

MEMORANDUM

TO: Faculty Senators

FROM: Ken Wilson, Chair
Educational Policies and Planning Committee

DATE: November 7, 1991

Please review the attached information on the integration of the reporting, budget, and planning processes prior to the Senate meeting on Tuesday, November 12, 1991. Thank you!



Office of Planning
& Institutional Research
207 Spilman

919-757-6288

MEMORANDUM

TO: Chancellor
Vice Chancellors
Chancellor's Staff

FROM: Robert J. Thompson *RT*

DATE: November 4, 1991

RE: INTEGRATION OF THE REPORTING, BUDGET, and
PLANNING PROCESSES

The logic of the Strategic Planning process to which East Carolina University has committed itself and the accreditation standards of SACS both require a clear demonstration of the linkage between the planning process, assessment of outcomes, and the allocation of university resources. This requirement, in turn, mandates the integration of these related, but distinct processes. If that integration is to be successful, then the timing of the various stages of each process needs to be more synchronized than is currently the case. This will permit the maximum amount of information generated by each process to be utilized in the decisions to be made in the next process. All three processes are part and parcel of an integrated decision-making system and in that sense are sub-systems of the overall, ongoing decision system.

The discussion below outlines proposed changes in the current reporting, budgetary, and strategic planning processes intended to integrate them more effectively into a coherent whole. As the purpose of this proposal is to create the basis for even more effective decision-making on your part, please review and comment.

The attached calendar for the next five fiscal years beginning with this year is designed to demonstrate visually the integration of the processes demonstrated. The various stages of the suggested budget process are indicated by # on the schedule. Each of these stages is discussed in greater detail below.

A. Reporting Processes & Strategic Planning Process

1. Each year units are required to complete several different reports: Annual Unit Reports, Annual Operational Planning Progress Reports (scheduled to begin this year), and Assessment Reports (began 1990-1991 per General Administration guidelines).
2. Academic units are also required to submit a Quadrennial Evaluation on the following schedule 1991-1992 (for the 1987-1991 period - the SACS unit self-studies will be substituted for these this year), 1995-1996 (for the 1991-1995 period), etc.
3. The Strategic Planning process also consists of several regular stages:
 - a. Fall 1992 - begin Planning Unit Revision of Strategic Plan for 1993-1996
 - b. Early Spring 1993 - begin Planning Unit & Departmental Revision of Operational Plans for 1993-1995
 - c. Fall 1994 - begin University Strategic Planning Process for 1996-2000 (continues through academic year)
 - d. Fall 1995 - begin Planning Unit development of 1996-2000 Strategic Plan (finish in Fall)
 - e. Early Spring 1996 - begin Planning Unit & Departmental development of 1996-2000 Operational Plans (finish by end of Spring)
4. Recommendations:
 - A. Consolidation of the Annual Unit Reports and Annual Operational Plan Progress Reports into a single report to be termed "Annual Unit Progress Report" (May 1-April 30). (The current timing of the Assessment Report for General Administration will not permit its inclusion into this combined report, although that request will be made.)
 - B. Review with Vice Chancellors, Deans, Chairs, and EPPC the content of the existing reporting requirements to ensure that the reports contain the information needed to assess properly the regular academic operations of the academic units and their progress in fulfilling their operational plans. A second objective of the review will be the elimination of

duplicated and unneeded reporting. For example, Planning and Institutional Research, Academic Affairs, and Sponsored Programs all presently gather information on aspects of the current annual report which can be sent to units at the appropriate time for updating and verification, rather than mere repetition in a new format.

- C. Permanent elimination of the Quadrennial Evaluations. All of the information contained in this report will be present in other unit reports. Furthermore, its timing will only coincide with the initiation of a five year strategic planning phase once every twenty years. Moreover, the Appendix L stipulation of faculty approval for this document can be built into the unit strategic planning contributions.

B. Budgets

The purpose of this section is to link budget requests with the necessary reporting processes so that decisions made on budgetary allocations may take into account the continuing resource needs of the respective units, their progress in achieving their operational planning objectives, and longer term institutional goals.

Until this fiscal year, the operating budgets of most units were basically the same as in the preceding year with a possible small increment added from Enrollment Change Budget funds. Those added increments tended to remain in unit operating budgets. In addition, the funds available to units tended to be in varying lines requiring unit-level administrators to transfer funds from one line to another over the fiscal year in order to meet their commitments.

With the process begun this past year, budget requests from the units were tied to the operational planning objectives of the requesting unit and reviewed by each higher level administrator on those same grounds. Each higher level administrator was to then evaluate the competing requests and to rank his/her priorities. This process continued to the level of the Chancellor. Each dean and vice chancellor was requested to reallocate resources within his/her respective school, college, or division. The Chancellor's 5% Reallocation Fund was allocated on a similar basis as were the added Enrollment Change Budget funds that had been allotted to the university.

