Strategic Planning Procedure Manual

Adopted by the Strategic Planning Committee January 2003; revised December 2007, revised November 2011; revised September 2012; revised October 2014; revised June 2015, revised December 2016, March 2017

Introduction

Strategic Planning at Clinton Community College (CCC) is an objective, systematic process with the purpose of establishing prioritized goals and objectives for the College. It involves the entire College and the surrounding community. It is a deliberate, on-going process for reaching agreement on actions required to achieve the College's mission. The College's strategic plan includes the mission, vision, values and seven strategic goals defined below.

The Mission

The mission of Clinton Community College is to provide educational opportunities that enrich minds, strengthen the economy and improve the quality of life in our region.

Vision Statement

As a result of our efforts in Clinton County and the North Country, ndividuals will be prepared to meet the challenges of a global society, our economy will thrive and the people in our region will enjoy an enhanced quality of life.

Core Values

- Access and success
- Students
- Community
- Excellence
- Integrity

Strategic Goals

- Increase Access to Postsecondary Education in Our Region

- Increase Retention/Success to Help Our Students and the People of Our Region Reach Their Full Potential
- Promote a Culture of Scholarship and Learning
- Create a Culture that Embraces Internationalism and Diversity as Essential to the Economy and the Quality of Life of Our Region
- Create a Comprehensive Professional Development Program in Support of Institutional Effectiveness
- Develop an Improved Campus Infrastructure that Supports Student Access & Success
- Develop a Brand Identity that Distinguishes Us and Reflects Our Commitment to a Brighter Future

Strategic planning also establishes a timeline to foster efficient use of resources and to promote innovation in leading the College successfully into the future. The College's strategic planning process is closely linked to its Institutional Effectiveness Plan, which is the document that provides the institutional framework for these processes.

The Strategic Planning Committee facilitates an open, transparent, shared process for annual resource allocation recommendations, program activity changes and creation of the College's five year Strategic Plan. Each Strategic Planning Committee meeting is open to all members of the College community. The procedures outlined in this document provide a mechanism for strategic decisions to be made in a shared and coordinated manner. The Strategic Planning Committee follows Robert's Rules of Order.

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I. Strategic Planning Process at Clinton Community College

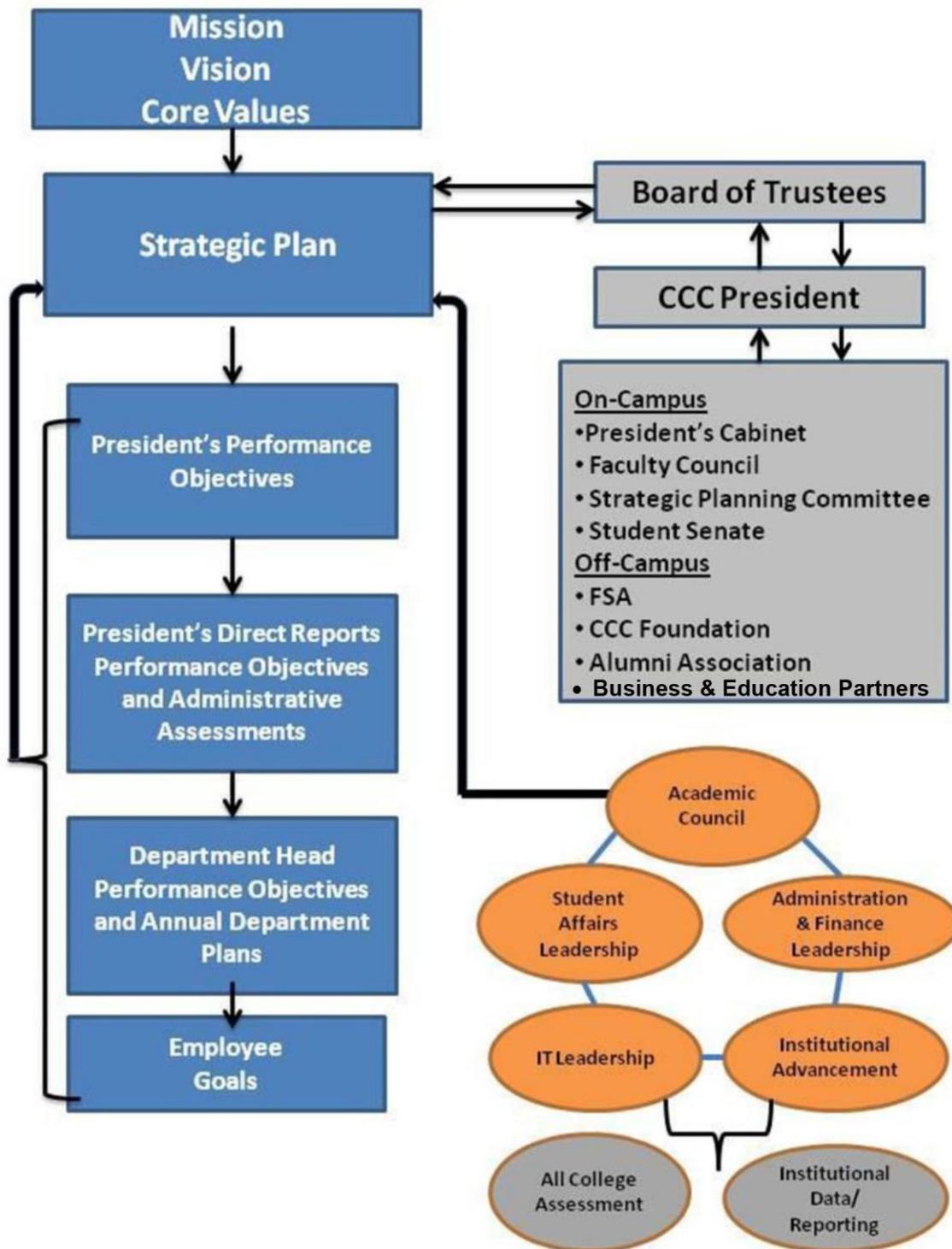The Strategic Planning committee is charged as follows:

