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.
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. Lead, train, serve, and provide resources for economic development of business and industry in the region.
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.

INCEPTION

The current process for creating a five-year strategic plan began with organizational meetings in the Summer of 2011 to review and revise the previous process. The meeting was attended by the Strategic Planning Process Revision Subcommittee made up of individuals from the Strategic Planning Committee and represented by various employee groups. The subcommittee identified current process strengths and challenges as well as engaged other processes and ideas from other peer group samples. Additionally, the subcommittee was charged to analyze environmental scanning including 1) reports from the Higher Learning Commission and the Illinois Community College Board, 2) regional demographic data, 3) cohort comparison data, 4) IPEDS data, 5) internal and external community surveys, and 6) other related data.

The subcommittee compiled all environmental scanning and feedback into summative reports for campus presentations at the Fall 2011 staff development day. Major institutional strategic initiatives were then formed to take to the broader, more inclusive strategic planning committee for consideration and revision. The proposed institutional strategic initiatives were discussed and revised by the Committee until agreement was reached on the wording for the seven major institutional initiatives, which follow:

1. Practice sound financial stewardship while delivering quality learning opportunities.
2. Maintain environmentally friendly and sustainable facilities and grounds that serve as an example of pride for our district.
3. Strengthen enrollment through effective enrollment management, quality student services and excellent instructional programs.
4. Enhance learning, support services, and resources through the use of technology.
5. Promote and market the college and its programs.
6. Demonstrate accountability through continuous quality improvement.
7. Serve as a catalyst for economic growth.

Once these major institutional initiatives were determined, measurable objectives were created for each institutional initiative. These went through appropriate internal stakeholder revision. Again, meetings were held with the full Committee to discuss and revise the proposed measurable objectives until agreement was reached. Once the institutional strategic initiatives and their measurable objectives were approved by the Committee, including board inspection, the 2012-2017 Institutional Strategic Plan was finished. See Appendix A for a graphic of the five-year planning cycle and Appendix B for the timeline of the complete development process.

Once the 2012-2017 Institutional Strategic Plan was finished, functional units were assigned to create operational plans. 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. The committee assigned initiative three on instruction/learning to be the first completed operational plan. This was done to 1) allow learning to drive the process and 2) pilot the revised process with one major initiative. Therefore, the Instruction Operational Plan was developed during March and April of 2012.

The Instruction Operational Plan was then distributed at the beginning of the Fall 2012 semester college-wide. At this point, the development of the remaining operational plans began, which are:

- Finance Operational Plan Initiative #1
- Facilities Operational Plan Initiative #2
- Student Affairs Operational Plan Initiative #3
- Technology Operational Plan Initiative #4
- Marketing Operational Plan Initiative #5
- Institutional Accountability Operational Plan Initiative #6
- Economic Development Operational Plan Initiative #7

These plans were created by their respective units during September and October 2012. During January they are reviewed by the Strategic Planning Committee, and then again by all college faculty and staff. Meetings are held where opportunity is available for comment, questions, discussion of concerns, and general input and feedback. Any final revisions will be made after these reviews, with presentation to the Board of Trustees in February 2013.

**STANDING PROCESS**

With the 2012-2017 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](http://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](http://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 being done 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 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, in addition to strategic planning, 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.

**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 Vice President for Academic and Student Affairs, and from other committee members.

**SUMMARY**

Southeastern Illinois College’s strategic planning process is a not a top down process, but is rather 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.
Specific Five-Year Planning Cycle for Southeastern Illinois College

1. Formulate Mission
2. Define Institutional Goals
3. Conduct Environmental Scanning (internal & external)
4. Analyze Data
5. Generate Major Initiatives
6. Determine Plan Title/Theme
7. Generate Sub-initiatives*
8. Divisions & Departments Submit Operational Plans** for Sub-initiatives
9. Strategic Plan & Accompanying Operational Plans Presented/Reviewed***
10. Annual Updates with Accompanying Board of Trustees Report

*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
“Shaping Our Future”

March 2011
- Strategic Planning Process Revision Subcommittee (SPPRS) meets to discuss:
  - Current Process Strengths and Challenges
  - Engage Other Processes and Ideas
- Share booklet with sample plans, processes, and ideas to discuss next time.
- Share sample survey (internal and external community)

April 2011
- Second meeting with SPPRS
  - Discuss ideas and set goals for final meeting
- Finalize surveys (internal and external communities)

May 2011
- Distribute internal survey
- Continue revision of planning process

June/July 2011
- Mail external survey
- Finalize revised planning process
- Compile survey data
- Finalize data booklet with environmental scanning (HLC, ICCB, etc.)

August 2011
- Meet with entire Strategic Planning Committee (SPC) on Workshop Day to present new process and gather feedback.
- Provide opportunity to take back to functional units for input for next meeting.

September 2011
- Share comments. Finalize revised process.
- Distribute information packet of environmental scanning.
  - Assign section for teams for mini-reports and discussion

October 2011
- SPC meets to discuss data packet and create summative findings.

November 2011
- Review and distribute summative findings to subunits for feedback

December 2011
- Compile feedback from summative findings from subunits

January 2012
- Share findings and formulate Major Institutional Strategic Initiatives
- Assign subcommittee to cross-reference these initiatives with SIC Institutional Goals, BOT Goals, HLC Criteria, and Illinois Public Agenda

February 2012
- Assign subcommittees to create measurable objectives for each major Institutional Strategic Initiative. Finalize document. Assign subcommittee (if needed) to make any formal revisions.
- Present and revise measureable objectives for each major Institutional Strategic Initiative
- Begin academic operational planning
March-April 2012
- Academic operational planning period

May 2012
- Finalize Academic Plan including action steps with measurability

June 2012
- SPC reviews and revises Academic Plan and measurable action steps.