The next step in this process is to link the allocation of these funds in the future to the reporting processes. The current system does not permit this to the extent necessary or possible. It also does not permit units to fully weigh competing needs before decisions on requests and allocations must be made. Finally, by the bulk of the process occurring over the summer it does not permit extensive involvement by faculty

representatives (eg. Educational Policies and Planning Committee) in the decision-making process.

Therefore, a shift in the timing of the budget process is being proposed as follows. Again, please note that the stages below are indicated on the calendar by their appropriate #. (Note: upon approval of the proposed process, these # items will be inserted in the attached calendar for distribution.)

1991-1992

1. Early November - Vice Chancellors request that their Deans and Directors examine their own internal budgetary guidelines for making future internal reallocations and revise them as needed.
2. Early December - Send Vice Chancellors, Deans, and Directors instructions for making 1992-1993 operating budget realignments assuming no increases in current funding levels. Asked to place funds in the various lines according to their actual needs. (If possible, they will be provided with copies of several years' past allocations and expenditures.)
3. Mid January - Departments and programs return budget requests to Deans and Directors for their initial review.
4. Early February - Deans and Directors return budget requests to their Vice Chancellors.
5. Late February - Vice Chancellors make initial recommendations to the Chancellor.
6. Mid March - Director of Planning and Institutional Research (PIR) discusses 1992-1993 resource priorities with EPPC. (All interactions by the Director of PIR with EPPC are on behalf of the Chancellor.)
7. May - Departments and programs formulate initial requests for 1993-1994 budgets including operating cost, equipment, additional faculty, SPA, graduate assistant, and space needs. Send in with Annual Unit Progress Reports.
8. May/June - Deans, Directors, and Vice Chancellors establish final recommendations for 1992-1993 budgetary priorities using 1991-1992 Annual Unit Progress Reports and Annual Division Progress Reports.

1992-1993

9. July - Deans, Directors, and Vice Chancellors review 1993-1995 Biennial Continuation & Enrollment Change Budget requests.
10. August - After legislative action finalizes the 1992-1993 budget, Chancellor makes final review of priorities and budgetary decisions.
11. August - Chancellor makes final recommendations for 1993-1995 Biennial Continuation & Enrollment Change Budget.
12. July/August - Vice Chancellor for Academic Affairs and Vice Chancellor for Health Sciences allocate new 1992-1993 fixed term positions, SPA positions, and make new 1993-1994 tenure track positions available for recruitment purposes (from Enrollment Change Budget). Other Vice Chancellors make similar position allocation decisions within their divisions.
13. August/September - Vice Chancellor for Business Affairs develops proposed annual financial plan for 1992-1993 accommodating contingencies, mandated reversions, and initial vacancy targets for review by Vice Chancellors and Chancellor. Chancellor formally approves annual financial plan and communicates to Vice Chancellors for implementation.
14. September - Departments and programs revise requests for 1993-1994 budgets based on 1992-1993 operating budget allocations and position allotments.
15. September - Director of PIR reviews 1992-1993 budgetary allocations with EPPC.
16. October - Deans and Directors make initial recommendations to Vice Chancellors.
17. Mid November - Vice Chancellors make their initial recommendations to the Chancellor.
18. January - Chancellor makes initial comments on Vice Chancellors' recommendations and forwards proposed budget to EPPC for comment.
19. February/March - Director of PIR discusses proposed 1993-1994 budgetary priorities with EPPC.

20. May - Departments and programs formulate initial requests for 1994-1995 budgets including operating costs, equipment, additional faculty, SPA, graduate assistant, and space needs. Send in with Annual Unit Progress Reports.
21. June/July - Deans, Directors, and Vice Chancellors establish final recommendations for 1993-1994 budgetary priorities using 1992-1993 Annual Unit Progress Reports and Annual Division Progress Reports.

1993-1994

22. August - After legislative action finalizes the 1993-1995 biennial budget, Chancellor makes final review of priorities and budgetary decisions.
23. July/August - Vice Chancellor for Academic Affairs and Vice Chancellor for Health Sciences allocate new 1993-1994 fixed term positions and make new 1994-1995 tenure track appointments for recruitment purposes (from Enrollment Change Budget). Other Vice Chancellors make similar position allocation decisions within their divisions.
24. September - Departments and programs revise requests for 1994-1995 budgets based on 1993-1994 operating budget allocations and position allotments.
25. August/September - Vice Chancellor for Business Affairs develops proposed annual financial plan 1993-1994 accommodating contingencies, mandated reversions, and initial vacancy targets for review by Vice Chancellors and Chancellor. Chancellor formally approves annual financial plan and communicates to Vice Chancellors for implementation.
26. September - Director of PIR reviews 1993-1994 budgetary allocations with EPPC.
27. October - Deans and Directors make initial recommendations to Vice Chancellors.
28. Mid November - Vice Chancellors make their initial recommendations to the Chancellor.
29. January - Chancellor makes initial comments on Vice Chancellors' recommendations and forwards proposed budget to EPPC for comment.

