Strategic Planning Management/Budget Process Manual
2012 – 2013

REVISED: OCTOBER 8, 2012

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</tr>
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INTRODUCTION

As stated in Northeast State Policy 05:19:00, Strategic Planning and Continuous Improvement Process, measuring the effectiveness of Northeast State is critical to the institution’s future success. And, constantly evaluating the College’s effectiveness provides a method for implementing a continuous improvement program. A well-defined and understandable strategic plan, which is directly related to the College’s vision and mission, is a necessity. To that end, the Tennessee Board of Regents (TBR) provides guidance for the development of Northeast State’s strategic plan. Each five-year planning cycle begins with the establishment of TBR system-wide priorities and goals. Within this framework, each institution develops institutional goals and objectives that support the TBR plan and provide for the fulfillment of the institution’s mission. To support the strategic plan, each unit develops annual objectives linking unit priorities to the College’s five-year strategic goals and objectives. Full-time employees also develop individual objectives that support their unit and the College. In addition to the aforementioned process, review teams monitor each strategic objective from a college-wide perspective, and special assessments are also conducted through the year, as needed, to support continuous improvements. Information gathered through the strategic planning management/budget process is also summarized in the College’s annual progress report, presented to the Strategic Planning Committee in early fall. Based on the discussions, the institutional goals are either reaffirmed or additions or deletions are made. Final determinations regarding changes to institutional goals and associated objectives are made to the president. The Tennessee Board of Regents is the approving authority for the institution’s mission statement. Figure 1, below, visually represents the hierarchy of Northeast State’s planning processes:

![Diagram of Northeast State’s Strategic Planning Management Process]

Figure 1: Hierarchy of Northeast State’s Strategic Planning Management Process

Figure 1, above, denotes the College’s entire strategic planning management process from a hierarchal standpoint. Included in the hierarchy are various types and levels of “objectives/expected outcomes.” Northeast State’s goals direct the strategic objectives/expected outcomes of the institution. In turn, these strategic objectives direct the unit objectives/expected outcomes, which further direct individual objectives/expected outcomes. Since these “objectives/expected outcomes” terms are sometimes confused, Figure 2 is provided, below, to visually represent the concept. These terms are used throughout this manual. It is important that employees become familiar with these terms as well as the entire strategic planning management process.
Figure 2: Relationship of College, Unit, and Individual Objectives/Expected Outcomes

Figure 3 demonstrates the ongoing, integrated, and institution-wide research-based planning and evaluation processes that occur as an outcome of the Tennessee Board of Regents (TBR) and Northeast State’s strategic planning initiatives and how these processes promote continuous improvements, demonstrating that the College is effectively accomplishing its mission. It also visually displays how the expected outcomes of the objectives are identified and assessed and how continuous improvements are implemented as a result of the process.

Refer to the following Northeast State policies for additional information:
- 04:01:00, Budget
- 05:19:00, Strategic Planning and Continuous Improvement Process
- 05:23:00, Personnel Evaluations
- 07:24:00, Strategic Planning Committee
- 07:29:00, Technology Access Fee Committee
- 07:30:00, Technology Planning and Oversight Committee
2012-2013 STRATEGIC PLANNING MANAGEMENT/BUDGET CALENDAR

Note: Northeast State’s Executive Council, which meets weekly, acts as the Executive Committee for the Strategic Planning Committee. This provides an opportunity for continuous improvements for the College’s strategic planning/institutional effectiveness initiatives. Additionally, the full Strategic Planning Committee can be called to meet, as necessary, at any time throughout the year.

Unit Managers: Review the strategic planning/budget process .................................................. Sept. 23, 2012

Strategic Planning Executive Committee (Executive Council): Review Master Plan............... Fall 2012

Units: Assess and revise 2012-2013 unit objectives/expected outcomes and corresponding budgetary needs required to fulfill goals and objectives, make revisions to the 2012-2013 unit objectives .......................................................... Sept. 23 – Oct. 3, 2012

Units: Submit corresponding 2012-2013 revised budget requests through the chain-of-command. Ensure they are received in the Division of Business Affairs by the due date ....................... Oct. 3, 2012


All Full-time Faculty, Staff, and Administrators: Develop 2013-2014 Individual Objectives, stating them in terms of expected outcomes for input into the strategic planning management process ............................................................. Oct. 3 – Dec. 9, 2012


