BOARD POLICY **No. 905**

TITLE:	Strategic Plan Development
DATE ADOPTED:	August 18, 2026
EFFECTIVE DATE:	August 18, 2026
SUPERSEDES:	February 16, 2021 & March 18, 1975

PURPOSE

The Board of Trustees recognizes that strategic planning is a continuous governance process that establishes the College's long-term direction, advances its Mission and Vision, promotes institutional effectiveness, supports responsible stewardship of public resources, and ensures accountability for institutional performance.

This policy establishes the governance framework through which the Board and President jointly fulfill their respective responsibilities for strategic planning, implementation, assessment, and continuous improvement consistent with Board Policy 001, *Mission, Vision, Strategic Planning, Institutional Effectiveness, and Institutional Accountability.*

POLICY

The College shall maintain a comprehensive Strategic Plan that establishes long-term institutional priorities and measurable strategic goals supporting the College's Mission and Vision.

Strategic planning shall be an ongoing institutional process integrating institutional effectiveness, budgeting, accreditation, risk management, compliance, resource allocation, and continuous improvement.

The Strategic Plan shall normally be developed on a five-year planning cycle and shall be reviewed annually by the Board

GOVERNING PRINCIPLES

Strategic planning shall:

A. Be mission-driven and student-centered.
B. Support the College's Vision and Core Institutional Values.
C. Be informed by reliable institutional data and evidence.
D. Include meaningful participation by internal and external stakeholders.
E. Promote ethical governance, transparency, and accountability.

F. Support compliance with applicable federal and state law, accreditation standards, and Board policy.
G. Guide institutional priorities, budgeting, capital planning, and resource allocation.
H. Promote continuous institutional improvement.

BOARD RESPONSIBILITIES

The Board of Trustees shall:

1. Establish the College's long-term strategic direction.
2. Review the Mission, Vision, and institutional priorities.
3. Approve planning assumptions and strategic priorities.
4. Review progress toward strategic goals.
5. Adopt the Strategic Plan and subsequent major revisions.
6. Monitor institutional performance through regular accountability reporting.
7. Ensure strategic priorities are reflected in annual budgets and major institutional initiatives.

PRESIDENT'S RESPONSIBILITIES

The President shall:

a. Lead the strategic planning process.
b. Establish an inclusive planning process involving appropriate stakeholders.
c. Conduct environmental scanning and institutional assessment.
d. Recommend strategic priorities and measurable institutional goals.
e. Develop annual operating objectives supporting the Strategic Plan.
f. Align annual budget recommendations with adopted strategic priorities.
g. Provide periodic implementation reports to the Board.
h. Recommend revisions as institutional conditions warrant.

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STRATEGIC PLANNING CYCLE

Phase I

Governance Review and Strategic Direction

At the **Annual Board Governance and Strategy Retreat**, the Board shall:

a. Review the Mission, Vision, and institutional priorities.
b. Review institutional performance and environmental trends.
c. Consider emerging opportunities, challenges, and enterprise risks.
d. Review institutional effectiveness and accountability information.
e. Establish planning assumptions and strategic direction for the upcoming planning cycle.
f. Direct the President to initiate or continue the strategic planning process.

Phase II

Strategic Plan Development

Following the Annual Board Governance and Strategy Retreat, the President shall conduct the strategic planning process.

The process should include, as appropriate:

a. Environmental scanning.
b. Institutional performance assessment.
c. Enrollment and demographic analysis.
d. Financial analysis.
e. Facilities and technology assessment.
f. Workforce and labor market analysis.
g. Student success assessment.
h. Community and employer engagement.
i. Faculty, staff, student, alumni, and stakeholder participation.
j. Enterprise risk assessment.
k. Accreditation review.
l. Legal and regulatory compliance review.

Phase III

Board Review and Refinement

The President shall present a draft Strategic Plan to the Board for review and discussion.

The Board may:

a. Provide policy guidance.
b. Request revisions.
c. Confirm consistency with the College's Mission, Vision, and Board policies.
d. Review strategic priorities, performance measures, implementation strategies, and anticipated resource requirements.

Phase IV

Board Adoption
At the Annual Board Governance and Strategy Retreat, following completion of the strategic planning process and consideration of any requested revisions, the Board shall adopt the Strategic Plan and authorize its implementation.

Unless otherwise directed by Board resolution, the adopted Strategic Plan shall become effective at the beginning of the next fiscal year.

Phase V

Implementation and Assessment

The President shall implement the Strategic Plan through annual operating plans and institutional initiatives.

Annual budget recommendations shall demonstrate alignment with adopted strategic priorities.

Institutional performance shall be measured through established key performance indicators and reported periodically to the Board.

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ANNUAL INSTITUTIONAL ACCOUNTABILITY REPORT

The President shall annually present to the Board an Institutional Accountability Report summarizing:

a. Progress toward Strategic Plan goals.
b. Institutional performance measures.
c. Student success outcomes.
d. Financial condition.
e. Institutional effectiveness results.
f. Accreditation activities.
g. Significant legal and regulatory compliance matters.
h. Enterprise risks.
i. Recommended strategic priorities for the coming year.

REVIEW

The Strategic Plan shall be reviewed annually by the Board.

A comprehensive review of the Strategic Plan shall normally occur every five years, or more frequently as warranted by significant changes in institutional priorities, enrollment, fiscal conditions, legal requirements, accreditation expectations, or other external circumstances.

This policy shall be reviewed at least every five years.

RELATIONSHIP TO BOARD POLICY 001

This policy implements the strategic planning and institutional accountability framework established by Board Policy 001, *Mission, Vision, Strategic Planning, Institutional Effectiveness, and Institutional Accountability.*

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****Adopted by Resolution of the RCBC Board of Trustees at its Meeting held August 18, 2026.**

08/18/2026

President Date:

08/18/2026

Chairman Date: