



STRATEGIC PLAN

Key Planning Terms

- ▶ **Key Themes** = Areas of direction and thrust that are critical to long-term CQIN success; categories of Strategic Objectives and Measures
- ▶ **Strategic Objectives** = Broad statements of what CQIN is trying to achieve; accomplishment of these objectives contributes to achievement of the vision
- ▶ **Action Plans** = Specific initiatives, activities, programs or events that lead to successful attainment of the Strategic Objectives
- ▶ **Measure** = A standard used to evaluate and communicate performance against expected results; normally quantitative in nature; helps CQIN gauge progress toward effective implementation of strategy
- ▶ **Mission** - who we are, what we do, who we do it for; establishes focus and constraints
- ▶ **Vision** – where we want to go in the long-term; what we want to be; something to strive for; short, easy to remember phrase is best
- ▶ **Values** – guiding principles that shape the behavior and expectations for all members and representatives of the organization; often require further definition to ensure what each value means in terms of expected behavior; should be a relatively short list that people can remember

Mission

CQIN is a CEO-driven organization committed to building stronger colleges through learning partnerships

Vision

Higher education's best resource for continuous improvement

Values

- We strive to be on the cutting edge
- We are a learning organization
- We seek to continuously improve and innovate
- We value the pursuit and sharing of best practices
- We are responsive to the needs of our members
- We value engaged and active members

Key Theme	Strategic Objectives	Action Plans	Owner(s)
Knowledge Transfer	1.1 – Plan and conduct an annual Summer Institute to provide high value learning and knowledge sharing for the membership	1.1.1 – Select theme, location and key learning partners at least 12 months in advance	Executive Team
		1.1.2 – Develop and implement a project management plan to ensure a first class event	CQIN Staff
	1.2 – Further develop learning partnerships with business and industry, quality award recipients, and member colleges to provide a sound basis for high value learning and sharing	1.2.1 – Design and deploy a process to identify and evaluate potential learning partners formally on an annual basis and informally throughout the year, and select those to engage with	Executive Team and CQIN Members
		1.2.2 – Foster relationships with those learning partners selected so they are willing to support CQIN objectives when needed	CQIN Staff
	1.3 – Provide support to member organizations as they proceed along their quality journey	1.3.1 – Develop and implement a plan to specify what type and level of support will be provided ranging from design of processes through accreditation and application for the Baldrige Award	Executive Team and CQIN Members
Member Engagement	2.1 - Increase member engagement such that every member organization plays an active role in achieving CQIN objectives	2.1.1 – Communicate to all current and prospective members that they have equity ownership responsibilities as a CQIN member	Dan Phelan
		2.1.2 – Create and implement a new member orientation program to ensure all new members understand their responsibilities	Lee Rasch
		2.1.3 – Develop and implement a mentorship program to allow high	Lee Rasch

		performing members to share their knowledge with and guide others	
		2.1.4 – Ensure that member organizations understand the value of team-based learning and employ the concept before, during and after the Summer Institute	CQIN Staff
	2.2 - Increase participation in the Summer Institute to at least 80% of member organizations annually	2.2.1 – Research why members do not attend the event and act on the findings	CQIN Staff
		2.2.2 – Ensure each Summer Institute provides a high value learning experience and is marketed effectively	CQIN Staff
Operational Excellence	3.1 – Grow organizational resources and position CQIN to allow for effective execution of the mission	3.1-1 – Increase membership to at least 50 organizations	Scott Epstein
		3.1-2 – Develop additional revenue streams	Executive Team and CQIN Staff
		3.1-3 – Explore the creation of a full-time staff position	Executive Team
	3.2 – Implement management procedures within CQIN that align with those that we advocate our members to follow	3.2.1 – Define and gain approval for the CQIN mission, vision, and values	Executive Team and CQIN Members
		3.2.2 – Enhance the measurement system to ensure the ability to understand performance over time	Executive Team
		3.2.3 – Develop and deploy process management methods	Executive Team and CQIN Staff

Measures and Targets

<u>Key Theme</u>	<u>Measure</u>	<u>2010 Target</u>
Knowledge Transfer	Participant Feedback	TBD
	Attendance at the Summer Institute	300
	# of Post-Institute Engagements	TBD
Member Engagement	% of Members Engaged	100%
	Member Participation in the Summer Institute	80%
Operational Excellence	# of Members	50
	Fund Balance (# Months Expenses)	3
	Summer Institute ROI	10%