Strategic Planning Procedure Manual

Introduction

Strategic planning at Clinton Community College (CCC) is a systematic process of establishing prioritized goals, strategies, and objectives for the College. It is a deliberate, inclusive and ongoing process for building consensus on strategies needed and actions required to achieve the College's mission. The College's strategic plan includes the mission, vision, values and four strategic goals defined below.

The Mission

The mission of Clinton Community College is to provide educational opportunities in an inclusive and safe environment that empower individuals to create their own paths to personal and professional growth.

Vision Statement

As a result of our efforts in Clinton County and the North Country, Clinton Community College helps students bridge academic, economic, technological, and cultural divides, participate in local and global communities, and enhance their lives in practical and visionary ways.

Core Values

- **Success/Quality**
  The highly qualified faculty and staff at Clinton Community College continually deliver strong and diverse career- and transfer-relevant educational programs. Institutional engagement, small class size and integrated student support provide for effective individualized attention to students which focuses on their personal goal attainment and culminating in their graduation.

- **Respect**
  Clinton Community College is dedicated to the respect of all community members by continually working to create a positive organizational atmosphere. Respecting diversity, maintaining a safe learning environment, and engaging in communication based on transparency and inclusiveness are hallmarks of the College's organizational culture.

- **Access**
  Clinton Community College offers opportunity for study to students from diverse demographic backgrounds in Clinton County and beyond. Access to academic programs, courses and training is enhanced by the College's level of preparedness, dedicated technology for teaching and learning and affordability of attendance.

- **Region**
  Clinton Community College has a strong partnership with its sponsor, Clinton County, and a plethora of local and regional businesses, agencies, and educational institutions. These strong community partnerships are essential for building and maintaining a strong workforce development capacity.

Strategic Goals

- Provide dynamic and innovative learning experiences through quality teaching that lead to success of students in achieving educational, career and personal enrichment goals.

- Stabilize student enrollment by adapting to changing institutional environment, addressing critical resource needs, and implementing a highly integrated approach to student retention.

- Build and maintain effective and efficient operational systems with strategically guided resource allocation and data-informed decision making.

- Maintain and expand partnerships and collaborations with businesses, agencies, and educational institutions to diversify options for students for career placement or advancement.

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 development consultation and creation of the College's 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. Strategic Planning Committee deliberations follow Robert's Rules of Order.

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I.   Strategic Planning Process at Clinton Community College

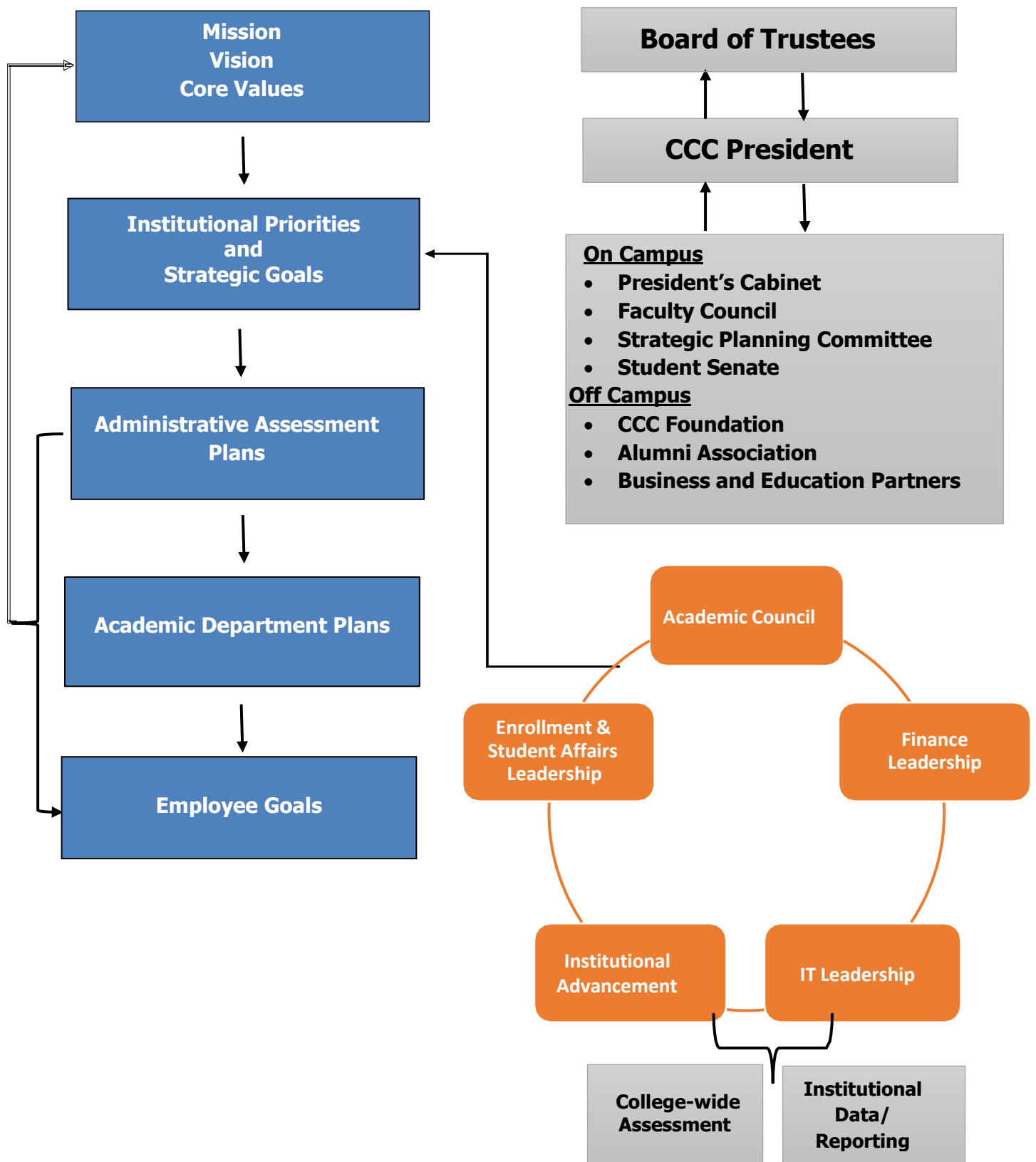The Strategic Planning Committee is charged as follows:

