

California State University, Long Beach Policy Statement
97-05 (Rev.)
April 14, 1997

Policy on Strategic Planning
This policy was recommended by the Academic Senate on February 6, 1997
and approved by the President on February 18, 1997

1.000 Introduction

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

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

1.300 Principles Underlying the Policy on Strategic Planning

- a) Strategic planning must be collaboratively developed by, communicated to, and accepted by the working members of the campus community - the administration, faculty, staff, and students.
- b) Strategic planning must be directly linked to decision making concerning resource allocations; the hiring, training, evaluation, and recognition of personnel; and the setting of priorities among campus programs on an on-going basis.
- c) Strategic planning must be a continuously visible activity and must be perceived as being supported by the leaders of the campus.
- d) Strategic planning must be linked to the people and communities served by the University.
- e) Strategic planning must be linked to the assessment of the University's mission-related activities.
- f) Strategic planning must be guided by disciplined and consistent processes that are appropriate to the campus culture.

1.400 Actions: There are three major interacting Strategic Planning activities which are governed by this policy.

- a) The pre-planning activities that serve to organize the people and sources of information, to establish the decision-making processes and communication links, and to allocate the initial resources pre-requisite to effective strategic planning.
- b) The strategic planning activities proper that develop and implement traditional strategic planning processes (such as strategic planning retreats, strategic projects, and monitoring and accountability processes) and outcomes (such as statements of mission, vision, priorities, core values, goals and objectives, and strategies, action plans, and accountability plans).
- c) The management activities that maintain the continuous operation and improvement of pre-planning and planning activities.

2.000 Organization

2.100 The Office of Strategic Planning is headed by a Director appointed by the President for a three-year term after consultation with the Executive Committee of the Academic Senate.

2.110 The Director of Strategic Planning is responsible for facilitating the activities of the Interdivisional Planning Group (see section 3.200), and chairing the Advisory Council on Planning (see section 3.300). The Director is responsible for reporting on the University's strategic planning activities at least annually to the President and to the campus community. The Director will deliver to the President an updated strategic plan for the University every two years. The strategic plan will consist of Statements of Mission, Vision, Strategic Priorities, and Strategy linked to Performance Indicators and Environmental Scanning; a report on divisional strategic priorities; and a summary of the strategic planning process of the previous two years.

2.120 The Office of Strategic Planning will assist the colleges and departments in the development and implementation of their own strategic planning activities, including the planning and conducting of strategic planning retreats and the holding of progress meetings during the academic year; will facilitate the integration of strategic planning into the relevant activities of the Academic Senate, its appropriate councils and committees, the Staff Council, and the Associated Students Senate; will support the development and implementation of strategic planning processes in each of the University's operating divisions and will facilitate the coordination of strategic planning, as appropriate, among the divisions; will facilitate the flow of information to the campus community about strategic planning activities; will lead the process of periodically updating the University's statements of Mission, Vision, Strategic Priorities, and Strategy (see section 3.200); will promote the integration of the results of strategic planning into the Resource Planning Process; and will facilitate the flow of information about strategic planning between CSULB and the Office of the Chancellor.

2.200 The Interdivisional Planning Group consists of:

- a) one senior representative of the Division of Administration and Finance;
- b) one senior representative of the Division of Academic Affairs;
- c) one senior representative of the Division of Student Services;
- d) one senior representative of the Division of University Relations and Development;
- e) a representative of the Executive Committee of the Academic Senate;
- f) Director of Strategic Planning.

Its principal responsibilities include the planning, coordination, and implementation of substantive and long-term planning initiatives that are likely to have a significant impact on the operation of all campus divisions. The Interdivisional Planning Group will also plan the agenda for the Strategic Planning Forum (see section 2.210).

2.210 The Strategic Planning Forum is an event where senior campus leaders will present the coordination and implementation of the campus' substantive planning initiatives to the campus community. The Forum will be guided by the principles presented in section 1.300 and will emphasize activities requiring interdivisional cooperation. The Forum will occur every fall semester and will provide input to the Resource Planning Process and the CSULB Strategic Plan.

2.300 The membership of the Advisory Council on Planning consists of:

- a) three representatives of the Academic Senate drawn from the membership of the Planning and Educational Policies Council,

the Graduate Council, and the Financial Affairs Council;

b) a representative chosen by the Staff Council;

c) two representatives chosen by the Associated Students Senate;

d) a representative chosen by the Division of Student Services;

e) two representatives of the Division of Academic Affairs;

f) two representatives of the Division of Administration and Finance, one of whom shall be the Director of Institutional Research;

g) one representative of the Division of University Relations and Development;

h) one representative of the Department of Sports, Athletics, and Recreation.

