



SECTION 14

STRATEGIC PLANNING

(Updated November 2016)

NUMBER 14.1 STRATEGIC PLANNING

EFFECTIVE: NOVEMBER 2016

POLICY

The primary purpose of Strategic Planning is to assist the INFORMS Board and Staff in identifying long-term trends and needs affecting the profession, defining areas of focus for INFORMS and its communities, and recommending goals and initiatives for addressing these needs. Goals are intended to provide focus for where the Institution wants to be in three to five years and where resources will be expended. Goals should be realistic and achievable. Initiatives are specific shorter-term efforts that will enable achieving the goals.

Strategic planning is ultimately the responsibility of the Board, but effective strategic planning should depend upon a collaborative exchange of information, ideas, and analysis between the Board, members and the Staff. To achieve this collaboration and to provide continuity of focus through changes in INFORMS leadership, the Past President and Executive Director shall play the key leadership roles in strategic planning, both by soliciting Staff input and expertise and by engaging the Board and the INFORMS membership at large in an ongoing dialogue regarding the trends, needs, areas of focus, and plans for addressing those needs and meeting those goals.

The INFORMS Past President with the assistance of the Executive Director shall lead Board discussions regarding strategic planning, and shall ensure broad involvement of INFORMS membership at large. A Strategic Planning Committee shall be formed annually in January by the Past President and Executive Director following the guidance of P&P 14.2.

PROCEDURES

Strategic Planning shall include the following activities to be carried out by the INFORMS Executive Director supported by the INFORMS staff and working in close collaboration with the INFORMS Strategic Planning Committee and Board, and with overall supervision and direction from the INFORMS Past President:

Winter

Prepare and review with the Strategic Planning Committee the annual report on “*The State of INFORMS and Strategic Plan*” to be presented in writing to the incoming Board no later than the first Board Meeting of each year. The report shall address:

- a) An overview of the health of INFORMS based upon yearly metrics, including membership size and composition and financial position
- b) An assessment of the performance of strategic plans and initiatives from prior year(s)
- c) Significant strategic and long-range planning activities undertaken by INFORMS communities
- d) Annual Report on Initiative funding per P&P 5.9
- e) Input received from INFORMS membership, communities and other segments of the organization regarding macro trends in the profession as well as new initiatives, programs, plans and strategies to address INFORMS’ needs and objectives

Other winter activities include:

- Review status of goals and strategies with the Strategic Planning Committee. Incorporate suggestions from the fall Board meeting on refinements/amendments to strategies and evaluation measures.
- Prepare strategy refinement/amendment/addition/deletion recommendations for the Board meeting.
- Update the strategies with revised timelines, metrics/evaluation measures, and committees responsible for action/activities
- Prepare and finalize material and background information for Mega-Issue discussion at Spring Board meeting

Spring

Spring Board meeting:

- Review the annual report on “*The State of INFORMS and Strategic Plan*”
- Review and lead discussion on goal and strategy status
- Review and lead discussion on recommendations for strategy refinement/amendment/addition/deletion and any recommendations on evaluation measures (this step is not required if all is fine as is)
- Review plans for summer and fall mega-issues discussion – confirm or change

Following discussion of the annual report on “*The State of INFORMS and Strategic Plan*” [presented in writing to the incoming Board no later than the first Board Meeting of the each year.], the Executive Director and Past President shall prepare an abridged summary report which shall be published in OR/MS Today and distributed through the website. Comments and input from the members shall be requested as part of this distribution.

Conduct program/committee sunset review.

- Review current programs and committees for alignment with our goals.
 - Those that do not align with the goals should be reviewed for purpose and value to INFORMS, the profession and the members.
- Prepare sunset report for consideration by the Board at the summer meeting. This may need to take place more frequently should new programs be proposed requiring resources only available if others are sunsetted.

Prepare and finalize material and background information for Mega-Issue discussion at Summer Board meeting.

Summer

- Prepare and finalize material and background information for Mega-Issue discussion at Fall Board meeting.
- Review status of goals and strategies with the Strategic Planning Committee.

Summer Board meeting:

- Provide status report on goals and strategy
- Review and lead discussion on status to ensure any concerns are raised and addressed
- Continue any unresolved discussion on sunset of programs/committees

The final summer activity is to prepare for the fall Board meeting a budget focused on achieving strategies and meeting goals.

