



Strategic Planning Committee Charter & Implementation Framework

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New Mexico Junior College
Draft Strategic Planning Committee Charter & Implementation Framework

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SECTION I: COMMITTEE CHARTER

Purpose and Mission

The Strategic Planning Committee is established to lead the development of New Mexico Junior College's 2025-2030 Strategic Plan. This committee will guide a collaborative, data-informed planning process that results in a comprehensive strategic roadmap to advance student success, institutional excellence, and community impact.

Authority and Scope

Granted Authority:

- Lead the comprehensive strategic planning process for the institution.
- Engage internal and external stakeholders in meaningful dialogue.
- Access institutional data and conduct environmental analysis.
- Facilitate development of strategic priorities, goals, and implementation strategies.
- Recommend resource allocation priorities and budget implications.
- Present final strategic plan to President and Board of Trustees for approval
- Establish accountability measures and assessment protocols.

Scope Limitations:

- Cannot make binding financial commitments beyond planning recommendations.
- Must operate within established college policies and procedures.
- Subject to final approval by President and Board of Trustees

Committee Composition and Structure

Executive Leadership

- **Chair:** President or designee
- **Vice Chair:** VP of Institutional Research, Planning, Effectiveness
- **Vice President:** Student Services

Academic Representatives (5 members & 1 Leadership Institute Graduate)

- Vice President of Academic Affairs
- Vice President of Workforce Development
- 2 Deans
- 1 Faculty member

Student Services Representatives (4 members & 1 Leadership Institute Graduate)

- Vice President of Student Services or Representative
- Dean of Students Life
- Dean of Student Success
- Athletics Representative

Administrative Representatives (5 members & 1 Leadership Institute Graduate)

- Vice President for Finance or Representative
- Advancement/Outreach/Marketing/Recruitment
- Director of Human Resources
- Chief Information Technology
- Vice President for Operations & Special Projects or Representative

Student Representatives (1 member)

- 1 Student Government Association representative

External Stakeholders (2 members)

- 1 Board of Trustees member
- 1 Community business leader

Total Committee Size: 23 members

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SECTION II: DETAILED ROLES AND RESPONSIBILITIES

Committee Chair Responsibilities

- **Strategic Leadership:** Provide overall vision and direction for planning process.
- **Meeting Management:** Chair all meetings, set agendas, ensure productive discussions.
- **Stakeholder Relations:** Serve as primary spokesperson for strategic planning initiative.
- **Decision Authority:** Make final decisions on process issues and timeline adjustments.
- **Accountability:** Report progress to Board of Trustees and college community
- **Resource Management:** Oversee budget allocation and resource utilization.

Vice Chair Responsibilities

- **Academic Integration:** Ensure academic priorities are central to planning process.
- **Committee Support:** Assist Chair with meeting facilitation and decision-making.
- **Faculty Engagement:** Lead faculty outreach and communication efforts
- **Curriculum Alignment:** Connect strategic priorities to academic program development.
- **Succession Planning:** Prepared to assume Chair role if needed.

Secretary Responsibilities

- **Data Management:** Coordinate institutional research and data analysis.
- **Documentation:** Maintain meeting minutes, records, and committee communications
- **Assessment Design:** Develop metrics and evaluation frameworks.
- **Research Coordination:** Manage environmental scanning and benchmarking studies.
- **Progress Tracking:** Monitor timeline adherence and milestone completion.

Academic Representatives Responsibilities

- **Constituency Voice:** Represent faculty perspectives and academic priorities.
- **Program Assessment:** Evaluate academic program effectiveness and alignment.
- **Innovation Advocacy:** Identify opportunities for academic innovation and improvement.
- **Implementation Planning:** Develop academic-specific implementation strategies.
- **Communication Bridge:** Facilitate two-way communication with faculty.

Student Services Representatives Responsibilities

- **Student-Centered Focus:** Ensure student success remains central to all planning.
- **Support Service Integration:** Align student services with strategic priorities.
- **Retention Strategies:** Develop comprehensive student retention and completion strategies.
- **Co-curricular Planning:** Integrate student life and engagement into strategic framework.
- **Barrier Identification:** Identify and address obstacles to student success.