- To create a strategic plan to maintain long-term institutional success and viability.
- To review initiatives brought forth by each leadership group, across all college operations, and to recommend which initiatives should move forward for administrative action.
- To review resource allocation for major grant and College strategic development funds (e.g.- Perkins Grant, Moore Academic Innovation Fund), and to recommend which proposals should move forward for administrative action.
- To oversee the implementation timeline of strategic planning initiatives.
- To review proposals to create, reactivate, deactivate, make major changes to, or to discontinue programs, and to make recommendations regarding these proposals.
- To evaluate annually the planning process and implementation of priorities.

The College community identifies a mission, vision and core values within its Strategic Plan. These statements frame all college activities. The Strategic Plan defines Strategic Goals to implement its mission, vision and core values. Each Strategic Goal includes measurable Sub-Goals which represent institution-wide activities. These metrics are informed by campus-wide assessment and shared annually among all constituent groups.

Sub-goals are re-visited annually and modified as appropriate to best plan for college success in alignment with the Strategic Plan. Assessment results (through program reviews and progress reports, annual department plans, Student Learning Outcomes, General Education assessment and Administrative Unit assessments) are discussed within each leadership group and inform strategic proposals which may be moved forward for committee discussion. All proposals will submit complete information as specified by the proposal template (Appendix A) for their consideration and following the outlined procedures and timelines for submittal (section III of this manual)
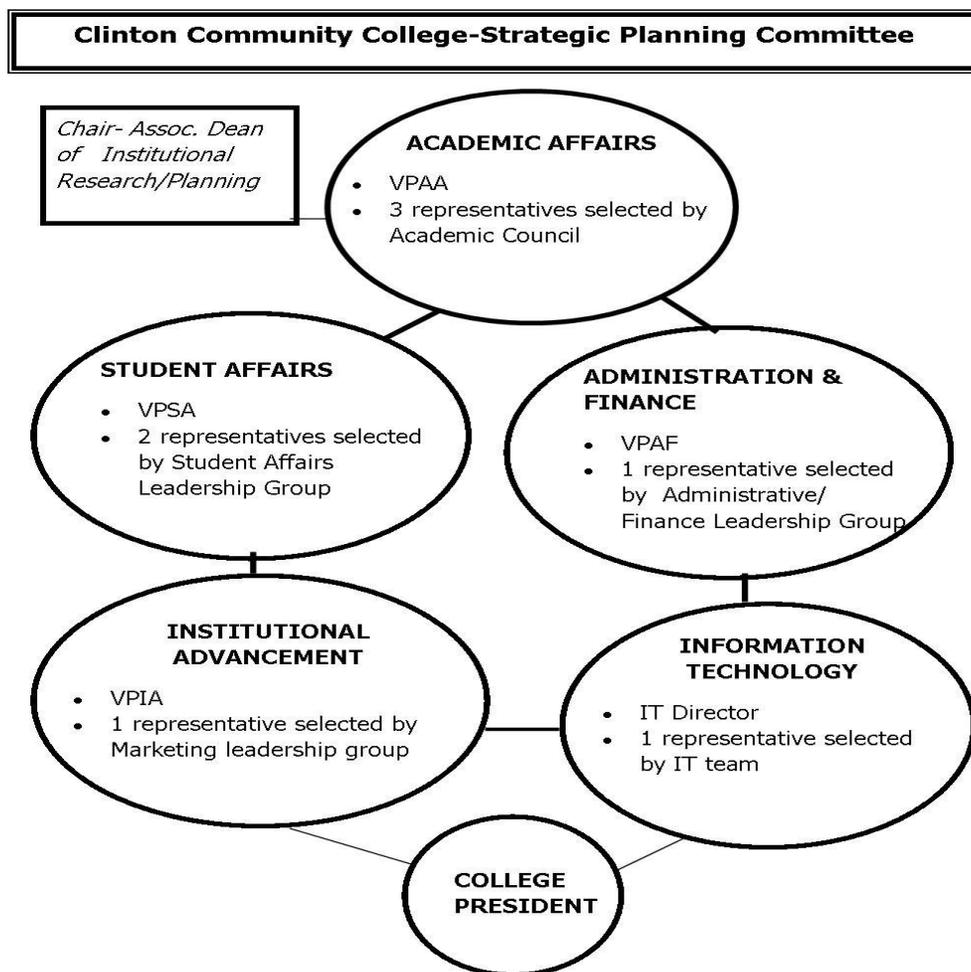
This process incorporates a "flow down" as well as a "flowing up" model of Strategic Planning, to ensure that each unit is working in concert to further the College's Strategic Plan. Each of these are iterative processes that derive from the College Mission. Information thereby flows between and among all units and levels of decision-making.

Clinton Community College Strategic Planning Process

Mission
Vision
Core Values

Strategic Plan

President's Performance Objectives

President's Direct Reports Performance Objectives and Administrative Assessments

