

Purpose

The Board of Trustees recognizes that the best way to be efficient and orderly in fulfilling MPERS' mission is through strategic planning. This policy establishes the structure MPERS follows for strategic planning that guides the annual budget and business plan. By adopting this policy, the Board states its intention to engage with management in a systematic planning process to assess the needs of members, evaluate new opportunities to fulfill MPERS' mission, focus resources on high-value activities, and establish a plan that sets the general parameters within which decisions will be made.

The following are the principles that the Board has adopted for strategic planning¹:

- The Board will adopt a rolling three-year business plan updated and extended annually through the cooperative efforts of the Board and management and designed to support the overarching strategic plan approved by the Board.
- Input from staff, stakeholders and other interested parties will be solicited when developing and updating the business plan.
- Discussions about new initiatives or significant changes in direction for the System that arise during regular board meetings will be referred to the Governance Committee so that the Committee and management may study the issues presented and recommend revisions, if any, to MPERS' business plan.
- Strategic goals and objectives shall be stated and presented in a concise manner. Generally, goals and objectives should be presented as brief statements in the business plan.
- When the business plan has been updated it will be communicated to the entire staff of the organization and to other stakeholders.
- Each year, progress under the plan will be provided in the form of a written report to the Board for their review and evaluation submitted by the Executive Director prior to the Executive Director's annual evaluation. The report shall also be submitted to the Board in a regular board meeting.
- The Board's consensus view of progress under the plan will be one factor in the performance assessment of the Executive Director, and the Executive Director will, likewise, use planning progress as a factor when assessing performance of other staff.

The roles and responsibilities for the Board and Executive Director related to strategic planning are outlined below.

The Executive Director is responsible for the following actions:

- Drafting each three-year rolling business plan with input from the Board, executive team and staff, that reflects the MPERS' mission, vision, and core values, and management's strategies for implementation (in accordance with the consensus view of the Board and management as to goals and objectives)
- Assigning responsibility to staff and others through action plans that include timelines and budgets
- Closely monitoring progress under the plan and promptly informing the Board of any obstacles that are impeding progress
- Preparing the annual progress report to the Board regarding implementation of the business plan (noted above under board principles)

¹ Revised June 20, 2013 and February 25, 2016.

- Coordinating the review and development for any new interim initiative or change considered for the business plan
- Seeking input from staff and stakeholders about key strategic issues prior to finalizing the business plan
- Identifying business risks, opportunities, and needs for the System
- Preparing white papers or other research, as needed, to aid the Board in the discussion of strategic issues
- Identifying and prioritizing strategic issues
- Recommending to the Board any objectives that should be added to or deleted from the plan as well as any other modifications to the contents of the overall plan

The Board is responsible for the following actions²:

- Reaching consensus and adopting the business plan for the System, including the vision, mission, core values, goals, and objectives
- Identifying the critical success factors for the overall plan
- Approving the method for performance measurement, including metrics and benchmarks, in order to evaluate progress under the business plan
- Approving an operational budget that takes into account the upcoming year's activities under the strategic plan
- Reaching consensus and providing input to management on the business plan
- Monitoring the implementation of the strategic plan
- Assessing the System's strengths and weaknesses as well as the opportunities and threats in its environment to update the strategic plan

The Board will review the Strategic Planning Policy periodically to ensure that it remains relevant and appropriate.

² Revised June 20, 2019 and June 18, 2020.