30. February/March - Director of PIR discusses proposed 1994-1995 budgetary priorities with EPPC.
31. May - Departments and programs formulate initial requests for 1995-1996 budgets including operating costs, equipment, additional faculty, SPA, graduate assistant, and space needs. Send in with Annual Unit Progress Reports.
32. June/July - Deans, Directors, and Vice Chancellors establish final recommendations for 1994-1995 budgetary priorities using 1993-1994 Annual Unit Progress Reports and Annual Division Progress Reports.

(The cycle continues to repeat itself in this manner.)

Integration of Reporting and Budget Cycles

<u>YEAR</u>	<u>MONTH</u>	<u>REPORTS</u>	<u>REQUESTS</u>	<u>ALLOCATIONS</u>	<u>OTHERS</u>
1991	July			Leg. action - certified budget	
	August			91-92 Operating budgets sent out	
	Sept.				App. L Evaluations of Unit Heads
	Oct.		92-93 Capital Improvements/ Major Renovations Request for Short Session (BA)		
	Nov.		# 1		Depts. begin T/P process
	Dec.		93-95 Capital Improvements/ Major Renovations Request (BA) # 2		
1992	Jan.		# 3		
	Feb.		# 4		
	March		# 5 # 6		End T/P process
		Assessment Reports due			
	April				
	May	Unit Annual/Progress Reports	# 7		Faculty Annual Evaluations
	June	Chair/Unit Administrator Evaluations	# 8		

YEAR MONTH REPORTS

REQUESTS

ALLOCATIONS

OTHERS

1992 July

9

Leg. Action -
certified budget confirming
previous Enrollment Change Budget

August

ECU 93-95 Biennial Cont./
Enrollment Change
Budget Request

92-93 Operating Budgets sent out

10 & # 11

Sept.

12

App. L Evaluations of Unit
Heads

Begin Planning Unit Revision # 13
of Strategic Plan for 93-95 # 14

15

Oct.

16

Nov.

Depts. begin T/P process

17

Dec.

1993 Jan.

18

Begin Planning Unit & Dept.
Revision of Operational Plan for
93-95

Feb.

19

March

End T/P Process

Assessment Reports due

April

May

Unit Annual/Progress
Reports

20

Faculty Annual Evaluations

June

Chair/Unit Administrator
Evaluations

<u>YEAR</u>	<u>MONTH</u>	<u>REPORTS</u>	<u>REQUESTS</u>	<u>ALLOCATIONS</u>	<u>OTHERS</u>
1993	July		# 21	Leg. Action - certified budget confirming previous Enrollment Change Budget	
	August		# 22	93-94 Operating budgets sent out	
	Sept.		# 23		App. L Evaluations of Unit Heads
			# 24		
			# 25		
			# 26		
	Oct.		94-95 Capital Improvements/ Major Renovations Request for Short Session (BA)		
	Nov.		# 27		Depts. begin T/P process
			# 28		
	Dec.		95-97 Capital Improvements/ Major Renovations Request (BA)		
1994	Jan.		# 29		
	Feb.				
	March		# 30		End T/P process
		Assessment Reports due			
	April				
	May	Unit Annual/Progress Reports	# 31		Faculty Annual Evaluations
	June	Chair/Unit Administrator Evaluations			

YEAR MONTH REPORTS

REQUESTS

ALLOCATIONS

OTHERS

1994 July

32

Leg. Action -
certified budget confirming
previous Enrollment Change Budget

August

ECU 95-97 Biennial Cont./
Enrollment Change
Budget Request

Sept.

Begin University Strategic
Planning Process, 1996-2000
(continues thru 1994-95)

App. L Evaluations of Unit
Heads

Oct.

Nov.

Depts. begin T/P process

Dec.

1995 Jan.

Feb.

March

Assessment Reports due

End T/P process

April

May

Unit Annual/Progress Reports

Faculty Annual Reports

June

Chair/Unit Administrator
Evaluations

<u>YEAR</u>	<u>MONTH</u>	<u>REPORTS</u>	<u>REQUESTS</u>	<u>ALLOCATIONS</u>	<u>OTHERS</u>
1995	July			Leg. Action - certified budget confirming previous Enrollment Change Budget	
	August			95-96 Operating budgets sent out	
	Sept.				App. L Evaluations of Unit Heads
		Begin Planning Unit development of Strategic Plan for 1996-2000 (finish during Fall semester)			
	Oct.		96-97 Capital Improvements/ Major Renovations Request for Short Session (BA)		
	Nov.				Depts. begin T/P process
	Dec.		97-99 Capital Improvements/ Major Renovations Request (BA)		
1996	Jan.				
		Begin Planning Unit & Dept. development of Operational Plans for 1996-1998			
	Feb.				
	March				End T/P process
		Assessment Reports due			
	April				
	May				Faculty Annual Evaluations
		Unit Annual/Progress Reports (last one for initial SP)			
	June	Chair/Unit Administrator Evaluations			