Department Head Performance Objectives and Annual Department Plans

Employee Goals

Board of Trustees

CCC President

On-Campus
• President's Cabinet
• Faculty Council
• Strategic Planning Committee
• Student Senate
Off-Campus
• FSA
• CCC Foundation
• Alumni Association
• **Business & Education Partners**

Academic Council

Student Affairs Leadership

Administration & Finance Leadership

IT Leadership

Institutional Advancement

All College Assessment

Institutional Data/ Reporting

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II.   Composition of the Strategic Planning Committee

The Strategic Planning committee is chaired by the Associate Dean of Institutional Research and Planning who is a voting member. All areas of the College are represented within the committee. Each of the five operational areas select designees to serve on the Strategic Planning Committee. The process by which this selection occurs (vote/discussion, etc.) may vary by each group. The designees are forwarded to the Strategic Planning Committee Chair by the appropriate Vice President or Director, by September 1st. The College President is a standing, but non-voting member of the committee. The 15 member committee is illustrated below:

Clinton Community College-Strategic Planning Committee

Chair- Assoc. Dean of Institutional Research/Planning

ACADEMIC AFFAIRS
- VPAA
- 3 representatives selected by Academic Council

STUDENT AFFAIRS
- VPSA
- 2 representatives selected by Student Affairs Leadership Group

ADMINISTRATION & FINANCE
- VPAF
- 1 representative selected by Administrative/ Finance Leadership Group

INSTITUTIONAL ADVANCEMENT
- VPIA
- 1 representative selected by Marketing leadership group

INFORMATION TECHNOLOGY
- IT Director
- 1 representative selected by IT team

COLLEGE PRESIDENT

Representation on the Strategic Planning Committee is reviewed annually, with each area leader responsible for forwarding designees to the Committee Chair. The College recognizes that individuals should be selected as committee members because of their ability to think strategically and their dedication to this crucial process. In the event that a committee member cannot make a meeting, they may designate a replacement to attend in their place. This replacement will be allowed to vote at the meeting. If a member misses two or more meetings consecutively, the Committee Chair will provide notice to the area leader and the member may be replaced.

