



Strategic Planning

Institutional Process for Unit-Level Strategic Plans

Each division and corresponding administrative units or academic schools must develop a five-year rolling Strategic Plan, consistent with the College of Charleston Strategic Plan. The plan is intended to help chart a course of action for the next five academic years, and should be assessed and revised to reflect the upcoming five years.

Timeline for Creation of a Strategic Plan (once every 5-years)

Use the template provided by OIEP to develop your Strategic Plan

- July 1st: First draft of division/unit/school strategic plan submitted to the Office for Institutional Effectiveness and Strategic Planning (OIEP).
- July 30th: Final draft of division/unit/school strategic plan submitted to the Office for Institutional Effectiveness and Strategic Planning.

Timeline for Tracking Progress of the Strategic Plan

- April 30: Annual Action Plan describing specific, measurable action steps for the upcoming academic year to accomplish your Strategic Plan, submitted in Compliance Assist.
(For example, on April 30, 2016, an Annual Action Plan for academic year 2016-2017 would be submitted).
- July 15: Annual Report with evidence of achievement and related budget acquisition or expenditures for the previous academic year submitted in Compliance Assist.
(For example, on July 15, 2017, an Annual Report for academic year 2016-2017 would be submitted).

Components of Strategic Plans

Strategic Plans should range from 1-5 pages and consist of, at least, the following components. Plans should incorporate the concepts of the College of Charleston's Core Values of academic excellence; student-focused community; and valuing the history, traditions, culture and environment of Charleston and the Lowcountry.

1. Mission Statement: A mission statement describes the purpose for which the division or school exists.
2. Goals: List a minimum of 3-5 goals.
3. Outcomes: Using your IE Assessment plan as a reference, list a set of outcomes that support the strategic plan goals as well as the College of Charleston mission, core purpose and values. The outcomes may be the annual assessment outcomes for the division/unit/school.

4. Strategies: The plan should list specific actions to be implemented and how these will be distributed across the unit. Describe the actions that will specifically incorporate the concepts academic excellence, student-focused community, or valuing the history, traditions, culture and environment of Charleston and the Lowcountry.
5. Measures (Key Performance Indicators): Develop a set of Key Performance Indicators (KPI) that will help track progress on the outcomes, provide evidence of progress toward the outcomes, and demonstrate success. Key Performance Indicators are measures that provide quantifiable data for documenting success or establishing areas in need to further work. They help to address how you will hold the unit accountable in quantitative way. Develop a minimum of 1-5 KPIs to measure the achievement of each outcome.
6. SWOT analysis results: List the division/unit/school's strengths and weaknesses (internal forces) as well as opportunities and threats (external forces). These are intended to guide the unit's development of its strategic plan.
7. Trade-Offs: Given current resource constraints, describe the resource allocation decisions or trade-offs that have to be made to accomplish the strategic actions. List opportunities that cannot be pursued or strengths that cannot be leveraged.

Access to Compliance Assist

ComplianceAssist! is a web-based tool for documenting, tracking and reporting division/unit/school assessment efforts. Access to the software is provided by OIEP.

1. Use the link on OIEP's website: <https://cofc.compliance-assist.com> (Google Chrome is preferred)
2. Login with CofC Username and Password
3. Select Planning
4. Select My Dashboard
5. Select Strategic Plans tab
6. Select the appropriate division/unit/school's using organizational chart on left (to expand chart, select the plus button)
7. Select Edit Filter to change the year, if needed

Glossary of Terms

Goals – Broad statements that describe the long-term targets or directions of development which you wish to achieve over the period of the strategic plan. Goals are aligned to the mission and global in nature. They are usually not measurable and need to be further developed as separate distinguishable outcomes or objectives, that when measured appropriately, provide evidence of how well you are accomplishing your goals. They are primarily used for general planning and are used as the starting point for the development and refinement of outcomes.

Measures or Key Performance Indicators (KPI) - KPIs allow an organization to assess progress towards its vision and organizational goals; which takes the form of quantifiable measures used to help an organization evaluate its success. Measures should be both formative (assessing success along the way to take corrective action as needed) and summative (assessing success at the end of the implementation process) in nature.

Mission statement – The mission statement is a broad statement of the direction and values of the administrative unit. For each administrative unit the mission statement should reflect how the unit contributes to the education, development, and experiences of students at the institution. The mission statement also should describe the services provided by the unit. It is brief and comprehensive statement that includes the name of the organization, its purpose, what it does to accomplish its purpose and for whom it does it. A mission statement can take this form: “The mission of (your office name) is to (your primary purpose) by providing (your primary functions or activities) to (your stakeholders).”

Outcome— A specific, clear and measureable statement that describes what actions need to be achieved to meet the goal. Outcomes should be aggressive but attainable and results-oriented. Outcomes contain a target of where you would like to be within a specified time period. Outcomes state expected accomplishments or improvements that the unit has identified, after careful consideration of the critical processes and functions. Outcomes can relate to the operations and processes of the unit, and may include a consideration of demand, quality, efficiency and effectiveness. Outcomes may also relate to intended behaviors that a student who used services provided by the administrative unit or program should demonstrate. Outcome statements can also be student learning outcomes (SLOs) of a program or course; focused on the intended abilities, knowledge, values and attitudes a student should demonstrate after having used certain services or having participated in an activity.

Strategy – A strategy is a careful plan or method for achieving a particular goal usually over a long period of time. The word strategy has military connotations, because it derives from the Greek word for army. Strategy is different from tactics. In military terms, tactics is concerned with the conduct of an engagement while strategy is concerned with how different engagements are linked. In other words, how a battle is fought is a matter of tactics: whether it should be fought at all is a matter of strategy.

SWOT Analysis - A strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats involved in achieving the mission or objective. It involves specifying the mission or objective then identifying the internal and external factors that are favorable and unfavorable to achieving that mission or objective. Strengths are attributes of the person or organization that are helpful to achieving the objective. Weaknesses are attributes of the person or organization that are harmful to achieving the objective. Opportunities are external conditions that are helpful to achieving the objective. Threats are external conditions that are detrimental to achieving the objective.

SWOT ANALYSIS



SWOTs are used as inputs to the creative generation of possible strategies, by asking and answering each of the following four questions, many times:

- How can we use and capitalize on each strength?
- How can we improve each weakness?
- How can we exploit and benefit from each opportunity?
- How can we mitigate each threat?

Tactics – Tactics are the means (or action items) by which a strategy is carried out, which includes both planned and ad hoc activities meant to move the unit from one milestone to other in pursuit of the overall goal(s).

Vision Statement - A clear and motivating message about what your unit will look like in the future if it succeeds in implementing its strategies and if it achieves its full potential. It defines the desired or intended future state of your unit in terms of its fundamental objective and strategic direction.