July 2012
- Catch up

August 2012
- Distribute Plans (Institutional and Academic) to functional units to create their master plans.
  Work on this during Workshop Day.
    o Each unit should engage each institutional initiative and sub-initiative to see what they will address as well as anchor, as applicable, to Academic Plan.
    o General guideline for submission of operational initiatives/plans:
      ▪ Maintenance of existing operations, Improvement of existing operations, and New operations to help fulfill initiatives
      ▪ Measurable (qualitatively and/or quantitatively)
      ▪ Refer to handout on differences between strategic and operational initiatives/plans, particularly key components (new/revised form needed that includes template with suggested quantity of initiatives per year along with key components for five years beginning FY 13-FY 17)
    o Functional Units Include:
      ▪ Master Academic Operational Plan (Keating, by division and department)
        • BACC (Sirach)
          o Each division
          o Emphasize retention and completion
        • CTE (Weiss)
          o Each division
          o Emphasize retention and completion
        • CE (Cox)
          o Each division
          o Emphasize retention and completion
      • Media Services (Jones)
        ▪ Master Finance Operational Plan (Walker, Wright)
        ▪ Master Facilities Operational Plan (Walker, Fitzgerald)
        ▪ Master Marketing Operational Plan (Rice, Wilson)
        ▪ Master Technology Operational Plan (McCulloch)
        ▪ Master Economic Development Operational Plan (Cox)
        ▪ Enrollment Management Plan (Keating, Flannery)
        ▪ Master Site and Construction Plan (Walker, Fitzgerald)

September 2012 –May 2013
- Standard Process of Review and Revision
- Emphasize R and R like that in Assessment
  o Resubmission possible especially due to lack of response and/or lack of measurability

June-August 2013
- Annual Report Provided to Board
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.

<table>
<thead>
<tr>
<th>Goal/Objective</th>
<th>Capacity</th>
<th>Budget Impact</th>
<th>Timeline</th>
<th>Contact Responsible</th>
<th>Evaluation/Benchmark for Success</th>
</tr>
</thead>
</table>

NOTE: **Master Planning (Capital)** – Long-term capital planning based on master planning efforts that support strategic directions of MCCCD college/units.
## Appendix D

### Annual Timeline for Operational Planning

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>August</td>
<td>Calendar distributed for academic year and operational planning begins in all areas.</td>
</tr>
<tr>
<td>September</td>
<td>Planning underway.</td>
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<tr>
<td>October</td>
<td>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.</td>
</tr>
<tr>
<td>November</td>
<td>Strategic Planning Committee review meeting and college-wide review meeting held.</td>
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<tr>
<td>December</td>
<td>Final revisions made and document completed.</td>
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<tr>
<td>January</td>
<td>Copies of all plans provided to the Board of Trustees.</td>
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<tr>
<td>February</td>
<td>Budgeting cycle begins.</td>
</tr>
<tr>
<td>March</td>
<td>Budget development underway.</td>
</tr>
<tr>
<td>April</td>
<td>Budget hearings held. Reporting on progress/completion of activities provided to VPASA.</td>
</tr>
<tr>
<td>May/June</td>
<td>Progress report compiled.</td>
</tr>
<tr>
<td>July</td>
<td>Progress report provided to the Board of Trustees.</td>
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</tbody>
</table>
# 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**

<table>
<thead>
<tr>
<th></th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
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<tbody>
<tr>
<td><strong>BUDGET</strong></td>
<td>Authorization by Board of Trustees to include Budget Development</td>
<td>Distribute budget request information</td>
<td>Engage planning initiatives, assessment results, and other feedback to prepare budget</td>
<td>Hold budget hearings</td>
<td>Finish budget hearings</td>
<td>Prepare budget</td>
<td>Present tentative budget to Board of Trustees</td>
<td>Present final budget to Board of Trustees</td>
<td>Public Hearing</td>
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<tr>
<td><strong>Misc.</strong></td>
<td>close out audit tax levy</td>
<td>Tuition recommendation</td>
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<tr>
<td><strong>STRATEGIC PLANNING</strong></td>
<td>Copies of all plans provided to the Board of Trustees</td>
<td>Budgeting cycle begins</td>
<td>Budget development underway</td>
<td>Reporting on progress of completion of activities provided to VPASCA</td>
<td>Progress report compiled</td>
<td>Progress report provided to the Board of Trustees</td>
<td>Calendar distributed and planning begins in all areas</td>
<td>Planning underway, Cabinet retreat due, reviews begin with all groups and revisions made</td>
<td>Operational plans due, Reviews begin with all groups and revisions made</td>
<td>Present tax levy to Board of Trustees</td>
<td>Accept final audit report</td>
<td>Certificate of tax levy</td>
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<td><strong>Misc.</strong></td>
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<tr>
<td><strong>ASSESSMENT</strong></td>
<td>Committee needs to review process and engage planning and budget input as applicable</td>
<td>Committee needs for end of year review</td>
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<td></td>
<td>Prepare assessment plans for current year</td>
<td>Submit assessment plans for current year</td>
<td>Committee submits review of new plans</td>
<td>Submit results from previous year</td>
<td>Committee reviews results from previous year as necessary</td>
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<tr>
<td><strong>Program Review</strong></td>
<td>Program review hearings held</td>
<td>Program review hearings continue</td>
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<td>Program review distributed to subcommittees</td>
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<tr>
<td><strong>Performance Evaluations</strong></td>
<td>Evaluations of tenure and tenure-track</td>
<td>Assessing evaluations including administration</td>
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<td>Spring class evaluations distributed</td>
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*Note: Scroll published with lists updated as needed.*

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