

ANNEX ONE

(Organization/Process)

TO

STRATEGIC PLAN CORE DOCUMENT

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OVERVIEW OF ALL OF THE STRATEGIC PLANNING DOCUMENTS

The New Mexico Military Institute Strategic Plan is composed of four documents.

1. **Core Document** – It is the major and most significant. It contains the Vision, Mission, Core Values, Fundamental Characteristics, Shared Learning Outcomes, Goals and Objectives. It is online and published in a pamphlet, working level version and a full size marketing version. The Core Document has three annexes.
2. **Annex One, Organization/Process** – It supports the Core Document by outlining the NMMI Strategic Planning System that includes the organization and process associated with the assessment of student learning (outcomes) and the evaluation of support organizations and services;
3. **Annex Two, Initiatives** – A strategy document that sets down the action plans to ensure the vision, mission, goals, and objectives in the Core Document are met;
4. **Annex Three, Assessment** – It provides the annual evaluation of mission accomplishment and recommendations for follow on and corrective action. The Annex is in three parts.
 - a. **Part One** contains the Institute Accountability Plans for the various planning units (mission elements and support units). It briefly describes how each of them evaluates internally their yearly performance using a set of performance indicators of their own creation as well as any outside evaluations of their operations.
 - b. **Part Two** is the Annual Strategic Accountability (ASA) Conclusive Report for the previous academic year. It will include:
 1. Planning Units' Annual Purpose Accountability Reports
 2. Objective Evidence Report
 3. Objective Synopses
 4. Goal Synopses
 5. Sector Notes
 6. Learning Outcomes Assessment Report
 7. Final ASA Summation
 - c. **Part Three** is the Annual Performance Report for Accountability and Government Act. This report is produced by the NMMI Institutional Research Office and submitted to the State of New Mexico.

ANNEX ONE

A. PURPOSE

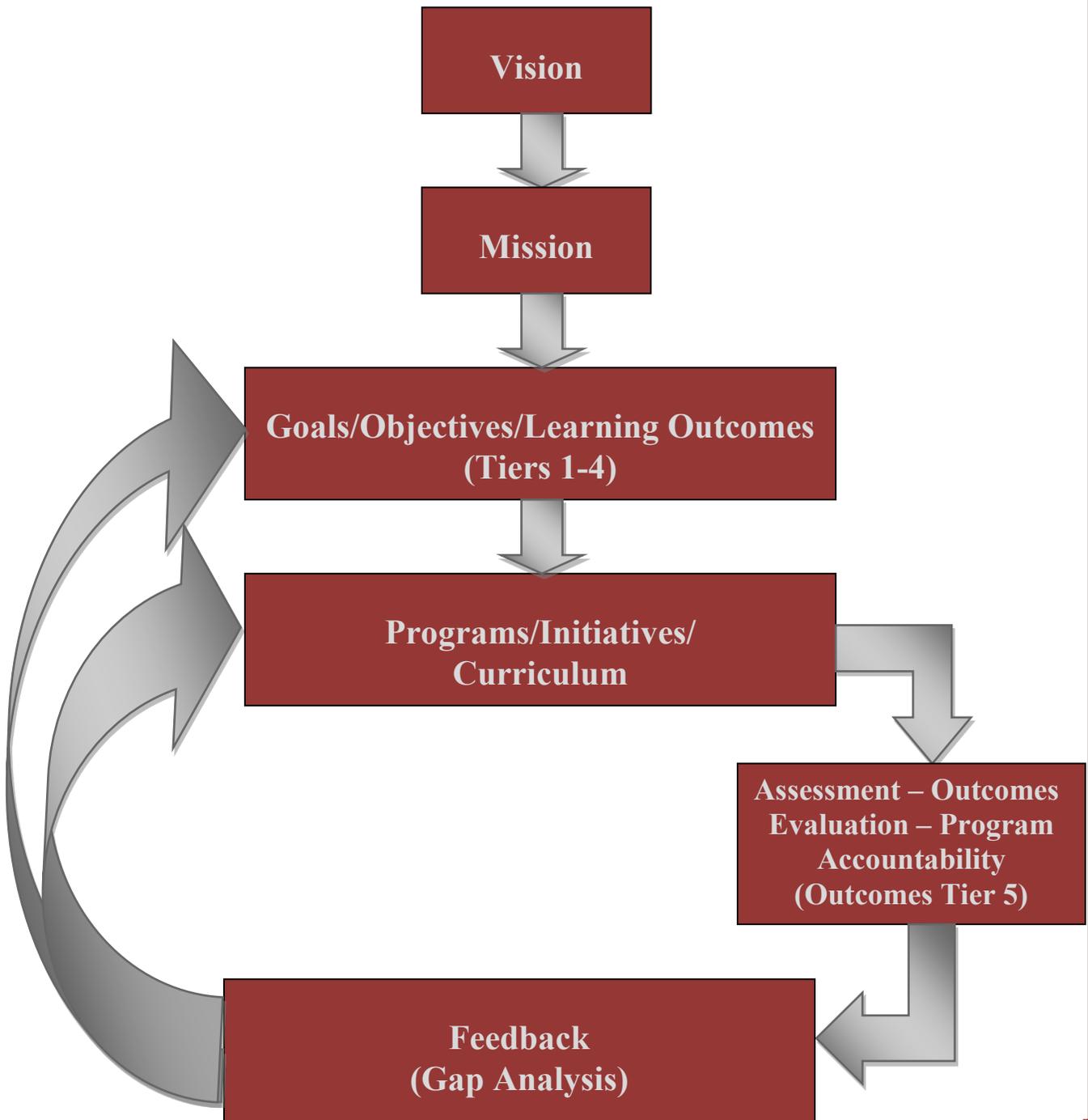
The purpose of Annex One is twofold: describes the organization/process employed in developing this Strategic Plan and outlines how that process is to be used to sustain the plan, ensuring that it is a living document. Common to both is a set of strategic planning organizing principles, assumptions and definitions. This annex is in five parts: Purpose, Organizing Principles, Strategic Plan Drafting Process, Organization/process for Annual Strategic Plan Update, and the Family of Plans Chart.

