

School for Advanced Research  
Strategic Planning Committee Charter  
March 8, 2013

- Objective(s):** To develop a Long Range Strategic Plan, secure Board agreement, assist in implementation, monitor progress and work to continually improve.
- Need:** There is currently no strategic plan for the organization. A plan is needed to provide consistent focus and direction to the organization over time, and help assure all constituencies are aligned as to the work to be done.
- Scope:** The following strategic plan components are in scope:
- Vision – where we are today/where we want to be in X years?
- Mission – what’s basic purpose of the organization that supports the vision?
- Objectives – what broad outcomes do we seek to fulfill as part vision?
- Goals – what specific short term targets must we hit to deliver the vision?
- Strategies – how get there, what paths pursue, what behaviors change?
- Measures –can we measure, how define success/accountability?
- Organization – are we organized/structured to get the work done?
- Goal(s):** To develop and secure Board agreement to a Strategic Plan (7 components shown above) at the February 2006 Board meeting, to successfully implement the plan and to continuously improve the plan to reflect learning as we go.
- Strategy(ies):** To engage in a series of meetings to dialogue and register input on the process and the outcomes (each component). The actual writing of the plan will take place between meetings by designated individuals, with iterative drafts presented to the entire committee for additional input. We will not endeavor to write the document in the meetings. Once the plan is developed/agreed, the meetings will focus on implementation, monitoring progress, and continuous improvement.
- Measures:** To deliver the aforementioned goals on time.
- Resources/Roles:** Committee membership should reflect a broad diversity of both staff and board views. While the staff will ultimately be held accountable for delivering the plan, Board support will be critical to that process. To the extent that incremental resources are needed we will adopt a “pay as you go” philosophy since there is no significant contingency reserve available for investment spending.