

# COLLEGE AND MAJOR UNIT STRATEGIC PLANNING ALIGNMENT GUIDANCE

NOVEMBER 2023, REVISED JUNE 2024

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## OVERVIEW

Kansas State University developed the [Next-Gen K-State university strategic plan](#) over the 2022-23 academic year, which is now guiding the university through 2030 and beyond. The success of this plan will ultimately be driven by the university achieving ten strategic imperatives, or goals, outlined in the plan with targets ranging from learner enrollment and retention to research expenditures and the university's economic impact. These imperatives are supported by several distinct measures of success attached to the plan itself, along with numerous others that university leaders will regularly track and report. The university strategic plan also features seven priority focus areas supported by bold ideas, key priorities, and an opportunity agenda the university will be working to pursue and implement during the life of the plan.

K-State needs institutional commitment, alignment, and support from all levels of the university to fully realize our vision for 2030. Each college and major unit (led by a dean or vice president) must develop their own strategic plan and coordinate with their departments and sub-units to ensure their activities are aligned with these plans. These plans should demonstrate clear connectivity to how colleges and major units intend to help K-State achieve its strategic imperatives and support its priorities where relevant.

College and major unit plans should be complete by October 1, 2024 unless otherwise directed or approved by the President. Please see the [Next-Gen K-State Alignment Chart](#) for specific deadlines by college or major unit.

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## GUIDING PRINCIPLES

- The plan you create must work for your college or major unit. It should reflect your strengths, recognize your opportunities, and clearly illustrate your vision for where you are going by 2030.
- While these plans should be tailored to your college or major unit, they still must clearly align and support the university-wide Next-Gen K-State strategic plan.
- The planning process and goal setting should be comprehensive in scope and informed by input from stakeholders at all levels of your college or major unit, including faculty, staff, students, and stakeholders external to your college or major unit (e.g., university leadership, other colleges or units, community or industry partners, alumni, and donors).
- Your plan can take whatever form is most beneficial and effective for your college or major unit, including the graphic design and layout of your plan provided it conforms to university brand standards. The university is not requiring a common plan template. At minimum, your plan must include the required components outlined below.
- Each college and major unit should have a webpage on your website that houses information related to your strategic plan, including information on the planning process as it is underway and the final plan once complete.

- Strategic planning is about where you are going (mission, vision, and goals); how you are going to get there (strategies), and how you know when you arrived (performance outcomes measures/targets). It is important to remember that strategic planning is not just about adding programs or starting new initiatives. It can also include discontinuing or reframing programs, policies, processes, or practices.
- Your values should not be different from those of the university. These are shared values across all of K-State and were informed by comprehensive input and engagement across the K-State community.
- Your goals, strategies, and actions do not have to be independent to your college or unit. There can and should be areas of your plan with dependencies and collaborations across colleges, units, or departments. Where necessary, outline your college or unit's role in such collaborations and how you intend to work with teams across the university to best achieve these goals.
- You must complete the Strategic Planning Worksheet for Colleges and Major Units to ensure you have included key details in your plan about how your goals and outcome measures help to reinforce and support our university imperatives. This worksheet also poses key questions for you to answer about the bold ideas/strategies, opportunities, and needs of your college/major unit's plan.
- Once complete, you should use your strategic plan to drive your college or major unit's operational plans and inform specific actions related to budgeting and resource allocation, staffing, and program evaluation.
- The Office of the President will maintain and make available a current list of these and other plans that support the university strategic plan on the university strategic planning website.
- Each college and major unit will be required to complete and submit an annual progress report (slide presentation) each fall outlining high-level accomplishments and progress on key performance measures, challenges, and priorities for the coming year related to achieving the vision and goals in your strategic plan. These summary presentations/reports will be available on both your college/major unit's website and the university strategic planning website.

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## REQUIRED COMPONENTS

The following are required components of your strategic plan.

- A mission statement describing your college/major unit's core purpose.
- A vision statement for your college/major unit that describes what you aspire to become in order to fulfill your mission.
- An explanation of the process and inputs used to develop your plan, including how stakeholders were engaged in this process.
- Key goals or priorities with associated key strategies or initiatives that are important to achieving the mission and vision of your college/major unit and demonstrate alignment with K-State's strategic imperatives.
- In your plan, you should consider how university strategic imperatives are supported by the major goals in your plan as you will need to document these in your strategic planning worksheet. You should also consider and make clear in your plan how your strategies are helping to reinforce priority focus areas in the university strategic plan.
- Success measures framed as outcome targets, all of which must be measurable (either through quantifiable metrics or qualitative measures like completing a key initiative by a certain date).
- A summary timeline that includes reasonable estimates for achieving your goals.
- An addendum (Strategic Planning Worksheet for Colleges and Major Units) that clearly demonstrates the alignment of your college/major unit's key goals and outcomes with the university imperatives.