B. ORGANIZING PRINCIPLES

1. Effective strategic planning requires not simply the drafting of a document commonly called the plan, but more importantly requires an organization and process that endures long after that initial document is published. The purpose of this organization and process is to guarantee that the document is used, kept current, assessed, and actions are taken as follow-up to this assessment. In short, the requirement is for a planning system that “closes the loop” between inputs, organizations, output and feedback. The planning system used to develop and sustain the NMMI Strategic Plan is depicted in Diagram 1 below.
2. Overall responsibility for the Strategic Planning System including the Annual Strategic Accountability is NMMI’s Chief Academic Officer/Dean of Academics and specifically with the Office of Institutional Research and the Assessment Task Force.

DIAGRAM 1

NMMI Strategic Planning Process



3. Strategic Planning Primer

- a. Strategic planning is not simply about producing a document that goes on the shelf unused but is a living process supported by an organization that looks to the past to gain insight, applies its lessons to conduct the business of the present and uses both to chart success in the future. Strategic Planning sets goals and objectives, develops strategies to achieve them, identifies benchmarks and standards against which to assess results, and determines priorities for selecting initiatives and programs as well as utilize resources and designs gateways to the future.
- b. To be successful, a strategic planning process must meet four criteria:
 - Current – the process must be capable of sensing the present and envisioning the future – Sensing is identifying changes in the three environments that impact a learning institution (1) operational – the customer; (2) academic – the context of learning; and (3) pedagogy – the method of learning – Envisioning is proactively exploring “futures” of what the learning institution might look like in a “far” future (10+ years).
 - Comprehensive – Inclusive in its approach to incorporate all aspects/agencies of the institution
 - Relevant – the outcomes must be usable at all levels of the organization
 - Legitimate – Perhaps most importantly, all of the stockholders, shareholders/employees at all levels in an organization must participate in the entire process, not just be signatures to a coordination document. (It must be bottom up)
- c. Family of Plans
 - The final document or core NMMI Strategic Plan should be brief. Its purpose is to state in the most succinct terms the vision, mission and the guidelines on how to achieve them. This guidance can take many forms but at an academic or learning institution is reflected in a statement of goals, objectives, and learning outcomes that together “operationalize” the mission by linking it to what the instructors, coaches, TLA’s and support staff do every day. It also is the basis for developing and assessing programs and initiatives. The specifics of this effort are not in this document but in the strategic planning documents of the various mission and support elements. What is critical is that each of these plans are tied to the goals, objectives, and outcomes in the Core Planning Document. The result is a Family of Plans.
- d. Key Definitions/Terms
 - GOAL – statements of purpose to achieve the institution’s mission
 - OBJECTIVE – specific, measurable results that enable the institution to achieve its goals and mission

