

Field Reference Sheet

Service:	Strategic Planning	Industry:	Higher Education
Company Profile	This Medical College was providing national certification to practitioners as well as training modules for non-certified and general public education and awareness		
Business Problem:	After years of operations and a solid diversification, the College was facing a slump in registrations (common in the industry), too many simultaneous goals and a tightening of the regulatory context for Higher Education. There was a need to refresh the Strategic Plan and adjust to the new reality.		
Solution:	<p>After considering the input from various stakeholders, staff, Board and the community, it was decided to recreate a fresh Strategic Plan tightly coupled with reviewed Mission and Objectives. Simplifying and bringing more concise language in the Mission and Objectives allowed clearer programmatic structure. The prioritization of the programs and projects, along with a definition of tangible goals to be achieved for each was mapped back to the original Charter. Metrics attached to each program ensured compliance with regulatory mandate, and members of the Board were tagged to each Strategic Initiative or Program to ensure support and visibility.</p> <p>Comments from stakeholders were categorized and analyzed for their alignment with the Charter and Mission, feasibility and consistency with the ongoing strategic direction. Whenever applicable, they were reflected or integrated into existing Programs, or included into</p> <p>Duration of effort: 2 ½ months</p>		
Benefits:	The new Mission and Goals as well as the new Strategic Plan were approved by the Board and the plan execution started right away. With less initiatives being undertaken in the same time, the Sponsors and Program Directors were able to better focus, allowing for making rapid progress in major strategic areas within the first year of the launch.		
Additional Context:	<i>The new Plan was initiated as the Higher Education industry was facing a tightening of rules and scrutiny, following a series of missteps and for-profit excesses in existing colleges and universities. In the same time, the medical field was struggling to adapt to a new healthcare landscape and the erosion of traditional medicine practices caused by integrative disciplines (e.g.: Homeopathy, Oriental) and new technologies (e.g.: Stem Cell).</i>		