

Calendar of Activities 2017-18

Strategic Planning, Operational Planning, Institutional Effectiveness and Evaluation, and Alignment of Planning with Budget

Six Focus Areas from 2016-2026 Strategic Plan:		President's Directive Priorities from 2016-2026 Strategic Plan	
<ol style="list-style-type: none"> 1. Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom 2. Ensuring the diversity and inclusion of people and ideas 3. Empowering employees to make ETSU a great place to learn, work, and grow 4. Supporting Excellence in Teaching 5. Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines 6. Leading the region forward through community engagement and service 	<ol style="list-style-type: none"> 1. Have 18,000 students enrolled on-campus, on-line, or at a remote location. 2. Have 3,500 out-of-state and international students enrolled. 3. Have 2,000 transfer students enrolled. 4. Graduate 60% of first-time, full-time, degree-seeking students within six years. 5. Retain 85% of first-time, full-time, degree-seeking students from fall to fall. 6. Receive 12,000 freshman applications with an average ACT of 24. 7. Be an Insight into Diversity: Higher Education Excellence in Diversity institution. 8. Receive \$60 million for research and other extramurally-sponsored activities. 	<ol style="list-style-type: none"> 9. Receive \$25 million in annual giving to ETSU. 10. Have a 10% alumni giving rate. 11. House 3,500 students on campus, with another 2,500 living within two miles of campus. 12. Have market-salary equity for faculty, staff, and graduate student salaries/stipends. 13. Be recognized as a Chronicle Great College to Work For. 14. Be a recipient of the Carnegie Community Engagement Classification from the Carnegie Foundation. 	
(1) Who	(2) What	(3) When	(4) Why

Board of Trustees

	A. Approved Strategic Plan and Directive Priorities for 2016-2026	MAR 24, 2017	BOT approved 2016-2026 Strategic Plan which includes the <i>President's Directive Priorities</i> (see above) for which action is expected and progress will be tracked.
	B. ETSU Continuous Improvement Outcomes Assessment	SEP 2018	To receive – through the Academic and Student Affairs Committee of the Board of Trustees - a cycle of reviews and/or reports pertaining to implementation steps and outcomes relative to the University's Strategic Plan

President

	A. Directive Priorities (Reiteration or Update)	OCT 2017 - State of the University Address	President will announce to University whether the <i>President's Directive Priorities</i> —in light of action and progress—are confirmed or revised.
	B. President's Budget Call for 2018-2019	DEC 2017	President's memorandum (Call) will include: <ul style="list-style-type: none"> Charge to align budget to strategic plan and <i>President's Directive Priorities</i> Strategic principles to be addressed in process Timeline Note: We will only be able to assume flat state support, any implications of updated enrollment projections, and any anticipated request for fees
	C. President's Budget Hearing for 2018-19	JAN – FEB 2018	To prioritize short-term funding initiatives and align operational actions with the Strategic Plan.
	D. Presentation of Budget to Executive Team	MAR 2018	To allow the Executive Team to review and advise the President regarding the budget to be presented to the University Council
	E. Presentation of Budget to University Council (Action Item)	APR 2018	To endorse the budget and affirm its alignment with the Strategic Plan

Executive Team

	A. Preliminary Authorization of Faculty Recruitment "Pending Availability of Funds" for Programs That Justify Early Advertisements	JUL-SEP 2017	Appropriate VP will grant preliminary authorization for Deans to recruit faculty during 2017-2018 for appointment in Fall 2018. This early preliminary authorization permits recruitment at major national fall meetings.
	B. Executive Team 12-month Goals	OCT 2017	Vice Presidents and other Executive Staff will present summative assessment of the status of pursuit of

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	Pursued in 2016-2017: Assessment of Success		2016-2017 goals.
	C. Executive Team 12-month Goals for 2017-2018 (projected Assessment of Success to be reported October 2018)	OCT 2017	Vice Presidents and other Executive Staff will submit goals for 2017-2018 (which includes initiatives (a) to improve the likelihood of attaining goals remaining from 2016-2017 and (b) any new goals that enhance alignment with the Strategic Plan)
	D. Unit-level Budget Hearings for Direct Reports (2018-2019)	NOV- DEC 2017	Deans and other Unit Heads will submit necessary funding requests to VP or other executive staff to attain 2018-2019 goals.
	E. Preliminary Assessment of Alignment between Operational Budget and Strategic Plan	MAR 2018	Opportunity for a summary review by Vice Presidents/Senior Unit Heads and their direct reports of additional data and information pertaining to (a) review of budget hearing outcomes and disclosure of actions that could impact the next year's budget and (b) discuss apparent success and actions required re pursuit of strategies associated with the Growth Agenda. Those data and information may include, for example, environmental or institutional factors that have occurred during the year but may not have been considered in budget planning.
University Council			
	A. Review and Advise re University Budget	APR 2018	To endorse the budget and affirm its alignment with the Strategic Plan
Office of Planning and Decision Support			
	A. Presentation of Baseline Data and Annual Progress Metrics to be used in operational and budget planning	SEP 2017	To review prior year enrollment projections, enrollment actuals, and future projections (Markov Chain) and to establish top-line KPI's and annual goals to achieve the outcomes of the 2016-2026 University Strategic Plan - see <i>President's Directive Priorities</i> , above
	B. Distribute Templates for Reporting Achievements re 12-Month Goals	SEP 2017	To create a consistent reporting protocol to be used for tracking and review of operational and budget planning
	C. Review of activities and progress toward outcomes and recommendations for improvements	SPRING 2018	A review of goals, activities, outcomes, and improvement efforts that is staffed by Director of Institutional Effectiveness and Assessment and SACS Liaison. Note: It is presumed that this activity would document compliance with SACSCOC institutional effectiveness expectations and would likewise serve as a resource for reporting to any other internal or external agency that is charged with or interested in oversight and review of the university's

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			documented pursuit of its mission.
College Dean			
	A. Unit-level Strategic Plan (2017-2026)	MAR 2018	To ensure strategies and actions are developed within units that support the unit mission, the university mission, and the university strategic plan.
	B. Unit-level 12-month Goals (for 2018-2019)(submitted concurrent with budget request)	NOV-DEC 2017	To develop annual operational goals that align with the unit and university strategic plan, and ensure that planning drives funding priorities and decisions.
Administrative or Support Unit Head			
	A. Unit-level Strategic Plan (2017-2026)	MAR 2018	To ensure strategies and actions are developed within units that support the unit mission, the university mission, and the university strategic plan
	B. Unit-level 12-month Goals (submitted concurrent with budget request)	NOV-DEC 2017	To develop annual operational goals that align with the unit and university strategic plan, and ensure that planning drives funding priorities and decisions.