

HLC

Evidence



Accreditation

# Document

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Title: 2015-2020 Strategic Plan

**Document Summary:** The Wentworth Military Academy and College Strategic Plan, 2015-2020, provides strategic guidance for Wentworth to accomplish its mission. It is aligned with Wentworth's vision and core values and is designed to focus the efforts of all personnel around the strategic priorities, goals, and objectives for Wentworth.



# Wentworth Military Academy and College



**Strategic Plan 2015-2020**

# WMA Strategic Plan 2015-2020

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**Office of the President/Superintendent  
Wentworth Military Academy and College  
Colonel Michael W. Lierman**

The Wentworth Military Academy and College Strategic Plan, 2015-2020, provides strategic guidance for Wentworth to accomplish its mission. It is aligned with Wentworth's vision and core values and is designed to focus the efforts of all personnel around the strategic priorities, goals, and objectives for Wentworth.

Wentworth is recognized for more than 135 years of excellence in educating and training leaders of character. To continue this reputation, we must ensure Wentworth grows and adapts to changes in the environment. Although there are many different programs and departments at Wentworth, all work together to achieve our mission: **to provide the environment and resources necessary for its students to develop their potential in academics, leadership, physical well-being, moral character, and self-discipline so they become productive citizens in a diverse, global society.** This plan coordinates the actions of everyone at Wentworth—the cadets, students, staff, faculty, and the community—supporting a common plan to ensure unity of effort.

The success of the plan is only as good as its execution. It is important all Wentworth leaders understand and follow this plan and then provide assessment and feedback so it can be improved in the future. Action plans and key performance indicators will provide initial guidance regarding the execution and assessment of the strategic plan, but it is the disciplined implementation of this plan that is critical to the continued success of Wentworth Military Academy and College and its stakeholders.

By continuing to focus on working as one team, communicating with each other, and remaining aligned with the mission, vision, and values of Wentworth, we will ensure the goals and objectives of this strategic plan are achieved.

Respectfully,

Michael W. Lierman  
COLONEL (H-WMA)  
President/Superintendent



# MISSION

The mission of Wentworth Military Academy and College is to provide the environment and resources necessary for its students to develop their potential in academics, leadership, physical well-being, moral character, and self-discipline so they become productive citizens in a diverse, global society.

# VISION

Wentworth Military Academy and College will offer 4-year college degree options and a high quality college preparatory experience to a diverse student body that will thrive in state-of-the-art academic, leadership, athletic and residential life programs.

- **ACADEMICS:** Wentworth will offer broad college degree and certificate programs—including at least one 4-year degree—and a successful college preparatory experience at high school level.
- **ENROLLMENT:** Wentworth will reach full boarding capacity within 3 years and begin expansion into residential options for all college students.
- **ATHLETICS:** Wentworth will expand to a 4-year college athletic program with balanced Title IX competitive sports. The high school program will grow to match the high school enrollment and demographics.
- **FINANCIAL:** Wentworth will develop revenue streams through fundraising and enrollment that eliminate debt and exceed expenses.
- **PERSONNEL:** Wentworth will establish a robust staff and faculty structure enabling state-of-the-art administrative, academic, student service, military, athletic, and residential life programs.



# VALUES

One of the most recognizable aspects of Wentworth's values is the honor code, which cadets learn and live from their first day on campus. It states:

**“I will not lie, cheat, or steal or tolerate those who do.”**

The Honor Code and Wentworth's Core Values form the foundation of what cadets are to learn and exemplify and what the staff and faculty live and exhibit every day. They are:

## TEAMWORK

Strive to be a strong and loyal team member. You must exercise strong values to be a good member of the team. Leaders strive to develop effective teams. Analyze your personal and unit goals holistically, considering how your actions support or hinder the progress of the group. You must stand up for your leadership, for your peers, and for your followers. Ultimately, both triumph and failure are shared by all. Being a true team member requires believing in and devoting your efforts to something greater than yourself.

