least critical. This order of criticality is arranged according to the magnitude of the gaps in results, the costs and consequences of the needs, as well as the degree of responsibility for reduction or elimination assumed by the institution and its partners and stakeholders.

REFERENCES


CHAPTER 5

MacRO PLANNING: An Overview

Based on the results an educational institution commits to delivering to external clients, partners and society, the Planning and Assessment initiative moves next to a focus on the institution and its clients. Effective Macro planning flows from Mega planning and is derived from the results it defines (see Figure 5-1). Macro planning identifies the results the institution is committed to delivering for the benefit of internal clients (i.e., learners, teachers, administration, and staff) and/or the institution itself. When done correctly Macro contributions are aligned with the results identified at the Mega level in the Ideal Vision. Macro plans typically include results to be obtained at the Mega level, but are specific to the institution as the primary client and beneficiary of educational processes.

When the Mega and Macro results are aligned and linked, an educational institution can make valuable contributions to the community and society, which permit it to be successful in the eyes of an increasingly demanding public. Without this alignment and linkage of Macro level Outputs and Mega level Outcomes, the institution may achieve a limited success with learners (for example, increasing
Societal Consequences, Contributions, and Value Added (Mega/Outcomes)

Educational System Contributions and Accomplishments (Macro/Outputs)

Course Level Contributions and Accomplishments (Micro/Products)

Educational Activities (Processes)

Educational Resources (Inputs)

Figure 5-1. An educational results chain (based on Kaufman, Herman, and Waters; 1996).

.. school attendance rates) without necessarily helping those learners make valuable contributions to the community and society.

A central product of Macro level planning is the development of a Mission Objective for the institution. The Mission Objective, derived from the Mega level Ideal Vision, is the second element in a complete statement of theWhat Should (Could) Be. This planning process of identifying success criteria will be matched with data from the What Is, as was done at the Mega level, to provide the two equally critical elements of the Needs Assessment—What Is and What Should Be for results which impact the institution and it's internal clients.

DERIVING A MISSION FROM THE IDEAL VISION

From the Ideal Vision we derive a Mission Objective for the educational institution. The Mission Objective, like the Ideal Vision, is a measurable statement of the future our educational institution is committed to creating for future generations. It is the stated purpose of the educational agency or institution. The Mission Objective is derived directly from the Ideal Vision based on the prioritizations determined. By deriving directly from the Ideal Vision, the Macro level Mission Objective is both linked and aligned with the Mega level. This linkage and alignment are essential for the institution to ensure that all results make measurable and valuable contributions to the society and community that the educational institution serves.

Deriving the Mission Objective is completed by selecting the elements of the Ideal Vision that the educational institution is committed to delivering (see Figure 5-2). These decisions, discussed at the end of Chapter 4, are based on the cost of ignoring the need (the gap in results) and the cost of closing the need (from the Cost-Consequences Analysis at the Mega level) in conjunction with a SWOT analysis (discussed in Chapter 8). Though at the Mega level costs must often be estimated, such coarse-grained estimates can provide decision-makers with the necessary information for determining which needs (gaps in results) the educational institution should focus on in their stated Mission Objective.

In application, many educational institutions have found it useful to prioritize elements of the Ideal Vision using a ranking method of one, two, and three stars (Kaufman, 1998, 2000; Kaufman, et al., 1996). The starring method allows stakeholders to prioritize needs using the information gained from cost and organizational analyses. Elements of the Ideal Vision that have the greatest ratio of cost-to-close versus cost-to-ignore plus support from the organizational analysis (i.e., SWOT) receive one star, indicating that these elements of the Ideal Vision will become part of the institution's Mission Objective. These are elements that the educational institution is committed to delivering to society and their clients. Elements of the Ideal Vision that the institution commits to deliver but cannot do so on its own receive two stars, and are also included in the institution's Mission.

Figure 5-2. Institutional mission objectives are best derived from the Ideal Vision.

22 A "complete statement" of What Should Be will include a Mega Level Ideal Vision, Macro Level institutional Mission Statement, and Micro Level performance objectives.
MISSION OBJECTIVES AND MISSION STATEMENTS

The Mission Objective identifies the results the organization commits to deliver on its way toward fulfilling the Ideal Vision (Kaufman et al., 1996; Kaufman, 1998, 2000). If the results specified in the Mission Objective do not contribute toward the successful achievement of the Ideal Vision, then the institution could be unnecessary or someone else is already doing your job better. The Mission Objective specifies in measurable terms the accomplishments to be achieved by the educational institution, and should demonstrate a clear linkage and alignment with all levels of the OEM (Kaufman, 2000).
Activity Worksheet 5-1. Deriving an Ideal Vision.

For your institution, derive the elements of the Ideal Vision that you are committed to achieving for future generations.

<table>
<thead>
<tr>
<th>Those Elements that Your Institution Is Committed to Delivering</th>
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<table>
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<tr>
<th>Those Elements that Your Institution Is Committed to Working with Others to Deliver</th>
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As a primary statement of purpose for the institution, the Mission Objective should expand upon those components of Ideal Vision which were selected for inclusion in the objective. While at the Mega level generalized criteria are commonly set as indicators of success, at the Macro level additional specification is required since these will be the primary indicators of success for the institution. We suggest that the criteria for each element of the Mission Objective include an integration of criteria based on a combination of “hard” and “soft” data (see Chapter 8 for continued discussion of “hard” and “soft” data). This “triangulation” of data will assure that the institution has established criteria (benchmarks) leading toward the achievement of its Mission Objective. The Mission Objective should also include intermediate objectives (see Figure 5-4) to serve as benchmarks for the institution on its path toward achievement of the ideal results set out in the Mission Objective (e.g., 2, 5, 10, and 20 year objectives).