Administrative Representatives Responsibilities

- **Operational Excellence:** Ensure strategic goals are operationally feasible.
- **Resource Planning:** Assess resource requirements and sustainability.
- **Technology Integration:** Identify technology needs and opportunities.
- **Infrastructure Assessment:** Evaluate facility and equipment requirements.
- **Risk Management:** Identify potential implementation risks and mitigation strategies.

Student Representatives Responsibilities

- **Student Voice Amplification:** Represent diverse student perspectives and needs.
- **Feedback Collection:** Gather input from broader student body.
- **Priority Setting:** Help identify student-centered priorities and goals.
- **Implementation Feedback:** Provide ongoing student perspective during implementation.
- **Engagement Facilitation:** Assist with student engagement activities.

External Stakeholder Responsibilities

- **Community Connection:** Represent community interests and perspectives.
- **Partnership Development:** Identify collaboration and partnership opportunities.
- **Economic Impact:** Consider regional economic development implications.
- **Workforce Alignment:** Ensure programs meet regional workforce needs.
- **External Accountability:** Provide external perspective on institutional effectiveness.

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SECTION III: COMPREHENSIVE TIMELINE

PHASE 1: FOUNDATION AND PREPARATION (Months 1-2)

Duration: September - October 2025

Month 1: Committee Formation and Orientation

Week 1-2: Committee Establishment

- Finalize committee membership and confirm participation.
- Distribute charter and orientation materials.
- Schedule kickoff meeting and initial retreat
- Establish communication protocols and meeting schedules.

Week 3-4: Orientation and Training

- Conduct committee orientation session (4 hours)
- Review previous strategic plan and implementation assessment.
- Establish ground rules, norms, and decision-making processes.
- Begin environmental scanning and data collection.

Month 2: Baseline Assessment

Week 1-2: Internal Assessment

- Comprehensive review of institutional data and metrics
- Analysis of current programs, services, and operations
- Assessment of previous strategic plan achievements and gaps
- Financial analysis and resource capacity evaluation

Week 3-4: External Environment Analysis

- Regional economic and demographic trend analysis
- Competitive landscape assessment
- Regulatory and accreditation requirement review
- Technology and industry trend evaluation

PHASE 2: STAKEHOLDER ENGAGEMENT (Months 3-4)

Duration: November - December 2025

Month 3: Internal Stakeholder Engagement

Week 1: Faculty Engagement

- Faculty senate presentation and Q&A session
- Department-level focus groups (6 sessions)
- Online faculty survey launch (2-week response period)
- Individual interviews with key faculty leaders

Week 2: Staff Engagement

- All-staff meeting presentation and discussion.
- Department-specific focus groups (8 sessions)
- Staff survey distribution and promotion
- Interviews with supervisory staff

Week 3: Student Engagement

- Campus-wide student forums (3 sessions)
- Online student survey launch
- Student organization leadership meetings
- Focus groups with specific student populations (veterans, first-generation, etc.)

Week 4: Data Compilation and Analysis

- Survey response analysis and reporting.
- Focus group theme identification.
- Stakeholder input categorization and prioritization

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- Initial findings presentation to committee

Month 4: External Stakeholder Engagement

Week 1: Community Outreach

- Community leader interviews (10-12 sessions)
- Business roundtable discussion
- Economic development organization meetings
- Chamber of Commerce presentation

Week 2: Educational Partners

- K-12 superintendent interviews
- High school counselor focus groups.
- University transfer partner meetings
- Adult education provider discussions

Week 3: Alumni and Employer Engagement

- Alumni survey and focus groups.
- Employer satisfaction interviews
- Workforce development partner meetings
- Regional industry association presentations

Week 4: Synthesis and Integration

- External stakeholder input analysis
- Community needs assessment compilation.
- Regional partnership opportunity identification
- Comprehensive stakeholder report preparation

PHASE 3: STRATEGIC FRAMEWORK DEVELOPMENT (Months 5-6)

Duration: January - February 2026

Month 5: Priority Setting and Goal Development

Week 1: Strategic Priority Identification

- SWOT analysis completion and validation
- Strategic theme Identification workshop
- Priority ranking and consensus building.
- Resource requirement preliminary assessment

Week 2: Mission, Vision, Values Review

- Current mission statement evaluation
- Vision statement development or refinement
- Core values identification and articulation.
- Stakeholder feedback on foundational statements

Week 3: Goal Setting Workshop

- Strategic goal development session (2-day retreat)
- SMART objectives creation for each goal
- Success metrics identification
- Timeline establishment for goal achievement

Week 4: Framework Validation

- Draft strategic framework review
- Internal stakeholder feedback session
- Framework refinement and adjustment
- Preliminary implementation planning

Month 6: Strategy Development and Resource Planning

Week 1: Strategy Development

- Detailed strategy development for each goal
- Action plan creation and sequencing

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- Responsibility assignment and accountability measures
- Risk assessment and mitigation planning.

