



Strategic Planning Committee Charter

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Long-range strategic planning is a critically important activity for the long-term viability and impact of the institution. Winston-Salem State University is a phenomenal institution that has an extensive history of making a significant positive impact on the lives of students, families, and communities across Winston-Salem/Forsyth County, the state of North Carolina, the United States, and the world. Through our strong academic programs, scholarship and creative activity, and community engagement, WSSU is one of the state's most precious educational gems. It is imperative that we build upon our legacy guided by our institutional motto "Enter to Learn. Depart to Serve." Effective strategic planning affords us the opportunity to strengthen our commitment to execute our mission, live our shared institutional values, aspire to change people's lives, and impact our communities in immeasurable ways.

While many people view strategic planning as creating a list of strategies, goals, and objectives, this process is much more significant and meaningful. The strategic planning process is about articulating a bold vision for Winston-Salem State University for the coming years and establishing inclusive, cross-institutional priorities to support it; thus, the university community must work collaboratively with its stakeholders to examine our current state of operations, identify strengths and areas for improvement, analyze trends in the ever-changing higher education landscape in the state of North Carolina and at the national level, articulate appropriate themes, and assess the overall environment for a state-funded historically Black college and university. Given this context, I charge this SPC to answer these five "purpose-driven" questions through an open and inclusive process:

1. How should WSSU position itself for state and national leadership while concurrently distinguishing itself as a model, next-generation historically Black college and university?
2. How can WSSU create a unique transformative student learning experience that increases the number of undergraduate and graduate students it produces who contribute to the world, particularly in communities of color where extreme disparities persist?
3. How can WSSU elevate its teaching, scholarly excellence, and community engagement to make a more significant impact in the Piedmont Triad, the state of North Carolina, the United States, and the world and what new academic initiatives should WSSU pursue to address long-term issues of fundamental importance?
4. How can WSSU leverage its collective resources including strategic partnerships and anticipate society's evolving needs to establish cross-institutional priorities and initiatives?
5. How do we address and answer intractable institutional challenges (i.e., deferred maintenance, repair and renovations, financial position, diversified revenue streams) and align our skills, incentives, and resources to create a plan to achieve our collective vision?



Strategic Planning Committee Aim

By the end of August 2020, the SPC will develop a realistic and measurable Strategic Plan 2021 to 2026 for WSSU that reflects the unique aspects of the university within the broader UNC System and will provide advisement on the appropriate implementation and monitoring of the plan for institutional continuous improvement.

Strategic Planning Guiding Principles

The following guiding principles will shape the work and direction of WSSU's SPC:

- **Guiding Principle #1:** The process of developing the Strategic Plan should be transparent, inclusive of all stakeholders, and based on a foundation of knowledge about WSSU within the context of trends, challenges, and opportunities in higher education.
- **Guiding Principle #2:** The SPC should seek intentional targeted input and feedback from a broad array of constituents, including but not limited to the Board of Trustees, the UNC System, Chancellor's Executive Staff members, deans, members of the Faculty Senate and Staff Senate, alumni, University supporters, representatives of the Winston-Salem/Forsyth and Piedmont Triad corporate community and University partners.
- **Guiding Principle #3:** The SPC should provide regular updates to the WSSU community.
- **Guiding Principle #4:** The outcome of strategic planning should be an action plan with 5 to 7 specific goals and related metrics.
- **Guiding Principle #5:** Implementation of the institution's Strategic Plan should be dynamic and responsive to a quickly changing environment in higher education.

Format of the Strategic Plan

The Strategic Plan should be concise and specific, and it should clearly set out WSSU's unique identity and strategic goals for the next five years. The Strategic Plan should be an action plan with five to seven goals and related metrics assessable by an institutional "score card" where university employees, students, and stakeholders can track and monitor the institution's annual progress toward the plan's goals. The plan should use active verb tense and should avoid using complex language. The SPC should define key concepts critical to the plan's execution.

Period of the Strategic Plan

At this time, the Strategic Plan will cover the period 2021-2026; however, the Chancellor and his Executive Staff recognize that strategic plans must remain flexible and responsive, so university leadership in consultation with faculty, staff, and students will revisit this plan every two years for possible revision. As initial development of the plan will be completed by the end of August 2021, the next formal review of the plan will occur in the summer of 2023.



Strategic Plan Committee Charge

Given this context, I charge the SPC to engage in the following actions that will yield in an evidence-based, data-informed strategic action plan complete with measurable goals and objectives that the group will recommend to the Chancellor for consideration and approval:

- Conduct an internal and external analysis to identify gaps, weaknesses, new challenges, and opportunities for WSSU.
- Identify emergent strategic issues not currently addressed by WSSU but may be addressed given the institution’s assets and resources.
- Articulate structural and operational realignment to increase operational efficiency and effectiveness that supports the implementation of the Strategic Action Plan.
- Articulate proposed budget priorities with WSSU’s Strategic Action Plan prior to implementation.
- Identify investment priorities from university-wide strategic funding sources.
- Align budgeting and other resource allocation decisions with the WSSU Strategic Action Plan to ensure those decisions serve the strategic direction of the University.
- Articulate strategies to ensure WSSU’s continuing role as a leading institution in the UNC System.
- Construct an institutional “score card” to assess and evaluate annually the university’s progress toward achieving the goals and objectives articulated in the Strategic Action Plan.

Committee Structure

The SPC will use a standing subcommittee structure to fulfill elements of its charge. There are five internal analysis subcommittees, and six external analysis subcommittees. Internal analysis subcommittees will conduct an integrated internal analysis that reflects the current state of the institution, examining the organization’s values and behaviors and summarizing findings to compose a final report that offers recommendations for consideration as we formulate the larger strategic plan. External analysis subcommittees will conduct an integrated analysis that identifies the opportunities and threats to WSSU. These groups will canvas the external community for strengths and weaknesses that will establish a baseline for calibration then composing a final report that offers recommendations for consideration as we formulate the larger strategic plan. These specific subcommittees are as follows:

Internal Analysis Subcommittees	External Analysis Subcommittees
Human Resources and Institutional Compliance	Enrollment Resources Management
Fiscal, Physical, and Technology Resources	Governmental Affairs
Academic Climate	Alumni and Parents
Student Support	Business, Industry or Constituent Groups
Structural Alignment, Systems, Processes	Public Education, Peer and Aspirant Institutions, Faculty Hiring, Accrediting Agencies, and Funding Agencies
	Fiscal Resources (Extramural Funding, Gifts and Donations, State Appropriations)



Each member of the SPC will serve on one of these subcommittees co-chaired by university employees. Each subcommittee ranges in size from 15 to 17 people and has broad cross-representational membership, including administrators, faculty, staff, students, alumni, and stakeholders from community and corporate partners. It is imperative that each Strategic Planning Committee member participate in full group meetings and subcommittee meetings. Strategic Planning subcommittees will make recommendations to the full Strategic Planning Committee for discussion and action. Subcommittees will operate under a structure of majority vote when necessary, and all subcommittee members will be voting members.

Proposed Timeline

The following proposed timeline will shape and govern the work of the SPC:



Note that this timeline is subject to change.