Division of Business Affairs: Submit October budget revisions to the State ......................... October 2012

Units: Develop and submit Unit Technology Plan, which is a part of the strategic planning process. After December 2, 2012, this document will be sent to the office of Information Technology for each unit ................................................................. October 3 - Dec. 2, 2012

Technology Planning and Oversight Committee: Assess and approve technology projects associated with units’ objectives/expected outcomes ........................................... Jan. 23-27, 2013


Technology Planning and Oversight Committee: Request revisions to unit plans with regard to technology projects, as appropriate ......................................................... Feb. 6 - 10, 2013

Unit Managers: Modify planning forms with regard to technology projects/items, as directed by the Technology Planning and Oversight Committee ........................................ Feb. 6 - 17, 2013
Unit Managers: Complete all planning online. After this date, this information will be submitted to the Strategic Planning Committee for each division ........................................Feb. 6 - 17, 2013

All Full-time Faculty, Staff, and Administrators: Assess 2012-2013 Individual Objectives outcomes and revise 2013-2014 Individual Objectives (as necessary) ..................Feb. 6 – April 20, 2013

Unit Managers: Review and assess unit strategic plans via the Strategic Planning Management/Budget hearings, which are held with the President, the vice president for Business Affairs, the vice president for Institutional Effectiveness, and other select administrators .......... March 1-16, 2013

Unit Managers: Develop and submit final 2012-2013 budget requests .................................................. April 2013

Strategic Planning Committee Members: (President and Vice Presidents): Assess unit strategic plans and corresponding budget requests and formulate proposed 2013-2014 budget ..........................................................................................................................April 2-20, 2013

Institutional Effectiveness Division: Survey campus community to ascertain level of satisfaction with the Strategic Planning Management/Budget process .................. April 2-20, 2013

Strategic Objective Review Teams: Assess 2012-2013 unit objectives/expected outcomes from a college-wide perspective and make recommendations for improvement, as appropriate, to 2012-2013 unit objectives ........................................................April 2 – May 4, 2013

Strategic Objective Review Teams: Develop 2012-2013 summary report of strategic objective outcomes and continuous improvements to be presented to the full Strategic Planning Committee in September ........................................April 2 – May 4, 2013

Division of Business Affairs: Submit July budget to the State ................................................................. April 2013

Units: Assess divisional Unit Statement of Purpose and submit request for revisions, if any, to supervisor .................................................................May 1 – July 1, 2013

Unit Managers: Assess major accomplishments and submit additional/revised 2012-2013 major accomplishments to the Institutional Effectiveness Division ..............................................................May 11, 2013

Strategic Planning Executive Committee: Review 2012-2013 Primary Assessments and Reports and develop 2013-2014 Document .................................................................May 2013

Division of Information Technology: Develop Three-year Technology Plan ............................................. May 4 – June 22, 2013

Institutional Effectiveness Division: Develop Preliminary Strategic Plan Annual Progress Report for 2012-2013 for presentation to the Strategic Planning Committee ..........................................................................................May 1 – July 31, 2013

Strategic Planning Committee: Assess 2012-2013 strategic planning outcomes and continuous improvements, affirm major accomplishments, and recommend continuous improvements, as appropriate ................................................September 2013
Institutional Effectiveness Division and office of Community Relations:

Finalize annual progress report for publication and report outcomes to the Tennessee Board of Regents

September 2013
1. Review the Strategic Planning Management/Budget Process (Unit Managers and Strategic Objectives Chairs)
   September 23, 2012

   The strategic planning/budgeting process and expectations will be discussed at the annual meeting of unit managers and strategic objectives chairs. Note: unit managers should ensure that all unit personnel have ample opportunity to participate in the annual strategic planning process throughout the year.

2. Review Master Plan (Strategic Planning Executive Committee [Executive Council])
   Fall 2012

   Discuss the master plan to ensure that appropriate elements are incorporated into the annual strategic planning process, as appropriate. Also, the annual review of the master plan shall allow for the refinement of College’s mid-range and long-term plans.

3. Assess and Revise 2012-2013 Unit Objectives/Expected Outcomes, as Appropriate (Units)
   September 23 – October 3, 2012

   Each unit should assess their 2012-2013 expected outcomes, as noted on the Unit Objectives System, and revise their unit objectives/expected outcomes, as appropriate. (These unit objectives/expected outcomes were developed by the units in 2011-2012 in preparation for the 2012-2013 academic year.) This assessment is to include a review of unit-appropriate research (e.g., qualitative and/or quantitative data, including program and/or student learning outcomes, that support the unit’s plans and course of action).

