



Policy Number: I.10  
Policy Level: Operating Policy  
Originally Issued: June 21, 2013  
Revised: March 11, 2015  
Revised: November 30, 2015  
Revised: January 19, 2018  
Revised: April 15, 2021  
Revised: June 1, 2021  
Revised: November 2, 2021  
Revised: July 11, 2023  
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Policy Owner: President  
Policy Implementation: Vice Presidents  
SACSCOC Standard: 4.2.a. and 7.1

## Strategic Planning

### I. Policy Statement and Purpose

The Board of Trustees's [Strategic Direction Policy](#), states that the Board, shall approve strategic goals and a strategic plan that will cover a period of not less than three years from the date on which the plan is approved. The purpose of this policy is to provide direction, benchmarks, objectives, goals, and strategic actions that will ensure the strategic development of the University and advance the institution, both externally and internally.

This operating policy establishes the standards for the development of strategic goals and a strategic plan for the University. These standards are based on comparable practices at other institutions of higher education, and endeavor to ensure that the University is in compliance with applicable state and federal regulations and with the requirements of appropriate accrediting agencies.

### II. The Strategic Planning Council

The President will seek broad-based input in the development and implementation of the strategic goals and plan by appointing a Strategic Planning Council composed of administrators, faculty, staff, and students. The ex-officio voting membership of the Council will consist of:

- President (chair)
- Provost/Vice President for Academic Affairs and Student Services (vice-chair)
- Vice President for Financial Affairs
- Vice President for University Advancement
- Chief Information Officer
- Chief Human Resources Officer/Assistant Vice President
- Chief Marketing Officer/Associate Vice President
- Associate Vice President for Enrollment and Student Services
- Assistant Vice President for Financial Affairs/Business Manager
- Assistant Vice President for External Support and Alumni Affairs



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- Assistant Provost for Planning, Budgeting and Assessment
- College Deans and Library Director
- Director of Admissions
- Director of Financial Aid
- Director of Student Engagement
- Director of Student Success Center
- Presiding Officer of the Faculty Senate
- Presiding Officer of the Staff Senate
- SACSCOC Institutional Accreditation Liaison
- Chief of Staff, President's Office
- The President of the Student Government Association (or other SGA officer as appointed by the SGA and approved by the University President)
- Representative – Athens State University Board of Trustees

Voting members appointed by the President will consist of:

- Four faculty members (one from each academic College and one from the Library)
- Three staff members (each representing a different area of the University)
- One member of the Alumni Board of Directors

The President will also appoint an additional staff member to serve as a non-voting recorder for the Council.

Appointed members of the Council will serve three-year staggered terms. In the first year of operation under this policy, the President will determine the members who will serve for one, two, or three years from the initial appointment, so as to establish the foundation for staggered terms. The President will appoint replacements for any positions which become vacant prior to the expiration of a term. Term of service usually begins at the beginning of the academic year.



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### III. Responsibilities of the Council

The Strategic Planning Council responsibilities include but may not be limited to 1) assisting the President in developing a Strategic Plan, 2) reviewing the vision, mission and goals of the University, 3) monitoring the progress of the strategic plan, and 4) assisting in other strategic initiatives identified by the President or Board of Trustees.

#### **The Creation of a Strategic Plan**

In accordance with the Board's [Strategic Direction Policy](#), the Council shall produce a plan covering at least three years including

- The University's vision and mission which shall give direction to the institution
- Strategic goals and associated objectives
- Strategies and tactics to achieve the goals
- Identities of those responsible for each goal
- Benchmarks with quantitative metrics where possible to assess annual progress

Administrative and academic units are responsible for reflecting the University plan in their own plans. They should be able to show linkages between the two.

#### **Review of the Vision, Mission, and Goals Statements**

The Strategic Planning Council will review the vision, mission, and goals statements every 3 years or more often as required. For example, a review of the statements may be triggered at any time by any substantive or other institutional changes that impact the institution as a whole, and/or by changes in the requirements of regulatory or accreditation entities.

The President will forward any revisions to the statements developed by the Council to the Board of Trustees for final approval.

The Council will develop a 3-year strategic plan based on these statements and on:

- Appropriate pre-plan surveys, analyses, and scans
- Broad-based input from the campus



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### **The Monitoring Process**

Once a 3-year strategic plan is developed by the Council and approved by the Board, the Council will continue to meet on a regular basis to review annual implementation plans and the results of assessment efforts. As part of this review, the President will be responsible for an annual progress report to the Board of Trustees, including any recommendations for updates in the 3-year plan or changes in the implementation of the plan.

### **Council Protocols**

Council members are expected to actively participate in Council activities and discussions.

The Council is also expected to disseminate meeting minutes and information about strategic plans, implementation plans, and progress to the University community on a regular basis.

## **IV. Responsibility for this Operating Policy**

### **Policy Owner**

As part of the initial approval of this policy by the President and subsequent to the original dissemination of the policy, the President remains the policy owner for the ongoing evaluation, review, and approval of this policy. Subsequent reviews and revisions to this policy must be in accordance with approved operating policy procedures and processes.

This policy will be reviewed every three years or more frequently as needed by the Policy Owner. Revisions will be reviewed/affirmed by the Cabinet and approved by the University President. This policy will be updated/published in the University's Policy Library.

### **Responsibility for Policy Implementation**

The President has assigned the responsibility of implementing this policy to the Vice Presidents.