

## A'Sharqiyah University Policy

### STRATEGIC AND OPERATIONAL PLANNING POLICY

<b>Policy name</b>	Strategic and Operational Planning Policy		
<b>Policy number</b>	GV0003		
<b>Contact Person</b>	Director of Planning & Development Department		
<b>Approval Authority</b>	Board of Trustees		
<b>Date first approved</b>	25 March 2018	<b>Last substantive review</b>	7 January 2021
<b>Policy Review Cycle</b>	Every three years	<b>Next review</b>	March, 2024

## 1. Definitions

<b>Terms / Abbreviations</b>	<b>Definition</b>
Strategic Plan (SP)	A long term plan/ document that contains key strategic objectives/ commitments of the University or the unit which is developed to achieve the vision & mission of the University. Generally the Strategic Plan is for five years.
Operational Plan (OP)	A short term plan/ document that contains the operational objectives of the University as well as the units which is developed to support the implementation of the long term strategic objectives and more immediate objectives of University and the units. Generally the operational plan is for one year.
Unit	Units in the University that at present are required to prepare operational plans include: Offices of the VC, DVCAAR, DVCRIS, Colleges and Non-academic departments.
Strategic Theme / Domain	A major strategic priority of the University within the strategic plan.
Strategic Sub-domain	A dimension within a strategic domain.
Division Leader	The person responsible to lead the development, implementation, and monitoring of strategic initiatives within relevant areas of the strategic plan. ASU has three division leaders: VC, DVCAAR, and DVCRIS.

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Initiative Leader/Owner	Initiative Leader is a person or an entity in charge of particular initiatives in the strategic plan. Initiative Leader works with the division leader.
Initiative Member	Initiative member is the person associated with the team responsible to implement the initiative. Initiative member works with the Initiative Leader/Owner.
Weighting	the weight assigned to each initiative in the operational plan for evaluation purposes.
Business Case / Project	A detailed document that describes the functional and financial details about each initiative / group of initiatives under each theme/ domain. Generally, a business case is developed for an initiative that requires an additional budget that exceeds 5,000 OMR.
Strategy Review & Execution Committee (SREC)	A standing committee that represents the authorized body whose main function is to monitor and evaluate the implementation of the University's strategic plan. The Committee is also responsible for undertaking regular reviews of the strategic directions of the University and to make appropriate recommendations to the Vice Chancellor.
Scorecard	A document that contains annual objectives, initiatives, measures, and targets of the unit and individual levels. This is drafted based on the University strategic plan.
Planning & Development Department (PDD)	PDD is responsible for all planning and development activities including the development, review , and monitoring of strategic planning as well as the development of relevant policies and procedures, in close collaboration with unit heads.

## 2. Purpose

The purpose of this policy is to set outlines for drafting / revising strategic and operational plans for the University and its units.

## 3. Scope

This policy applies to the University and to all its units.

## 4. Policy Statement

- The University develops its strategic objectives/commitments in line with its vision, mission and strategic priorities.
- The University establishes mechanisms to monitor and review its plan progress.

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- The University ensures that all procedures, processes and documents related to the strategic and operational planning are consistent.

## **5. Key Stakeholders**

Board of Trustees (BOT), Board of Directors (BOD), University Academic Board (UAB), academic & non-academic units, strategic planning committees, faculties, staff & students are the key stakeholders of this policy.

## **6. Procedures and Guidance**

### **Balanced Scorecard Approach**

University shall use a variation of the Balanced Scorecard approach for formulating its strategies and their executions. SREC shall propose new domains, objectives/ commitments, initiatives, measures, and targets in the strategic and operational plans, which in turn will be presented to the UAB and the Boards for their approval.

### **Annual Operational Plans:**

The long-term (five year) strategic plan is implemented through annual operations plans. There will be operational plans for each unit within the University.

Weighting, budget, target, implementation time line, individual or a group of individuals responsible for each action are fixed in advance at the time of the plan approval.

### **Plan Performance Review**

Performance review of the strategic plan is monitored through the periodical performance reports submitted by the unit leaders in close coordination with the division leaders. Revision (execution and review) of the strategic plan and unit operational plans is conducted annually. All elements of the plan are reviewed in the annual revision process of PDD except the vision, mission and values. A comprehensive revision of the plan is conducted in every five years, where the vision, mission and value statements are also reviewed.

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Performance of operational plans is monitored through biannual performance review reports prepared by the units' heads.

#### Weighting

Each theme, perspective, objective, measure, initiative and action in the strategic plan and the operational plans are given due weighting for the purpose of performance evaluation.

#### Time Line Chart

Unit leaders prepare the timeline charts that illustrate the implementation schedules of their strategic initiatives and submit them to their division leaders for approval. PDD will collate them to develop the overall time line chart of the University strategic plan.

#### Standard Templates

All units will use the approved templates for drafting / revising the strategic plan, scorecards and operational plans, performance reports, and timeline charts. The templates shall be revised annually. UAB shall approve the templates. All templates will be accessible to all relevant stakeholders.

#### Strategic and Operational Review Cycle

**a) Strategic Plans:** Strategic Plans are drafted for five years and the following cycle is used for implementation /review/ revision purposes.

Period	Per Semester	Annually	In Five Years
Responsibility	SREC	SREC, UAB & the Boards	SREC, UAB & the Boards

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<b>Functions</b>	Reviews the progress and currency of the strategic plan.	Revises the plan according to the changes proposed in the review meetings.	Revise the vision, mission, values and objectives of the plan.
	Recommends suggestions in the strategic plan.	Revises strategic objectives/ commitments, measures, targets and initiatives.	
		Prioritizes the strategic objectives/ commitments	

### b) Annual Operational Plans

Operational Plans are drafted according to the schedule determined by SREC and the following cycle is used for implementation /review/ revision purposes.

Period	Per Semester	Annually
<b>Responsibility</b>	Division leaders, Unit Heads, SREC	Division leaders , Unit Heads, PDD, Line Manager, SREC, UAB & the Boards
<b>Functions</b>	Reports periodical achievement progress	Reviews the achievement progress for the academic year  Reports the overall progress for the duration

Plan awareness by the stakeholders is critical in formulation and implementation of the strategies at various levels. University uses different means of communication for this purpose such as: consultations, workshops, training sessions, department / board meetings, presentations, students' orientation programs, staff induction programs, sharing in the Share Drive etc. This ensures proper involvement of all stakeholders in the strategic planning and execution process.

## 7. Reference:

1. Kaplan, R. S., & David, N. P. (2008). *The Execution Premium*. Boston: Harvard Business Press.
2. Niven, P. R. (2007). *Balanced Scorecard Step-by-Step Maximizing Performance and Maintaining Results*. John Wiley & Son Inc. .

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#### 8. Revision History

Version	Author/ Reviewer	Revision(s) made and justification	Date
1	Planning and Development Department	The policy was revised to reflect changes in ASU's organisational structure, such as the establishment of the Planning and Development Department, as well as the merging of the Strategic Review and Strategic Execution Committees. There were also revisions to the policy's procedures and guidance, such as the balance scorecard and review cycle.	7 Jan 2021
2	Planning and Development Department	Annual Review	9 May 2021