   In addition to the unit’s review and revisions, some revisions to unit plans may be requested by the Strategic Objective Review Teams, as noted in Step 21. All revisions to the 2012-2013 unit objectives/expected outcomes must be reviewed with and approved by the supervising vice president. Additional information regarding revising unit objectives/expected outcomes can be obtained from the Institutional Effectiveness Division, extension 3545.

4. Submit Corresponding 2012-2013 Budget Request Revisions (Units)
   October 3, 2012

   Route any revised budget requests that are associated with Step 3, above, through the chain-of-command for approval and submission to the Division of Business Affairs. Additional information regarding budget requests can be obtained from the Division of Business Affairs, extension 3205.
5. **COMPLETE PRELIMINARY OUTCOMES ASSESSMENT FOR 2012-2013 UNIT OBJECTIVES, NOTING EVIDENCE OF IMPROVEMENT BASED UPON RESULTS (UNITS)**


i. **Assess Expected Outcomes:** In order to facilitate the continuous improvement process, units should assess the current status of each 2012-2013 unit objective and then mark whether they achieved or did not achieve the expected outcome.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Unit Objectives (Expected Outcomes)</th>
<th>$ or Other Resource Allocation</th>
<th>Assessment of Achievement</th>
<th>Analysis of Results</th>
<th>Samples/examples of ‘what is better’ as a result of the achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>Continuously improve institutional quality and demonstrate that the College is effectively accomplishing its mission. Evaluation methods may include, but not be limited to, 1. the evaluation of the Strategic Planning/Budgeting Program, 2. an Office Effectiveness Evaluation.</td>
<td>$500</td>
<td>12/20/12</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Under the *Analysis of Results* column, units should document their findings, to include information such as “who assessed it?” “Was it achieved?” “If it wasn’t achieved, what corrective actions are being taken?”. Provide enough detail that an external reviewer could understand the narrative. When appropriate, the evidence should be quantitative in nature.

If the expected outcomes for any unit objectives were not attained or there are significant opportunities for improvement, this should be noted under the “Analysis of Results” column.

Since Northeast State utilizes a zero-based budgeting approach, some unit objectives/expected outcomes will have been administrative in nature (e.g., Promote the effective administration of the division through the purchase of operational supplies, printing costs, etc.). For administrative unit objectives, such as these, units may simply note the following (if the objective was achieved): “Administrative function to support divisional operations.”

ii. **List Samples/Examples of ‘What is Better’:** For each unit objective/expected outcome that is not administrative in nature, unit managers *must* provide examples of what improved as a result of the accomplishment of the unit objective/expected outcome. This includes for professional development. Below are a couple of examples:
iii. Complete an Improvement/Corrective Action Form for those unit objectives/expected outcomes in which the assessment indicated there are significant opportunities for improvement. The unit manager is responsible for ensuring that these corrective actions are complete.

6. **Preliminarily Develop 2013-2014 Individual Objectives, Stating Them in Terms of Expected Outcomes (All Full-time Faculty, Staff, and Administrators)**

   **October 3 - December 9, 2012**

   All full-time faculty, staff, and administrators must develop individual objectives in order to further their professional development, promote continuous improvement, and support the overall success of the College. When developing individual objectives, employees and supervisors should choose objectives whose successful completion will result in the greatest impact upon unit, divisional, and/or institutional objectives and goals.

   i. **Review Pertinent Documents.** Individuals and their supervisors should identify strengths upon which to build as well as opportunities for improvement. They should review the following documents and reflect upon the existing environment prior to the development of individual objectives:

      1. 2010-2015 Strategic Plan
      2. Unit’s Statement of Purpose
      3. Individual’s objectives for 2012-2013
      4. Individual’s job description.

   ii. **Develop 2013-2014 Individual Objectives** stating them in terms of “expected outcomes” (e.g., what do you expect to happen as a result of this objective being implemented? Promote quality teaching and learning by..., increase customer service by..., facilitate student success through...). Individuals should ensure that objectives are SMART: Specific, Measurable, Attainable, Relevant, and Trackable.

