



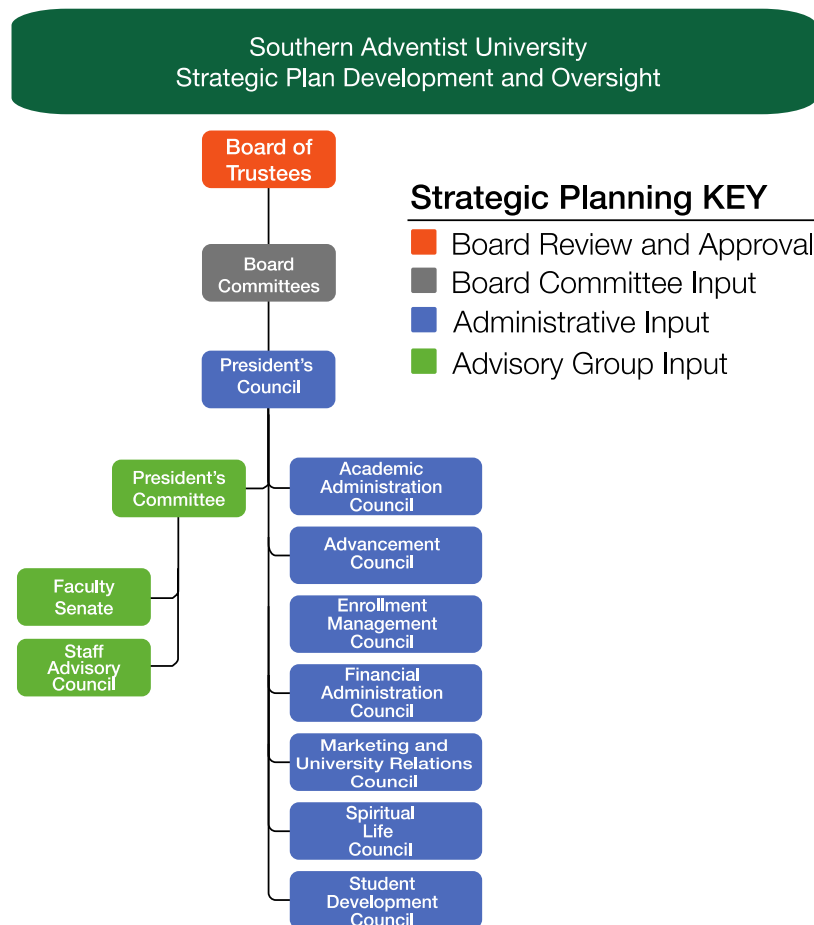
Power for Mind & Soul

STRATEGIC PLANNING PROCESS

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This document outlines the framework for the rolling five-year strategic planning process at Southern Adventist University. Unlike a static five-year strategic plan, the rolling process ensures strategic planning is dynamic, adaptable to changing university priorities and circumstances, and is aligned and realigned with the university mission, vision, and values. At the end of each academic year, benchmarks for that year are reviewed, a summary of plan success and benchmark achievement is prepared, and benchmarks, strategies, and tactics are adjusted or added to form the plan for the next five years. As a result, the plan is always in a five-year timeframe, with the oldest year being replaced by a new fifth year at the end of each cycle.

PLANNING PROCESS OVERVIEW



The university strategic planning process includes input from multiple constituencies on an ongoing basis through use of university governance processes. The plan is divided into eight sections – Our Faith, Our Students, Our Faculty, Our Employees, Our Alumni, Our Community, Our Facilities, and Our Finances. Vice presidents are assigned strategies and held accountable to benchmarks aligned with their respective areas of responsibility. Throughout the academic year, vice presidents operationalize the plan while using governance councils to track progress and develop the new fifth year.

Senior leadership through the President’s Council, and administrative councils led by vice presidents, provide oversight of plan development and execution. The President’s Council membership is the president and all vice presidents. Each vice president has an administrative council with membership consisting of direct reports and other key employees with relevant expertise. Involvement and transparency in plan

development and execution is achieved by using the shared governance structure to engage the president, vice presidents, associate vice presidents, school deans, department chairs, executive directors, and some directors.

In addition to strategic planning, each administrative council (Academic, Advancement, Enrollment Management, Financial, Marketing and University Relations, Spiritual Life, Student Development) provides guidance and recommendations on activities that advance the mission, vision, values, and strategic goals of the university.

In the strategic planning process, the President's Committee is advisory in nature, and is consulted prior to submission of the strategic plan to the Board of Trustees for consideration. Its membership is the president, vice presidents, associate vice presidents, dean of students, director of Admissions, director of Marketing and University Relations, Faculty Senate chair, Faculty Senate chair elect, Faculty Senate past chair, Staff Advisory Council chair, Staff Advisory Council chair elect, Staff Advisory Council past chair, senior advisor to the president for diversity and strategic planning, associate vice president for Business Operations and Risk Management, and the executive director of Institutional Research and Planning.

The university has employed a special advisor to the president on diversity and strategic planning who oversees the plan timeline, prepares strategic plan progress reports, prepares annual strategic plan reports, maintains plan initiative timelines, communicates strategic initiatives to employees, and works with the president and vice presidents to keep plan implementation a campus priority.

In his role as the primary liaison with the Board of Trustees the president regularly communicates plan updates and progress with the Board. Following review and recommendation from Board committees, the Board of Trustees provides approval of the progress report from the prior year and approval of the current strategic plan. The plan is communicated to all employees through the university website and is archived by posting each iteration of the five-year plan and year-end reports to the Board of Trustees SharePoint site.

PLANNING PROCESS TIMELINE

Month	Strategic Planning Activity
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August – Implementation of the current year strategic plan commences.

December – Vice presidents provide mid-year updates to the president.

January – VP Councils review current plan activity and begin development of a new five-year plan.

March – VP Councils finalize review of current year activity and propose new five-year plan for consideration by President's Council.

March – President's Committee reviews and provides input on current year activity and new five-year plan.

April – Review and approval of current year benchmarks and proposed new fifth year by Board Committees.

May – Review of current year and addition of new fifth year by President's Council.

May – Special Advisor to the President on Diversity and Strategic Planning prepares and publishes the current year Year-End Summary and the draft updated five-year plan.

June – Board committees review the updated five-year plan and recommend the updated five-year plan to the Board of Trustees.

July – Review and approval of the updated five-year plan by the Board of Trustees.

August – The plan is posted and available for all employees to view on the university website.