



Procedure

Title: Strategic Planning

Number: A1300.05

Type: Administrative

Responsible: Executive Director of Institutional Effectiveness

Related Policies: [A1300](#), [B1000](#), [B1001](#), [B2005](#), [B3012](#)

Linked Procedures: A1300.00, A1300.10, A1300.15, A1300.20, A1300.25, A1300.30, A1300.35,

Related Laws:

Related Standards:

HLC Criterion: 5: Institutional Effectiveness, Resources, and Planning

Statement

Strategic planning is a fundamental process for the College to define its mission, vision, and goals and to set a course for the future. This procedure outlines the steps and responsibilities involved in the development and execution of Shawnee College's strategic plan.

Roles and Responsibilities

1. **President:**

- The Board delegates to the President the responsibility for developing and implementing a strategic plan designed to achieve the Board's Strategic Outcomes. The President shall:
 - interpret the Board's Strategic Outcomes
 - develop an inclusive and collaborative strategic planning process that identifies initiatives and resources needed for employees to achieve the Board's Strategic Outcomes

2. **Executive Director of Institutional Effectiveness (ED IE):**

- The ED IE:
 - leads the development, implementation, and continuous improvement of the College's strategic plan
 - leads the identification of market trends and best practice information that address challenges/opportunities within the higher education landscape
 - collaborates with senior leadership to provide the data support needed to inform decisions aimed at the attainment of the College's strategic initiatives
 - guides shared governance councils/teams with implementation of strategic initiatives
 - prepares the strategic planning monitoring reports

3. **Strategic Planning Committee:**

- The strategic planning process must be coordinated and carried out by this committee.
- Members of the Strategic Planning Committee include:
 - Internal stakeholders- employees, trustees, and students of the College
 - External stakeholders- alumni/graduates of the College, College service area business owners, K-12 school employees and/or Board members, and community/civic organization members

4. **Strategic Planning Facilitator (where applicable):**

- If desired, the College may hire with an outside organization to facilitate the Strategic Planning Process.

5. **Office of Institutional Effectiveness (OIE):**

- The team within the OIE:
 - manages certain data and analytics programs that provide data to inform the Strategic Planning process
 - facilitates the identification of data managed by other institutional offices that may be useful to the process
 - provides data analysis and reporting support to faculty, staff, and the Strategic Planning Committee during the process

6. **Faculty and staff:**

- It is the responsibility of the faculty and staff to provide data, information, and insights for the process, as requested, through their identified roles in the institution

Setting the Stage

1. **Define the Planning Timeframe:**

- Establish the planning cycle and timeline for the strategic plan (e.g., 3-5 years).

2. **Create a planning committee:**

- Appoint individuals to the Strategic Planning Committee.
- Define roles, responsibilities and expectations for committee members.

Data Collection and Analysis

1. **Gather Data and Information:**

- Create a strategy and timeline for gathering relevant data, including the choice of data sources, tools, and methods. Ensure feedback from all stakeholders is collected:
 - Determine what *existing* data are needed and how those can be obtained.
 - Determine what data still needs to be collected and how those can be collected.

NOTE: *See the [Data Requests \(A1300.30\)](#) and [Institutional Evaluation/Research \(A1300.15\)](#) procedures

2. Data Collection:

- With the assistance of the OIE, gather information using suitable techniques, such as program queries/reports, surveys, interviews, focus groups, observations, or other appropriate methods.
 - Utilize surveys, town hall meetings, or focus groups to gather feedback from the faculty, staff, students, alumni, and other stakeholders.
- Ensure the accuracy, integrity, and adherence to moral principles of the data.

NOTE: See the **Data Governance Procedure** for maintaining the integrity of the data, including the availability, quality, security, and compliance with legal and regulatory requirements.

3. Data Analysis:

- With the assistance of the OIE, utilize suitable statistical or qualitative data analysis techniques and tools to analyze the data obtained
- Analyze the trends and challenges facing higher education today
- Interpret the results to arrive at relevant conclusions.

