

**4.1. The institution periodically engages its multiple constituencies in institutional reflection and planning processes which assess its strategic position; articulate priorities; examine the alignment of its purposes, core functions and resources; and define the future direction of the institution. The institution monitors the effectiveness of the implementation of its plans and revises them as appropriate. (Refer to evidence 4.1.a - 4.1.d)**

SSU has made a concerted effort to engage in formal strategic planning processes in order to confront emerging and existing challenges and ensure a successful future. These processes have required us, as an institution, to reflect upon our strengths and weaknesses, assess our physical and fiscal resources, identify and establish priorities, and commit to a process that ensures our decisions are linked to planning and assessment. As the institution is a dynamic entity, planning efforts have occurred at different times throughout the past several years. On-going assessments will allow us to align these plans among the various entities.

The first division to engage in formal planning was [Academic Affairs](#). In Fall 2003, Academic Affairs, in partnership with the Academic Senate initiated a process to engage in reflecting and planning in order to establish a mission, vision, values, priorities, goals and objectives for Academic Affairs. The [plan](#) includes general strategies and six strategic initiatives that will guide the division over the next five years.

In Fall 2005, [The University Planning Steering Committee](#), comprised of representatives from all campus entities, engaged in a lengthy strategic planning process and reflection in order to “articulate strategies, goals, and objectives and to allocate resources in order to better fulfill its [SSU’s] mission.” The committee identified 10 goals that SSU will be focusing on in the next two to five years and subsequently define the future of our University.

For several years, three main committees within Administration and Finance have been responsible for supporting and guiding long-range A&F related decisions. These committees include [Campus Reengineering Committee](#), [President’s Budget Advisory Committee](#), and the [Campus Planning Committee](#). However, in 2006, the [Administration and Finance](#) Division engaged in its first strategic planning process and has since developed a mission and vision, and has identified core values and nine strategic goals. These goals include

infrastructure, faculty and staff development, enrollment management, and external support.

Other entities have engaged in a formal planning process. For example, the SSU [Library](#) has identified their planning priorities for 2005-2008 in response to several challenges they see emerging, such as increasing enrollment and library materials shifting to digital formats and remote delivery. Therefore, three of the eight strategic goals are focused on trend analysis, collaboration, and marketing.