



2017-2022 Strategic Planning Process and Procedures Manual



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INTRODUCTION

Strategic planning at Southeastern Illinois College is a comprehensive process that takes into account multiple stakeholder feedback within the context of a defined institutional effectiveness cycle. The process provides opportunity for input from all levels of the College into the institutional Strategic Plan, as well as the operational plans of the instructional and support units. The entire process is driven by the College Mission, and supported by the Vision Statement, Institutional Goals and Core Values, which follow:

MISSION STATEMENT

Southeastern Illinois College enhances lifelong learning by providing quality accessible educational programs, cultural enrichment opportunities, and support for economic development.

VISION

To be the catalyst for academic excellence, community service, and economic growth in the communities we serve.

CORE VALUES

Fairness: We are committed to behavior free from self-interest, prejudice, or favoritism.

Integrity: We embrace moral values and the courage to live up to them.

Compassion: We demonstrate a genuine interest, concern, and respect for others.

Self-Esteem: We see ourselves and others as individuals of value and capable of pursuing our dreams!

Responsibility: We hold ourselves accountable for our conduct and obligations.

Learning: We value learning as a lifetime objective and will continue to promote the attainment of knowledge.

INSTITUTIONAL GOALS

1. Provide a general education program that creates a foundation for further study and enlightened citizenship.
2. Empower students to achieve their educational goals, enabling them to successfully live and work in a culturally diverse global society.
3. Provide students access to quality transferable courses and programs.
4. Prepare students to succeed in a highly competitive workforce through career and technical education.
5. Provide opportunities in developmental and adult basic/secondary education.
6. Enhance learning by integrating educational opportunities in and out of the classroom.
7. Utilize existing and emerging technologies to equip students, enhance learning and provide services.
8. Sponsor award-winning, competitive, and service-oriented activities.
9. Offer lifelong learning opportunities to explore potentials, abilities, and interests.
10. Enrich and enhance the community through cultural and general interest events.
11. Provide resources, training and leadership for economic development of business and industry.

12. Provide a wide range of student and administrative services to support achievement of student learning and personal development.
13. Create a culture where assessment of student learning outcomes and college services are valued and used across the institution.
14. Responsibly manage the resources entrusted to the college on behalf of the community college district.
15. Establish and maintain mutually beneficial educational, corporate and community partnerships

INCEPTION

The current process for creating a five-year strategic plan began with organizational meetings in **August 2015** to review and revise the previous process. This process was modeled after the prior five-year Strategic Planning Committee, which overhauled prior leadership methods. A more decentralized, stakeholder-driven process has been the focus for the two most recent planning periods. The initial meeting was attended by the Strategic Planning Process Committee. Subcommittees comprised of employees from all units across campus identified were established to review 1) the Mission Statement, Vision Statement, Institution Goals, and Core Values; 2) Institutional Effectiveness, Planning Calendar, and Planning reporting process and format; 3) General Education Goals; and 4) environmental scan data.

With information from the subcommittees, public campus forums were held during **Spring 2016** to develop major institutional strategic initiatives. Based on feedback from the forums, the Strategic Planning Committee finalized the Major Initiatives in **March 2016**. The Board of Trustees reviewed and approved the Major Initiatives in **July 2016**. The Major Initiatives for the 2017-2022 Strategic Plan are:

1. Deliver excellent academic programs and resources
2. Practice sound financial stewardship
3. Exercise effective enrollment management
4. Maintain a sustainable learning environment
5. Support economic development and community enrichment
6. Demonstrate institutional accountability

Once these major institutional initiatives were established, functional areas across campus developed appropriate sub-initiatives for each Major Initiative. The Strategic Planning Committee reviewed the work of each functional area and finalized the sub-initiatives. With the sub-initiatives complete, the College was ready for regular operational planning to commence in **Fall 2017**. Operational planning occurs during each year of the cycle and outlines specific strategic initiatives across campus for the academic year. See *Appendix A* for a graphic of the five-year planning cycle and *Appendix B* for the timeline of the complete development process.