Fall

Begin annual review of the status of the strategic planning goals and strategies.

- Review status of goals and strategies undertaken
- Review measures of progress

Lead Board in discussion of status:

- Identify areas of concern or caution
- Solicit suggestions (if any) for refinement of strategies, new strategies
- Review measurements of progress – are we measuring the right things? Suggestions (if any) for evaluation

Identify the initial plan for mega-issue discussions at the next year's board meetings.

At 3 years from initial approval of Goals

In winter, begin preparations for a day-long Strategic Planning session at the Spring Board meeting. Begin review and consideration of internal and external environments and our stakeholders. Consider hiring an outside consultant.

- Prepare report on current goals and progress.
- Conduct environmental scan and draft report
- Survey Board and key stakeholders (separately)
- Analyze and summarize surveys

RELATED DOCUMENTS:

INFORMS Policies and Procedures Manual, Section 2.1 General Committee Procedures
INFORMS Policies and Procedures Manual, Section 4.14 Duties of the Executive Director

NUMBER 14.2 STRATEGIC PLANNING COMMITTEE

EFFECTIVE: NOVEMBER, 2016

POLICY

The purpose of the Strategic Planning Committee is to assist the Board and Executive Director in identifying long-term trends and needs affecting the profession, defining areas of focus for INFORMS and its communities, and recommending plans for addressing these needs.

PROCEDURES

The Strategic Planning Committee shall be co-chaired by the Past President and Executive Director and shall include the President-Elect. No committee size is mandated, but there generally have been up to nine members. The committee membership shall be at the discretion of the Past President and Executive Director with guidance from the Executive Committee. In the selection of members, efforts will be made to ensure representation of the breadth of INFORMS and members-at-large, industry and academic balance, and diversity of opinion, gender, age, race and ethnicity. It is strongly encouraged that there will be representation from Subdivisions Council and from experienced practitioners, such as from the Roundtable. There generally should be a mix of current or recent Board members along with members without recent board roles on the committee. To encourage additional viewpoints, it is recommended that the Committee not have more than 50 percent current Board members.

The Committee shall be appointed every January for a one-year term with the intention that some members may be reappointed for up to three years to ensure continuity.

NUMBER 14.3 STRATEGIC INITIATIVES CONFLICT RESOLUTION

EFFECTIVE: NOVEMBER 2016

POLICY

INFORMS invests resources into strategic initiatives and goals with the desire for all efforts to be conducted in the most efficient and effective manner. Specifically INFORMS wishes to avoid conflicts between activities initiated to achieve the strategic goals and the activities of other components of INFORMS. Component is defined here as all committees, editors, and communities of INFORMS. To ensure success for the strategic initiatives and avoid duplicate efforts, especially in the planning and implementation phases, the following procedures will be followed to avoid or resolve conflicts.

PROCEDURES

Identification: Strategic initiatives and goals are those developed per section 14.1 of the P&P.

Publication: INFORMS will publish annually to its components and general membership the list of strategic initiatives and goals as part of the annual report summary (P&P 14.1).

Statement of Restriction: The INFORMS Board may choose to reserve the right to pursue specific strategic initiatives and goals only to itself for the benefit of INFORMS as a whole. In those cases such an exclusion will be noted in the published list of strategic initiatives and goals.

Awareness: Members are encouraged to review the list of strategic initiatives and goals when considering undertaking new activities. The intent is to maximize the synergy developed by collaboration and avoid wasted duplicate effort. Potential conflicts may arise within INFORMS and therefore any potential conflict should be brought to the immediate attention of the Executive Director. It will be the responsibility of the INFORMS Board members and staff to be vigilant of activities potentially conflicting with strategic initiatives.

Assessment: The Executive Director will make an assessment of the potential conflict, include all necessary components, and outline a plan of action.

Action: Every effort will be made to resolve conflicts efficiently and effectively. The resolution process should encourage cooperation, collaboration and make good relationships a priority. A positive outcome should result in growth for INFORMS, both at the Institute level and at community levels, and the success of its strategic initiatives.

Final resolution: If the conflict is not resolved through the above process, the Board is responsible for establishing the final resolution.