



# Strategic Planning Policy

## 1. Introduction

The Council of the College of Acupuncturists of Alberta (the College) provides direction and oversight for the development of the College's strategic plan and monitors the achievement of the plan's goals. The Chief Executive Officer is responsible for the development and implementation of the strategic plan and for reporting to the Council about the attainment of strategic goals.

## 2. Purpose

This policy describes the role of the Council and the Chief Executive Officer in the oversight, development, approval, and implementation of the College's five-year strategic plan.

## 3. Definitions

**Employee:** means a person engaged by the College to perform a service in accordance with an employment agreement.

## 4. Policy

- 4.1 The Chief Executive Officer will establish a strategic planning process to formulate and annually update a five-year strategic plan that is articulated through strategic goals and priority initiatives to continue the advancement and effectiveness of the Acupuncturist Profession. The strategic plan will provide both short- and long-term direction required to achieve the College's vision, mission, and mandate.

The strategic plan will be developed in conjunction with a business plan that identifies the key objectives, initiatives, and targets used to measure the achievement of goals and that support the development of operational plans and budgets.

### Role of the Council

4.2 The Council:

- 4.2.1 will oversee the development of the strategic plan;
- 4.2.2 will participate in the development of the strategic plan in consultation with the Chief Executive Officer;
- 4.2.3 will review the currency of the College's vision, mission, mandate, and values; identify key goals to be achieved; and identify specific priority initiatives;
- 4.2.4 will approve the strategic plan;

4.2.5 will annually review the success of the College in achieving its strategic goals; and

4.2.6 may approve changes in the strategic plan in response to unforeseen internal or external changes in the environment.

#### Role of the Chief Executive Officer

4.3 The Chief Executive Officer is accountable for the development of the five-year strategic plan.

4.4 The Chief Executive Officer will:

4.4.1 ensure that the goals of the strategic plan are met;

4.4.2 ensure that appropriate data reporting mechanisms are in place to monitor and inform the Council about strategic plan successes and failures;

4.4.3 ensure that the College's employees, regulated members, and stakeholders are informed of and knowledgeable about the College's strategic plan, and align their actions and decisions to achieve strategic goals;

4.4.4 recommend changes to the strategic plan, as needed; and

4.4.5 provide reports to the Council to inform them about the implementation of the strategic plan.

## 5. Authority

This policy is established under the authority of Section 6 of the Act and Article 4.1 of the College bylaws.

## 6. Scope

This policy applies to the Council, the Chief Executive Officer, regulated members, stakeholders, and employees.

## 7. Related Policies and Procedures

- G.1.2 Delegation to the Chief Executive Officer Policy
- G.1.6 Financial Oversight Policy

## 8. Version History

Date	Notes
August 13, 2022	New policy
June 24, 2025	Update Executive Director to Chief Executive Officer

#### VERSION 1

**Effective Date:** September 1, 2022

**Approved Date:** August 13, 2022