As a point of differentiation, the strategic plan exists as a visionary document, whereas the operational plans include the detailed plans of action with accompanying and relevant information such as contact, timeline, budget impact, benchmark, etc.

STANDING PROCESS

With the 2017-2022 Institutional Strategic Plan completed, the annual cycle and standing process of developing the operational plans for each major initiative began. Each year, with the beginning of the fall semester, the Strategic Planning Committee meets during in-service day to receive the calendar of the planning cycle for the year. (The current Strategic Planning Calendar can be found on the SIC website homepage www.sic.edu under the “Accountability Link” in the footer of the page.) Each member of the committee represents a major division or department of the College. (The current Strategic Planning Committee Listing can be found on the SIC website homepage www.sic.edu under the “Accountability Link” in the footer of the page.) It is the task of these committee members to work with the staff/faculty members in their unit to create their operational plan. While the Institutional Strategic Plan is a visionary document of major, long-range and far-reaching strategic directions or goals for the future, each operational plan is an action plan of detailed, short-term statements about what is to be done, who is to do it, how it is to be done, and how it will impact the budget (see *Appendix C, Difference*

Between Strategic Plan/Initiative and Operational Plan/Initiative for further explanation). These operational plans are developed during the first few weeks of the academic year. Once operational plans are created, they are assessed each year by the strategic planning committee and cabinet. Activities included in the plans continue throughout the academic year, with reporting on progress and accomplishments completed at the conclusion of the year. The Board is updated on progress as well, with a report being provided to the Board of Trustees during the summer each year. An annual timeline of the process that occurs each academic year is included in *Appendix D*. The strategic plan remains the same but the operational plans are the living, dynamic portion of the process.

Strategic planning is also a major component in the Southeastern Illinois College Institutional Effectiveness Cycle Calendar, which incorporates and coordinates all major planning activities of the institution (see *Appendix E*). These include assessment, program review, performance evaluations, and budget development process .

It is significant to note that the institution is diligent in its efforts in tying its budgetary work to strategic and operational planning, as well as tying the strategic and operations plans to the institutional budget. One unique component of the budgeting loop is the institutional budget review process used. This process allows budget officers to present their proposed budgets in an open forum to the President and appropriate Vice Presidents and Deans. These “budget hearings” are open for any college employee to attend. They provide opportunity for discussion of how their budget requests are tied to assessment activities and their operational plans for the upcoming year. During the hearing, budgets are adjusted based on the discussion and the financial impact on the larger institutional budget and financial status. In addition, the College utilizes a budget linkage form that ties significant budget modifications to Strategic Planning and Assessment initiatives. These forms are reviewed during the budget hearing.

THE STRATEGIC PLANNING COMMITTEE

It is worth noting that the membership of the Strategic Planning Committee ensures representation from every major instructional and support unit within the college. This is a key factor in the success of the process as everyone has a voice in the development of the plan, and has opportunity to review the plan through its various revisions. This process also ensures a sense of ownership and buy-in from the College faculty and staff at all levels. A student member is also included to provide a student voice to the planning process. A current listing of committee membership is available on the Strategic Planning website, which is found under the “Accountability Link” located on the footer of the SIC website homepage.

RESOURCES

There are a number of resources available to the Strategic Planning Committee and the College, at large.

- **Website** - Strategic planning information is located in the “Accountability” section, found in the footer of the homepage (www.sic.edu). The Institutional Strategic Plan is available here to the public. The strategic planning grid contains information such as committee membership, annual calendar, minutes of committee meetings, planning forms, and other documents/information.
- **IntrinSIC** – The operational plans from all areas are included here, and are available to all college employees. These documents are not available to the public. These plans are updated each year.
- **Archives** – Many historical documents from past strategic planning processes are stored here on IntrinSIC.