III.　　Procedures for Annual Planning Decisions

The policies and procedures set forth are consistent with the College's governance structure, in conjunction with the NY State Education Department and SUNY System Administration. These activities are directly tied to the Strategic Planning processes depicted and within the College's Institutional Effectiveness Plan.

The following guidelines apply to these procedures:

- Requests for consideration of proposed strategic initiatives must be given to the Committee Chair one week prior to scheduled meetings.

- Discussion of proposed strategic initiatives must occur at the appropriate leadership group prior to submittal of materials (see Appendix A for proposal template) for Committee consideration.

- Only initiatives that would be funded outside of the typical annual budgeting process will be brought to the Strategic Planning Committee for action. Other initiatives will be brought for information only. Minor operational changes that may be deemed of interest to the committee should be addressed within the "FYI" standing agenda item. This should include discussion of minor grant applications being submitted.

- If there is any question about whether an item is deemed "substantial" and should be considered by the Strategic Planning Committee through its proposal process, it should be sent to the Committee Chair for discussion within this standing agenda item.

- The Strategic Planning Committee will forward recommendations to the President's Cabinet within the week following the committee meeting. The President's Cabinet will communicate decisions regarding these recommendations to the Strategic Planning Committee (either at a meeting or to the Committee Chair who will share with the committee) within two weeks.

Timelines noted herein may be altered at the discretion of the Strategic Planning Committee.

A. Expansion or Retraction of Institutional Resources or Personnel

The College carries out annual environmental scans based on assessment and evaluation. Any proposal to reorganize personnel, program resources or resources for ongoing or new initiatives must move through the strategic planning process. This includes submittal of the completed proposal form (Appendix A) and its attachments.

All areas of the College will use cost/benefit analysis, benchmarking comparison to other similarly-sized institutions, and the cost of alternate means of delivery in considering significant changes in the allocation of college resources. When considering the strategic reorganization of institutional resources or personnel, at least the following will be taken into consideration: change in enrollment, change in number of programs, change in number of employees needed to accommodate an expansion or reallocation of resources for retraction, supporting grants, contractual commitments, change in physical plant and properties, external regulatory and compliance requirements, and accounting and audit requirements.

B. Academic Program Decisions

Major changes in the academic programs are governed by regulations from SUNY and the NY State Education Department in addition to internal processes established by CCC. The processes outlined in sections 1-5 below are very specific to ensure compliance with these regulations.

Major changes are defined as:

1. New programs not currently offered at CCC.

2. Expansion or major change in a program.

3. Reactivation of a deactivated program.

4. Deactivation of an existing program.

5. Discontinuation of a deactivated program.

Specific definitions for each of these may be found at:
http://system.suny.edu/media/suny/content-assets/documents/academic-affairs/SUNY-Guide-to-Academic-Program-Planning.pdf

In addition to the processes outlined in this policy, academic program decisions must also follow CCC Faculty Council policies found here: **http://www.clinton.edu/CurriculumCommittee/**

Note: these processes outlined above may run in parallel for sake of time, with careful consideration given to communication of all parties during this process.

B1. Development of a New Academic Program

Definition: These are programs that do not currently exist on campus and will require substantial investment for development and ongoing operation.

Timeline: The development of a new program should begin at least three semesters prior to the anticipated implementation date. The following timeline is recommended:
- Steps 1 – 3 should be carried out in the fall and/or spring of year 1.
- Steps 4 – 7 should be carried out in the fall of year 2.
- Step 8 should be carried out in fall/winter of year 2.
- Steps 9 – 12 should be carried out in the spring of year 2.
- Implementation of the new program to begin in the fall of year 3.

Steps 1-12 for the Development of a New Academic Program

1. The framework for the new program will be discussed at the department level. If departmental support is given, the initial proposal will be taken to Academic Council.

2. The proposal will be discussed at Academic Council. If council support is given, the VPAA will approve the funding of the program development. The lead faculty member of the sponsoring department will be instructed to submit the initial proposal to the chair of the Strategic Planning Committee for information only.

