OPERATING PLANS

In order to facilitate the achievement of a transparent and rational academic and fiscal planning and budget process, each academic unit will develop a comprehensive operating plan that documents issues, parameters, projections and priorities of the unit in pursuit of its academic mission – beginning with planning for academic year 2007-2008. Departmental plans – regardless of the current format or development process – will be utilized by the Dean as the basis to plan for the School or College. Departmental plans – or documentary evidence of the department-level planning process – must be appended to the School/College plan.

Baseline data for faculty, students, and staff are provided by the Office of Planning and Budget (OPBA) for the last three (3) fall semesters. These data will be utilized for objective evaluation and planning, and must be appended to unit plans when submitted. OPBA will provide initial datasets by October 1st and addenda will be provided by November 1st.

TIMELINE
The timeline for development and review of Operating Plans is as follows:

• School and College plans that incorporate an all funds budget model for the upcoming fiscal year are due in the Provost’s Office on January 5th of each year.

• School and College plans will be reviewed at the Provost level by January 20th and shared with all Academic Officers for review and analysis by this date.

• Discussions of plans for the upcoming fiscal year will be held between January 20 and February 10th in which critical parameters will be examined that include, but are not limited to
  ▪ Academic program effectiveness/demand
  ▪ Proposed faculty hires
  ▪ Projected or desired program modification,
  ▪ Equipment/space issues, and
  ▪ Operating and capital budget needs.

Each of these parameters will be discussed in light of student/enrollment outcomes, and productivity in research/creative activities.

• The Provost will approve or request modifications to operating plans by February 20.

• Twice during the academic year – at the midpoint of each semester – the Provost, in consultation with the Dean, will conduct reviews to compare actual performance with approved plans. Plans may be amended based upon current constraints/requirements and Provost’s concurrence.

REQUIRED PLAN ELEMENTS
Required planning elements for the development of the operating plan include:

• **Unit Description** (not more than 200 words)
  Include a general description of faculty work load parameters. General philosophy – discuss the weighting of teaching, research and service in your unit.

• **Faculty**
  Include planning assumptions and issues related to faculty and the delivery of instruction.
  ▪ Anticipated retirements and resignations (numbers only, do not include names)
  ▪ Plans for replacement (include justification, salary range, and FY of proposed implementation)
  ▪ Changes in tenure/teaching location
  ▪ Diversity
  ▪ New positions (include justification, salary range, and FY of proposed implementation)
Students
Provide a narrative related to direction and general magnitude of anticipated change in enrollment. If expectation is inconsistent with historical data, provide an explanation for variance from trend data. Identify planning assumptions and strategies related to assessment, engagement, retention and progression. Include:
- Anticipated number of undergrads by program
- Anticipated number of master’s by program
- Anticipated number of doctoral by program
- Anticipated number of certificates by program
- Anticipated summer enrollment by number and level
- Anticipated graduations by level in each program
- Unit-based scholarships/assistantships, and career advancement/services
- Training grants (numbers and $ amounts)
Also discuss student outcomes, including honors/awards earned by students, employment of graduates, and/or placement in graduate programs.

Staff
Document planning assumptions and issues related to utilization of staff complement, including
- Staff Distribution by Functionality
- Administrative (FTE and headcount)
- Research and Creative Activities (FTE and headcount)
- Outreach and Service (FTE and headcount)
- Information Technology (FTE and headcount)
- Facilities (FTE and headcount)
- Other (FTE and headcount)
- Staffing Issues
Discuss proposed changes; e.g. letters of appointment, MUS contracts, new positions (include justification, salary range, and proposed FY of implementation).

Operating expense and travel
Discuss priorities and significant issues related to operating expenses. Also identify significant travel priorities and plans for
- Faculty
- Staff
- Students

Facilities and Equipment
Provide narrative identifying space issues or proposed facility changes (include justification and proposed year of implementation). Identify network elements, computer or laboratory technology or other significant infrastructure priorities, including
- Construction, remodeling
- New space programming
- Acquisitions and retirement
- Property management
- Information technology
- Security issues
- **Curricula/Advising**
  Provide discussion of projected changes in curricula and delivery of courses, significant advising issues, as well as strategies related to online/distance education, and targeted recruitment. Also, document curricular plans, including
  - Planned sections--base funded
  - Planned sections--not base funded (including buyouts/grant funding, SPABA, research, other (identify private funds as “other”), reliability of source of funding
  - Inter-Unit Curricula
    - DHC
    - General Education
    - Other, be specific
  - New Program Proposals

