



THE Awards 2019 – Outstanding Strategic Planning Team

Institution/Nominee	Ulster University
Title	Embedded Strategy Realisation
Key personnel	Alison Rankin - Director of Strategy, Planning & Performance
Submission	<p>The Strategic Planning team at Ulster has been immensely valuable in taking a disciplined approach to running the planning process, and ensuring a golden thread runs between governmental policy, the institutional strategic plan, the faculty/departmental plans, and individual employees personal objectives.</p> <p>The Balanced Scorecard approach to operationalising the “glossy” strategic plan, getting buy-in from all colleagues, and developing an accountability framework, has also positively impacted on domestic league table results and sectoral surveys, including NSS, where we have risen from 90th to 23rd in one year.</p> <p>This transformation roadmap, has delivered a unitary, data-rich, evidence-based strategy execution system. Starting with success thinking, through to actionable goals, and customisable execution, the implementation of this system has created a more sustainable and integrated organisation, enhancing the student experience, the research profile, and our reputation.</p>