3. If funding for program development is approved, the lead faculty member of the sponsoring department will complete the SUNY New Undergraduate Degree Program Proposal Form. Within said form, the following information will be required:

   - Estimated number of students interested in/qualified for the new program including enrollment projections in the first year and in five years
   - Impact on other SUNY institutions
   - Job market data (for AAS degrees)
   - Demonstration that program's graduates will be able to transfer into at least two parallel SUNY baccalaureate programs (for AA and AS degrees)
   - Demonstration of meeting SUNY General Education Requirement (for AA and AS degrees)
   - Demonstration of meeting SUNY Transfer Path Requirements, where applicable (for AA and AS degrees)
A curriculum outline
   - Names and qualifications of faculty

- Other resources with costs (e.g. additional faculty, computing and equipment costs; library, space, and facilities needs; marketing and recruitment costs)

Web Link to the New Undergraduate Degree Program Proposal Form (2A):
http://system.suny.edu/academic-affairs/app/academic-program-planning/forms/

4. When the New Undergraduate Degree Program Proposal Form is completed, the sponsoring department will submit the form to the chair of the Strategic Planning Committee. This document would supersede the Strategic Initiative Proposal Template (Appendix A).

5. The Strategic Planning Committee will hear the program proposal. At a subsequent meeting, the Strategic Planning Committee will make a decision to approve or reject the full development of the program and will provide its recommendation to the President's Cabinet.

6. The proposal will be discussed at President's Cabinet. Within two weeks of the recommendation by the Strategic Planning Committee, whenever possible, the President's Cabinet will make a decision to approve or reject the program development. This decision, including a rationale statement, will be communicated in writing to the chair of the Strategic Planning Committee and the sponsoring department.

7. If the program proposal is approved, the VPAA will announce the plan by sending the SUNY Provost a Program Announcement (PA) for the new undergraduate degree program. The new program plans will be announced to other SUNY campuses for a 30-day comment period.

The lead faculty member of the sponsoring department will develop the program and course proposals using the guidelines set by SUNY and NYSED for program activity, as referenced by the Faculty Council Curriculum Committee guidebook:
http://www.clinton.edu/CurriculumCommittee

8. The program and course proposals will be reviewed for adoption by the sponsoring department.

9. The program and course proposals will be reviewed for adoption by the Curriculum Committee, Faculty Council, and college administration.

10. The program proposal will be reviewed for adoption by the College Board of Trustees.

11. The program and course proposals will be reviewed for adoption by SUNY and NYSED.

B2. Major Change to an Existing Academic Program

Definition: A change in a program that requires substantial change in resources and/or curriculum, or a curriculum change in 15 or more credits in required courses.

Timeline: The process for making a major change to an existing program should begin <u>at least three semesters prior to the anticipated implementation date</u>. The following timeline is recommended:
- Steps 1 – 2 should be carried out in the fall and/or spring of year 1.
- Steps 3 – 5 should be carried out in the fall of year 2.
- Step 6 should be carried out in fall/winter of year 2.
- Steps 7 – 10 should be carried out in the spring of year 2.
- Implementation of the revised program to begin in the fall of year 3.

Steps 1-10 for a Major Change to an Existing Academic Program

1.The framework for the program revision will be discussed at the department level. This initial proposal will include a description of the presumed student and community need and the resources required to run the program. If departmental support is given, the proposal will be taken to Academic Council.

2. The proposal will be discussed at Academic Council. If council support is given, the sponsoring department will complete the SUNY form entitled Program Revision Proposal: Changes to an Existing Program. Within said form, the following information will be required:

- A description of the changes in program content, including the change in the total number of credits
- A side-by-side comparison of courses in existing and proposed revised program
- Demonstration that program's graduates will be able to transfer into at least two parallel SUNY baccalaureate programs (for AA and AS degrees)
- Demonstration of meeting SUNY General Education Requirement (for AA and AS degrees)
- Demonstration of meeting SUNY Transfer Path Requirements, where applicable (for AA and AS degrees)
- Names and qualifications of faculty
- Other resources with costs (e.g. additional faculty, computing and equipment costs; library, space, and facilities needs; marketing and recruitment costs)

Web Link to the Program Revision Proposal: Changes to an Existing Program (3A):
http://system.suny.edu/academic-affairs/app/academic-program-planning/forms/

3. When the SUNY Program Revision Proposal: Changes to an Existing Program form is completed, the lead faculty member of the sponsoring department will submit the form to the chair of the Strategic Planning Committee. This document would supersede the Strategic Initiative Proposal Template (Appendix A). If the program revision does not require a significant increase in resources, the item will be taken to the Strategic Planning Committee for information only (skip to step 6).