Week 2: Resource Planning

- Budget impact analysis and projection
- Staffing requirement assessment
- Facility and technology need identification.
- Funding source identification and development

Week 3: Implementation Framework

- Implementation timeline development
- Governance structure design
- Communication and change management planning
- Assessment and evaluation framework creation

Week 4: Draft Plan Preparation

- Comprehensive plan document drafting
- Executive summary and key highlights preparation
- Visual presentation and infographic development
- Initial draft review and refinement

PHASE 4: PLAN DEVELOPMENT AND VALIDATION (Months 7-8)

Duration: March - April 2026

Month 7: Comprehensive Plan Development

Week 1-2: Document Development

- Complete strategic plan document creation
- Financial projections and budget integration
- Implementation roadmap finalization
- Assessment and accountability framework completion

Week 3-4: Internal Review Process

- Cabinet review and feedback incorporation
- Department head review sessions
- Faculty senate presentation and input
- Staff leadership review and recommendations

Month 8: Campus and Community Validation

Week 1: Campus-Wide Review

- All-campus presentation and feedback session
- Online plan review and comment period
- Student organization leadership review
- Faculty Senate

Week 2: Community Review

- Community stakeholder presentation
- Board of Trustees preliminary review
- Key partner organization briefings
- Public comment and feedback collection

Week 3: Plan Refinement

- Feedback analysis and categorization
- Plan revisions and improvements.
- Final document preparation and editing
- Presentation materials development

Week 4: Final Preparation

- Final committee review and approval

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- Executive summary and marketing materials
- Implementation readiness assessment
- Board presentation preparation.

PHASE 5: APPROVAL AND LAUNCH (Month 9)

Duration: May 2026

Week 1: Final Approvals

- Committee final review and endorsement
- President's cabinet final approval
- Final document preparation and production
- Board of Trustees presentation preparation

Week 2: Board Presentation and Approval

- Board of Trustees presentation and discussion
- Public hearing and community input
- Board formal approval and adoption.
- Media announcement and press release

Week 3: Launch Preparation

- Communication strategy implementation
- Campus rollout planning
- Implementation team establishment
- Training and Orientation Planning

Week 4: Strategic Plan Launch

- Campus-wide launch event
- Community celebration and presentation
- Implementation phase kickoff
- First quarterly progress report planning

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SECTION IV: DETAILED PROCESS STEPS

A. COMMITTEE FORMATION AND ORIENTATION

Step 1: Member Selection and Confirmation

Responsible Party: President's Office **Timeline:** 2 weeks **Deliverables:**

- Final committee membership roster
- Signed commitment letters from all members.
- Contact information and communication preferences.
- Committee member biographical information

Detailed Actions:

1. Review and confirm internal nominations.
2. Recruit and confirm external stakeholder participation.
3. Establish alternate members for key positions.
4. Create committee directory and contact database.
5. Distribute welcome materials and charter.

Step 2: Orientation Session Design and Delivery

Responsible Party: Committee Chair and Secretary **Timeline:** 1-week **Deliverables:**

- Orientation agenda and materials
- Committee handbook and resource guide
- Previous strategic plan analysis
- Environmental scanning preliminary data

Detailed Actions:

1. Develop comprehensive orientation curriculum.
2. Prepare committee handbook with roles, responsibilities, and procedures.
3. Create strategic planning timeline and milestone calendar.
4. Establish communication protocols and meeting norms.
5. Conduct 4-hour orientation session with team building activities.

