



## Strategic Planning Overview & Process

Strategic planning is a cyclical departmental activity that sets mission-driven, lasting organizational priorities. The result of this process is a strategic plan; a living, written document articulating an organization's strategy for achieving its mission and vision.

### Components of the Divisional Strategic Plan

#### Divisional Priorities

Divisional priorities are mission-based, long-term principles that further define the purpose and direction of the Division. The CSUSM Student Affairs' strategic priorities for 2018-2021 are:

1. Promote Holistic Student Development
2. Facilitate Graduation and Readiness for Lifelong Success
3. Pursue Educational Equity
4. Exemplify the principals of a learning organization

#### Divisional Strategies

Divisional strategies become a subset of statements that describe how the Division intends to support each priority over the course of the next three-year-cycle.

Departments will align their strategic goals to these goals and strategies in support of consistency among the division's intentions.

### Components of Departmental Strategic Plans

#### Departmental Goals

Goals are long-term, broad statements that identify a desired result rather than a course of action. They translate departmental mission and vision statements into substantive, measurable targets. In our division, we use a three-year cycle. Goals however, will not typically change much from cycle-to-cycle unless the department's mission changes in some fashion.

#### Departmental Objectives

Objectives are a subset of short-term, desired outcomes supporting each departmental overarching goal. Ideally, objectives can be completed within one year of the cycle.

#### Tactics

Tactics are action-oriented items that departments implement to achieve their objectives. They essentially create a "to do" list for each objective.

## Strategic Planning Process & Diagram

### Steps toward Completing the Annual Strategic Plan Process

1. Review your department’s mission statement and identify major themes of focus.
2. Create or review existing broad three-year goal statement around each major theme from them mission statement.
3. Create specific objectives for the coming year to advance the goal.
4. Identify the tactics you will use to achieve your objectives.
  - a. During this phase, consider how you will assess your outcomes at the end of the year.
5. Map your goals to one or more divisional strategies. Divisional strategies are listed [HERE](#).
6. Complete and submit to [papd@csusm.edu](mailto:papd@csusm.edu) pages 4–12 of the [Annual Strategic Plan and Program Review Report](#).
7. Implement your strategic plan over the coming academic year.
8. Assess your progress and outcomes.
9. Submit the Strategic Plan Summative Report on pages 15–16 of the [Annual Strategic Plan and Program Review Report](#).
10. Repeat.

### Relationship & Timeline Diagrams



	Three-Year Components	One-Year Components
<b>Division</b>	Priorities and strategies that support the Student Affairs mission.	N/A
<b>Departments</b>	Goals that align to the divisional strategies and support the mission of the department.	Objectives and tactics that support progress of the three-year goals.