



Methodology for Strategic Planning

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“Approved”

Rector of the Georgian Aviation University

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Statement # _____

Georgian Aviation University




Methodology for Strategic Planning

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i. Revisions

Implementation of any Revision can only be performed through participation of the Head of Quality Manager and Governing Board. No revision will have legal power, unless it is reviewed and approved.

Created by:	Approved by:
Head of Quality Manager	Rector
Date:	Date:

Deleted Pages				Added Pages			
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2 Documentation Control

Control of documentation is provided by the rules and procedures written in the Quality Manual of Georgian Aviation University. The aim of rules and procedures is to create system to identify and use all documents easily by employees within the organization. All documentation must be created, and storage by the format and terms indicated in Quality Manual. These procedures will establish effective system to create, renew and share documentations easily.

Document Distribution List

Organization	Format	Copy N:
Quality Service	Hard Copy	Master Copy
Quality Service	Electronic Version	Electronic Version
University Web Page	Electronic Version	Electronic Version



3 Introduction

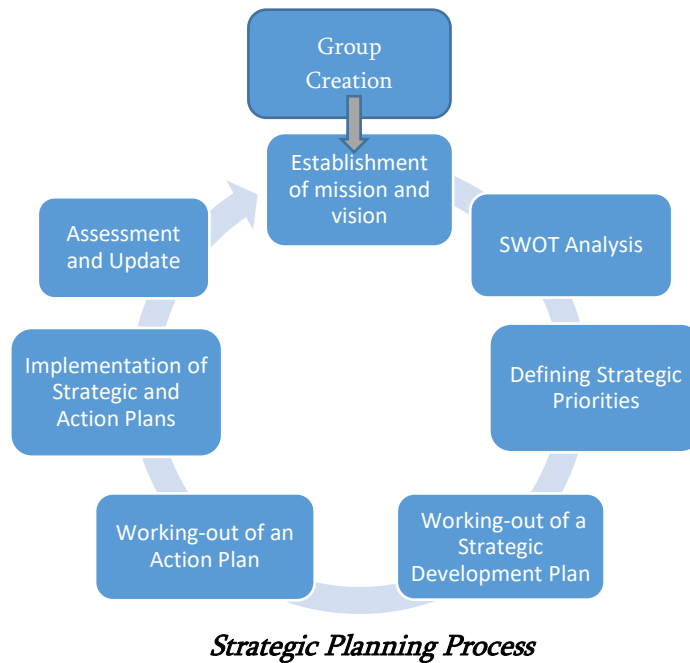
1. The goal of the methodology is to facilitate the effective management of the strategic planning process at the Georgian Aviation University, which includes the working-out of strategic development and action plans, continuous assessment of their implementation, and organizational management based on the assessment results.
2. The effectiveness of the strategic planning process is stipulated by the above methodology, the integral components of which are described below.

4 Strategic Planning Model Selection

1. This methodology is based on the understanding of commonly recognized models of strategic planning and the principle of selecting the optimal model.
2. There are various models of strategic planning, including a top-down or autocratic approach to plan development, an inclusive or problem-oriented approach, etc. None of them represents a perfect model. A compatible model or hybrid model is selected based on the institution's resources, organizational culture, and external factors.
3. The strategic planning model is selected from the well-known strategic planning models (see Annex 1 for details), such as:
 - Conventional/Contractual Strategic Planning
 - Issue-Based Strategic Planning
 - Organic Strategic Planning
 - Real-Time Strategic Planning
 - Alignment Model of Strategic Planning
 - Inspirational Model of Strategic Planning
4. The decision on selection of the optimal planning model is made before each strategic planning cycle, taking into account available resources and external factors.