Step 3: Ground Rules and Operating Procedures

Responsible Party: Full Committee **Timeline:** 1-week **Deliverables:**

- Committee operating procedures document
- Decision-making protocols
- Communication guidelines
- Conflict resolution procedures

Detailed Actions:

1. Establish meeting schedules and attendance expectations.
2. Define decision-making processes and voting procedures.
3. Create confidentiality agreements and information sharing protocols.
4. Develop conflict resolution and problem-solving procedures.
5. Establish subcommittee structure and leadership.

B. COMPREHENSIVE ASSESSMENT PROCESS

Step 4: Internal Institutional Assessment

Responsible Party: Director of Institutional Research **Timeline:** 3 weeks **Deliverables:**

- Comprehensive data dashboard
- Trend analysis reports

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- Benchmark comparison studies.
- Performance gap analysis

Detailed Actions:

1. Compile 5-year enrollment, retention, and completion data
2. Analyze financial performance and resource utilization.
3. Assess program effectiveness and student outcomes.
4. Evaluate employee satisfaction and organizational culture.
5. Review of accreditation status and compliance issues
6. Benchmark against peer institutions.
7. Identify institutional strengths and improvement areas.

Step 5: External Environment Analysis

Responsible Party: External Consultant or IR Director **Timeline:** 3 weeks **Deliverables:**

- Regional economic analysis report
- Demographic trend projections
- Competitive landscape assessment
- Technology and industry trend analysis

Detailed Actions:

1. Analyze regional population and economic trends.
2. Study workforce development needs and opportunities.
3. Assess competitive positioning and market share.
4. Evaluate technology trends affecting higher education.
5. Review regulatory and policy environment changes.
6. Identify external opportunities and threats.
7. Conduct PESTEL analysis (Political, Economic, Social, Technological, Environmental, Legal)

Step 6: Previous Strategic Plan Assessment

Responsible Party: Committee Secretary with Cabinet Support **Timeline:** 2 weeks **Deliverables:**

- Implementation assessment report
- Lessons learned documentation.
- Success factor identification
- Improvement recommendations

Detailed Actions:

1. Evaluate achievement of previous strategic plan goals.
2. Assess implementation effectiveness and barriers.
3. Identify successful strategies and best practices.
4. Document lessons learned and improvement opportunities
5. Analyze resource allocation and return on investment.
6. Interview key implementation leaders and stakeholders.

C. STAKEHOLDER ENGAGEMENT STRATEGY

Step 7: Internal Stakeholder Engagement Design

Responsible Party: Communication Director with Committee Support **Timeline:** 1-week

Deliverables:

- Stakeholder engagement plan
- Communication materials and surveys
- Focus group facilitation guides.
- Engagement timeline and logistics plan

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Detailed Actions:

1. Identify all internal stakeholder groups and representatives.
2. Design engagement methods appropriate for each group.
3. Develop survey instruments and focus group protocols.
4. Create communication materials and promotional strategies.
5. Establish data collection and analysis procedures.
6. Train facilitators and committee members

Step 8: Faculty Engagement Implementation

Responsible Party: Academic Representatives **Timeline:** 3 weeks **Deliverables:**

- Faculty input summary report
- Survey response analysis.
- Focus group themes and recommendations.
- Faculty priority identification

Detailed Actions:

1. Present planning initiative to Faculty Senate
2. Conduct department-level focus groups.
3. Administer comprehensive faculty survey.
4. Interview department chairs and program directors.
5. Engage part-time and adjunct faculty.
6. Analyze input and identify common themes.
7. Prepare faculty perspective summary.

Step 9: Staff Engagement Implementation

Responsible Party: Administrative Representatives **Timeline:** 2 weeks **Deliverables:**

- Staff input comprehensive report.
- Operational improvement recommendations
- Service enhancement opportunities.
- Professional development needs assessment

Detailed Actions:

1. Conduct all-staff informational meetings.
2. Facilitate department-specific focus groups.
3. Administer staff survey and feedback collection.
4. Interview supervisory and management staff.
5. Engage support staff and service providers.
6. Analyze operational strengths and challenges.
7. Identify staff development and support needs.

Step 10: Student Engagement Implementation

Responsible Party: Student Services Representatives **Timeline:** 3 weeks **Deliverables:**

- Student voice comprehensive report
- Student success barrier identification
- Service improvement recommendations.
- Student priority and needs assessment.

