

STRATEGIC PLAN IMPLEMENTATION GUIDE

This guide is designed as a companion reference for the Strategic Plan Implementation Matrix document, which outlines the implementation structure for the College’s Strategic Plan. This guide provides explanations for the different implementation roles outlined in the Matrix, so employees of the College will have a good understanding of how they and/or their units fit into the implementation structure. It also identifies implementation “milestones” that comprise the annual implementation cycle for the Strategic Plan.

Implementation Matrix:

The implementation structure outlined in the Implementation Matrix document has three levels:

- I. **Oversight of Strategic Goals:** Each of the five strategic goals has been assigned to one of the College’s senior administrators, as follows:
 1. **Academic Programs & Support** – Dr. McCaskey, VP/Dean of Academic Affairs
 2. **Campus Life** – Dr. Hawes, Dean of Students
 3. **Institutional Culture** – Dr. Murray, President
 4. **Operational Sustainability** – Nick Laino, VP for Administration & Finance
 5. **Outreach & Community Relations** – Becky Ruffing , Director of Public Relations

It is the duty of these administrators to communicate with the personnel and units that have the Primary Responsibility for seeing that the Objectives of the plan are met (see below), in order to monitor progress made toward targeted outcomes, provide guidance as needed regarding implementation, and document performance outcomes for biannual progress reports: once in Executive Council at the end of the fall semester, in preparation for a strategic plan progress report for all faculty and staff at the beginning of the spring semester; and a second time at the annual strategic plan workshop conducted at the end of the spring semester by the Strategic Planning Committee. It is the duty of these Oversight Administrators to ensure that implementation of the Strategic Plan progresses in an ongoing, organized and supported manner, and that progress is monitored, recorded and reported on a regular basis. These administrators will meet with the President of the College on a regular basis to provide updates on progress and discuss any implementation issues that need attention.

- II. **Primary Responsibility:** Each Objective and its corresponding Action Steps has Primary Responsibility for their completion assigned to one or more individuals and/or units. They will coordinate the implementation of the Action Steps under each Objective by working with the groups and units listed in the Matrix under “Supporting Units” (see below) and by maintaining communication with the Oversight Administrator.

III. **Supporting Units:** Each Objective and its corresponding Action Steps has a number of groups and/or units assigned to them in a supporting role. These groups are charged with performing the work required for implementing the Action Steps and meeting the Objectives, but they also operate in something of a consulting capacity for the people and units with Primary Responsibility, providing valuable input on how certain Action Steps can best be accomplished.

The Implementation Matrix document includes columns for “Status,” “Anticipated Timeframe,” and “Funding Stream.” These are explained below:

- **Status:** This column records the extent to which the Objectives of the Strategic Plan have been met and their corresponding Action Steps have been completed. These updates will be maintained by the President’s Office based on progress reports from the Oversight Administrators.
- **Anticipated Timeframe:** This is the estimated time period in which the Objectives and Action Steps are expected to be implemented and accomplished. The data in this column should be used as a reference for implementation by all three levels of the implementation structure described on the preceding page.
- **Funding Stream:** This column identifies the fiscal source(s) for the Action Steps and is intended primarily as a connection between their implementation and the budget planning process.

Challenges

The implementation structure laid out in the Matrix presents certain challenges, most particularly in regard to effective communications. Some confusion may initially arise among individuals and units who have been assigned Primary Responsibility or the role of Supporting Units when they have to communicate with and report on progress to someone who they would not normally report to. It is important to keep in mind that these reporting/communication connections are in regard to the implementation of the Strategic Plan only, and do not constitute an adjustment to individuals’ or units’ normal supervisory reporting structure. For that reason, Oversight Administrators are strongly advised to meet with those people and units who have Primary Responsibility for their goal to discuss how they want communication in regard to implementation to be organized. The Oversight Administrators are all members of the President’s Executive Council, so that body’s meeting will serve as an additional forum for maintaining effective communication and ensuring that the implementation of the Strategic Plan is as organized and efficient as possible. Questions and concerns from Supporting Units and those with Primary Responsibility should be brought to their Oversight Administrator for resolution or for discussion at the Executive Council level.

“Milestones” of the Annual Strategic Plan Implementation Cycle:

The implementation cycle has five main annual milestones:

1. The mid-academic year review:

Senior administrators with the role of providing oversight for the Strategic Goals report out at the final Executive Council meeting of the fall semester on progress made on each Goal’s Objectives and Action Steps. These updates will be compiled in a report to be provided to the members of the Strategic Planning Committee for their review and feedback, and this report will provide the basis for a presentation to the faculty and staff of the College during the All Campus Meeting at the beginning of the spring semester. Copies of the report will also be sent to external stakeholders of the College, and will be posted on the College website’s Strategic Planning page.

2. The spring Strategic Planning Committee Workshop:

In May the Strategic Planning Committee (SPC) will host a workshop that will focus on an assessment of end-of-year progress reports on the five Strategic Goals, the development of recommendations for revisions to the Strategic Plan based on this assessment, and recommended prioritization of Objectives and Action Steps for the coming academic year.

3. Vetting Recommended Revisions and Prioritization through the Executive Council:

The recommended revisions to the Strategic Plan and prioritization of Objectives and Action Steps for the coming academic year are brought to the President’s Executive Council for vetting and approval at the institutional lever.

4. Board of Trustees’ Final Approval of Recommended Revisions and Prioritizations:

Once the Executive Council has reviewed the recommended revisions and prioritizations, had a chance to make any recommendations for further revisions and/or approved them, they are then brought to the College’s Board of Trustees for review and final, official approval at the Board’s annual June workshop.

5. Presentation of the edits/changes of the Strategic Plan to the campus community:

Once the Board of Trustees has approved the recommended revisions and prioritizations of the Strategic Plan for the upcoming academic year, the updated Plan will be posted on the College’s website and a communication will be sent out from the Office of the President to internal and external stakeholders of the College informing them of and highlighting the revisions and directing them to the website for the updated Plan. The All Campus Meeting at the beginning of the fall semester will include a presentation on the revised and prioritized Objectives and Action Steps for the year and attendees at the meeting will receive handouts that summarize these changes.

APPENDIX I – Strategic Plan Implementation Guide

The implementation cycle also includes a number of other regular elements that serve as check points to ensure that implementation, monitoring and reporting are ongoing parts of the process:

- Bi-monthly meetings between the President, the Assistant to the President and the senior administrators charged with oversight of the five Strategic Goals to discuss progress and to address any problematic issues
- Meetings between these administrators and the individuals and/or units assigned Primary Responsibility and Support Unit roles for the Objectives and Action Steps under the administrators' assigned Strategic Goals
- The submission of budget requests and justifications that are tied to Strategic Goals as part of the College's annual budget process
- The submission of committees' and units' annual reports, reflecting incorporation of the College's Core Values and Strategic Goals into their functions and reporting on related progress made
- Development and distribution of the annual Institutional Effectiveness Report Card showing the College's performance outcomes in relation to pre-established benchmarks

Strategic Planning Committee:

Although it is not included in the Implementation Matrix, please be aware of the new role of the College's Strategic Planning Committee (SPC) in regard to implementation. The SPC will conduct progress reviews at the end of each semester. The review at the end of the spring semester will be part of a formal, annual workshop, during which it will develop recommendations for revisions to the plan and for prioritizing tasks for the upcoming academic year that will be brought to the College's Board of Trustees for vetting.

Questions and concerns regarding the Implementation Matrix document or any of the information contained in this guide should be brought to the attention of the Assistant to the President, Dan Sargent (extension 8525; sargentda@herkimer.edu).