

## College Procedure: 703.2 – Strategic Planning

Policy Reference: 703 – IE Operational  
Responsible Department: Institutional Effectiveness  
Approval Authority: Cabinet  
Procedure Owner: Vice President, Human Resources and Institutional Effectiveness  
Effective Date: 09/30/2021

Version Number: 1  
Legal Counsel Reviewed (yes/no): No  
Scope: College-wide

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### Reason for Procedure

Strategic Planning evaluates the organization and provides direction for its future. This procedure provides an explanation of the Strategic Planning procedure at Kirkwood Community College.

### The Procedure

Institutional Effectiveness supports Cabinet and members of the College in administering functions related to Strategic Planning. Kirkwood Community College has a 3-year Strategic Plan that corresponds to Kirkwood's fiscal year. Key Performance Indicators (KPIs) within the plan support each area of the Learner Success Blueprint and are associated with specific HLC criteria. Kirkwood's Strategic Plan is reviewed annually by Cabinet (May/June). If changes are requested Institutional Effectiveness works with marketing to update the official documents. The Strategic Plan is presented to and approved by the board annually (typically in July/August).

Each Institutional Level KPI has a Cabinet owner who is responsible for providing progress updates at least quarterly to Cabinet and/or the Leadership team. KPIs are documented and progress is tracked in Cobblestone. Cobblestone is a cloud-based software used to centralize, record and manage Kirkwood's KPIs.

Each department at the College has KPIs. The departments leadership team is responsible for establishing and reporting progress for their KPIs. Department KPIs are reviewed and/or established each fiscal year. Each department has a Cobblestone Point of Contact. This person is identified by the department and is responsible for updating the KPI information within Cobblestone. Updates on progress of achieving the goal(s) are made at least quarterly. A reminder email is sent by Institutional Effectiveness at the end of each quarter. Institutional Effectiveness administers initial training for the Cobblestone Point of Contact and continuously updates access and training materials as necessary.

At the end of second fiscal year of the strategic plan the College prepares for a new strategic planning cycle by conducting an environmental scan/survey for an updated SWOT analysis, and review of mission, vision, and values. Institutional Effectiveness administers this survey.

The Cabinet is responsible for review of the survey data, and development of the institutional-level KPIs for the new three-year strategic plan.

## References

### Strategic Plan

[https://www.kirkwood.edu/files/pdf/about-us/faculty-leadership/kirkwood-strategicplan-fy2021-2023\\_access.pdf](https://www.kirkwood.edu/files/pdf/about-us/faculty-leadership/kirkwood-strategicplan-fy2021-2023_access.pdf)

### Cobblestone Training

<https://kin.kirkwood.edu/depts/deptinef/IE%20Shared%20NEW/Strategic%20Plan/CobblestoneKPI%20Record%20Management%20Guide%20-%20Cobblestone%206.30.21.pdf>

### KPI Action Plan Template

<https://kin.kirkwood.edu/depts/deptinef/IE%20Shared%20NEW/Strategic%20Plan/CobblestoneKPI%20Action%20Plan%20Template.docx>

### Cobblestone Point of Contacts

<https://kin.kirkwood.edu/depts/deptinef/layouts/xlviewer.aspx?id=/depts/deptinef/IE%20Shared%20NEW/Strategic%20Plan/Cobblestone/Cobblestone%20Department%20POC.xlsx&Source=https%3A%2F%2Fkin%2Ekirkwood%2Eedu%2Fdepts%2Fdept%2Dinef%2FIE%2520Shared%2520NEW%2FF>

### Environmental Scan

<https://kin.kirkwood.edu/depts/deptinef/IE%20Shared%20NEW/Forms/AllItems.aspx?ootFolder=%2Fdepts%2Fdept%2Dinef%2FIE%20Shared%20NEW%2FStrategic%20Plan%2FEnvironmental%20Scan&FolderCTID=0x0120007AE099FB26D0E94EB92A9B66BD67BD69&View={1C9288DC-1E20-4C91-8A98F>

### Cobblestone

<https://saml.kirkwood.edu/my.policy>

## Revision Log

*Table 1 Revision Log*

Version Number	Date Approved	Approved by	Description of Change
1	09/30/2021	Cabinet	New procedure