Detailed Actions:

1. Host campus-wide student forums and town halls.
2. Conduct online student surveys with incentives.
3. Facilitate focus groups with diverse student populations.
4. Engage student organizations and leadership.
5. Interview student workers and peer mentors.
6. Analyze student experience and satisfaction data.

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7. Identify student-centered priorities and solutions.

Step 11: External Stakeholder Engagement Implementation

Responsible Party: External Stakeholder Representatives **Timeline:** 4 weeks **Deliverables:**

- Community needs assessment report.
- Partnership opportunity identification
- Economic development alignment analysis
- External accountability recommendations

Detailed Actions:

1. Interview community leaders and elected officials.
2. Engage business and industry representatives.
3. Connect with K-12 and university partners.
4. Survey alumni and community supporters.
5. Meet with workforce development organizations.
6. Assess regional economic development priorities.
7. Identify collaboration and partnership opportunities.

D. STRATEGIC FRAMEWORK DEVELOPMENT

Step 12: Data Integration and Analysis

Responsible Party: Committee Secretary with IR Support **Timeline:** 2 weeks **Deliverables:**

- Comprehensive stakeholder input analysis
- SWOT analysis documentation
- Priority theme identification
- Strategic opportunity assessment

Detailed Actions:

1. Compile all stakeholder input and feedback.
2. Conduct thematic analysis and pattern identification.
3. Perform comprehensive SWOT analysis.
4. Identify strategic themes and priority areas.
5. Assess resource implications and feasibility.
6. Prepare data-informed recommendations.
7. Create visual summaries and dashboards.

Step 13: Strategic Priority Development Workshop

Responsible Party: Full Committee with Facilitator **Timeline:** 2 days (retreat format)

Deliverables:

- Strategic priority framework
- Goal statements and objectives
- Success metrics and measures
- Implementation timeline overview

Detailed Actions: Day 1:

1. Review comprehensive assessment and stakeholder input.
2. Facilitate strategic priority identification process.
3. Conduct consensus-building activities.
4. Develop preliminary goal statements.
5. Assess resource requirements and constraints.

Detailed Actions: Day 2:

6. Refine strategic goals and objectives
7. Develop success metrics and measurement strategies
8. Create implementation timeline and milestones
9. Assign responsibility and accountability measures
10. Plan next steps and follow-up activities.

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Step 14: Mission, Vision, Values Development

Responsible Party: Full Committee **Timeline:** 2 weeks **Deliverables:**

- Updated mission statement
- Compelling vision statement
- Core values articulation.
- Stakeholder validation results

Detailed Actions:

1. Review and assess current mission statement.
2. Develop or refine institutional vision statement.
3. Identify and articulate core institutional values.
4. Test statements with stakeholder groups.
5. Refine based on feedback and input.
6. Finalize foundational statements.
7. Prepare communication and marketing materials.

E. IMPLEMENTATION PLANNING AND RESOURCE ALLOCATION

Step 15: Detailed Strategy Development

Responsible Party: Subcommittees by Strategic Priority **Timeline:** 3 weeks **Deliverables:**

- Comprehensive strategy documents
- Action plans and timelines
- Resource requirement assessments
- Risk mitigation strategies.

Detailed Actions:

1. Form subcommittees for each strategic priority.
2. Develop detailed strategies and tactics.
3. Create specific action plans and timelines.
4. Assess resource requirements and availability.
5. Identify potential risks and mitigation strategies.
6. Establish accountability and reporting mechanisms.
7. Prepare implementation readiness assessment.

Step 16: Financial Planning and Budget Integration

Responsible Party: VP Business Affairs with Committee Support **Timeline:** 2 weeks

Deliverables:

- Strategic plan budget projections
- Resource allocation recommendations
- Funding source identification
- Financial sustainability assessment

Detailed Actions:

1. Develop detailed budget projections for each strategy.
2. Assess current resource capacity and gaps.
3. Identify potential funding sources and opportunities.
4. Create financial sustainability analysis.
5. Develop resource reallocation recommendations.
6. Prepare budget integration timeline.
7. Establish financial monitoring and reporting procedures.