## HONOR

Honor is your word, it cannot be taken from you, and it is freely given. Develop the habit of being honorable, and solidify that habit with every value choice you make. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, integrity and teamwork in everything you do.

## INTEGRITY

Do what is right, legally and morally. Integrity is a quality you develop by adhering to guiding moral principles. It requires that you do and say nothing that deceives others. As your integrity grows, so does the trust others place in you. Be true to your values and do not compromise them for others. Without integrity all other values fail. It is integrity which keeps them intact. Integrity is the summation of our character. The more choices you make based on integrity, the more this highly prized value will affect your relationships with family and friends, and, finally, the fundamental acceptance of yourself.

## RESPECT

Treat others with dignity and respect and expect others to do the same. Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. If you do not first give respect do not expect to receive it. Respect is the only value you have to earn. Self-respect allows you to appreciate the best in yourself, resulting from knowing you have put forth your best effort.

## DUTY

You are obligated to do what must be done. Doing your duty means more than carrying out your assigned tasks. Duty means being able to accomplish tasks as part of a team. We have duty at all levels: duty to family, duty to nation and state, duty to job, and duty to team. You fulfill your obligations as a part of your unit every time you resist the temptation to take “shortcuts” that might undermine the integrity of the end product.



# STRATEGIC ENVIRONMENT

Many things have altered the strategic environment for Wentworth, affecting the ability to attract, recruit and retain students. Enrollment in boarding schools is in a state of decline. However, international student enrollment continues to rise.

The United States' redeployment of troops from Iraq and Afghanistan and subsequent overall reduction in force across the Army has generated a reduced recruiting and commissioning requirement. Accordingly, Wentworth's ROTC Early Commissioning Program has become both more competitive and selective.

Also, the Wentworth student body continues to evolve. The typical student was born prior to 2000, and has grown up in the complex and technology driven post 9/11 world.

Student financial aid practices are more restrictive and prospective students and their families avoid taking on excessive student debt. Schools and colleges must respond to increased security, safety and federal compliance requirements. There is an increased need for awareness and response to bullying, hazing and sexual assault.

In this strategic environment, Wentworth must develop comprehensive strategies to address the issues affecting student enrollment and retention. Wentworth must train its staff to connect, communicate with, and educate our students, and identify creative methods by which to inculcate in our students Wentworth's standards and values. To achieve our mission, Wentworth must synchronize all of these efforts across the entire organization and develop in our students the physical, mental and moral strength, and the intellect, discipline and character to make values-based decisions in order to succeed in a fact-based, complex global environment.



# GOAL #1

## ACADEMICS

Strategic Goal #1: Improve the quality of academic programming at both the high school and college levels, ensuring compliance with our mission.

Wentworth Military Academy and College will produce well-rounded graduates with the potential to become leaders in their chosen field. Our philosophy fosters physical, moral, and personal development with an emphasis on academic excellence.

### Objective 1.1: Broaden and Strengthen College Academic Programs

Objective 1.1a: Sustain and grow a culture of continuous improvement through inclusiveness, effective open communication, and continuous assessment.

- a) Develop and implement an institution-wide data management plan.
- b) Expand assessment programs by location and mode of delivery.
- c) Develop, conduct, and analyze support program (co-curricular) assessment mechanisms.
- d) Achieve and maintain HLC accreditation requirements.
- e) Analyze site viability annually.

#### Key Performance Indicators

- Collection of and analysis of required Higher Learning Commission data.
- Frequency and completion of Federal compliance requirements.
- Number, type, and location of assessment programs.
- Achievement and maintenance of HLC accreditation requirements.
- Frequency of site viability analysis.
- Evidence (collected at least annually) that change decisions are based on assessment

Objective 1.1b: Sustain and grow relevant and challenging coursework appealing to 21st century students.