- To create a strategic plan to maintain long-term institutional success and viability.

- To oversee the implementation timeline of strategic planning initiatives.

- To evaluate annually the planning process and implementation of priorities.

- To monitor progress on core objectives of key strategies of the strategic plan using performance indicator data.

- To review initiatives brought forth by leadership groups, across all college operations to affirm their alignment with the strategic plan and recommend which initiatives should move forward.

- To review resource allocation for major grants and College strategic development funds (e.g., Perkins Grant, Moore Academic Innovation Fund) and to recommend which proposals should move forward for administrative action.

The college community identifies the institutional mission, vision and core values within its strategic plan. These statements frame all college activities. The 2020-2025 Strategic Plan defines strategic goals to implement its mission, vision and core values and reflect the institutional priorities. Each strategic goal includes key strategies consisting of core objectives which are institution-wide activities with associated measurable performance indicators. These metrics are informed by campus-wide assessment and shared annually among all constituent groups.

The core objectives 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 assessment, General Education assessment, and Administrative Unit assessments) are discussed within each leadership group and inform strategic proposals which may be moved forward for Strategic Planning Committee discussion. All proposals will provide complete information as specified by the proposal templates and procedures (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" and "flow-up" model of strategic planning to ensure that each unit is working in concert to further the College's mission and is meeting the goals of the 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

Institutional Priorities and Strategic Goals

Administrative Assessment Plans

Academic Department Plans

Employee Goals

Board of Trustees

CCC President

On Campus
- **President's Cabinet**
- **Faculty Council**
- **Strategic Planning Committee**
- **Student Senate**

Off Campus
- **CCC Foundation**
- **Alumni Association**
- **Business and Education Partners**

Academic Council

Finance Leadership

Enrollment & Student Affairs Leadership

Institutional Advancement

IT Leadership

College-wide Assessment

Institutional Data/ Reporting

II.   Composition of the Strategic Planning Committee

The Strategic Planning Committee membership represents all areas of the College. The President appoints the chair of the Committee on an annual basis. Each of the operational areas selects a designee 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 committee membership has the following representation as a minimum:

Academic Affairs: Vice President for Academic Affairs + 4 Faculty + 2 Staff Members
Student Affairs: 2 Staff Members
Enrollment Management: 2 Staff Members
Advancement: 1 Staff Member
Institutional Research (IR): 1 Staff Member
Finance: Controller
Information Technology (IT): 1 Staff Member
Center for Community and Workforce Development (CCWD)/Institute for Advanced Manufacturing (IAM): 1 Staff Member

Representation on the Strategic Planning Committee is reviewed annually, with each area leader responsible for forwarding designees to the Committee Chair for consideration and appointment by the President. 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 member may vote at the meeting. If a member misses two or more meetings consecutively, the Committee Chair will provide notice to the area leader and that 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:

- **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.

- Requests for consideration of proposed strategic initiatives must be given to the Strategic Planning 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.

- 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 for possible consideration at the next cabinet 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) at the next earliest meeting.

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 or resources for ongoing or new initiatives outside of the annual budgeting and evaluation process 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 and resources needed to accommodate an expansion or 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 academic programs and the development of new programs must follow the Academic Affairs process for developing/changing academic offerings. That process includes sharing proposals with the Strategic Planning Committee on an informational and consultation basis only. The process is described in Appendix B.

IV. Developing the Strategic Plan

Every three to five years, the College systematically evaluates its mission, its place in the community, its strengths and opportunities for enhancement, 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, which 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.

During the Fall Semester, the Office of Institutional Research and Planning provides a summary of the data collected from the sources listed above to all Committee members.

At its initial meeting of the new academic year, the external climate data are 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.