   All faculty members are required to develop at least one individual objective relative to teaching and learning, strategic objective 3.4 in support of STEP: Strategies for Teaching Excellence Program. Additional information regarding this process shall be provided by the STEP Implementation Team Chair and/or the faculty member’s academic dean.

   Note: To access the 2013-2014 Individual Objectives Web site, click on the link above or go to the Institutional Effectiveness Web site and then select “Individual Strategic Planning Management/ Objectives.”

   iii. **Identify budgetary and non-budgetary items necessary to fulfill individual objectives.**

      1. Determine the projects, items, and/or services necessary for the individual to realize the objectives identified above.
      2. Determine the budgetary requests for projects, items, and/or services.
      3. Address the full cost of projects and/or services, including equipment, software, maintenance, license agreements, replacement parts, training, human resources, etc.
      4. Link each item (budgetary and non-budgetary) to up to three strategic objectives from the 2010-2015 Strategic Plan.

   iv. **Submit the 2013-2014 Individual Objectives**, utilizing the online Strategic Planning Management System. Contact the Institutional Effectiveness Division (extension 3545) with questions regarding
the submission of individual objectives.

Note: Individuals will have an opportunity to assess and revise their 2013-2014 individual objectives, as noted under Step 16.

7. DEVELOP 2013-2014 UNIT OBJECTIVES, STATING THEM IN TERMS OF EXPECTED OUTCOMES (UNITS)


i. Review Pertinent Documents. Unit managers and unit personnel should review the following documents and reflect upon the existing environment prior to the development of unit objectives:

1. 2010-2015 Strategic Plan
2. Unit’s Statement of Purpose
3. Unit-specific research (e.g., qualitative and/or quantitative data that supports the unit’s plan and course of action). This may include assessment outcomes, participation/completion rates, etc.
4. Annual Report
5. 2011-2012 Strategic Planning Outcomes and Continuous Improvements Report
6. Primary Assessments and Reports
7. 2012-2013 Unit Objectives
8. 2013-2014 Individual Objectives, completed in Step 7, above. Note, as the unit manager, you can view your employees’ individual objectives via the Unit Objectives Web Site

ii. Develop 2013-2014 Unit Objectives, stating them in terms of “expected outcomes” (e.g., what do you expect to happen as a result of this objective being implemented? Obtain an 85% or greater job placement rate of program graduates…., achieve a 90% or greater employer satisfaction rate…., ensure the quality of the academic program…., promote effective teaching and learning through…., promote the effective operation of the division by…).

Units should ensure objectives are SMART: Specific, Measurable, Attainable, Relevant, and Trackable. Note: Activities scheduled for the planning year as noted on the Primary Assessments and Reports are automatically populated in the responsible unit’s objectives as a unit objective/expected outcome.

Since Northeast State utilizes a zero-based budgeting approach, some unit objectives/expected outcomes may be administrative in nature (e.g., Promote the effective administration of the division through the purchase of operational supplies, printing costs,
iii. Select a category that bests fits the unit objective (e.g., Travel, Operating Expense, Equipment, Personnel, or Other Non-$ Objectives)

iv. Identify the unit objective’s priority level relative to the College’s Strategic Plan and your unit’s Statement of Purpose (e.g., critically important, very important, important, somewhat important). (see figure, above)

v. Identify Program and/or Student Learning Outcomes. Select “yes” if the unit objective/expected outcome is a program/student learning outcome; otherwise, select “no.” (see figure, above)

Please note: All units, including administrative units, must identify at least one program and/or student learning outcomes. Contact the Institutional Effectiveness Division with questions at 3545.

vi. Identify budgetary and non-budgetary items necessary to fulfill unit objectives.

1. Determine the projects, items, and/or services necessary for the unit to realize the objectives identified above.

2. Determine budgetary requests for projects, items, and/or services identified above. Ensure expected outcomes (unit objectives) determine the types and amount of budgetary items the unit requests. Refer to the Standardized Cost document for the cost
of standard items, as provided at the Strategic Planning Management/Budget Manager’s Meeting.

3. Address the full cost of projects and/or services, including equipment, software, maintenance, license agreements, replacement parts, training, human resources, etc.

4. Link each item (budgetary and non-budgetary) to up to three strategic objectives.

iv. **Complete and submit the unit’s 2013-2014 Unit Objectives** utilizing the [online Strategic Planning Management System](#). Contact the Institutional Effectiveness Division (extension 3545) with questions regarding the submission of unit objectives.

