MIDDLEBURY ANNUAL PLANNING CYCLE

1. Early Summer
   President and VPs identify strategic directions for the coming year

2. Summer
   Work groups and offices develop their annual goals through retreats, meetings, etc.

3. Late Summer
   Work groups and offices submit their annual goals to the Office of Planning & Assessment

4. Fall
   VPs and their Direct Reports review goals to identify intersections and challenges

5. Winter
   Work groups are reminded of their goals and note any changes or additions

6. Spring
   Work groups submit status updates on their annual goals and identify unanticipated work