The Office of Institutional Research and Planning provides the following information:

- The current Mission Statement

- A summary of the information regarding external climate and discussions

- The most recent Institutional Effectiveness Report

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

- Employees- Each area administrator 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 for it to take place.)

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

Then, 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 – Vice President for Academic Affairs

- Alumni Association – Vice President for Institutional Advancement

- The College Foundation – Vice President for Institutional Advancement

- Student Senate – Dean of Student Affairs

These representatives provide summaries to the Office of Institutional Research and Planning. 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, budget projections are presented by the Chief Financial Officer of the College.

Step 3: Revising/Renewing the Mission Statement

At the start of the Spring Semester, 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.

In February, 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

During February through April, 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

Before the end of the Spring Semester, the Strategic Planning Committee will send the draft plan to the college community for feedback to be incorporated by August.

Step 6: Formally Approving the Plan

The Strategic Planning Committee presents the draft strategic plan to the Board of Trustees at the first Board meeting in September for final approval. At minimum, the plan must include:

- 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: _____

Strategic Goal and Key Strategy addressed by proposal: _____

_____

Initials of approval by each of following leaders (who may bring it to their groups for discussion as appropriate): VPAA_____**DEM**_____**DSA**_____
Controller_____**IT Director**_____**VPIA** _____

Date discussed at appropriate leadership group: _____

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) for new initiatives and Savings/Revenue Implications (tab 3) for retractions. -These may be rough estimates on first presentation but will need to be detailed before final committee consideration. Available as spreadsheets in the Information Repository.

		Year[1] 1 (specify)	Year 2 (specify)	Year 3 (specify)	Year 4 (specify)	Year 5 (specify)
Human Resource Costs[2]	*position titles (and % job)*					
	position titles (and % job)					
	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

4.

	Year[1] 1 (specify)	Year 2 (specify)	Year 3 (specify)	Year 4 (specify)	Year 5 (specify)
Revenue Source	*description*				
Revenue Source	*description*				

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

Fiscal Impacts of Proposed Retraction

	Year 1	Year 2	Year 3	Year 4	Year 5
Savings Details	*description*				
Revenue Implications	*description*				

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/academicaffairs/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.

B1. Development of New Academic Programs

The academic program development process begins with input from department colleagues, advisory committee, Academic Council and Vice President for Academic Affairs regarding program composition, need and resources required. The sponsoring department must consult with the Academic Council and Strategic Planning Committee to confirm alignment of proposed program to college mission and strategic goals before securing all approvals. Using the CCC new program proposal form, a new program must be approved by the sponsoring department, Curriculum Committee, Faculty Council, Vice President for Academic Affairs, President and college Board of Trustees in this order. Once these approvals are secured, the program announcement will be submitted to the SUNY Provost for review and commentary from other SUNY colleges. Thereafter, the SUNY new undergraduate degree program proposal form must be completed by the sponsoring department and be submitted to the Vice President for Academic Affairs for submission to SUNY and NYSED for approval and registration. The program developer and/or the sponsoring Department Chair should attend and be prepared to address questions when presenting the proposal at meetings of the Curriculum Committee and FacultyCouncil.

B2. Expansion/Major Change in a Current Program

Any change to the graduation worksheet requires the revision process, and in some cases, require the approval of SUNY and NYSED. Faculty should consult with the Vice President of Academic Affairs (VPAA) for the current program status. The program revision process should begin with meaningful conversations with departmental colleagues, the Department Chair and the Vice President of Academic Affairs (VPAA). The CCC program revision form must be completed for necessary approvals. The SUNY program revision form must be completed if more than one third of the program is being changed. The program revision initiator and/or the sponsoring Department Chair should attend and be prepared to address questions regarding the proposed program change at the appropriate department meeting, Curriculum Committee meeting and Faculty Council meeting.

B3. Reactivation of a Deactivated Program

The process for reactivating a deactivated program is the same as that for the expansion or major change of a current program. However, this also requires notification of SUNY.

B4. Deactivation or Discontinuance of an Existing Academic Program

A program deactivation occurs when a campus makes a decision not to admit any more students to a program but wishes to maintain the program's registration. This may be done to reassess the need for the program or restructure a program. This action is internal to SUNY and limited in duration to no more than three years. The deactivation effective date is the first regular admission date for which new students will no longer be permitted to enroll in the program.

A program discontinuance occurs when a campus no long offers the program nor awards a credential for completion of the program. The program is removed from the New York State Education Department's Inventory of Registered Programs. SUNY review/approval must precede NYSED review. The discontinuance effective date is the last graduation date for which a credential for completion of the program is awarded.

Faculty should begin the program deactivation or discontinuance process by engaging in meaningful conversations with departmental colleagues and the Vice President of Academic Affairs (VPAA). The CCC program deactivation/discontinuance form must be completed for necessary approvals. The program deactivation or discontinuance initiator and/or the sponsoring Department Chair should attend and be prepared to address questions at the appropriate department meeting, Curriculum Committee meeting and Faculty Council meeting.