Note: Units will have an opportunity to assess and revise their 2013-2014 unit objectives/expected outcomes, at the onset of the 2013-2014 academic year, as appropriate.

8. **SUBMIT OCTOBER BUDGET REVISIONS TO THE STATE (DIVISION OF BUSINESS AFFAIRS)** October 2012


i. **Review budgetary items identified in Step 8, above, and the Information Technology Plan for 2012-2013.** Identify technology projects and/or items over $500 for 2013-2014 through 2015-2016.

ii. **Organize projects by year (2013-2014, 2014-2015, 2015-2016).** Group standard and miscellaneous technology items/services (over $500), by year, into one project named *Miscellaneous Items*. Note: If more than one unit shall be involved in a project, the lead unit should complete the technology planning form. If more than one unit shall be absorbing the cost of a project slated to be implemented in 2013-2014, all units must include their portion of the budgetary request on their 2013-2014 Unit Objectives forms.

iii. **Review the technology project listing for each year and rank the projects in priority order** (project number ‘1’ being the highest priority). Please note: The system will not allow you to duplicate priority-ranking numbers (For each year, only rank one project as priority ‘1’, one project as priority ‘2’, one project as priority ‘3,’ etc.)

iv. **Complete the input of the unit’s Three-year Technology Plan in the Unit Objectives System.**

Note: Units will have an opportunity to assess and revise their unit technology plans annually through the strategic planning process.


The Technology Planning and Oversight (TPO) Committee approves projects relative to their appropriateness, given the Vision, Mission, Guiding Beliefs, goals, and objectives of the College. The Committee assesses technology planning from a college-wide perspective to ensure there are no gaps or overlaps.
11. **TENTATIVELY APPROVE TAF-APPROPRIATE PROJECTS ASSOCIATED WITH UNIT OBJECTIVES/EXPECTED OUTCOMES (TECHNOLOGY ACCESS FEE (TAF) COMMITTEE)**

January 30 – February 3, 2013

The TAF Committee assesses and preliminarily approves technology related projects that are designed to provide students with state-of-the-art technology. Technology Access Fee funds are derived from a fee charged to all students enrolled in courses for credit or audit. Final approval of TAF projects must be obtained from the Tennessee Board of Regents.


February 6-10, 2013

The Technology Planning and Oversight Committee (TPO) assesses all technological projects/items, determines if there are any gaps or overlaps (from a technology planning perspective), and requests modifications to unit planning forms, as appropriate. Modifications may also be requested if a project/item was preliminarily approved for Technology Access Fee (TAF) funding (see Step 12).

13. **MODIFY UNIT STRATEGIC PLANS WITH REGARD TO TECHNOLOGY PROJECTS/ITEMS, AS DIRECTED BY THE TECHNOLOGY PLANNING AND OVERSIGHT COMMITTEE (UNITS)**

February 6 - 17, 2013

Modify unit plans, as directed by the Technology Planning and Oversight Committee. If a project/item was approved for TAF funding, the objective should be left on the unit’s 2013-2014 Unit Objectives form; however, the dollar amount that was preliminarily TAF funded should be subtracted from the amount requested under $ or Other Resource Allocation. Additional information can be obtained from the Division of Information Technology, extension 3301. Please refer to Northeast State Policies 07:29:00, Technology Access Fee Committee and 07:30:00, Technology Planning and Oversight Committee, for additional information.

14. **COMPLETE ANNUAL UNIT PLANNING INITIATIVES (UNITS)**

February 6 - 17, 2013

1. For each unit objective/expected outcome that the unit considers a key accomplishment, for 2012-13, the unit manager should click the Update button under the 2012-13 unit objectives tab. Then, the unit manager should scroll to the bottom of the page and click “Yes” in response to the question, “Do you want to list this objective on the Executive Summary?
as a KEY ACCOMPLISHMENT?

If the unit has an unanticipated key accomplishment that was not planned for in the unit’s plans, the manager should add the unit objective/expected outcome as a non-$ item in their plan and then proceed with Step 1, above.

ii. Once this is complete, each unit manager must meet with his or her division head/vice president/president to review/approve planning forms (as directed by the division head/vice president/president) prior to the due date for submitting the planning forms to the Budget Committee.