- **Environmental Scanning Information** – A sizable amount of information was collected during the environmental scanning process. This information is available in paper form in the office of the President and on Intrinsic, and from other committee members.

SUMMARY

Southeastern Illinois College's strategic planning process is not a top down process, but rather is a college-wide inclusive process that provides a voice for all levels of faculty, staff, and administration. Planning is an important activity that is ingrained in the College culture, and is linked to assessment, budgeting, and program review. The Institutional Strategic Plan is a visionary document that provides major, long-range and far-reaching strategic directions or goals for the future to advance college goals for service to students and the communities we serve.

APPENDIX A

Specific Five-Year Planning Cycle for Southeastern Illinois College



*Mostly institutional major functional unit focus with explicit or implied measurability.

**Operational plans include specific details: specific goal/objective, implementation/strategy, target audience, time line, budget/source, evaluation/benchmark for success, contract responsible, and related cross-references.

***The departmental/divisional representative will present the operational plan to the entire planning committee for review and feedback.

APPENDIX B

STRATEGIC PLANNING

Timeline for Development of 2017 – 2022 Strategic Plan

FALL 2015

August

- Regular Strategic Planning Committee meeting to start academic year

September – First meeting of SPC.

- Kick off planning for new cycle by creating three subcommittees
 - Mission Statement/Vision Statement/Institutional Goals/Core Values (led by Dr. Keating & Dr. Weiss)
 - Calendar/Reporting, Process/Format; Institutional Effectiveness (led by Dean Sirach & Dean Flannery)
 - General Education Goals will be reviewed by Curriculum Committee during the fall semester.
 - Task force on environmental scanning to create instrument and list of external contacts (led by Dr. Rice and Lori Cox)

October

- Review and make recommendations on assigned areas in Subcommittees
- Assemble external scanning data

November

- Continue working in subcommittees
- Meet to review and recommend changes to Mission, Vision, Institutional Goals, Values, calendar, process and Institutional Effectiveness Calendar; Review recommendations on General Education Goals from Curriculum Committee
- Schedule January meeting

December

- Catch up on 2017-2022 planning process work (if needed)
- Board of Trustees non-action item for review of Mission, Vision, Goals, Core Values

SPRING 2016

January

- SPC meet to engage context and Initiatives
- Board of Trustees action item to approve Mission, Vision, Goals, Core Values

February

- Series of open forums held to discuss major initiatives

March

- Finish forums and finalize recommendations for major initiatives

April

- SPC meets to share, review and make recommendation on major initiatives

May

- Non-action item for Board of Trustees for review of major initiatives

SUMMER 2016

- Report to BOT on progress of new SP Development
- Action item for Board of Trustees for approval of major initiatives

FALL 2016

- Create sub-committees to work on sub-Initiatives
- Present sub-committee recommendations on sub-initiatives to SPC

SPRING 2017

- Format final document
- Board of Trustees reviews and adopts for Fall 2017. Final document published.

FALL 2017

- ***New 2017 – 2022 Strategic implemented.***
- Operational planning process begins using new Strategic Initiatives and sub-initiatives.

SPRING 2018

- Regular operational planning activities are in process.
- Annual updates/progress/completion reports due at the end of the semester

SUMMER 2018

- **2017-2022 Strategic Plan available as needed for HLC accreditation process.**

FALL 2018/SPRING 2019

- HLC Peer Review Team Accreditation Visit

APPENDIX C

DIFFERENCE BETWEEN STRATEGIC PLAN/INITIATIVE AND OPERATIONAL PLAN/INITIATIVE

Some Information Taken from MCCC System, 2011 Website and Other Sources

Strategic Plan – a visionary process that results in major, long-range and far-reaching strategic directions or goals for the future to advance college goals for service to students and community. Strategic plans provide the foundation for operational planning.

