**ROADMAP FOR STARTEGY DEVELOPMENT**

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| **Activity** | **Timeframe** | **Comments** |
| **INITIATION OF THE PROCESS** |
| Establish **Strategy Group** consisting of vice rectors, advisors and deans (not more than 15 people).Strategy Group responsibilities:* Approve work plan and timeframe
* Assign Strategy coordinator (deputy)
* Agree on the Strategy: vision, mission, priority goals and indicators
* Oversee the process of strategy development
* Approve the Strategy
* Decide on the monitoring mechanism
 |  | It is important to involve all key stakeholders into the process to avoid confrontation in the future. However, if you decide to have smaller Strategy Group e.g. from vice rectors and advisors, it is very important to organize separate sessions with deans. Those sessions can focus on SWOT analysis or/and ideas for the vision or/and values. |
| Rector assigns **Strategy Coordinator** and **supporting team** (2-3 persons helping with organizational issues, finding and analyzing information, taking notes, summarizing & preparing materials) |  | Strategy Coordinator would be organizing and leading entire process of strategy development. Strategy coordinator should be entitled to ask for support of Department heads. |
| First working meeting of the Strategy Group:* Agree on responsibilities of the group
* Agree on the work plan
* Decide on the parameters for situation analysis
* Agree on peer Universities to be analyzed (select two or three universities you see as your peers)
* Decide on the moderator of the sessions
 | 2 hours | Strategy Coordinator should propose to the Group the outline of responsibilities, work plan, parameters for situation analysis. |
| **PREPARATION OF THE STRATEGY** |
| **I. Strategic session on vision & stakeholders*** Carry out stakeholder mapping
* Review of the situation
* Brainstorm and agree on Vision, Mission and impact indicators
 | 4 hour session with coffee break | Establish clear rules of the session: timing, duration of comments (no longer than three minutes), non-criticizing environment, all suggestions are welcome.  |
| **II. Strategic session on strategic issues &** **priorities, indicators*** Discuss and agree on priority goals and indicators
* Assign owners/group leaders to work with priority goals
 | 4 hour session with coffee break | Group leaders are assigned to lead working groups, carry out focus discussions with stakeholders, develop proposals for Strategy Group  |
| Group leaders working with groups to discuss goals, propose objectives and indicative actions. | At least 1.5 month break to work out suggestions | Carry out focus group discussions/interviews with relevant stakeholders, analyze experience of peer universities, collect ideas.  |
| **III. Strategic session on objectives & tentative actions (2-3 goals)** | 2-3 hour session | Strategy Group would discuss proposals developed by group leaders on objectives & tentative actions |
| **IV. Strategic session on objectives & tentative actions (2 – 3 remaining goals)** | 2-3 hour session |  |
| **V. Strategic session to finalize the strategy, agree on action plan and monitoring mechanism** | 2-3 hour session | Group leaders finalize their proposals based on the comments and suggestions provided by the Strategy group |
| **COMMUNICATION OF THE STRATEGY** |
| Communicate the progress of strategy preparation to University community on constant basis |  | Community should feel that they are part of strategy development and they know what’s happeningThink about some simple surveys to ask opinion of community members/ or organize voting for priorities  |
| Present the strategy to academic community, students and have separate meeting for your external stakeholders |  |  |
| Give an interview to TV, radio to communicate the strategy for broader community |  |  |