5 Strategic Planning Methodology

1. As a result of assessment of the resources owned by the Aviation University, variable external factors, and internal organizational culture we should take into account the following:
 - University resources allow a small team to study external factors, process statistical data, assess risks, and perform problem-based analysis;
 - The University has the human resources with the appropriate qualification required for strategic planning;
 - University management is informed and prepared to commence working-out a strategic development plan.
2. Taking into account the existing factors, it is advisable to combine the 4th and 5th models and use a hybrid model in the strategic planning process, which involves guiding by the following methodology in strategic planning:



Phase 1. Creation of a Strategic Planning Group

- The Strategic Planning Group (hereinafter referred to as the Group) is led by the University Rector, the composition of which, in addition to representatives of the governing body for strategic planning purposes, includes students, alumni, employer, academic staff, and executives responsible for issues related to finance and quality. (1)

Phase 2. Establishment of Mission, Vision and Values


- Identification of target groups to generate ideas and their survey (2)
- Familiarizing the group with the results (3)
- Development of a vision based on which the existing mission will be reviewed and a statement of values will be developed (4)

Phase 3. SWOT Analysis

- Assessment of the University activity performance by the Key Working Group (5)
- Environmental and Employer Requirements Analysis by Key Working Group (6)
- Submission of results to the group and SWOT analysis (7)

Phase 4. Defining Strategic Priorities

- Defining long-term strategic priorities by the Board. (The strategic development plan should be for 7 years and include a long-term vision for the role and place of the University) (8)

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Phase 5. Working-out of a Strategic Development Plan

- Formulation of strategic goals, objectives and activities by the Key Working Group based on strategic priorities, and defining the performance indicators (KPI) (9)
- Submission of a working version of the strategic development plan to the group (10)
- Segmentation of target groups and their familiarization with the working version of the strategic plan and getting feedback (11)
- Sharing information received from target groups with the group (12)
- Working-out of the final version of the strategic development plan (13)

Phase 6. Working-out of Related Plans

- Working-out of a detailed action plan based on a strategic development plan (14)
- Informing all parties concerned about strategic development and action plans (15)
- Working-out of mechanisms for monitoring and assessing the implementation of strategic and action plans (16)

Phase 7. Implementation of the strategic and action plans

- Implementation of the strategic development and action plans (17)

Phase 8. Assessment of the Implementation of the Strategic Development Plan

- Reviewing the strategic development plan once a year and amending it, as needed, based on the assessment results (18)
- Sharing information with the University members (29)



6 University Mission, Vision, Values

1. As the goal of strategic planning is to link missions, visions, goals and resources together, it is important that all the University members have a common vision of the direction which the University should develop in.
2. **Mission** is the basis for creating a strategic plan. The mission understandably and simply describes why the Aviation University exists and what is purpose of its activities.
3. The mission does not have to be extensive. It is a kind of motivational statement about what the University intends to achieve and what is the expected result of its activities.
4. **Vision** is the ultimate point that the University must reach after the expiration of the strategic plan.
5. The vision must be motivating and achievable. It is the most important component of the strategic plan and determines the University strategic position/place in the future. As a rule, the strategic vision comes from the University Rector.
6. Mission and vision are two extreme points of the University perception, on the basis of which a strategic development plan is created.
7. **Values** describe what the University exists for and how it intends to carry out its activities. Clear emphasis on the values that each University member serves in his/her work are made in the Statement.

7 Review and Revision of the Strategic Planning Methodology

1. After 5 years from the implementation of the Strategic Development Plan, the Quality Assurance Office is obliged to assess the effectiveness of the Strategic Planning Methodology and submit a report to the Governing Board, which will provide the assessment results for the next stage of the Strategic Planning.



8 Annex 1

8.1 Strategic Planning Models

8.1.1 Model 1. Conventional/Contractual Strategic Planning

1. This model is the most common model, though not suitable for all organizations. It is ideal for organizations having sufficient resources to establish and implement ambitious vision and goals. External factors/environment are relatively stable; a lot of issues are not emphasized together. This model includes the following phases:
 - 1.1. Establishment of mission, vision and values;
 - 1.2. Review and analysis of external and internal organizational factors;
 - 1.3. Choosing multi-year strategic goals;
 - 1.4. Working-out of an action plan;
 - 1.5. Development of related plans such as staff, infrastructure, marketing and financial plans;
 - 1.6. Allocation of activities between strategic and action plans.