- a) Upgrade instructor qualifications through professional development and new hires.
- b) Hire faculty needed to develop and initiate at least one 4 year degree program.
- c) Develop and offer at least one new certificate program annually.
- d) Develop new course work in 2-3 focus areas.
- e) Increase availability of current educational technology to students.
- f) Develop and begin implementation of a facility upgrade plan.
- g) Expand course offerings online; obtain accreditation to offer all associate degree programs via distance learning.



Key Performance Indicators

- Number and type of instructor qualification upgrades.
- Number of faculty hired to initiate 4 year degree program.
- Number of new certificate programs developed/offered.
- Number of focus areas with new course work developed.
- Type of educational technology and availability to students.
- Facility upgrade plan developed and implemented.
- Number and rate of change of courses offered online.
- Number and rate of change of accredited distance learning degree programs.

Objective 1.1c: Expand and integrate effective student services.

- a) Develop and implement formal assessment of advising program effectiveness.
- b) Develop ways to showcase & recognize student achievement.
- c) Develop academic-themed clubs with an aim toward intercollegiate competition.
- d) Integrate commuter students into student government/leadership programs.
- e) Improve student services through acquisition of new technology.

Key Performance Indicators

- Number and type of assessment methods developed and implemented for advising program.
- Number and type of methods used to recognize and display student achievement.
- Number and type of academic clubs developed.
- Evidence of commuters included in student government/leadership.
- Type and result of technology added to student services.

Objective 1.2: Strengthen High School Academic Programs

Objective 1.2a: Create a Culture of Assessment and Accountability

- a) Earn accreditation through full compliance with AdvancEd standards.
- b) Increase the number of standardized testing options for students.
- c) Establish multiple feedback programs to assist classroom development and improvement.
- d) Establish system to continuously monitor the student performance and achievement.

Key Performance Indicators

- Achievement of AdvancEd standards in Fall 2015 accreditation visit.
- Number, type, and change rate of standardized testing options available.



- Number and type of feedback programs developed.
- Results of feedback gathered.
- Type of student performance monitoring system implemented.
- Results of data collected in student monitoring system.

Objective 1.2b: Enhance Academic Programs

- a) Revise the academic/instructional curriculum.
- b) Align teacher performance evaluations with student performance and achievement.
- c) Expand the use of modern technology in the instructional process.

Key Performance Indicators

- Number of academic courses with revised curricula.
- Method by which student performance/achievement is integrated into teacher performance evaluations.
- Results of aligning student performance/achievement with teacher performance evaluations.
- Number, type, and result of technological changes/improvements to instructional process.



# GOAL #2

## CADET & STUDENT LIFE

Strategic Goal #2: Develop principled leaders of character through a safe, disciplined, consistent, and motivating environment through the coordinated efforts of the entire staff and faculty.

The Wentworth team will work together for students with the highest standards of professionalism, leadership and behavior consistent with its Honor Code and Core Values. Wentworth will establish programming which is vibrant and dynamic and offer multiple opportunities for individual and team development in academics, character, leadership and athletics.

Objective 2.1: Adapt existing policies to meet requirements for boarding students, commuter students, and employees.

- a) Establish the Honor Code and Wentworth's Core Values as the foundation and guiding principles for all students and employees.
- b) Review, analyze, and update—as needed—the Honor Code; Cadet Rules and Regulations; Student Handbook; and Employee Policy Manual such that all are in compliance with local, state, and federal regulations and reporting requirements.
- c) Review, analyze, and update—as needed—the Honor Code; Cadet Rules and Regulations; Student Handbook; and Employee Policy Manual such that all are consistently and appropriately applied to boarding students, commuter students, and staff & faculty.

### Key Performance Indicators

- Evidence of the Honor Code and Core Values being used to guide decisions and actions of students and employees.
- % completion of updates to existing rules, policies, and regulations.
- Evidence of consistent and correct application of policies to all students, staff, and faculty.

