

STRATEGIC PLANNING POLICY OF LYCEUM CAMPUS

1. Introduction and Terminology

Strategic planning refers to the overall process of defining an higher education institution's vision, mission and long term goals , analysing its environment and developing strategies to achieve those goals. It includes establishing the sequence in which those goals should be realized so that the institution can reach its stated vision. It is forward looking.

The product of strategic planning is a **Strategic Plan**. The Strategic Plan establishes general parameters for administration and managerial decisions..It is a document outlining the institution's long term vision, goals and strategies for achieving them. It essentially acts as a roadmap to guide decision making and effective resource allocation to fulfill the institution's mission and the core values in the face of external factors and changing needs.

The Strategic Plan is mission driven, focuses on the future not just the immediate present, involves a comprehensive analysis , action oriented, involves regular monitoring and assessment of progress to make adjustments as needed. The Strategic Plan can be easily shared , understood and followed by various people including employees, customers, stakeholders and partners.

The **Strategic Planning Policy** indicates the specific policy that governs how an institution will conduct its strategic planning process. It is a document outlining the framework and guidelines for how the institution will set its actions to achieve the vision, mission and objectives through a structured process of analysis , planning, implementation and evaluation. It specifies the steps involved in strategic planning , identifies key stakeholders, continuous monitoring, performance metrics, set timelines and accountability

2. Purpose of the Policy.

Recognising the dynamic nature of the education landscape , the Strategic Planning Policy of the Lyceum Campus is designed to provide a structured and practical framework for developing and executing the Campus's Strategic Plan and its periodic review and adaptation.

Policy serves as a guiding framework to define the institution's long term goals , priorities and action , ensuring that all departments and initiatives are aligned to achieve a shared vision effectively allocating resources , and adapting to changing environments while staying true to the institution's mission, vision and values essentially acting as a roadmap for future development and decision making.

3. Scope

The policy applies comprehensively across all faculties, departments, divisions, Directorates and units within Lyceum Campus, encompassing teaching, research and innovation, community engagement , and administrative support functions , It outlines the responsibilities of all members of the Campus community in contributing to the strategic planning process.guiding the concerted efforts of our community towards shared strategic goals.

4. Policy statement

Lyceum Campus is dedicated to a continuous strategic planning process that translates its mission and values into actionable and measurable goals , strategies, initiatives , and programs. This policy ensures that all levels of leadership actively participate in designing and executing Campus's strategic directions, making informed decisions based on a comprehensive understanding of internal strengths , external environment and evolving market conditions. The Strategic Plan will be regularly reviewed and updated to maintain alignment with Campus's organizational priorities and facilitate necessary adjustments to achieve its long term vision.

5. Principles underlying the policy on strategic planning

Strategic planning must be :

- a. collaboratively developed by , communicated to,and accepted by the working members of the campus community-the administration,faculty,staff and students.
- b. directly linked to decision making concerning resource allocations:the hiring,training,evaluation,and recognition of personneland the setting of priorities among campus programs on an on-going basis.
- c. a continuously visible activity and must be perceived as being supported by the leaders of the campus
- d. linked to the people and communities served by the Campus
- e. linked to the assessment of the Campus's mission related activities
- f. Strategic planning must be guided by disciplined and consistent processes that are appropriate to the Campus culture.

6. Policy Responsibilities

Responsibilities typically falls on various stakeholders including senior leadership,academic departments,faculty,staff,and even students , all contributing to the planning,implementation and evaluation phases.

