The charge to the Strategic Plan Subcommittee is to identify and prepare the elements of the CAU Strategic Plan and a template for use at all university levels. Your work will be directed and guided by the Strategic Planning Steering Committee.

The Strategic Plan Subcommittee met on Wednesday, February 24th, 2010.

Members in attendance:
Dr. Jeff Phillips, Chair
Dr. Bettye Clark
Dr. Lynne Patten

Members Absent:
Dr. William Boone
Mr. Michael Lacour
Dr. Marcus Shute, Co-Chair

Guests:
Mr. Narendra Patel
Dr. Mary Boose

The subcommittee discussed a strategy for the process for identifying elements to be included in a survey instrument in order to collect, document, analyze, summarize and report responses from all CAU units as part of developing the CAU Strategic Plan 2010. The attached spreadsheet indicates inputs from the subcommittee members concerning recommended elements to be included in Strategic Plan 2010. Also attached is a table of terms and definitions to clarify context of each proposed element. The members will forward the subcommittee's final recommendations to the Chair of the Strategic Planning Steering committee by March 1st, 2010.

Attachments:
1. Alternative Strategic Planning Templates
2. Strategic Planning Template, Terms and Definitions
Appendix B
Strategic Planning Template
Terms and Definitions

PURPOSE
A strategic plan is a simple document that summarizes why an institution exists, what it is trying to accomplish, and how it will go about doing so. Its "audience" is anyone who wants to know the institution's most important ideas, issues, and priorities: board members, faculty, staff, students, alumni, volunteers, clients, funders, peers at other institutions, the press, and the public. It is a document that should offer edification and guidance – so, the more concise and ordered the document, the greater the likelihood that it will be useful, that it will be used, and that it will be helpful in guiding the operations of the institution.

TABLE OF CONTENTS
The final document should include a table of contents. These are the sections commonly included in a strategic plan:

INTRODUCTION BY THE PRESIDENT
A cover letter from the president of the institution introduces the plan to readers. The letter gives a "stamp of approval" to the plan and demonstrates that the institution has achieved a critical level of internal agreement. (This introduction is often combined with the Executive Summary below.)

EXECUTIVE SUMMARY
In one to two pages, this section should summarize the strategic plan: it should reference the mission and vision; highlight the long-range goals (what the institution is seeking to accomplish); and note the Strategic Plan Chronology (process for developing the plan); and thank participants involved in the process. From this summary, readers should understand what is most important about the institution.

INSTITUTIONAL HISTORY, GOVERNANCE AND ORGANIZATIONAL STRUCTURE
In one or two pages, the reader should learn the story of the institution (key events, triumphs, and changes over time) so that reader can understand its historical context (just as the planning committee needed to at the beginning of the planning process).

MISSION AND VISION STATEMENTS
These statements can stand alone without any introductory text, because essentially they introduce and define themselves.

CORE VALUES
Underlying philosophy and principles on which the institutional community wants decisions to be made and actions to be taken. These statements express the beliefs which capture the tenets, convictions and ideology of the institution and may include the University’s Points of Integrity.

ENVIRONMENTAL SCAN
Once the vision and mission are clearly identified, the university must analyze its external and internal environment. The environmental scan analyzes information about university's external environment (political, economic, social/demographic, technological, legal, and international factors), the industry, and internal institutional factors. The labor market projections are most valuable for the environmental scan.
**BENCHMARKING**

Measuring and comparing the university's operations, practices, and performance against others is useful for identifying "best" practices. Through an ongoing systematic benchmarking process campuses find a reference point for setting their own goals and targets.

**SWOT ANALYSIS**

Identify factors which can impact our mission: strengths, weaknesses, opportunities, threats, competition, and constraints.

Strengths and weaknesses are internal to the university: how can we identify them and capitalize on our strengths and minimize or eliminate our weaknesses? Opportunities and threats are external to the university: again, how can we identify them and take advantage of the opportunities while countering the threats?

Competition and constraints can be either internal or external. Competition is any activity or condition which competes for the same resources. Constraints can arise from social, political, legal, educational, industrial, or managerial activities or conditions which prevent or inhibit accomplishing the university's mission. How can we meet the competition and change or accommodate the constraints?

**GAP ANALYSIS**

Institutions evaluate the difference between their current position and desired future through gap analysis. As a result, a university can develop specific strategies and allocate resources to close the gap and achieve its desired state.

**STRATEGIC ISSUES**

University determines its strategic issues based on (and consistent with) its vision and mission, within the framework of environmental and other analyses. Strategic issues are the fundamental issues the organization has to address to achieve its mission and move towards its desired future.

**STRATEGIC PROGRAMMING**

To address strategic issues and develop deliberate strategies for achieving their mission, universities set strategic goals, action plans, and tactics during the strategic programming stage.

- **Strategic goals** are the milestones the campus aims to achieve that evolve from the strategic issues. The SMART goals model is essential to setting meaningful goals. (SMART goals are Specific, Measurable, Agreed upon, Realistic, and Time/cost bound).

- "**Action plans** ... define how we get to where we want to go," the steps required to reach our strategic goals. Objectives are developed on ABCD Model (Audience, Behavior, Condition, Degree)

- **Tactics** are specific actions used to achieve the strategic goals and implement the strategic plans.
REVIEW OF THE STRATEGIC PLAN

After assessing the progress of the strategic planning process, the university needs to review the strategic plan, make necessary changes, and adjust its course based on these evaluations. The revised plan must take into consideration emergent strategies, and changes affecting the university's intended course.

OUTCOMES ASSESSMENT

Include a desired result, a measure of results, and a timetable for attaining the result