Objective 2.2: Integrate the programs and efforts of all campus departments to create a positive and developmental cadet experience.

- a) Revise the academy's daily/weekly schedule to efficiently and sufficiently meet the competing academic, military, athletic, and other demands on cadets' time.
- b) Establish a common set of cadet basic standards for appearance and conduct that are easily teachable to and enforceable by all staff & faculty and cadet leaders.
- c) Revise the existing cadet evaluation system such that it is more efficient and relevant to common expectations of all cadets and incorporates all domains of cadet life.
- d) Establish a formal cadet leadership development program.

### Key Performance Indicators



- Evidence of effectiveness of changes to the academy schedule.
- Evidence of basic cadet standards taught, understood, and enforced by all staff, faculty, and cadets.
- Evidence of new cadet evaluation system.
- Evidence of a formal leadership development program developed and implemented.

Objective 2.3: Develop a comprehensive Student Life plan.

- a) Conduct the research, data collection, and training necessary to implement a student life plan that encompasses high school boarding students, college boarding students, and college commuters.

Key Performance Indicators

- Evidence of research completed, data collected, and training conducted to assist development of a student life plan.
- % completion of a student life plan.
- % implementation of a student life plan.

Objective 2.4: Evaluate existing academic, athletic, and residential facilities and programs from the perspective of student need and interest; facility availability; and equality of offered programs.

- a) Assess current facilities and make recommendations based on need and projected usage.
- b) Remodel current facilities to effectively meet projected usage and enhance the overall experience.
- c) Annually review current programs for suitability based on interest/quality.

Key Performance Indicators

- Evidence of analysis of need/usage and suitability/availability of current facilities.
- % completion of facility remodeling.
- Evidence of annual review of existing programs and subsequent analysis based on interest/quality.
- Evidence of decisions based on analysis conducted in Objective 2.4.



# GOAL #3

## ENROLLMENT MANAGEMENT

Strategic Goal #3: Recruit diverse, quality applicants, national and internationally, that have the potential to succeed at Wentworth.

Recruitment, enrollment and retention are critical to Wentworth. The ability to achieve our goals, mission and vision is contingent upon the successful recruitment and retention of students, in sufficient quantity and quality to create a positive environment conducive to self-perpetuating growth and financial viability.

Objective 3.1: Create an efficient and effective student admissions program

- a) Fully and responsibly leverage federal and state financial aid and loan programs to maximize college enrollment.
- b) Establish high school recruitment program utilizing inbound marketing as primary marketing tool and using our website.
- c) Establish an effective college recruitment program using inbound marketing as the primary marketing tool and using our website.
- d) Establish an effective college recruitment program in Lexington and off-site campuses and on-line courses.
- e) Continue to diversify our international recruiting efforts.
- f) Increase high school enrollment from 77 to 100 by 2015-16; 120 by 2016-17; 125 by 2017-18.
- g) Increase college cadet enrollment stabilizing at 185 by 2018.
- h) Increase non-residential college enrollment by 100% by 2018.
- i) Maintain international cadet/student enrollment at 75 by 2018.

### Key Performance Indicators

- Number and type of financial aid/loan programs being used.
- Total number, method of contact/recruitment, and change rate annually for each type of student who inquires, applies, accepts, and matriculates.
- Number and change rate of international students per country who inquire, apply, accept and matriculate.
- Total annual enrollment for each type of student.

Objective 3.2: Develop a comprehensive retention program.

- a) Develop a campus-wide, comprehensive retention program.
- b) Integrate retention metrics into employee performance evaluations.
- c) Train all employees in positive, constructive retention methods, including customer service; early and continuous intervention; and individual attention and hospitality.



- d) Achieve the following retention rates by 2020; college boarding 80%; commuter 70%, high school 80%

Key Performance Indicators

- Type and result of retention program developed.
- Method and result of integrating retention metrics into employee evaluations.
- Type, frequency, and attendance of employee retention training.
- Annual retention rates for high school, college boarding, and commuters.

