

APPENDIX U

Strategic Planning 2014-2019

The College's Strategic Plan is next scheduled for 2014-2019. To provide direction to the College for the next five-year period, DCAD began phase I of its Planning Policy in February 2011. This policy establishes a planning and management cycle by linking five iterative phases:

- I. Discovery
- II. Strategic Planning
- III. Operating Planning
- IV. Implementation
- V. Evaluation

Phase I and II are typically completed every five to eight years, depending on the planning time horizon, while efforts related to Phase III through V are engaged in annually, with results being recorded in the Strategic and Department Goal Milestone Progress Report. DCAD is currently in Phase I, discovery, of developing the next strategic plan for 2014-2019. As part of Phase I, DCAD has selected an architectural firm to assist the College in developing a facilities master plan. This is included in DCAD's FY11 operating budget and is identified as an initiative in DCAD's Strategic Plan 2008-2013 under Strategic Goal V: Plan for the Future. In February, a staff and faculty needs questionnaire survey was completed for input into DCAD's future plans. The results from the Year-End Student Survey were collected, focus groups with board members and faculty and staff were conducted and enrollment and housing projections were compiled to identify opportunities and challenges. The first iteration of the master plan was presented to DCAD's Board of Overseers and Board of Directors in June with the final version to be completed in the fall. The goals of the master plan are that the:

- Plan accommodates a 20 year timeframe for program change and growth;
- Plan is economically viable, phase-able and sustainable;
- Strategies to develop new and existing facilities to better support social and academic programs should focus resources where they will provide the greatest benefit towards that goal.

DCAD will continue the discovery phase throughout FY12 which will involve recommendations from the December Strategic Goal Committees' annual report, the March unit-level (department-level) annual assessment reports, a board survey and a faculty/staff to identify DCAD's strengths, weaknesses, opportunities and threats. Phase II, strategic planning, will begin in the fall of 2012 with a retreat to identify key focuses of the College for the 2014-2019 plan with the assistance of a consultant with the goal of having a completed strategic plan in Spring 2013. The cost of the retreat and the hired professional will be included in DCAD's FY13 budget.