4. Review Prior Strategic Plans:

- Review and assess the outcomes of the previous strategic plan to identify achievements and areas for improvement.

Assess the Current State

1. SWOT analysis:

- Perform a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to evaluate the current state of the College:
 - **Strengths** (Internal positive aspects)- What do we do well? What internal resources do we have?
 - attributes of employees, such as knowledge, background, education, credentials, skills
 - assets of the College, such as capital, credit, technology
 - other positive aspects internal to the College that add value
 - **Weaknesses** (Internal negative aspects)- What factors within our control detract from the value the College offers?
 - areas that need improvement to accomplish our objectives
 - assets the College lacks (for example, expertise, a specific program, or access to skills/technology)?
 - limitations in resources
 - **Opportunities** (External positive factors)- What external aspects represent reasons the College may prosper? Ask: Is the opportunity ongoing, or is there just a window for it? In other words, how critical is your timing?

- opportunities that exist in the market or the environment that we can benefit from
- positive perception of aspects of the College
- recent market growth or other changes in the market that create an opportunity
- **Threats** (External negative factors)- What external factors could place our strategy, or the College itself, at risk? Ask: While we have no control over these, would we benefit by having contingency plans to address them if they should occur?
 - existing or potential competitors
 - unfavorable trends (such as shifts in consumer behavior, the economy, population, or government regulations) that may lead to a decline in enrollment or deteriorating revenues or profits
 - threats to our marketing efforts
 - new programs, products, or technologies that make our programs or services obsolete

Develop the Strategic Plan

Using a systematic technique, such as an Affinity Protocol:

1. Review the Mission, Vision, and Values of the College:

- Revisit and, if necessary, revise the College's current mission and vision statements to ensure relevancy and recency.
 - The mission statement shall identify what the College intends to accomplish as it carries out the Board's purpose.
 - The vision statement shall identify the direction/goals for employees as they work to improve the College's services, as noted in the Board's purpose.
 - The value statements shall identify how College employees will carry out the Board's purpose.

2. Develop Goals and Objectives of the Strategic Plan:

- Define clear and measurable goals and objectives that:
 - support and align with the mission, vision, and values of the College
 - achieve the Board's Strategic Outcomes within the parameters of the Board's Executive Limitations policies
 - links College processes for assessment of student learning, evaluation of operations, planning and budgeting

3. Strategies and Initiatives:

- Develop strategies and initiatives to achieve the defined goals and objectives.
 - **Action Plans:**
Create detailed action plans for each initiative, specifying timelines, responsible parties, targets, and potential barriers.

- **Resource Allocation:**
Allocate human, financial and technological resources to support each initiative.
- **Performance Metrics:**
Determine key performance indicators (KPIs) to track progress and determine the benchmarks at the start of the strategic plan timeline.
- **Monitoring Progress:**
Build in a cycle of evaluation to regularly review and assess the plan's performance, adjusting as needed.

Implementation

1. Shared Governance:

- Develop a strategy for senior leaders to utilize the Shared Governance Teams to prioritize and complete the initiatives to achieve the defined goals and objectives.

2. Accountability:

- Incorporate the strategic plan initiatives into senior leadership evaluations to monitor results and develop goals for each year.

Reporting and Communication

1. Stakeholder Engagement:

- Communicate progress and achievements to all stakeholders through regular updates, monitoring reports, and meetings.

2. Transparency:

- Make the strategic plan and progress reports accessible to the entire College community through the College's website or other communication channels.

Conclusion

The Strategic Planning Procedure for Shawnee College plays an essential role in guiding the institution toward its long-term goals and objectives. By adhering to this procedure, the College makes sure that its strategic planning process is open, inclusive, and in line with its mission and vision.

Change Log		
Date	Description of Change	Responsible Party
2.29.24	Initial Adoption	