

 <p>S P Jain School of Global Management DUBAI • MUMBAI • SINGAPORE • SYDNEY</p>	<b>Strategic Planning Policy</b>
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### 1. Purpose

The S P Jain School of Global Management’s (S P Jain) Strategic Plan articulates the goals, values and objectives for the School over the longer term.

The Strategic Plan outlines the School’s vision and mission and identifies quality standards and key performance indicators. The strategies detailed outline the School’s plans and goals and identifies measurable targets and other indicators by which success against the stated objectives will be measured.

### 2. Responsibility

The Board of Directors is responsible to ensure that the Strategic Plan is formulated, implemented and regularly updated. The Board of Directors is responsible for monitoring progress against the School’s approved performance targets, and where under performance is identified, initiate corrective action.

The Board of Directors will constitute a Strategic Planning Group (SPG) that reports to the Board and is responsible for managing and monitoring the operational implementation of the Strategic Plan.

### 3. Strategic Planning Framework

The School will utilise a systematic approach to strategic planning based on:

- a. development of action directed towards the realisation of the School’s vision, mission and strategic priorities
- b. effective risk and resource management strategies
- c. effective accountability processes including reporting on the plan outcomes and
- d. continuous improvement of the planning process

#### **4. Development of the Strategic Plan**

- a. The Board of Directors is ultimately responsible for assuring that the School's future directions have been determined, that realistic and measurable targets for performance have been approved and that the School is making progress towards achieving its objectives.
- b. The School's Strategic Plan will ordinarily span a four-year outlook. As part of a comprehensive Strategic Planning process, the Board of Directors will commission a consultation process with a range of internal and external stakeholders. The consultation process may include members of the School's governance bodies, senior executive, senior academic leaders, staff and student representatives and external representatives from industry, accreditation bodies and alumni. The consultation process will occur every four years, in the year prior to the end of the current Plan.
- c. The Board will delegate to the SPG the co-ordination of data and feedback and will contribute to drafting the Plan and present to the Board of Directors for consideration.
- d. The Board will consider the draft Strategic Plan, including the stated objectives and targets (KPIs) in the context of:
  - i. Feedback and input from all Board of Directors (and relevant sub-committee) members
  - ii. Feedback and input from all Academic Board (and relevant sub-committee) members
  - iii. Feedback and input from staff, students, and external stakeholders
  - iv. Alignment with the vision and mission of the School
  - v. Alignment with the resources, academic objectives, course profile and student demographics of the School
  - vi. Identification of any risk associated with the objectives and targets
  - vii. Whether the targets are realistic, measurable and scaffolded over the four years appropriately to achieve the School's stated objectives
- e. Once the Board of Directors is satisfied that the Plan is final, the Board will approve the Strategic Plan.
- f. Detailed consultation with the Academic Board will continue to ensure that the School's Teaching and Learning objectives are aligned to the Strategic Plan and support the academic objectives of the Plan.

## **5. Oversight of Implementation of the Strategic Plan**

- a. The Board of Directors delegates the oversight of operational implementation of the Plan to the SPG. The SPG reports progress against the Plan and each of the targets each quarter to the Board of Directors.
- b. An update on the progress against the Strategic Plan will be a standing agenda item at the three Board of Director's meetings scheduled as per the Board's terms of reference. For the additional meetings held over and above the three meetings additional update on the progress may be provided if requested by the Board.

## **6. Annual Review Process**

- a. A Strategic Planning Review meeting of the Board of Directors, the Academic Board, and senior management will be scheduled each calendar year.
- b. This meeting provides the School an opportunity to undertake annual review and stock-take of the Plan, of all objectives and consider the School's progress over a 12-month period within the 4-year outlook.
- c. This annual review process ensures alignment between corporate and academic governance and between governance and management.
- d. Following the review process, any changes or amendments to the Strategic Plan will be formally recommended to the Board of Directors. All amendments must be approved by the Board of Directors and communicated to the School.