Objective 3.3: Continue a comprehensive marketing and enrollment plan to continue positioning Wentworth competitively.

- a) Develop a professional, consistent marketing plan to all prospect pools that can be executed on an annual basis.
- b) Develop a compelling institutional brand identity and conduct all outreach with consistent graphics in advertising and communications with all constituents.
- c) Marketing performance metrics show increases in inquiries, applications, and enrollment.
- d) 100% of marketing materials reinforce brand identity and message.

Key Performance Indicators

- Change rate of marketing performance metrics for inquiries, applications, and enrollment.
- Percentage rate of marketing materials with consistent branding and messaging.



# GOAL #4

## BUSINESS OPERATIONS

Strategic Goal #4: The Business Services Team, consisting of the financial aid, financial, and human resource departments, campus bookstore/Quartermaster and the information technology department exist to provide high quality, effective and efficient business services to students, parents, faculty and staff to fulfill Wentworth's mission.

Objective 4.1: Create an adaptive annual budget model that strategically aligns organizational resources to the current vision and mission.

- a) Create a revenue model that is consistent and sustainable.
- b) Monitor and control expenses to insure financial viability.
- c) Meet or exceed DOE financial aid ratio.
- d) Begin budgeting for surpluses to fund capital improvements.

### Key Performance Indicators

- % accuracy of budget line projections.
- Number and % of budget lines exceeded, in total, by department.
- Achieving the DOE financial aid ratio of at least 1.5.
- Surplus amount and number/type of capital improvements funded.

Objective 4.2: Train, teach and otherwise create a culture of creativity and innovation to increase service level to internal customers (faculty, staff and administration) and external customers (students, parents and reporting agencies).

- a) Regularly seek to innovate to reduce costs
- b) Regularly innovate to improve service
- c) Train and equip staff at weekly staff meeting to embrace this goal

### Key Performance Indicators

- Number and type of innovations resulting in reduced costs.
- Dollar amount or % change in cost reductions.
- Number and type of service improvements implemented.
- Quantifiable assessment of the resulting service improvement.

Objective 4.3: We will continue to increase our Human Resources function to recruit and retain highly qualified and effective faculty, staff and administration.

- a) Continue to review and update benefits
- b) Continue to improve job descriptions and review systems
- c) Continue to move toward a merit based compensation system
- d) Continue to improve recruiting procedures to maximize our candidate pool



Key Performance Indicators

- Number and type of benefits updated/changed.
- Number and/or percentage of job descriptions updated or changed.
- Number and type of changes/improvements to review systems.
- Changes made or steps taken toward merit-based compensation system.
- Quality of candidates that we attract and ultimately hire

Objective 4.4: We will continue to strategically deploy state-of-the-art information technology at all levels of the organization, including faculty, staff, administration and students.

- a) Seek out new enterprise software for student management
- b) Implement new enterprise software system and train users properly
- c) Continue to upgrade hardware as necessary

Key Performance Indicators

- Type and result of student management software implemented.
- Type of new system implemented.
- Number and/or percentage of users trained on new system.
- Quantifiable list of improvements/efficiencies as a result of new system.
- Number, type, and result of hardware upgrades.

Objective 4.5: Continue to upgrade and expand Quartermaster products and services to enhance the quality of student life on and off campus.

- a) Expand product offerings of on-line QM store for students, parents and alumni
- b) Regularly evaluate product mix and pricing for relevancy of in store product lines
- c) Review and expand services as needed

Key Performance Indicators

- % change in number of product lines offered via on-line QM store.
- Number and type of changes to store product lines resulting from evaluation.
- Number and type of services reviewed and/or expanded.

Objective 4.6: Continue to provide fast, accurate and helpful financial aid services to parents and students.

- a) Obtain annual training to insure accuracy of services
- b) Help students and parents navigate the complex system
- c) Provide friendly service

Key Performance Indicators

- Number, type, dates, and attendance of financial aid training.
- Quantifiable feedback of customer service and assistance.