- **Research/Creative Activities**
  Discuss accomplishments, progress, goals, strategies, and issues – as appropriate. Include documentation of productivity indicators (other than sponsored research volume)
  - Faculty publications (numbers of books, refereed/non-refereed articles, works of art, juried shows, and the like)
  - Faculty presentations (numbers of conferences, performances, keynotes, and the like)
  - Student publications and presentations (numbers)
  - Percentage of total program FTE funded by grants (faculty, staff, students, etc)
  - Academic Year Workload (previous academic year; September 1 to August 31) – each faculty member (base teaching assignment; research, funding status – currently funded or not – description of activity; service activity; percent assignment by area, etc.); summer activity (as appropriate)
  - Projected changes in research and development/creative activity and output
  - New centers, institutes, and major programs (include justification)
  - Participation of undergraduates and graduate students in research and creative activities (provide by headcount)
  - Equipment grants (numbers and $ amounts)

- **Faculty Development**
  Provide a narrative describing accomplishments/progress related to unit strategies, including
  - Establishing a research agenda/program
  - Sabbaticals, traditional faculty development, international exchanges
  - Training grants (numbers and $ amounts)

- **Outreach and Services**
  Describe accomplishments, goals and strategies related to the outreach and service elements of the mission of your unit, including
  - Significant activities and new initiatives
  - Projected changes in outreach and service activity organization
  - New grants (numbers and $ amounts)
  - National meetings, conferences, colloquia
  - Community, relations/publicity
  - Entrepreneurial initiatives
  - Partnerships – including research, corporate, teaching, government, NGOs

- **Administration**
Explain any recent or projected changes in administrative organization – including staffing numbers, funding sources, proposed FY of implementation

- **Projected Fiscal and Capital Resource Requirements**
  Document the overall budget needed to meet your plan, with recommended sources (assumes a base plus/minus budgeting model. Identify projected and requested changes for all above items (include brief explanation for all requested changes; justification should be supplied previously in report under appropriate heading).
  - General Fund
  - Other State Funds
  - SPABA
  - Extramural Funds (often projects)
  - Sales and Service
  - UMF Distributions (non scholarship) – general discussion/major changes (self report)
  - Scholarships: number of students, amount $ total (self report)

- **Mission Critical Management Issues** (not listed elsewhere in this report)
BASELINE DATA  Data that OPBA will provide in baseline package.  Must be appended to submitted plan.

Faculty  (distribution by Fund Type, 3 years data, fall semester)
  Tenure-track
    Number (FTE and headcount), by rank
  Non Tenure Track
    Number of Lecturers (FTE and headcount)
  Non Tenure-track >.50FTE
    Number (FTE and headcount), by rank
  Non Tenure-track<=.50FTE
    Number (FTE and headcount), by rank
  By name detail for each faculty listed above
Average faculty salary by discipline/rank within peer group – base data only CUPA, OSU studies

Students  (by degree, 3 years data, fall semester and summer)
Total student head count, credit hours, and FTE (undergraduate and graduate) by program
Number of AY credit hours (undergraduate and graduate) by program
Undergraduate and graduate majors (headcount and percent distribution by diversity)
  Current number of certificate level (pre-associate/undergraduate) by program
  Current number of master’s level by program
  Current number of doctoral level by program
  Current number of certificate level (post-associate/graduate) by program
Number of degrees/certificates awarded by level and program
Summer enrollment; total student head count, credit hours, and FTE (undergraduate and graduate)

Staff  (Headcount and FTE by Fund Type in each program, 3 years data, fall semester)
  Administrative
  Contract Professional
  Classified
  Temporary and Other Nonclassified
Ratios - FTE
  Faculty to Staff
  Student to Staff
Staff by name
Staff Diversity (by headcount and percent distribution)

Space  (previous fiscal year)
Space Inventory

Research  (previous fiscal year)
Awards, new grants, number of active grants, FTE funded, fellowships, graduate student stipends

Budget  (previous fiscal year)
General Fund
Other State Funds
SPABA
Extramural Funds (often projects)
Sales and Service