- **Administration and Strategic Planning Committee:** Direct Initiatives and Sub-initiatives (targeted direction for the institution for the next five years)

Operational Plan – This is action planning; it results when developing detailed, short-term statements about what is to be done, who is to do it, and how it is to be done. These are plans to implement the outcomes of strategic planning. Whereas strategic planning looks at the organization as a whole, operational plans focus on action carried out by specific supervisors and department managers. Important to operational plans are *specificity and time frame for completion* for the action in the plan. Operational planning involves both the development of plans to improve and change daily operations as well as the development of capital projects that will ultimately be used in daily operations. Note that capital planning activities often span a longer period of time than plans around day-to-day operations. In addition, the Maricopa Community Colleges also engage in Master (Capital) Planning.

- **Functional Units (Divisions and Departments):** Direct Operational plans (concrete and measureable)
- **Key Components in a Complete Operational Plan Typically Include:** Sometimes risk assessment and mitigation strategy can be addressed case-by-case.

Goal/Objective	Target Audience	Budget Impact	Timeline	Contact Responsible	Evaluation/Benchmark for Success
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NOTE: Master Planning (Capital) – Long-term capital planning based on master planning efforts that support strategic directions of MCCC college/units.

APPENDIX D

Annual Timeline for Operational Planning

August	Calendar distributed for academic year and operational planning begins in all areas.
September	Planning underway.
October	Operational plans due to VPASA. Reviews begin with all groups and revisions made. Activities begin as written into plans and continue throughout the academic year.
November	Strategic Planning Committee review meeting and college-wide review meeting held.
December	Final revisions made and document completed.
January	Copies of all plans provided to the Board of Trustees.
February	Budgeting cycle begins.
March	Budget development underway.
April	Budget hearings held. Reporting on progress/completion of activities provided to VPASA.
May/June	Progress report compiled.
July	Progress report provided to the Board of Trustees.

APPENDIX E

SOUTHEASTERN ILLINOIS COLLEGE INSTITUTIONAL EFFECTIVENESS CYCLE CALENDAR

MISSION: Southeastern Illinois College enhances lifelong learning by providing quality accessible educational programs, cultural enrichment opportunities, and support for economic development.

Academic and Fiscal Year Begins

	January	February	March	April	May	June	July	August	September	October	November	December
BUDGET e-link: Budget	Authorization by Board of Trustees to Initiate Budget Development Appoint BOT budget committee	Distribute budget e-request information	Engage planning initiatives, assessment results, and other feedback to e-prepare budgets Hold budget hearings	Hold budget hearings	Finish budget hearings	Prepare budget	Prepare budget	Present tentative budget to Board of Trustees	Present final budget to Board of Trustees Public Hearing			
Misc:		Tuition recommendation	Review MFIP				Close out previous year budget	Finalize close out Begin new audit	Audit continues	Present tax levy to Board of Trustees Present audit to Board of Trustees		Accept annual audit Certificate of tax levy
STRATEGIC PLANNING e-Link: Strategic Planning	Copies of all plans provided to the Board of Trustees.	Budgeting cycle begins.	Budget development underway	Reporting on progress/ completion of activities provided to EDSS	Progress report compiled.		Progress report provided to the Board of Trustees.	Calendar distributed and planning begins in all areas.	Planning underway. Cabinet retreat (planning engaged)	Operational plans due. Reviews begin with all groups and revisions made.	Reviews held college wide.	Final revisions and documents completed.
ASSESSMENT e-Link: Assessment				Committee meets for end of year review				Prepare assessment plans for current year	Submit assessment plans for current year	Committee submits review of new plans Submit results from previous year	Committee reviews results from previous year as necessary	
Program Review e-link: Program Review	Program review hearings held	Program review hearings continue/ Program review follow up reports due	Program review hearings continue					Program Review Report to ICCB	Program review information distributed to subcommittees and divisions/ departments		Program review subcommittee work completed	
Performance Evaluations		Evaluations of tenure and tenure-track	Reassessing evaluations including administration		Spring class evaluations distributed							Fall class evaluations distributed