2.400 The Advisory Council on Planning will implement the development and revision processes for key strategic planning documents (see section 3.200) and develop and implement strategic planning processes which are to include:

a) a performance indicator system to assess the campus' progress in achieving its strategic priorities;

b) an environmental scanning process which involves organizing information about external/environmental opportunities and constraints, such as local and regional economic, demographic, social, and policy factors that could substantially affect campus operations.

The Advisory Council on Planning will also coordinate activities with the Interdivisional Planning Group; facilitate the appropriate involvement of campus units, the Graduate Council, and the Planning and Educational Policies Council in institution-wide strategic planning; disseminate information about strategic planning activities to the campus; and advise the Director of Strategic Planning on the development and improvement of strategic planning processes.

3.000 Procedures

3.100 In each even-numbered year, the Director of Strategic Planning will present to the President, on or before January 15, an update of the current Strategic Plan for CSULB. Delivery of this plan by January 15 will make it available for use in the Resource Planning Process and will facilitate its integration in divisional planning activities. It is anticipated that the updated Strategic Plan for CSULB will be based on the previous years' strategic plans and activities.

3.200 The campus community will be provided with regular opportunities to participate in the process of revising the strategic planning documents and processes, according to the following schedule of activities.

3.210 Each fall semester the Advisory Council on Planning will review the status of CSULB's strategic plan and strategic planning processes. The Advisory Council on Planning will determine the scope of the revisions that may be needed in the key planning documents (Statements of Mission, Vision, Strategic Priorities, and Strategy), the performance indicators system, and environmental scanning. Revisions may be either minor or major in scope. Minor revisions are changes that clarify or express more accurately the intent of the existing documents and processes. Major revisions substantially change the meaning of the documents and the requirements of the processes.

3.220 The Advisory Council on Planning determines the appropriate schedule for the process of revision. Minor revisions will normally be completed within one year. Major revisions will normally be completed within three semesters.

3.230 A Call for Proposals to revise the key strategic planning documents and processes is sent to all administrative offices, faculty, staff, and student representatives.

3.240 Responses are reviewed by the Director of Strategic Planning and the Advisory Council on Planning to determine whether they are appropriate for further consideration. If a minor revision cycle is being conducted, proposals that clarify or express more accurately the intent of the existing documents and processes will be considered, but proposals for major revision will be deemed inappropriate for consideration in that cycle. If a major revision cycle is being conducted, all proposals will be considered.

3.250 The Director of Strategic Planning will develop a summary of those proposals for revision determined to be appropriate for consideration in that cycle and will share that summary with the Academic Senate, the Staff Council, and the Associated Students Senate in order to obtain their recommendations concerning the proposed revisions.

3.260 The Director of Strategic Planning and the Advisory Council on Planning will then develop a single draft of the revised strategic planning documents. If a major revision cycle is being conducted, the Director of Strategic Planning will consult as widely as possible with campus and external constituencies in the course of developing this draft.

3.270 The unified draft of the revised documents will then be returned to the Academic Senate, the Staff Council, and the Associated Students Senate for endorsement in accordance with their respective parliamentary procedures.

3.280 The endorsed revision of the documents will be presented to the President for final approval on or before January 15 of the second year of the cycle.

3.290 When approved by the President, the revised documents will be distributed to the campus community for implementation.

4.000 Strategic Planning within the Divisions

4.100 The responsibility for strategic planning in the Divisions is delegated by the Vice President of each division to the senior administrator of each management unit within their division (such as Associate Vice Presidents, Assistant Vice Presidents, some Directors, and College Deans). The Vice Presidents will coordinate the strategic planning efforts between the management units within their divisions.

4.200 The senior administrator of each management unit will coordinate the strategic planning processes within their unit and will submit their strategic plans for the various programs within their units together with a unit summary to their division Vice President by September 15 of odd-numbered years.

4.300 Within each management unit, strategic planning will be performed for each separate program. Persons with oversight responsibilities for the programs (such as Department Chairs and Program Directors) will be responsible for developing their strategic plans.

4.400 Program reviews within each division (such as those conducted by the Graduate Council, PEP Council, Division of Student Services' Program Review Process) will include the review of the program's strategic planning processes and outcomes.

4.500 The Vice Presidents will submit their divisions strategic plan and a review of their strategic plans for the programs within their division's to the President by November 15 of odd-numbered years.

EFFECTIVE: Immediately