- **OUTCOME** – Institutional and shared learning (educational) outcomes are descriptions of what academic departments intend for students to know (cognitive), think (attitudinal), or do (behavioral) when they have completed the institution’s learning programs to include the core curriculum. Outcomes are the traits – the knowledge, skills, and experiences – that a student takes from the learning process. The institutional outcomes must link to and support the mission of the learning institution. It is the capability and competency of the faculty and staff that enables the outcomes to be realized.
- **CAPABILITY/COMPETENCY**
 1. A capability is defined as a potential or actual use of combinations of resources and processes that enable an institution to achieve desired outcomes. For example, the Yates Leadership Complex combines a physical structure (the ropes course or LRC), personnel (instructors and facilitators) with specific training and a curriculum (process) to produce the capability for NMMI to develop decision-making skills in our cadets.
 2. A competency – are those capabilities of an organization that distinguish it from other organizations and add unique value to achieving larger goals. An example of an NMMI competency is the integrated 6-year learning sequence as is the Yates Complex.
- **RESOURCES** – Includes tangible (people, buildings, equipment, funding) and intangible (knowledge, skills, abilities, networks) assets
- **PROCESS** – A formal or informal pattern of action performed according to a specific routine or approach
- **INITIATIVE** – An initial program, project plan, activity, academic course, which is intended to achieve a stated goal or objective or outcome stated within the Strategic Plan. Normally, for budget considerations, it is expected there will be at least one year lead time for implementation.
- **PERFORMANCE MEASURE** – A specific product or activity that demonstrates objective achievement

C. STRATEGIC PLAN DRAFTING PROCESS

1. The strategic planning approach that NMMI utilized integrated goals driven planning with capabilities-based planning. The actual drafting of the Strategic Plan and development of the planning system were accomplished in three

phases. Recognizing as one former Supreme Court Justice pointed out, “No one learns more about the problem than the person at the bottom”, the first phase began at the working level, two strategic Process Action Teams (PATs) were assembled. The first, the Mission Direct PAT was composed of faculty instructors, coaches and Troop Leadership Advisors (TLAs) and was chaired by a former Faculty Senate president. Student participation was included. The second or Mission Support PAT was chaired by the Vice-President of Facilities and included equivalent representatives from all of the NMMI support agencies. These PATs had a two-fold task – first, each met separately and was responsible for writing a rough draft of the Core Document. At the two offsites each group did a situational analysis or SWOT/C relating it to the NMMI vision and mission and a newly drafted Institutional Learning Outcomes that became part of the final Strategic Plan. Part of the analysis was to identify capabilities and competencies of the faculty and staff and the underlying organizing principles upon which NMMI is founded.

The second task was to have the two groups meet together to integrate the two rough drafts to produce a single initial draft of the core Document. This first phase was completed in November, 2009. This document was electronically forwarded to the entire campus for input. The second phase entailed a review of the initial draft by a Strategic Steering Committee comprising principally the second level of the NMMI leadership to include such folks as the Associate Deans and Deputy Directors. This group, which also met at a five-hour offsite, numbered more than 30 and included cadet and parent representatives. This phase was completed on December 9, 2009.

The final phase took place at an offsite on December 16, 2009 and included the Senior Leadership of NMMI as well as the Board of Regents and the President of the Alumni Association, the Foundation, and the Parents Organization. The completed document was electronically sent to all of those who had been invited in the drafting. In all, nearly twenty percent of the campus actually engaged in the drafting in one of the five, five-hour offsites and all of the campus had access to the drafts. Each of the offsites was presided over by the chairs of the two original PATs and facilitated by a professional facilitator. The Core Document, “New Mexico Military Institute Strategic Plan 2020” was published in March, 2010.

D. ORGANIZATION /PROCESS FOR ANNUAL STRATEGIC PLANNING AND ACCOUNTABILITY SYSTEM - OVERVIEW

(Closing the Program/ Assessment / Improvement Feedback Loop)

1. Annual Process Overview – See also ASA Process Flowchart

a) To insure that the Strategic Plan remains current (a living, relevant document), it will be reviewed and updated yearly as part of the annual NMMI planning / programming / budgeting / accountability system. That system entails planning / programming in the spring/summer, budgeting in the fall, and accountability/assessment during the fall. At NMMI, this system occurs annually, but within it one must differentiate between a planning year, a programming year, and the budget execution year. Each year has a particular budget associated with it. The budget execution year is the year in which a budget is being executed or the current calendar year; the programming year budget is for next fiscal year; and the planning year budget for the year following it. Thus, one can think of the NMMI budget process as a two-year rolling budget in which in the budget execution year, the program and planning year budgets are being developed for the next two years.