Step 17: Implementation - Governance Structure

Responsible Party: Committee Chair with Cabinet **Timeline:** 1-week **Deliverables:**

- Implementation governance framework
- Accountability structure and reporting
- Communication and change management plan

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- Success monitoring and evaluation system

Detailed Actions:

1. Design implementation governance structure.
2. Establish accountability and reporting relationships.
3. Create communication and change management strategy.
4. Develop success monitoring and evaluation framework.
5. Plan training and professional development support.
6. Establish regular review and adjustment processes.
7. Prepare implementation launch strategy.

F. PLAN FINALIZATION AND APPROVAL

Step 18: Comprehensive Plan Document Development

Responsible Party: Writing Team with Committee Oversight **Timeline:** 3 weeks **Deliverables:**

- Complete strategic plan document
- Executive summary and key highlights
- Implementation roadmap and timeline
- Communication and marketing materials

Detailed Actions:

1. Draft comprehensive strategic plan document
2. Create executive summary and key highlights.
3. Develop visual presentations and infographics.
4. Prepare implementation roadmap and timeline.
5. Design communication and marketing materials.
6. Conduct internal review and editing process.
7. Finalize document design and production.

Step 19: Review and Validation Process

Responsible Party: Full Committee with Stakeholder Input **Timeline:** 3 weeks **Deliverables:**

- Stakeholder feedback compilation
- Plan revisions and improvements.
- Final approval recommendations
- Public presentation materials

Detailed Actions:

1. Distribute draft plan for campus review.
2. Conduct stakeholder feedback sessions.
3. Collect and analyze input and recommendations.
4. Make necessary revisions and improvements.
5. Prepare final approval recommendations.
6. Develop public presentation materials.
7. Conduct final committee review and endorsement.

Step 20: Board Presentation and Approval

Responsible Party: Committee Chair with President **Timeline:** 1-week **Deliverables:**

- Board presentation materials.
- Final approved strategic plan
- Implementation authorization
- Public announcement strategy

Detailed Actions:

1. Prepare comprehensive board presentation.
2. Conduct public hearing and input session.
3. Present plan to Board of Trustees
4. Address questions and concerns.
5. Secure formal board approval and adoption

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6. Prepare public announcements and media strategy.
7. Plan implementations launch activities.

SECTION V: SUCCESS MEASURES AND ACCOUNTABILITY

Committee Success Metrics

- **Process Engagement:** 80% stakeholder participation rate in engagement activities.
- **Timeline Adherence:** Completion within 9-month timeline with less than 10% variance
- **Stakeholder Satisfaction:** 85% satisfaction rate with planning process and outcomes
- **Plan Quality:** Board approval with minimal revisions required.
- **Implementation Readiness:** 90% of implementation teams identified and prepared.

Strategic Plan Success Indicators

- **Goal Achievement:** Measurable progress on all strategic goals within first year
- **Stakeholder Buy-in:** 75% campus community support for strategic plan implementation.
- **Resource Mobilization:** 80% of required resources identified and secured.
- **Communication Effectiveness:** 90% campus awareness of strategic plan and priorities
- **Continuous Improvement:** Quarterly assessment and adjustment processes established.

Long-term Impact Measures

- **Student Success:** Improved retention, completion, and employment outcomes
 - **Institutional Excellence:** Enhanced reputation and competitive positioning
 - **Community Impact:** Strengthened regional partnerships and economic contribution.
 - **Organizational Effectiveness:** Improved efficiency and resource utilization
 - **Sustainability:** Financial stability and growth capacity
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SECTION VI: RESOURCE REQUIREMENTS AND BUDGET

Personnel Costs

- **Committee Stipends:** \$15,000 (external members and student representatives)
- **Administrative Support:** \$8,000 (additional staff time and overtime)
- **Facilitation Support:** \$12,000 (external facilitator if needed)

Operational Expenses

- **Meeting and Event Costs:** \$8,000 (retreat, forums, and stakeholder events)
- **Communication and Marketing:** \$5,000 (surveys, materials, and promotion)
- **Data Collection and Analysis:** \$3,000 (research tools and analysis software)
- **Document Production:** \$4,000 (printing, design, and multimedia materials)

Total Budget Allocation: \$55,000

In-Kind Contributions

- Faculty and staff time (estimated 800 hours)
- Facility use for meetings and events.
- Technology and infrastructure support
- Marketing and communication support