<table>
<thead>
<tr>
<th>Elements of Tiger High’s Mission Objective</th>
<th>1 Year Benchmark</th>
<th>3 Year Benchmark</th>
<th>10 Year Benchmark</th>
<th>Ideal</th>
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</thead>
<tbody>
<tr>
<td>Deplorating substance abuse</td>
<td>Less than 21 incidents</td>
<td>Less than 15 incidents</td>
<td>Less than 3 incidents</td>
<td>0</td>
</tr>
<tr>
<td>Deplorating person abuse (e.g., spouse, child)</td>
<td>Less than 32 incidents</td>
<td>Less than 16 incidents</td>
<td>Less than 4 incidents</td>
<td>0</td>
</tr>
<tr>
<td>Rapes</td>
<td>Less than 31 incidents</td>
<td>Less than 15 incidents</td>
<td>Less than 2 incidents</td>
<td>0</td>
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Figure 5-4. The accomplishment of the Mission Objective leading to the achievement of the Ideal Vision (based on Kaufman, 2000).

23 See Appendix B for discussion of how Mission Objectives derived from an Ideal Vision related to those defined by conventional strategic planning approaches.

For each element of your institution's Mission Objective define the benchmarks leading to the attainment of the Ideal Vision.

<table>
<thead>
<tr>
<th>Element of Institution's Mission Objective</th>
<th>1 Year Benchmark</th>
<th>3 Year Benchmark</th>
<th>10 Year Benchmark</th>
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MACRO LEVEL WHAT IS

Defining the related What Is indicators for it each element of the Macro level Mission Objective is completed in a similar process to that used at the Mega level (see Chapter 4). For each of the criteria specified in the Mission Objective related results data should be obtained for the Macro level of Needs Assessment (see Figure 5-5). Much of the data can be obtained from the Mega level Needs Assessment, though additional data regarding the added criteria of the Mission Objective will have to be collected and analyzed (see Chapter 8).

IDENTIFYING EXISTING POLICIES, RULES, LAWS, AND REGULATIONS AS PART OF THE DETERMINATION OF THE MISSION OBJECTIVE

When identifying where the institution is currently headed, it is also useful to identify any current "ground rules" which may be required for it to operate or accomplish its objectives. As part of determining the current mission(s) of the institution, include the formal specification of existing policies, rules, laws, and regulations. It is not that any specific policy, rule, law, or regulation will contribute to the revisions of a pre-existing Mission Objective(s), but rather that based on data collected during the Needs Assessment, a rationale for change can be formulated. At the Mega level specific policies, rules, laws, and regulations were not identified since the Ideal Vision was not specific to a nation, industry sector, or subsystem of the societal system. At the Macro level these existing administrative procedures can provide critical information to decision-makers.

Figure 5-5. Macro Level Strategic Planning and Needs Assessment.
Institutional analysis of strengths, weaknesses, opportunities and threats; including policies, rules, etc.

Estimated cost-to-close the Macro gaps in results from the Mega level Costs
Consequences Analysis

Estimated cost-to-ignore the Macro gaps in results from the Mega level Costs
Consequences Analysis

Prioritized performance gaps at the Macro level for closure, maintenance, or abandonment

Figure 5-6. Prioritizing Macro level needs.

COMPLETING MACRO LEVEL PLANNING AND ASSESSMENT

With the necessary information for completing the Needs Assessment (both the What Should Be Mission Objective and the What Is performance data at the Macro level) the planning and assessment can prioritize the gaps in results (institutional needs) for closure (see Figure 5-6). The results of the Macro level Needs Assessment will provide the educational institution with clear and defined linkages to societal value added (the Mega level) as well as specifications for determining the final level of results (the Micro level). Only after all three levels of results have been defined (with performance criteria) should an institution select methods and means (i.e., activities, interventions, policies) for achieving those results.

REFERENCES


Micro Planning: Defining and Delivering Individual and/or Team Results

KEY POINTS

- Micro level results are best derived from the institution’s Mission Objective
- The accomplishment of the Mission Objective is the result of comprehensive Mission Analysis and Function Analysis
- Micro level needs assessment defines the results to be achieved by the individuals and small groups of the institution

MICRO PLANNING: AN OVERVIEW

The Macro level institutional Mission Objective specifies results to be achieved for the institution and internal clients in precise and rigorous terms. Based on the Mission Objective (which, in turn, is linked to accomplishment of the Ideal Vision), the third level of Strategic Educational Planning and Needs Assessment involves defining and committing to useful results at the Micro level. The Micro level results are the Products, by and for the individuals and teams within the institution, which when combined will ensure the delivery of useful Macro level Outputs and the successful completion of the institution's Mission Objective. Like the Macro level Mission Objective (which was linked, aligned, and derived from the Mega level Ideal Vision), the Micro level results to be achieved (the Products of individuals and teams) are linked, aligned, and derived from the Mission Objective.

Tips for the Strategic Thinker

Even at the Micro level the focus remains on results than link to Macro and Mega Level results and consequences.