Ithaca College Strategic Planning Process Design Draft

- Document Current as of August 22, 2018

2019 Academic Year Ithaca College Strategic Planning Effort Committee Structure

	Charge	Membership	Inputs	Deliverables
Steering Committee	• Coordinate the overall activities of the Strategic Planning Process. • Responsible for ensuring the timely progress and completion of the Strategic Planning process. • Responsible for communicating with the IC community on a schedule defined in the communications plan • Responsible for seeking advice and counsel from the Strategic Planning Partners • Responsible for producing the final report of the planning process	**12-14 Members Selected for Expertise:** • Provost (Chair, to co-chair with Design Team Chair) • 1 Vice President (in addition to chair) • 3 Faculty Members • 2 Staff Members • 2 Students • 1 Student Affairs and Campus Life Rep • 1 Alum • 2 Trustees • 1 Community Member	• Previous campus-wide reports (eg. Middle States, Campus Climate...) • Community feedback • Examination of new paradigms /best practices in strategic planning • Resources on future orientation (eg. Future Ed at Georgetown) • Current vision and mission statements • School Plans	• Guiding vision statement • Guiding mission statement • Guiding values statement (either at start or as final process product) • Themes • Working group membership
Working Groups	• Have ownership of the planning work around their theme, and are • Responsible for creating opportunities for campus engagement. • Choose the channels, frequency, and mechanisms for collecting input. • Identify key stakeholders/audiences in advance of events • Schedule events, and collect and organize all feedback. • Report results of events	**Co-chaired by 2 stakeholders** • One co-chair member of steering committee • Ideally one staff member and one faculty member as appropriate to theme **6-8 additional members** • Selected for expertise/stake in theme • Mix of faculty/staff/students • Other stakeholders as appropriate • Alum, Trustees, Community	• Themes identified by steering committee • Community (campus and external) events • Community feedback on work products	• Goals • Objectives

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Strategic Planning Partners	• Provide a mechanism for ongoing conversation between the participants in the planning process and representatives from a cross section of the community. • In this role, the Strategic Planning Partners act as stakeholders providing feedback and do not serve in an approval capacity	• Governance Councils 　• Faculty 　• Staff 　• Student • Strategic Planning Liaisons • Senior Leadership Team	• Working group products 　• Goals 　• Objectives	• Feedback • Critique
Trustees	• The Board will charge the President, the senior leadership team and the campus community with ensuring that an effective and inclusive planning process takes place	• Current Trustees	• Mission, Vision, Values • Goals and Objectives drafts from committee and action groups	• Approve Mission, Vision, Values, Goals and Objectives • Provide strategic level feedback at key intervals
Consultants	• Representatives from key stakeholders within the IC community and outside experts, who will be involved in executing the final strategic plan. • Provide advice and guidance on the development of the goals and objectives arising from the Working Groups • Evaluate/validate the feasibility of the plan objectives and goals.	**Representatives from key stakeholders across the institution that would be involved in executing parts of the plan:** • Facilities • Budget • IEBC • IT • HR • Legal • Advancement • Analytics and Institutional Research • Enrollment Management • Student Affairs and Campus Life • Marketing • OIPES • Auxiliary Services • External National Experts • Etc.	• Working group queries • Periodic review of the working group outputs	• Advice, guidance and expertise • Feasibility Assessment • Budget, resource and time estimates

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Operational Support	• Provide operational support to the planning groups.	Specialists in: • Web site development • Survey design • Advertising / Social Media • Graphic / Video Design • Event Planning • Writer / editor	• Steering and Working group queries	• As requested

Ithaca College Strategic Planning Structure

Mission, Vision, Values (one overall campus vision)

Themes

Goals

Objectives (measurable objectives)

- Theme: Student Success
  - Goal 1: Raise 3rd semester retention to 98% by 2020
    - Objective 1: Strengthen cohorts
    - Objective 2: Identifying at-risk students by 4th week of semester
    - …
  - Goal 2: Improve 4 year graduation rate
    - Objective 1:
    - Objective 2:
  - Goal 3: Improve affordability
    - Objective 1:
    - Objective 2:
    - Objective 3:
  - ….

RACI Structure

Table 4: Approval Structure	Responsible	Approve	Consult	Inform
Vision, Mission, Statement of Values	Steering Committee	Trustees President Provost	Trustees President Provost IC Community	IC Community
Themes	Steering Committee	Trustees President Provost	Trustees President Provost IC Community	IC Community
Goals	Working Groups Steering Committee	Trustees President Provost	Trustees President Provost Relevant Stakeholders Consultants	IC Community
Objectives	Working Groups Steering Committee	Trustees President Provost	Trustees President Provost Relevant Stakeholders Consultants	IC Community

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Key Milestones for IC Strategic Planning Process

Summer 2018	Fall 2018	Spring 2019	Summer / Fall 2019

August 1
- Design Team draft to SLT meeting

August 6/7
- SLT discuss design at retreat

August 20
- BOT discuss design (high level visual)

August 23 - All College Gathering
- Announce website
- Release design draft to community

August 23-September 15
- Community feedback period
- Formation of Steering Committee

Sometime in Fall
- Speaker on planning issue

September
- Community feedback on design closes
- Steering Committee begins work
- Guiding vision/mission/values statements
- Develop themes
- BOT Exec Committee Call

September Opening Kickoff meeting

October 5-7 – Alumni Weekend
- Introduce Alumni to planning process

October Board of Trustees Meeting

December 1
Steering committee delivers:
- Draft vision/mission/values
- Themes
- Feedback process with campus community

By end of Fall Semester
- Steering Committee collects/incorporates feedback
- Plenary and reflection among planning participants
- Working Groups formed

January 31 - All College Gathering
- Recap of Strategic Planning to-date

Second week of semester
- Campus wide event

February, March, April
- Working Groups:
- Plan and hold events
- Solicit input
- Define goals
- Develop objectives
- Seek feedback …

February Board of Trustees Meeting

April 15
- Working Groups develop draft goals and objectives
- Plenary and reflection session among all planning participants
- Feedback process with campus community

By May BOT
- Working groups incorporate feedback
- Steering Committee oversees production of draft components of plan for BOT

Post BOT meeting
- Draft available to campus community for review

June BOT Retreat
- BOT Approval of plan story and framework (Vision and Mission, Values, Themes, Goals and Objectives Some narrative about the process and a name; implications and tradeoffs)

Summer
- Steering Committee incorporates BOT and Campus feedback
- Write/edit final plan
- Write/edit final vision/mission/values

Late August/Early September
- Kickoff event—celebrating the plan

October Board Meeting
- Implementation plan presented to BOT

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