## GOALS, STRATEGIES, METRICS, AND TACTICS

Colleges and major units are required to include goals, strategies, and outcome measures in their strategic plans that have some level of alignment with the university's strategic imperatives. The university recognizes that this alignment may be direct in some areas or indirect in others.

These college and major unit plans should not include detailed tactics or activities about how you will accomplish your strategies and achieve your goals. Such activities should be part of your ongoing operational and implementation plans.

### FOR REFERENCE:

- A **goal** is a broad primary outcome of what you plan to achieve (i.e., where you are going).
- A **strategy** is an approach you take to achieve a goal (i.e., how you are getting there).
- An **outcome measure** is a measurable step you track to ensure you are advancing your strategies and achieving your goals (i.e., how you know you are making progress).
- A **tactic** is an activity you use in pursuing a strategy (these should not be part of your strategic plan, but instead reserved for your operating and action plans).

### FOR EXAMPLE:

- **Goal:** Improve retention and graduation rates for all student populations by 2030
- **Strategy:** Establish pathways and related support that meet the needs of international students
- **Outcome Success Measure:** First-year retention rate of 92% by 2039
- **Tactic:** Hire a dedicated international student advisor to support international student needs

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## PROCESS AND TIMELINE

- Colleges and major units should complete their draft and final strategic plans in accordance with the [Next-Gen K-State Alignment chart](#) timelines.
- Draft plans and draft strategic planning worksheets should be submitted to [nextgen@k-state.edu](mailto:nextgen@k-state.edu) for review and feedback no later than June 28, 2024. If your college or major unit received an extension, initial draft plans and worksheets are due no later than December 6, 2024.
- Ian Jacobs, university strategy officer, will coordinate with the Provost and Executive Vice President for initial reviews of plans developed by the deans and the President for initial reviews of plans developed by the vice presidents.
- Deans and vice presidents should be prepared to meet with the President, Provost and Executive Vice President, and Senior Vice President and Chief of Staff in August or early September to discuss their draft plans, with feedback provided at these meetings. Additional written feedback on these draft plans may also be provided by the President, Provost, Senior Vice President, or University Strategy Officer.
- Final plans are due no later than October 1, 2024 and should be submitted with your completed strategic planning worksheet to [nextgen@k-state.edu](mailto:nextgen@k-state.edu). The President will provide final approval of all plans.

- While plans are required to be complete by September 30, 2024, any success metrics pertaining to college and major unit plans will begin being reported and monitored in coordination with the university's new fiscal year beginning July 1, 2024.
- Once their plans are approved, deans and vice presidents are responsible for working with department and sub-unit leadership to develop aligned implementation plans as necessary. The university does not require departments and sub-units to complete formal strategic plans; such plans may be required and completed at the discretion of deans and vice presidents.

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## ALIGNMENT WITH UNIVERSITY IMPERATIVES

- At minimum, each college and major unit must identify, track and report on goals in your plan that align with and reinforce the university's imperatives as outlined in the Strategic Planning Worksheet for Colleges and Major Units.
- College and major unit plans should attempt to include at least one goal for each strategic imperative. Some plans may contain more goals for some imperatives than others given their mission, vision, and function, with varied importance and resources applied toward these goals.
- If colleges and major units cannot define a goal for one or multiple strategic imperatives, they should not attempt to force it. Deans and vice presidents must use their discretion in making these determinations.
- Outcome targets, or what you expect to have happened, should be clearly defined in this worksheet for both 2027 (intermediate) and 2030 (long-term). These targets must be specific to your college or major unit's impact supporting the university's strategic imperatives, where relevant, and may be quantitative or qualitative.

Colleges and major units seeking assistance or consultation related to the development of your strategic plan should contact Ian Jacobs, university strategy officer, university strategy officer, at [ianjacobs@k-state.edu](mailto:ianjacobs@k-state.edu) or email [nextgen@k-state.edu](mailto:nextgen@k-state.edu).

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## OTHER PLANS

The university recognizes there are other university-wide plans that have been previously developed and must now be updated to align with the Next-Gen K-State strategic plan like K-State Core, the Strategic Enrollment Management Plan, the Economic Prosperity Plan, and the Diversity Strategic and Action Plans. There are also other university-wide plans that will be developed in response to imperatives, priorities, and strategies outlined in the Next-Gen K-State strategic plan, like the campus master plan.

Any such plans should align with the university strategic plan but are not required to utilize this guidance or structure. Those vice presidents and vice provosts responsible for updating or developing these crucial university-wide plans should coordinate with the President and Provost to develop timelines for the completion of these plans, which may include modifying their major unit planning timeline as a result.

The President, Provost and Executive Vice President, and Senior Vice President may decide other unit or functional strategic plans are needed beyond those at the college and major unit level and direct their development accordingly.

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## POINT OF CONTACT

For questions about the university or college and unit planning process, strategic planning resources, or other items related to this plan guidance, contact Ian Jacobs, university strategy officer, at [ianjacobs@k-state.edu](mailto:ianjacobs@k-state.edu) or email [nextgen@k-state.edu](mailto:nextgen@k-state.edu).