

2
3 May 21, 2001

4 **Policy on Strategic Planning**

5 This policy was recommended by the Academic Senate on April 5, 2001 and approved by
6 the President on May 17, 2001.

7 (This Policy Statement supersedes Policy Statements 97-05 and 97-05 [Rev.]

8 **1.000 Introduction**

9 1.100 Definition: Strategic planning is a process for developing the capabilities of the
10 university to shape and fulfill its mission through the selective application of its internal
11 strengths to external opportunities.

12 1.200 Goals: Strategic planning processes are intended to lead to greater effectiveness in
13 organizational development; resource allocation; and long-term planning of how the
14 institution will function within the larger intellectual, social, and economic environment.
15 Through the systematic analysis of the institution's current and future opportunities in the
16 context of its historical commitments and current capabilities, strategic planning should
17 produce more informed and successful campus decisions.

18 1.300 Principles Underlying the Policy on Strategic Planning

19 a) Strategic planning must be collaboratively developed by, communicated to, and accepted
20 by the working members of the campus community - the administration, faculty, staff, and
21 students. b) Strategic planning must be directly linked to decision making concerning
22 resource allocations; the hiring, training, evaluation, and recognition of personnel; and the
23 setting of priorities among campus programs on an on-going basis.

24 c) Strategic planning must be a continuously visible activity and must be perceived as being
25 supported by the leaders of the campus.

26 d) Strategic planning must be linked to the people and communities served by the
27 University.

28 e) Strategic planning must be linked to the assessment of the University's mission-related
29 activities.

30 f) Strategic planning must be guided by disciplined and consistent processes that are
31 appropriate to the campus culture.

32 1.400 Actions: There are three major interacting Strategic Planning activities which are
33 governed by this policy. a) The planning activities that serve to organize the people and
34 sources of information, to establish the decision-making processes and communication links,
35 and to allocate the initial resources pre-requisite to effective strategic planning.

36 b) The strategic planning activities proper that develop and implement traditional strategic
37 planning processes e.g., strategic planning retreats, strategic projects, and monitoring and

38 accountability processes and outcomes e.g., statements of mission, vision, priorities, core
39 values, goals and objectives, and strategies, action plans, and accountability plans.

40 c) The management activities that maintain the continuous operation and improvement of
41 pre-planning and planning activities.

42 **2.000 Organization** 2.100 The Office of Strategic Planning is headed by a Director
43 appointed by the President for a three-year term after consultation with the Executive
44 Committee of the Academic Senate. 2.110 The Director of Strategic Planning is responsible
45 for facilitating the University's strategic planning activities and reporting on those activities
46 at least annually to the President and to the campus community.

47 2.111 The Director is responsible for facilitating the activities of the Interdivisional Mid-
48 Range Planning Group (see section 3.200) and integrating their work with the CSULB
49 Mission Statement and Strategic Plan.

50 2.112 The Director is responsible for facilitating and coordinating the University's
51 participation in the California State University Accountability Process.

52 2.113 The Director is an ex officio member of the Program Review and Academic Planning
53 Council.

54 2.120 The Office of Strategic Planning will facilitate the flow of information to the campus
55 community about strategic planning activities; will lead the process of periodically updating
56 the University's statements of Mission, Strategic Priorities, and Strategy (see section
57 3.200); will promote the integration of the results of strategic planning into the Resource
58 Planning Process; and will facilitate the flow of information about strategic planning between
59 CSULB and the Office of the Chancellor. 2.200 The Interdivisional Mid-Range Planning Group
60 consists of: a) Provost and Senior Vice President for Academic Affairs;

61 b) Vice President for Administration and Finance;

62 c) Vice President for Student Services;

63 d) Vice President for University Relations and Development;

64 e) Chair of the Academic Senate;

65 f) Director of Strategic Planning.

66 Its major responsibilities include the development of mid-range (3 5 year) planning goals
67 pertaining to the University as a whole. These Mid-Range Goals shall serve as a guide to the
68 Resource Planning Process Task Force.

69 2.300 The Program Review and Academic Planning Council will coordinate activities with the
70 Interdivisional Mid-Range Planning Group; facilitate the appropriate involvement of campus
71 units, the Graduate Council, and the Educational Policies Council in institution-wide strategic
72 planning; disseminate information about strategic planning activities to the campus; and
73 advise the Director of Strategic Planning on the development and improvement of strategic
74 planning processes.

75 **3.000 Procedures**

76 3.100 Each year, the Director of Strategic Planning will present to the President, on or
77 before February 1, a report on campus progress toward the previous year's Mid-Range
78 Goals and a new set of Mid-Range Goals. Delivery of these reports by February 1 will make
79 it available for use in the Resource Planning Process and will facilitate its integration in
80 divisional planning activities. It is anticipated that the updated Strategic Plan for CSULB will
81 be based on the previous years' strategic plans and activities.

