
- 4.2. Outer support.*
- 4.3. Organizational and control procedures.*
- 4.4. Policy.*
- 4.5. The staff.*
- 4.6. Expenses:*
- 4.7. Estimation of risks.*

5. Localization of the Project

- 5.1. Localization of the Project goals.*
- 5.2. The main stages and key points of the project's implementation.*
- 5.3. Budget Planning.*
- 5.4. Examination of the best experience.*
- 5.5. Publicity and information dissemination*

Appendix: The Methodology Of Strategic Planning

Definition of the main concepts

Vision – Description of goals planned for the future by the institution (infrastructure), and it is expressed by realization of those goals.

Mission – written form that expresses the main goal of the institution's infrastructure activity, which remains unchanged during the time. The mission differs from the vision, because the vision is the desired prospective of the mission.

The main indicators of the activity – those main units which show the implemented steps in the main spheres of the institution's infrastructure.

Beneficiary - a person, a group, or an organization that is interested in or connected with (practically, socially, etc.) the institution's infrastructure. The beneficiary can influence/be influenced the organizational activities of the infrastructure/by the organizational activities of the infrastructure, the policy/by the policy, the goals/by the goals. There are outer and inner beneficiaries. One of the inner beneficiaries of an institution is, for instance, its staff. An outer beneficiary is, for instance, the Government.