8.1.2 Model 2. Issue-Based Strategic Planning

1. This model works well for organizations having limited resources, having many current and key issues to address, and having limited capability to achieve ambitious goals. This model includes the following phases:
 - 1.1. Identification of 5-7 issues placed on the organization's agenda;
 - 1.2. Proposal of an action plan on these issues for the next 1 year;
 - 1.3. Reflecting of this information in the strategic plan.

8.1.3 Model 3. Organic Strategic Planning

1. The conventional model is in some cases considered as an overly linear and configured model. This approach is more justified given the static and predictable environment and activities. Some people believe that organizations are powerful and dynamic systems that are constantly changing, and a plan created by conventional planning can suddenly soon become out-of-date.
2. The organic model is based on the idea that a long-term vision is achieved by working together with this vision in mind, although the team members have more freedom to achieve this vision in their work. This model includes the following phases:
 - 2.1. Establishment of a long-term vision and values with the high involvement of the organization's employees;
 - 2.2. Each person leaves this vision by choosing at least one realistic activity that he/she will perform to achieve the vision before the group meets again, for example in 1 or 2 months;
 - 2.3. Group members meet regularly to share reports on steps taken and activities implemented and what they have learned during this period. The vision can be revised and clarified during this period;
 - 2.4. Sometimes, a list of completed and planned activities is included in the strategic plan.



8.1.4 Model 4. Real-Time Strategic Planning

1. This model is designed for groups of people believing that organizations are changing and that long-term static plans are irrelevant. Experts in this category argue that planning should be done in real-time. This model is tailored for organizations the external factors and environment of which change frequently. This model includes the following phases:
 - 1.1. Development of a mission, vision and values;
 - 1.2. Selection of researchers who will study the environment outside the organization and, as a result, analyze the opportunities and risks the organization face;
 - 1.3. Submission of this list to the governing body for strategic thinking and reviewing;
 - 1.4. Selection of researchers to assess the effectiveness of the organization's internal activities, and presentation of the strengths and weaknesses of the organization's work, as a result;
 - 1.5. Submission of this list to the management board for review and making of SWOT analysis.

8.1.5 Model 5. Alignment Model of Strategic Planning

1. The main purpose of this model is to provide a strong alignment between the internal operations of the organization and the overall (strategic) goals. This model includes the following phases:
 - 1.1. Development of a common goal for alignment;
 - 1.2. Analyze - which internal operational activities are directly related to achieve this goal and which are not;
 - 1.3. Setting a common goal to more effectively align the goals of the activities to be performed, methods of achieving the goal may include organization's activity management models, e. g. business process reengineering or quality management models such as TQM or ISO models;
 - 1.4. Reflection of the information in the strategic plan.
2. Like issue-oriented planning, many people may argue that this model is a model of real internal development rather than strategic planning. Some may argue that the model is too strategic because it allows the organization to position itself for more successful planning.

8.1.6 Model 6. Inspirational Model of Strategic Planning

1. This model is sometimes used when there is very little time for planning, and the development of a strategic plan is necessary. This model includes the following phases:
 - 1.1. Assembling a key team of governing board members and employees for planning;
 - 1.2. Imagining an impressive vision - modifying the formulation of the mission, using powerful and "impressive" words;
 - 1.3. Brainstorming on ambitious, far-reaching goals that will effectively work on consumer psychology;
 - 1.4. Reflection of the vision and goals in the strategic plan.
2. The use of this model is associated with certain risks. Eventually a plan may be created that is unrealistic and will not have a strategic effect on the organization's activities.