Division head/vice president/president: To review and approve the 2013-14 unit objectives under your purview (as appropriate), log into your unit objectives system. Locate the unit under your purview, and click on “2013-14” in the “Unit Objectives” Column.

<table>
<thead>
<tr>
<th>Name</th>
<th>Individual Objectives</th>
<th>Unit Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams, Amanda</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Campbell, Steven R.</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Carpenter, Robert C.</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Cole, Cory</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Cook, Heather</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Gilliam, Janice</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Graybeal, Susan E.</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Hamilton, Allana R.</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Harr, Jon Paul</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Lewis, Fred</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Matthews, Robin</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Neeley, Megan A.</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
<tr>
<td>Weems, Carol</td>
<td>2011-12</td>
<td>2012-13</td>
</tr>
</tbody>
</table>

Then, review each objective and mark if you approve of the unit objective. If you do not approve it, a comment box will pop up should you wish to leave comments for the unit manager. Please note: unit managers are required to only approve those unit objectives that they believe are in alignment with the strategic plan, are realistic, etc. This is necessary in order to ensure that strategic plan-related initiatives are funded in priority order.

Unit manager: Once your supervisor has reviewed and approved/disapproved unit objectives, you can click on any applicable links in the “Approval Status” Column to gain
feedback and make necessary adjustments, as appropriate.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Unit Objective (Expected Outcome)</th>
<th>$ or Other Resource Allocation</th>
<th>Priority Importance</th>
<th>List or Executive Summary</th>
<th>Comments</th>
<th>Approval Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>this is a sample...</td>
<td>$100.00</td>
<td>Somewhat Important</td>
<td>Yes</td>
<td>comments</td>
<td>Not Approved</td>
</tr>
</tbody>
</table>


February 6 – April 20, 2013

i. Complete the assessment of outcomes of the 2012-2013 Individual Objectives. In order to facilitate the continuous improvement process, each full-time faculty, staff, and administrator should assess the current status of his or her 2012-2013 Individual Objectives and then mark whether they achieved or did not achieve the expected outcome in the online system. Under the Evaluation/Follow-up Comments column, individuals must document evidence of improvement based upon these results. When appropriate, the evidence should be quantitative in nature. If the expected outcomes were not attained or there are significant opportunities for improvement, this should be noted under the “Evidence of Improvement and/or Evaluation” column. The following provides an example

The supervisor/unit manager is to assess the outcomes of the employee’s 2012-2013 Individual Objectives with him or her during the annual evaluations in spring 2013. Please refer to Northeast State Policy 05:23:00, Personnel Evaluations for additional information regarding the evaluation process.

ii. Assess the appropriateness of the 2013-2014 Individual Objectives, which were preliminarily developed during fall 2012. Revise objectives/expected outcomes, as necessary. If revisions are made, the employee should re-approve his or her individual objectives for submission to/approval by the supervisor. At this time, each full-time faculty member, with his/her dean, shall also select one specific active learning initiative and one course section in which to implement it for fall 2013 and update the information in the Strategic Planning Management Individual Objective database. This is in support of STEP: Strategies for Teaching Excellence Program.
16. REVIEW AND ASSESS UNIT STRATEGIC PLANS VIA THE STRATEGIC PLANNING MANAGEMENT/BUDGET HEARINGS (UNIT MANAGERS AND STRATEGIC PLANNING COMMITTEE MEMBERS [PRESIDENT, VICE PRESIDENT FOR BUSINESS AFFAIRS, VICE PRESIDENT FOR INSTITUTIONAL EFFECTIVENESS, AND OTHER SELECT ADMINISTRATORS])
March 1-16, 2013

Unit managers and their supervising vice president present the unit’s strategic plans at the strategic planning/budget reviews held during the spring semester of each fiscal year. The presentations summarize each unit’s assessment of the extent to which it achieved its current year objectives/expectations, evidence of improvement within the unit based upon the assessment, and objectives/expected outcomes for the upcoming year and associated budget requests.

17. DEVELOP AND SUBMIT FINAL 2012-2013 BUDGET REQUESTS (UNITS)
April 2013

Parameters for requesting final budget adjustments for the fiscal year 2012-2013 will be discussed with each department during the spring strategic planning management/budget hearings. Additional information can be obtained from the Division of Business Affairs, extension 3205.