7. Strategic Planning Process: Developing the Strategic Plan

- a. ***Developing the Strategic Plan Vision and Mission alignment:*** The strategic Planning process begins with a reaffirmation of the institution's goals and initiatives' mission and vision. This step ensures that all future and long term aspirations are rooted in the Campus's core values goals and initiatives
- b. ***Environmental scanning and Data Analysis:*** To inform effective strategy an environmental audit is conducted, analysing internal and external data. This includes SWOT analysis and trends in higher education, economic conditions, and community needs.
- c. ***Stakeholder Engagement and Input:*** Engaging diverse stakeholders -including faculty, staff, students, alumni, and community partners- is essential for a holistic strategic plan. We gather insights from various perspectives through surveys, focus groups and meetings, ensuring the strategic plan reflects the needs and aspirations of the entire community. This inclusive approach strengthens buy-in and brings a range of voices to the table
- d. ***Defining strategic priorities:*** based on mission alignment, stakeholder input, and data analysis, the Strategic Planning Committee identifies the Campus's strategic priorities. These priorities represent areas of focus that will guide Campus's initiatives over the coming years, ensuring we address critical needs and pursue meaningful opportunities for growth and impact.
- e. ***Setting goals and objectives:*** For each strategic priority, we define clear, measurable goals and objectives. These targets provide a roadmap for progress and accountability, outlining specific outcomes Campus aims to achieve. Objectives are broken down into actionable steps, allowing each Campus department to align its efforts with the larger strategic vision.
- f. ***Developing an Implementation Plan:*** An actionable implementation plan is critical to turning strategy into results. We create a timeline and assign responsibilities to ensure effective execution across all Campus departments. This plan includes the metrics, resource allocation, project timelines and accountability measures, facilitating seamless coordination and support for each initiative.
- g. ***The Council delegates the oversight implementation of the Strategic Plan to the President. An update on the progress against the Strategic Plan will be a **Standing Agenda item** at the Council's meetings.***
- h. ***Monitoring and Evaluation:*** To track progress, the Strategic Planning Committee will monitor key performance indicators and regularly evaluate outcomes. This process allows us to assess Campus's progress toward its strategic goals, make data-driven adjustments, and continuously improve. Annual reviews will ensure the strategic plan remains responsive to evolving needs and challenges. ***A Strategic Planning Review meeting of the Committee will be scheduled each calendar year. Meeting provides the Campus an opportunity to undertake annual review and stock take of the Plan of all objectives and consider the institution's progress over a 12 month period within 5-year outlook.***

- i. ***Communication and Reporting*** : Effective communication is crucial throughout the strategic planning process. We regularly update the Campus community on our progress, milestones, promoting transparency and engagement. Annual reports will share successes , challenges, and adaptations , fostering trust and continued collaboration with all stakeholders.

8. Developing a Strategic Plan following the first five -year Plan

Essentially a comprehensive review of the previous plan's performance needs to be conducted. It involves a combination of evaluation , adaptation , and future directed planning based on the past experience and emerging trends.

Key steps to follow:

- Evaluate the first 5-year plan
- Conduct a situation analysis
- Review mission and vision statements
- Set new strategic goals and objectives
- Develop strategic initiatives and action plans
- Engage stakeholders
- Continuous monitoring

9. Performance Metrics

Establishing clear metrics is essential for monitoring progress and evaluating success of the Strategic Plan. The Balanced Score Guard can help align these metrics with strategic goals.

9.1 Student Success metrics

- Graduation rates: % of students graduating within a set time frame
- Retention rate: % of students returning for the next academic year
- On-time graduation rate: % of students graduating within the standard programme duration
- Average GPA : overall academic performance of students
- Student satisfaction surveys : Feedback on overall campus experience, academic and support services

9.2 Academic performance metrics

- Research output : No of peer – reviewed publications, grant funding secured by faculty
- Citation impact : average number of citations per published paper

- Faculty awards and recognitions : Prestigious awards received by faculty members

9.3 Enrolment and market reach

- Enrolment numbers : total student headcount across all programmes
- Application acceptance rate : % of applicants admitted to the Campus
- Diversity of student body : Representation of different demographics

9.4 Career outcomes

- Job-placement rate: % of graduates employed within a certain timeframe after graduation

9.5 Financial Health Metrics

- Operating budget adherence : alignment with planned spending
- Endowment growth : increase in long term investment fund

10. Policy Review and Revision

This policy will be reviewed and revised as necessary to reflect changes in the strategic direction or operational needs of Lyceum Campus. Any modifications will be approved by the Council.

11. Related legislation and documents

- Academic Quality Assurance and Enhancement Framework (AQAEEF , 2024), Lyceum Campus
- Sri Lanka Qualification Framework (SLQF, 2016)
- Strategic Planning Committee of Lyceum Campus
