Operational Elements of the Strategic Plan

Focus Areas
- Taken from the 21st Century Commission Report, *Reclaiming the American Dream*
- “Bones” of the document - provide the structure of strategy
- Remain the same for length of plan (5-7 years)

Strategic Directions
- Broad, guiding principles
- Remain the same for length of plan (5-7 years)

Actions
- Actionable items/projects under each tactic that can be measured and tracked for completion
- Can vary over years (previous actions modified, additional actions added, etc.)

Roles and Responsibilities

Action Champion
- Individual within the organization’s whose day to day functions closely tie to the achievement of the action
- Responsible for coordinating efforts to accomplish this action
- Annual goals and priorities are informed by the actions assigned

Departments
- Most actions require involvement of multiple departments to accomplish milestones
- Should engage in regular cross-departmental work and communication on the action item

Committees
- Serve in an advisory capacity to Action Champions by providing multi-perspective feedback
• Champions or other departmental representatives provide updates to committees regarding progress on action items
• While actions do not dictate committee work, they inform the committees’ annual goals and priorities

President’s Cabinet
• Strategic planning core team
• Reviews proposed changes to plan and budgetary requests for coherence, cohesion, and fiscal soundness

College Council
• Strategic planning steering committee
• Facilitates communication on the strategic plan
• Helps to overcome stagnation, trouble-shoot issues, and ensure multi-perspective feedback
• Monitors progress via two methods:
  o Updates on the operational progress of action items through its Operational Assembly and Academic Senate reports
  o Updates on the plan’s reporting process, reporting results, and plan updates through standing Institutional Planning agenda item