# GOAL #5

## ADVANCEMENT

Strategic Goal #5: Develop and implement an effective institutional advancement program that aligns alumni relations, development and marketing functions to support the mission of Wentworth Military Academy and College.

The Advancement Department is charged with cultivating the institution's most valuable strategic relationships with a broad range of constituents including alumni, family and friends, and other sources. The Development Team fosters the advancement of the institution through private support by individuals, corporations and foundations.

Objective 5.1: Broaden and Deepen engagement with Wentworth Military Academy and College, ensuring meaningful relationships with alumni, parents, friends and the community.

- a) Develop a lifecycle approach to alumni relationships promoting mutually satisfying relationships with alumni at all stages of their relationship with the institution.
- b) Improve and increase outreach to alumni, parents and friends.
- c) Increase alumni involvement as WMAC advocates, volunteers and philanthropic agents.
- d) Engage alumni athletes in current athletic programs.
- e) Increase alumni participation in campus events as well as the number of alumni visiting campus.
- f) Increase the number of opportunities for alumni to engage in regional networking events such as Red Dragon Rallies.
- g) Create an early engagement strategy to strengthen relationships with graduating students and young alumni.
- h) Increase engagement of commuter students and commuter graduates.

### Key Performance Indicators

- Number and % change of campus visits annually.
- Number and % change of alumni athletes involved in current athletics.
- Number and % change of young alumni participating in events such as homecoming.
- Number, % change, and attendance at Red Dragon Rallies.
- Number and % change of alumni, friends, and volunteers that contribute to the institution.
- Number, type, and result of programs implemented to engage recent graduates and young alumni.

Objective 5.2: Create a culture of philanthropic support for Wentworth.



- a) Engage Board of Trustees, Alumni Association Officers and other stakeholders as partners in development.
- b) Revitalize and refresh giving societies as a tool for increasing donor numbers and total giving.
- c) Improve donor relations and retention through strategic donor relationships and stewardship efforts.
- d) Connect with and maintain strategic contact with donors who have historically had the most impact on institutional success.
- e) Utilize innovative fundraising approaches and strong connections with existing stakeholders to increase the number of donor prospects.
- f) Maximize the existing travel patterns of Senior Staff, Executive Staff, Board of Trustees and other stakeholders to better nurture donors and prospects.
- g) Expand fundraising beyond alumni through a strong grant program and by seeking support from outside corporate, foundation and individual donors.
- h) Build a long-term, permanent development team with highly qualified team members with fundraising background and a strong affinity for the mission of the institution.

Key Performance Indicators

- Number, source and % change of monthly donors annually.
- Total, source and % change of annual fundraising.
- Number, source and % change of total donors.
- Number of new donor relationships established.
- Number of existing donor relationships retained.
- Annual number and % change of grant proposals submitted.
- Number and % change of donors reached via existing senior leader travel.
- Number, quality, and longevity of development team members added.

Objective 5.3: Improve communication and maximize the effective use of modern technology to increase awareness of and advocacy for Wentworth Military Academy and College.

- a) Increase public exposure to alumni/student achievements and contributions to increase pride in the accomplishments of the institution.
- b) Communicate strategically with alumni and friends to enhance affinity for Wentworth Military Academy and College.
- c) Continue to improve the quality and functionality of the alumni database and develop systems for sustaining current contacts.

Key Performance Indicators

- Number, method and result of publicized alumni and student achievements/contributions.
- % accuracy of contact information within alumni database.
- Number and % change of alumni annually updating their contact information.
- Number, type, and % change of annual alumni contacts.



# GOAL #6

## STRATEGIC COMMUNICATIONS

Strategic Goal #6: Effectively communicate with appropriate audiences to convey the story of Wentworth and generate broad understanding of its mission, goals, and objectives.