4. If the program revision requires a significant increase in resources, the Strategic Planning Committee will hear the program revision proposal. At a subsequent meeting, the Strategic Planning Committee will make a decision to approve or reject the program revision and will provide its recommendation to the President's Cabinet.

5. The proposal will be discussed at President's Cabinet. Within two weeks of the recommendation by the Strategic Planning Committee, whenever possible, the President's Cabinet will make a decision to approve or reject the program revision. This decision, including a rationale statement, will be communicated in writing to the chair of the Strategic Planning Committee and the sponsoring department.

6. The sponsoring department will develop any necessary course proposals using the guidelines set by SUNY and NYSED for program activity, as referenced by the Faculty Council Curriculum Committee guidebook:
http://www.clinton.edu/CurriculumCommittee

7. The program revision and course proposals, if any, will be reviewed for adoption by the sponsoring department.

8. The program revision and course proposals will be reviewed for adoption by the Curriculum Committee, Faculty Council, and college administration.

9. The program revision will be reviewed for adoption by the College Board of Trustees.

10. The program revision and course proposals will be reviewed for adoption by SUNY and NYSED.

B3. Reactivation of a Deactivated Program
   Definition: The program will begin readmitting students into a curriculum that has been formally deactivated. If a reactivated program will be substantially revised as

part of reactivation, Expansion or Major Change policies (section III. B.2.) of this document) also apply.

Timeline: The process for the reactivation of a deactivated program should begin <u>at least two semesters prior to the anticipated implementation date</u>. The following timeline is recommended:
- Steps 1 – 4 should be carried out in the fall of year 1.
- Steps 5-9 should be carried out in the spring of year 1.

Steps for Reactivation of a Deactivated Program

1. The framework for the program reactivation will be discussed at the department level. This initial proposal will include a description of the presumed student and community need and the resources required to run the program. If departmental support is given, the proposal will be taken to Academic Council.

2. The proposal will be discussed at Academic Council. The following information will be required:

   a. A description of the changes in program content if any, including the change in the total number of credits. If changes are substantial, follow the steps in III. B.2.
   b. Demonstration that program's graduates will be able to transfer into at least two parallel SUNY baccalaureate programs (for AA and AS degrees)
   c. Demonstration of meeting SUNY General Education Requirement (for AA and AS degrees)
   d. Demonstration of meeting SUNY Transfer Path Requirements, where applicable (for AA and AS degrees)
   e. Names and qualifications of faculty
   f. Other resources with costs (e.g. additional faculty, computing and equipment costs; library, space, and facilities needs; marketing and recruitment costs)

3. If the program revision requires a significant increase in resources, the Strategic Planning Committee will hear the program revision proposal. At a subsequent meeting, the Strategic Planning Committee will make a decision to approve or reject the program revision and will provide its recommendation to the President's Cabinet.

4. The proposal will be discussed at President's Cabinet. Within two weeks of the recommendation by the Strategic Planning Committee, whenever possible, the President's Cabinet will make a decision to approve or reject the program revision. This decision, including a rationale statement, will be communicated in

writing to the chair of the Strategic Planning Committee and the sponsoring department.

5. The sponsoring department will develop any necessary course proposals using the guidelines set by SUNY and NYSED for program activity, as referenced by the Faculty Council Curriculum Committee guidebook: http://www.clinton.edu/CurriculumCommittee

6. The program revision and course proposals, if any, will be reviewed for adoption by the sponsoring department.

7. The program revision and course proposals will be reviewed for adoption by the Curriculum Committee, Faculty Council, and college administration.

8. The program revision will be reviewed for adoption by the College Board of Trustees.

9. The program revision and course proposals will be reviewed for adoption by SUNY and NYSED.

B4. Deactivation of an Existing Academic Program
Definition: The program will not be offered to new students after a given point in time. Programs may be deactivated when enrollment, faculty availability or cost make it no longer a viable offering. These programs continue to be recognized by SED. The institution must contact the SUNY Provost within three years of the deactivation date to officially discontinue (section III. B.5) or reactivate the program (section III. B.3).

Timeline: The process for the deactivation of an existing program should begin <u>at least two semesters prior to the anticipated implementation date of not accepting students int the program</u>. The following timeline is recommended:
- Steps 1 – 4 should be carried out in the fall of year 1.
- Steps 5-6 should be carried out in the spring of year 1.