18. FORMULATE AND SUBMIT 2013-2014 BUDGET [STRATEGIC PLANNING COMMITTEE MEMBERS (PRESIDENT AND VICE PRESIDENTS)]
April 2-20, 2013

Assess unit strategic plans and corresponding budget requests and formulate proposed 2013-2014 budget for submission to the Tennessee Board of Regents.

19. SURVEY CAMPUS COMMUNITY TO ASCERTAIN LEVEL OF SATISFACTION WITH PLANNING PROCESS (INSTITUTIONAL EFFECTIVENESS DIVISION)
April 2-20, 2013

Completed by the Institutional Effectiveness Division in coordination with the Business Affairs and Information Technology Divisions. The results are presented to the full Strategic Planning Committee in September for assessment and the implementation of continuous improvements, as appropriate.

20. ASSESS 2012-2013 UNIT OBJECTIVES/EXPECTED OUTCOMES FROM A COLLEGE-WIDE PERSPECTIVE AND MAKE RECOMMENDATIONS FOR IMPROVEMENT (STRATEGIC OBJECTIVE REVIEW TEAMS)
April 2-May 4, 2013

This step is completed by each Strategic Objective Review Team (Note: Strategic Objective Review Teams are subcommittees of the full Strategic Planning Committee). The purpose of this assessment is to ensure that the unit objectives/expected outcomes identified for
a specific strategic objective/expected outcome fully support the strategic objective/expected outcome and there are no gaps and/or overlaps in the unit plans.

i. Review outcomes of the full Strategic Planning Committee meeting which was held in September 2012 for recommendations relative to the strategic objective.

ii. Assess the 2012-2013 unit objectives via the Strategic Planning Teams Web site, (which were developed by the units in 2011-2012 in preparation for the 2012-2013 academic year). The review team completed an initial review in spring 2012. This assessment is to take into account any changes that have occurred in planning since that date and/or recommendations from the full Strategic Planning Committee.

iii. From an institution-wide perspective, note any gaps and overlaps in 2012-2013 unit planning activities (e.g., unit objectives/expected outcomes) for the strategic objective.

iv. Report recommendations for improvement for the 2012-2013 unit objectives/expected outcomes to the Institutional Effectiveness Division by May 4, 2013, for additional action by the Strategic Planning Committee, as appropriate.

For example, the Strategic Objective 1a Review Team would assess all unit objectives (college-wide) which have been associated with strategic objective 1a, “Increase by 10 percent the full-time equivalency (FTE) in alternative delivery instructional programs.” See Figure 4, below. These unit objectives/expected outcomes were developed by the units in 2011-2012 in preparation for the 2012-2013 academic year. The Review Team would review any recommendations that emanated from the full Strategic Planning Committee meeting held at the onset of the fall semester, assess the outcomes of 2011-2012 activities and the continuous improvements undertaken, and assess the 2012-2013 unit objectives to ensure they are stated in terms of “expected outcomes.” The Review Team would ensure there are no gaps or overlaps in the units’ plans for the strategic objective from an institution-wide perspective. The Review Team chair would then report any recommendations for improvement to the unit plans to the Institutional Effectiveness Division for further action by the Strategic Planning Committee, as appropriate.
21. DEVELOP 2012-2013 SUMMARY REPORT OF STRATEGIC OBJECTIVE OUTCOMES AND CONTINUOUS IMPROVEMENTS (STRATEGIC OBJECTIVES OVERSIGHT/REVIEW TEAMS)

April 2 – May 4, 2013

i. Each Strategic Objective Review Team shall assess the units’ 2012-2013 outcomes for the specific strategic objective under their purview. A listing of the units’ 2012-2013 outcomes for the strategic objective can be accessed via the Strategic Planning Teams Web site. This assessment allows the College to evaluate planning initiatives from a college-wide perspective. Each Oversight/Review Team should note the 2012-2013 expected target for the strategic objective, the actual results, major accomplishments, and opportunities for improvement. Each Strategic Objective Review Team must complete the summary report via the Web-based system for additional input into the strategic planning process.

ii. Also, complete a preliminary analysis of the 2013-2014 unit planning activities for the strategic objective. Report recommendations for improvement for the 2013-2014 unit objectives/expected outcomes to the Institutional Effectiveness Division by May 4, 2013, for additional action by the Strategic Planning Committee, as appropriate. This information will be presented to the full Strategic Planning Committee in early fall 2012.