Strategic Communications ensures our internal and external audiences are well informed on major issues at Wentworth.

Objective 6.1: Ensure strategies and vehicles used to communicate to various audiences are appropriate, effective, and consistent WMA's mission, vision, core values, and strategic plan.

- a) Develop a comprehensive strategic communications plan capable of effectively reaching all audiences and stakeholders.
- b) Develop key themes and messages aligned with Wentworth's mission, vision, core values, strategic plan, and current priorities.
- c) Establish a feedback system to enable analysis of communication efficiency, effectiveness, and consistency.
- d) Continuously analyze and evaluate existing and potential communication strategies and vehicles for their efficiency, effectiveness, and consistency.

### Key Performance Indicators

- % completion of strategic communications plan.
- Evidence of key themes and messages developed.
- Evidence of key themes and messages incorporated into all Wentworth communications.
- Evidence of feedback system.
- Evidence of analysis of communication strategies and vehicles.
- Evidence of decisions based on communication analysis.

Objective 6.2: Engage with external audiences so they understand the work being done at WMA and are encouraged to support our efforts.

- a) Identify appropriate external audiences.
- b) Develop the following behaviors and attitudes within this audience:
  - Feel involved and engaged in WMA
  - Exhibit Red Dragon pride and trust in Wentworth's mission, core values, and philosophy
  - Support Wentworth



Key Performance Indicators

- Evidence of identification and engagement with external audiences.
- Evidence of development of designated behaviors/attitudes.

Objective 6.3: Foster two-way strategic communications to ensure cadets, staff, and faculty clearly understand the intent of WMA leadership and can effectively carry out that intent at all levels.

- a) Identify appropriate internal audiences.
- b) Develop the following behaviors and attitudes within this audience:
  - Take pride and ownership in Wentworth
  - Feel informed of key issues
  - Work as members of a high-performing organization
  - Respect and value feedback
  - Exhibit caring, integrity, and collaboration

Key Performance Indicators

- Evidence of identification and engagement with internal audiences.
- Evidence of development of designated behaviors/attitudes.



# PLANNING AND ASSESSMENT PROCESS

## STRATEGIC PLAN

An annual review of the strategic plan will be conducted as part of the institution's End of Year Review. This is conducted in May or June following the completion of the academic year. This review is an assessment of progress in achieving the goals and objectives of major areas of the plan. The strategic plan can be expediently updated during this review if institutional goals/priorities have changed during the year. A summary report of progress/updates will be presented to the Board of Trustees.

Revision and update of the plan will occur every 5 years. The first portion of the review/revision begins in the fall and will involve input from the strategic planning group and the Board of Trustees. The strategic planning group shall produce a draft of revised objectives to include a vision statement of each objective in 5 years. These draft objectives and vision statements are then assembled into a single document and provided to the President and the Board of Trustees.

Input from the review of the mission and vision statements shall be used to further develop specific objectives and key performance indicators to support the plan. Newly developed components will be assembled into a draft plan and provided to the President and Board of Trustees for review. Any additions or changes to the plan as a result of the review will be integrated into an updated final draft of the plan, to be presented and approved by the Board of Trustees at the Spring meeting of the Board.

## MISSION AND VISION

Concurrent with the review of existing strategic plan initiatives and objectives, the President's Cabinet meets and provides feedback on the relevance and suitability of the existing mission and vision statements. Cabinet members are also expected to provide specific comment relevant to key lines of operation within the institution: academics, enrollment, finances, military, athletics, personnel, and infrastructure. As required, new mission and vision statements are drafted and submitted to the Board of Trustees for approval.



## ASSESSMENT

Assessment of progress in the goals and objectives within the strategic plan will be conducted semi-annually in September and March. The strategic planning group will coordinate the collection of necessary data and analysis relevant to key performance indicators. Current status will then be provided to the President's Cabinet for review and subsequent submission to the Board of Trustees at the respective fall and spring meetings.