82 3.110 California State University, Long Beach Strategic Planning prepares a number of
83 documents that articulate with the California State University Chancellor's Office, campus-
84 wide planning activities, and the four divisions of the University. Each of these documents
85 has a specific use and is subject to revision according to a respective calendar. 3.111
86 California State University Accountability Goals are two- and four-year goals for the campus
87 relative to a set of Cornerstones Accountability Indicators defined by the California State
88 University Chancellor's Office. Accountability Goals are used to define campus goals relative
89 to indicators of importance to the Chancellor and the State of California. Accountability
90 Goals also serve a key input into the development of campus Mid-Range Goals. These Goals
91 are developed on a calendar established by the Chancellor's Office, currently at two-year
92 intervals.

93 3.112 California State University Accountability Report is a summary of campus progress
94 toward the Cornerstones Accountability Indicators. The Accountability Report is prepared to
95 summarize campus progress toward indicators of importance to the Chancellor and the
96 State of California. The Accountability Report also serves as a key input into the
97 development of campus Mid-Range Goals. The report is prepared on a calendar established
98 by the Chancellor's Office, currently at two-year intervals.

99 3.113 California State University, Long Beach Mission is an enduring statement of the broad
100 purposes of the institution that defines the scope within which all campus activities can
101 occur. The Mission exists in order to communicate concisely to internal and external
102 audiences the enduring purpose of the institution. The Mission is revised only rarely, as
103 deemed necessary by the campus.

104 3.114 California State University, Long Beach Strategic Priorities are a listing of broad areas
105 of emphasis consistent with the Campus Mission. The Priorities exist to communicate
106 concisely to internal and external audiences broad areas of campus emphasis. The Priorities
107 are revised occasionally, as deemed necessary by the campus.

108 3.115 California State University, Long Beach Mid-Range Goals are specific desired
109 outcomes to be achieved within a three-year planning period that reflect the most vital
110 steps needed to fulfill the campus Mission and Priorities and to attain the campus
111 Accountability Goals. Mid-Range Goals pertain to the entire or a large proportion of the
112 campus and rise to a level of importance to merit the focused attention of the University's
113 top leadership. The Mid-Range Goals are used as the primary but not exclusive framework
114 for the Resource Planning Process Task Force's resource allocation process. Mid-Range Goals
115 also serve to inform planning done within the University divisions, each of which conducts
116 planning in a manner and following a calendar determined by the respective Vice President.
117 Divisional plans serve to inform the establishment of Mid-Range Goals each year and, in
118 turn, Mid-Range Goals serve as a framework for divisional plans and activities. The Mid-
119 Range Goals are updated annually.

120 3.116 California State University, Long Beach Progress Report on Mid-Range Goals describes
121 results attained by the campus in moving toward the Mid-Range Goals established the prior
122 year. The Progress Report is used to track campus attainment of campus Mid-Range goals
123 and to ensure that the planning process remains accountable. The Progress Report is
124 updated annually.

125 3.200 The campus community will be provided with regular opportunities to participate in
126 the process of revising the strategic planning documents and processes, according to the
127 following schedule of activities. 3.210 At least biennially, the Program Review and Academic
128 Planning Council shall review the status of CSULB's strategic plan and strategic planning
129 processes. The Program Review and Academic Planning Council will determine the scope of
130 the revisions that may be needed in the campus planning documents.

131 3.220 If revisions are deemed necessary, the Program Review and Academic Planning
132 Council will provide the campus community with opportunities to participate in the process
133 of revising the strategic planning documents. Proposed changes shall be submitted to the
134 Academic Senate before being forwarded for approval by the President.

135 3.230 When approved by the President, the revised documents shall be distributed to the
136 campus community for implementation.

137 **4.000 Strategic Planning within the Divisions**

138 4.100 The responsibility for strategic planning in the Divisions is delegated by the Vice
139 President of each division to the senior administrator of each management unit within their
140 division e.g., Associate Vice Presidents, Assistant Vice Presidents, some Directors, and
141 College Deans. The Vice Presidents will coordinate the strategic planning efforts between the
142 management units within their divisions.

143 4.200 The senior administrator of each management unit will coordinate the strategic
144 planning processes within their unit and will submit their strategic plans for the various
145 programs within their units together with a unit summary to their division Vice President by
146 September 15 of each year. Vice Presidents may then use the results of this process to
147 inform their participation in the formation of Mid-Range Goals.

148 4.300 Program reviews within each division e.g., those conducted by the Program Review
149 and Academic Planning Council, Graduate Council, Division of Student Services' Program
150 Review Process, will include the review of the program's strategic planning processes and
151 outcomes.

152 4.400 The Vice Presidents will submit their division's strategic plan and a review of their
153 strategic plans for the programs within their divisions to the President by November 15 of
154 each year.

EFFECTIVE: Fall 2001