22. SUBMIT JULY BUDGET (DIVISION OF BUSINESS AFFAIRS)

April 2013

23. ASSESS/REVISE UNIT’S STATEMENT OF PURPOSE (UNITS)

May 1 – July 1, 2013

i. **Review Pertinent Documents.** Unit managers and unit personnel should review the following documents, reflecting upon the existing environment:
1. **2010-2015 Strategic Plan**

2. **Unit’s Statement of Purpose**

ii. **Revise Unit Statement of Purpose, as necessary.** As appropriate, unit managers and unit personnel should modify the unit’s Statement of Purpose to ensure it accurately states how the unit helps to fulfill the College’s Vision, Mission, and Guiding Beliefs.

iii. **Submit draft Unit Statement of Purpose.** If the unit’s Statement of Purpose was revised, unit managers must submit the revised draft statement through the chain-of-command to the appropriate supervising vice president for approval. The vice presidents shall forward all preliminarily approved drafts to the Institutional Effectiveness Division for review and final approval by the President and Executive Council (Note: The College’s Executive Council also serves as the Executive Committee of the Strategic Planning Committee.)

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24. **ASSESS MAJOR ACCOMPLISHMENTS AND SUBMIT ADDITIONAL/REVISED ACCOMPLISHMENTS FOR 2012-2013 (UNITS)**

May 11, 2013

Units should assess their **2012-2013 Key Accomplishments**, which were developed during fall 2012/early spring 2013. Each unit should then assess their 2012-2013 accomplishments and submit additional (or revised) accomplishments to the Institutional Effectiveness Division.


May 11, 2013

The Strategic Planning Executive Committee shall review the 2011-2012 Primary Assessments and Reports (PAR) and develop and publish the 2012-2013 document.

26. **DEVELOP THREE-YEAR TECHNOLOGY PLAN (DIVISION OF INFORMATION TECHNOLOGY)**

May 4 – June 22, 2013

The Division of Information Technology shall develop the three-year technology plan for the period of 2013-2014 through 2015-2016. This plan is an outcome of the Technology Planning and Oversight/Review Committee and Technology Access Fee Committee’s assessments and activities.

27. **DEVELOP PRELIMINARY ANNUAL PROGRESS REPORT FOR PRESENTATION TO STRATEGIC PLANNING COMMITTEE (INSTITUTIONAL EFFECTIVENESS DIVISION)**

May 1 – July 31, 2013

Completed by the Institutional Effectiveness Division utilizing information from the Strategic Objective Summary Reports with regard to the achievement of expected outcomes and opportunities for improvement (e.g., strategic objective outcomes and continuous improvements). This information shall be presented to the Strategic Planning Committee in early fall 2013.
28. ASSESS 2012-2013 PLANNING OUTCOMES AND CONTINUOUS IMPROVEMENTS, AFFIRM MAJOR ACCOMPLISHMENTS, AND MAKE RECOMMENDATIONS FOR IMPROVEMENT TO THE PLANNING PROCESS, AS APPROPRIATE (STRATEGIC PLANNING COMMITTEE)  
September 2013

The strategic planning committee shall meet to

i. review and affirm the College’s mission, goals, and strategic objectives,
ii. assess the extent to which the College achieved its current year goals and strategic objectives/expected outcomes (as noted on the Strategic Planning Management Outcomes and Continuous Improvements Report and the annual Primary Assessments and Reports Outcomes document),
iii. review evidence of improvement/affirm institutional quality based upon the assessment,
iv. discuss continuous improvements to strategic objectives/expected outcomes for the upcoming year,
v. review the expected outcomes established for the upcoming academic year,
vi. assess the campus constituents’ understanding of and satisfaction with the strategic planning/budgeting process, recommending continuous improvements, as appropriate
vii. review SACSCOC requirements relative strategic planning and the integration of budgeting, assessment, and other initiatives into the process

29. FINALIZE ANNUAL PROGRESS REPORT FOR PUBLICATION AND REPORTING TO THE TENNESSEE BOARD OF REGENTS (OFFICE COMMUNITY RELATIONS)  
September 2013

Northeast State’s Annual Report is available to the public online via the College’s Web site. Northeast State also reports its annual strategic planning outcomes to the Tennessee Board of Regents.