Steps for the Deactivation of an Existing Program

1. The VPAA will review programs for viability annually in consultation with Academic Council. Discussion should include program enrollment, impacts on other curricula and programs locally and system wide, and, student and community impact. In the event a program is identified as not viable, it will be referred to Strategic Planning for deactivation.

2. To be considered for deactivation an academic department or the VPAA will prepare Appendix A appropriate describing the presumed student and community impact and the resources required to run a quality program.

3. The Strategic Planning Committee will hear the deactivation proposal and then make a recommendation at a subsequent meeting. This recommendation will be communicated in writing to the sponsoring department or division and will include a rationale statement and will provide its recommendation to President's Cabinet.

4. President's Cabinet will make a decision to approve or reject deactivation. This recommendation will be communicated in writing to the Strategic Planning Committee and will include a rationale for the decision.

5. Proposals will be reviewed for adoption by the College Board of Trustees.

6. A memo will be sent by the President to the SUNY Office of the Vice Chancellor for Academic Affairs including a description of the impact of the change on campus mission, budget, campus staff and students, and college community.

a) The forms for Deactivation can be found here: http://system.suny.edu/academic-affairs/app/academic-program-planning/forms/

B5. Discontinuance of a Deactivated Program

Definition: A campus decides to stop offering a program and awarding a credential for its completion. After SUNY's review and approval, the program is removed from the State Education Department's Inventory of Registered Programs after all continuing students have completed it.

Timeline: The process for the deactivation of an existing program should begin <u>at least two semesters prior to the anticipated last graduation date for which the credential is awarded</u>. The following timeline is recommended:
- Steps 1 – 5 should be carried out in the fall of year 1.
- Step 6 should be carried out in the winter of year 1.

Steps for Discontinuance of a Deactivated Program:
1. The proposal for discontinuance will be initiated by the VPAA in consultation with the sponsoring department.
2. The proposal will be discussed at Academic Council. If support is given, the proposa lis submitted to the Strategic Planning Committee.
3. The Strategic Planning Committee will review the proposal for discontinuance and make a recommendation to President's Cabinet.
4. President's Cabinet will make a decision on discontinuance and communicate its decision in writing to the chair of the Strategic Planning Committee.
5. The proposal will be considered by the Board of Trustees for adoption.
6. The VPAA will submit the necessary form to SUNY for discontinuance found here: http://system.suny.edu/academic-affairs/app/academic-program-planning/forms/

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IV. Developing the Five Year Strategic Plan

Every five years the College systematically evaluates its mission, its place in the community, its strengths and weaknesses, and thereby develops a new Strategic Plan to guide its growth and change. This effort is led by the Strategic Planning Committee.

Step 1: Gathering information on the External Climate

A comprehensive assessment of the needs of the local community, economic and political trends, and legislative mandates is conducted. The College will solicit input from area organizations who are asked to assess the effectiveness with which the College carries out its current mission, and to identify unmet current and anticipated needs relevant to the College mission or indicative of a need for change in the mission.

One week before the September meeting, the Associate Dean of Institutional Research and Planning provides a summary of the data collected from the sources listed above to all Committee members.

At the September meeting, the external climate data is discussed by the Strategic Planning Committee for the purpose of goal-setting.

Step 2: Gathering information on the Internal Environment

A comprehensive assessment of the needs, concerns, strengths, and accomplishments of CCC students and employees is completed. All members of the College community are asked to consider the overall effectiveness of the College in fulfilling its mission and to identify untapped resources, changes they foresee that will have an impact on the College, and major external and internal obstacles to fulfilling the mission.

By October 1, the Associate Dean of Institutional Research and Planning sends electronically the following information:

- The current Mission Statement
- A summary of the information regarding external climate and discussions.
- The most recent Institutional Effectiveness Report

In October, each group listed below, having received the above documents, meets to review the materials provided, to conduct an internal assessment, and to discuss planning:

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- Employees- Each area Vice President oversees that every department and academic division on campus devotes at least one meeting to assess Strategic Planning and campus needs.

- Trustees- The President leads the Trustees through an internal assessment activity. (Although the Board does not participate in all the steps involved in the planning process, it does ensure that they have sufficient resources and devoted time to take place.)

