Strategic Planning Steering Committee Procedures
Approved on 6/23/2018 by President Dorman
Updated 9/17/20
Approved on 10/12/2020 by President Dorman

On-going Role of the Steering Committee
- Work with the President and vice presidents to ensure Champions produce annual reports—or more frequent reports, as needed—related to action item accomplishment. Watermark will be the mechanism for all action item reports.
- Review and analyze Watermark reports and ascertain the progress made toward action item accomplishment.
- Meet with Champions annually in August-October, or as needed, to receive progress reports, answer questions and provide guidance, and determine if items should be modified or marked as completed. (Prior to these meetings, the Steering Committee should provide Champions with a calendar of their annual meetings with the Steering Committee.)
- Scan higher education literature and trends, as well as Division, Unit, and College goals in Watermark to identify potential new action items to support strategic plan goals. If, based on this information, it is determined that new action items may be needed, the committee will draft action items in usable format and route them to appropriate committees and administrators for review prior to recommending them to Executive Cabinet.
- Report to Executive Cabinet annually, providing information to assist Cabinet with determining whether or not action items have been accomplished and initiatives completed.
- Utilize Front Page, email, and the strategic planning website to update and inform the campus community on latest developments related to strategic planning.
- Recommend to Executive Cabinet proposed changes in actions items (modify action item, mark as completed), and addition of new action items.
- Work with new action item Champions to develop measurable metrics.
- Oversee the annual updating of the Strategic Planning dashboard.
- Appoint subcommittees as needed to bring reports forward to committee as a whole.
- At the conclusion of each five-year strategic plan cycle, conduct a comprehensive review of the strategic plan including mission, vision, and value statements. (The next comprehensive review will be conducted in 2021.)
- Write a final report, and make recommendations to the President and Cabinet, at the end of each five-year strategic plan cycle. (The next report will be written when the current strategic plan ends in 2022.)

Steering Committee Membership
- Co-Chairs will provide leadership to the committee: The standing Co-Chairs will be the Associate Provost for Academic Affairs and a Faculty Representative will be selected that will serve a 2-year term.
- Offices/areas of campus that should be represented on the Steering Committee:
  - Academic Affairs
    - College of Arts & Sciences (1 representative)
    - College of Business (1 representative)
    - College of Education (1 representative)
    - College of Health Sciences (1 representative)
    - Honors College (1 representative)
    - Library (1 representative)

- ▪ Enrollment Management (1 representative, either the AVP or Director of Admissions)
- ▪ AVP for Institutional Research (permanent member)
- ▪ AVP for Strategic Initiatives
- ▪ Associate Provost for Transformative Learning Experiences
- ▪ Associate Provost for Academic Affairs and Director of The Graduate School
  - o Student Affairs (1 representative)
  - o Finance and Administration (1 representative)
  - o University Advancement (2 representatives)
  - o University Senate (1 representative)
  - o Watermark/Assessment/Institutional Effectiveness (1 representative)
  - o Associate Vice President for Inclusive Excellence and Chief Diversity Officer (1 representative)
  - o Information Technology (1 representative)
  - o SGA (1 representative)
  - o University Communications (1 representative)
- ● Target number of Steering Committee members: 21

Process for Appointing New Committee Members
- ● College appointees will serve staggered three-year terms. A&S, Honors, and Business representatives shall be appointed by their colleges in even years (beginning fall 2018), with Education, Library, and Health Sciences representatives appointed in odd years (beginning fall 2019). This will ensure that only ½ (2) of the college representatives rotate off the committee each year.
- ● Representatives of the five colleges and the Library may be faculty members or administrators such as dean, assistant dean, or department chair.
- ● The Steering Committee should automatically accept potential committee members who have been appointed by vice presidents and colleges.
- ● If potential committee members volunteer or are suggested by Steering Committee members, then the committee should discuss and vote on those potential new committee members.
- ● The Facilitator should email the President annually, or as needed, to notify him/her of departures from the committee and seek approval of new committee members.
- ● New members will join the Steering Committee at the August meeting.

Guidelines for Rotating off of the Steering Committee
- ● To ensure continuity and momentum, no more than five committee members should rotate off the Steering Committee each year.
  - o Four committee members will automatically rotate off each year. These are the SGA President (or designee), the University Senate representative, and two of the five college and/or the Library appointees.
  - o In years in which no committee member leaves the committee due to retirement or separation from the university, one other committee member may rotate off.

Timeline of Steering Committee Activities
- ● Champions report on action item accomplishment through Watermark. *July 1 –July 31* (2020 completed mid to late October)
- ● Director of Institutional Effectiveness generates one-page reports on each action item through Watermark and provides reports to the Steering Committee. *August 1-15*

- As needed, Steering Committee meets with Champions to review one-page progress reports, provide guidance and suggestions, and determine if items should be modified or marked as completed.   *August 15-October 31*
- Steering Committee reviews Watermark reports related to action item accomplishment and ascertains the progress made toward action item accomplishment.   *August-December*
- Steering Committee queries the President and vice presidents and scans higher education literature and trends, as well as Division, Unit, and College goals in Watermark to identify potential new action items to support strategic plan goals. If, based on this information, the Steering Committee determines that new action items may be needed, the committee will draft action items in usable format and route them to appropriate committees and administrators prior to recommending them to Executive Cabinet.   *November-December*
- Steering Committee presents annual report to Executive Cabinet.   *January*
- Based on information and recommendations provided by the Steering Committee, Cabinet makes determination as to whether or not action items have been accomplished and initiatives completed. If new action items have been recommended, then Cabinet will approve as is, approve with modifications, or reject the action items.   *January*
- AVP for Institutional Research updates data in Strategic Planning dashboard. *Dashboard will be updated on a rolling basis as needed.*
- Changes in action items and new action items are communicated to current and new Champions by the Steering Committee.   *January*
- Champions of newly created action items submit an initial report in Watermark to ascertain what the Champions have done thus far to begin their projects and address action items. Questions to be answered include: *Mid-March*
  - What have you done to start your project?
  - Have you established metrics? What are they?
  - Have you formed committees or work groups to address your action item(s)?

Chronology of Changes Made to the Strategic Planning Steering Committee Procedures:

August 28, 2018
Eliminated all references to Compliance Assist and replaced them with Watermark. This reflects the conversion of the institution from the Compliance Assist institutional effectiveness system to the Watermark system.
Changes were made by committee chair Mark Pelton.