



# Administrative Procedure

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**Subject:** STRATEGIC PLANNING

1.0. PURPOSE:

To establish the framework for developing a strategic planning process for the University.

2.0. ORGANIZATIONS AFFECTED:

All organizational units of the University, including Auxiliary organizations.

3.0. REFERENCES:

N/A

4.0. POLICY:

4.1. The University will develop and maintain a five-year institutional strategic plan that articulates the University's mission synopsis, strategy, culture and values, strategic initiatives, and 2 yr/5 yr objectives.

4.2. The strategic plan will inform all other subsidiary planning processes by providing direction and establishing priorities.

4.3. The strategic plan will be developed by the Strategic Planning Coordination Committee, following appropriate review and consultation. Membership on the committee will be as shown in section 5.1. Staff support to the committee will be provided as needed.

5.0. DEFINITIONS:

5.1. Strategic Planning Coordination Committee--Committee is charged with the development, review, and assessment of the strategic plan for the University. The role of the committee is to facilitate communication about the strategic planning process. Membership of the committee, which is appointed by and will be advisory to the President, will be:

**Approved:** \_\_\_\_\_

**Date:** \_\_\_\_\_

- 5.1.1. Provost and Vice President for Academic Affairs (Chair);
  - 5.1.2. Vice President for Information Resources Management (ex-officio);
  - 5.1.3. Vice President for Institutional Advancement (ex-officio);
  - 5.1.4. Vice President for Administration and Finance (ex-officio);
  - 5.1.5. Vice President for Student Affairs (ex-officio);
  - 5.1.6. Three College Deans/Central Academic Administrators, (minimum of one (1) College Dean) – two years, staggered;
  - 5.1.7. The Academic Senate Chair or designee from the Executive Committee, - one year;
  - 5.1.8. Seven faculty members, one from each College and DALSA selected by the faculty of the College or DALSA and serving as liaison to the College or DALSA governance body – three-years, staggered;
  - 5.1.9. President of the Associated Students, Inc. (or the President’s designee) – one year;
  - 5.1.10. Presidential Appointee from the Alumni Association, or Advisory Committee – one year;
  - 5.1.11. Staff Appointee, appointed by the President;
  - 5.1.12. Staff member will serve on an ad hoc basis as requested by the committee or committee chair.
- 5.2. Mission Synopsis, Strategy, Values, and Culture--General and explicit statements articulating the philosophy of the institution.
  - 5.3. Planning Assumptions--External environmental and organizational profile factors that impact, or may impact, enrollment, finances, facilities, programs, and the mission of the University or its units. Planning assumptions will be based on demographic and economic data, program quality, community attitudes on education and on the University, and political sociological, technological and other trends. Planning assumptions may be used to develop models for the future.
  - 5.4. Strategic Initiatives--Specific priorities that articulate identifiable areas in need of development, improvement, assessment and financial allocation to ensure success.
  - 5.5. Objectives--Statements accompanied by the initiative(s) to achieve them, time frames for completion, and the primary unit responsible. Objectives should be measurable and produce quantifiable data.

6.0. RESPONSIBILITIES:

6.1. The Strategic Planning Coordination Committee will:

- 6.1.1. Review and recommend modification in the mission synopsis, University strategy, and values and culture statements, as appropriate.
- 6.1.2. Review assembled data and articulate planning assumptions for the period of the plan.
- 6.1.3. Articulate and prioritize initiatives and objectives for the period of the plan in the context of the planning assumptions.
- 6.1.4. Prepare and approve a strategic plan and transmit it to the President for executive review.
- 6.1.5. Annually review and update the institutional five-year strategic plan.

6.2. The President will:

- 6.2.1. Review, comment and ultimately approve the strategic plan and subsequently, any annual updates and revisions.
- 6.2.2. Review the annual progress reports provided by senior administrators.
- 6.2.3. Designate the Provost and Vice President for Academic Affairs as chair of the Strategic Planning Coordination Committee.

7.0. PROCEDURES:

7.1. Plan Development:

- 7.1.1. The Chair of the Strategic Planning Coordination Committee will develop a work plan for the committee stating the completion dates for submission of the mission synopsis, University strategy, values and culture statements, and development of the initiatives and objectives.
- 7.1.2. The committee will assess all relevant data, and develop and prioritize the institution's strategic initiatives and objectives in a rolling five-year plan.
- 7.1.3. The committee will make updated information available to the campus community for review and feedback. This can be in the form of a Web site, and/or campus-wide memos/publications outlining updates, status, etc.
- 7.1.4. The committee will review and incorporate all relevant University planning documents into the strategic plan.
- 7.1.5. A five-year plan will be submitted to the President for executive review.

7.1.6. The President will review the proposed plan, consulting with the Academic Senate and other bodies as appropriate, and may return it to the committee with modifications.

7.1.7. The final plan will be forwarded to the President for approval.

7.1.8. The final plan will be distributed to the campus community.

7.2. Plan Assessment--At the end of each year, each senior administrator will submit to the President, through the Vice Presidents, an assessment of objective achievements by the major organizational units.

8.0. APPENDICES:

N/A