- Faculty Student Association- The President of the Faculty Student Association leads the FSA Board through an internal assessment activity.

- Alumni Association- The Vice President for Institutional Advancement leads the Alumni Association through an internal assessment activity.

- CCC Foundation- The Vice President for Institutional Advancement leads the Foundation Trustees through an internal assessment activity.

- Students- Student Senate participates in a discussion of strengths, weaknesses, opportunities, and threats ("SWOT"). This activity is organized in collaboration with the Vice President for Student Affairs.

At the November meeting, the Strategic Planning Committee receives feedback from all groups. Summaries of input from the following groups are presented to the Committee by the following:

- The Board of Trustees-   College President
- Faculty Council   VP for Student Affairs/VP for Academic Affairs
- Faculty Student Association-   VP for Student Affairs
- Alumni Association-   VP for Institutional Advancement
- The College Foundation-   VP for Institutional Advancement

By November 30th, these representatives provide these summaries electronically to the Associate Dean of Institutional Research and Planning. By December 1, a summary of the information which has been gathered regarding the internal climate assessment phase is disseminated to the College community by the Associate Dean of Institutional Research and Planning.

At the December meeting, 3-year budget projections are presented by the Vice President for Finance & Administration.

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Step 3: Revising/Renewing the Mission Statement

<u>At the January meeting</u>, the Strategic Planning Committee examines the appropriateness of the Mission Statement and recommends revisions, if necessary, based on the input from all constituent groups. A task force meets to make suggested changes to the mission statement if needed.

<u>By February 15,</u> revisions suggested by the Committee are disseminated to the entire campus community, for review and approval of the draft mission statement through all constituent bodies.

Step 4: Creating the Plan
<u>February through April</u>, meetings of the Strategic Planning Committee are devoted to a discussion of how best to realize the (new) College Mission, to define its vision and values and to establishing its goals and priorities.

Step 5: Approving the Draft Plan

<u>By May 15</u>, the Strategic Planning Committee will send the draft 3-year plan to the college community for feedback to be incorporated by August 15.

Step 6: Formally Approving the Plan

The Strategic Planning Committee presents the 3-year Strategic Plan to the Board of Trustees at the first Board meeting in September for final approval. The plan includes:

- Mission, Vision and Core Value statements
- Strategic Goals

All Strategic Plan processes channel into annual department and division plans as identified through the College's Institutional Effectiveness Plan.

Strategic Initiative Proposal Template

Date submitted: _____

Submitted by: _____

Key Strategic Goals met by proposal:
_____

_____

Initials of approval by each of following leaders (who may bring it to their groups for discussion as appropriate):
VPAA _____ VPSA _____ VPAF _____ IT Director _____ VPIA _____

Date discussed at appropriate leadership group: _____

Narrative Description of Initiative :

Summary Proposal (include benchmarking to other similarly-sized college campuses):

Resource Implications (Human, Financial, Space, Equipment)

Expected Outcomes (including impact on student enrollment):

Proposed Timeline and Responsible Parties for Implementation

Attach Completed Spreadsheet Detailing Costs in Implementation and Expected Returns (tab 1 & 2) <u>for new initiatives</u> and Savings/Revenue Implications (tab 3) for <u>retractions</u>. -These may be rough estimates on first presentation but will need to be detailed before final committee consideration. Available as spreadsheets in Strategic Planning public folders.

Tab 1		Year[1] 1	Year 2	Year 3	Year 4	Year 5
Human Resource Costs[2]	*position titles (and % job)*					
Capital Costs	*description*					
Consultant or Temporary Employment Costs	*description*					
Estimated Operations/Maintenance Costs	*description*					
Travel or Professional Development Costs	*description*					
Other[3]	*description*					

1. Fiscal Year (9/1-8/31) specified up to 5 years
2. Inclusive of proportional salary and benefits
3. This may include any new reporting or compliance considerations that will have associated costs

Tab 2		Year[1] 1	Year 2	Year 3	Year 4	Year 5
Revenue Source	*description*					
	description					
Revenue Source	*description*					
	description					

1. Fiscal Year (9/1-8/31) specified up to 5 years

Tab 3		**Fiscal Impacts of Proposed Retraction**				
		Year 1	Year 2	Year 3	Year 4	Year 5
Savings Details	*description*					
	description					
	description					
Revenue Implications	*description*					
	description					