

Date: October 17, 2008

To: Department Chairpersons and Directors

From: Jay Kahn and Karen Stanish, College Planning Council Co-chairpersons

Subject: Strategic Plan Development

We want to introduce you to the Keene State College planning process for Academic Year 2008-2009. In many ways the process is similar to the past years. You can access most information needed to submit an Initiative via the Planning Council (PC) website, [Planning Council](#) . The Schedule indicates you need to submit Initiatives using the 2008-2009 Initiative Proposal Form (http://www.keene.edu/planning/ip_form.cfm) to a campus Director or Dean by November 6th, who will forward these to a Principal Administrator by November 13th, who then submits Initiatives to the Planning Council folder by November 20. In order to strengthen your Initiative Request, you should become familiar with and incorporate how the initiative relates to the College's **Mission and Values and Strategic Plan**—all accessible from the PC website. The PC website also directs you to additional reference documents:

- **Planning Assumptions** derived from an environmental scanning process of trends affecting KSC, http://www.keene.edu/planning/Planning_Assumptions.pdf ;
- **Evaluative Criteria** used by the PC to rate the strategic value of an initiative http://www.keene.edu/planning/Evaluation_Criteria.pdf ; and
- **Recent Initiative Proposals** showing several successful requests previously recommended and funded <http://www.keene.edu/planning/proposals.cfm> ;

This year several campus planning processes are linked through what we are calling a Campus Planning Commons shown in workflow diagram, <http://www.keene.edu/planning/workflow.pdf> . Initiatives contributing to the Strategic Plan, Technology Plan, Human Resources Master Plan, and Facilities Master Plan use the same **Initiative Proposal Form** at http://www.keene.edu/planning/Initiative_Proposal.doc . This is a template that you enter into and save to your personal folders. The advantages of the single form are several:

- Creates a single point of entry for collegewide consideration of planning initiatives;
- Integrates the planning environment for the campus—strategic, technology, human resources, facilities and operational requests;
- Promotes transparency – one tracking system data base for all planning initiatives and their outcomes;
- Applies a consistent set of initiative evaluation criteria, with each committee having added specific review criteria; and
- Uses one form and one deadline for submission.

On or around November 20th, when Principal Administrators submit your Initiative Requests, the Planning Council co-chairs, together with the Chairs of the Information Technology Council, Human Resource Planning Advisory Board, Facilities Planning Advisory Committee and Budget and Resource Council will route requests to the most appropriate committee for review and recommendation by the end of February. The Initiative Proposal Form asks you to identify the committees that should review your proposal and to address the evaluation criteria developed by each reviewing committee.

We are also attempting to address, with the same proposal form, two weaknesses noted in previous planning cycles--separating Strategic requests from Operational budget requests and criteria for evaluating staffing requests. **Strategic proposals** advance the College's ability to achieve its Mission, Values, and/or Planning Goals. **Operational proposals** address departmental needs and require additional resources (either funds for staff or equipment, or support from other departments). They should address other criteria where applicable, but not overreach to make a link where none exists. An example of an operational proposal might be a supply and travel budget needed for a previously authorized position which was only supported with personnel funds.

Staffing request criteria have been developed by the Human Resource Planning Advisory Board (HRPAB), a new group authorized by the President to continue work on campus personnel issues. These criteria are reflected in the request form. The HRPAB will advise other committees and the President's Cabinet.

When a proposal is recommended for new funding that has not been set aside for technology or facility needs, the Budget and Resource Council will provide additional review and assign a funding priority prior to final review by the President's Cabinet.

Most of the changes described herein are linking previously separate processes. But the Planning Council recognizes that the planning process is still relatively new and you may have questions about how to use the process. We are glad to receive your inquiries and provide advice as you develop your requests. If you need support estimating resources or timelines, Kim Harkness, Karen House, John Halter, Frank Mazzola and Laura Seraichick want you to seek their advice, it will make things clearer for the review committees. If it seems useful we will offer a second workshop in the near future to address questions.

Cc: Principal Administrators
Planning Council