- Specifically the Strategic Plan will be reviewed and, if necessary, updated by December of each year in order to insure that the update is completed to impact the following year's budgets and that the needs identified in the previous year's accountability contained in the Annual Strategic Accountability (ASA) Conclusive Report, the Board of Regents' Strategic Planning Committee's Annual review, along with new initiatives and strategies emerging from those reviews are properly considered by the budget process.

b) There are three major inputs into the annual strategic planning process: The Board of Regents Annual Strategic Planning Offsite, the Annual Strategic Accountability and new initiatives / programs.

- i. The Board of Regents Strategic Planning Offsite – When appropriate the Board of Regents may conduct, in conjunction with the NMMI Senior Leadership, an offsite to explore strategic indicators (political, economic, social at the national and global level) that could impact the future of NMMI. The focus is on the far future (10-25 years) by envisioning possible ALTERNATIVE FUTURES for NMMI. The task is not to decide on any one future but to be informed on trends in the economy, learning, education, student composition etc. and how those trends might affect NMMI.
- ii. The Annual Strategic Accountability (ASA) – The ASA, which is the all-inclusive comprehensive accountability/assessment document, is published on the website and becomes a major portion of the annual accountability annex of the Strategic Plan (Annex 3). During each fiscal year from June-September, each NMMI organization and mission element or planning unit will prepare their Purpose Accountability

Report. At this time, each planning unit will also review and, if necessary, update their section of the Institute's Accountability Plan. The ASA will, at a minimum contain:

- a. Accountability components of each program and organization element or planning unit. The Dean will ensure that the results of the annual assessment of the learning outcomes prepared by the Assistant Dean for Curriculum Planning and the Assessment Task Force are included
 - b. The correlation of these components to the strategic planning goals, objectives, and shared learning outcomes.
 - c. The determination of the level of success in meeting the strategic goals, objectives, and learning outcomes and through that a determination of NMMI mission accomplishment.
 - d. Recommendations for future adjustments to meet and enhance mission success, thus enabling the critical "closing the loop" step in the accountability process.
- iii. New initiatives may emerge from the Corrective Action section of the ASA, the Board of Regents Strategic Offsite, from proposals made by the NMMI planning units, mission elements or extended agencies such as its Foundation or Parents Organization. All initiatives submitted are recorded in Annex Two of the Strategic Plan. (See Annex Two for instructions and forms).
- c) The Annual Strategic Accountability (ASA) will use the above documents to:
- i. Update Strategic Plan if necessary.
 - ii. Assess the progress of strategic goals, objectives and learning outcomes, a process of gap analysis.
 - iii. Review the status of existing initiatives and develop new initiatives to address shortfalls identified in the review.
 - iv. Initiate the budget process by setting priorities for the next two budget years (program year budget and planning year budget)
- d) The responsibility for conducting the Annual Strategic Accountability is assigned to the Institute's Tier 1/Planning Unit 1's who report to the President / Superintendent.
- i. The Planning Unit 1's will meet with the Superintendent in January of the following year. The result of this review is the "Annual Strategic Accountability (ASA) Conclusive Report" that will become a portion of Annex Three of the Strategic Plan. This report will contain:
 - a. Planning Units' Annual Purpose Accountability Reports
 - b. Objective Evidence Report
 - c. Objective Synopses

- d. Goal Synopses
 - e. Sector Notes
 - f. Learning Outcomes Assessment Report
 - g. Final ASA Summation
- ii. The Superintendent will also take into consideration the “situational analysis”, in part resulting from the previous April’s Board of Regents’ off-site.

e) Planning Timeline

As needed	<u>Board of Regents Strategic Planning Offsite</u> – this long-term look may be conducted when appropriate to be in conjunction with budget prioritization and setting of priorities.
NLT Sept 30	<u>Annual Purpose Accountability Reports</u> - each Planning Unit 2 will complete their evaluation of their planning unit
NLT Sept 30	<u>Call for Initiatives</u> – the call for initiatives goes out
NLT Oct 30	<u>Objective Synopses</u> – each Objective Leader will complete the Objective Synopsis for the assigned objective
NLT Nov 20	<u>Goal Synopses</u> – each Goal Leader will complete the Goal Synopsis for the assigned goal
1 st Week of December	<u>Sector Meetings</u> – there will be a meeting of the Operations Sector Objective Leaders (representing Goals B, D & E of the Strategic Plan), a meeting of the Support Sector Objective Leaders (representing Goals A & C of the Strategic Plan)
Right after Sector Mtgs.	<u>Integrated Sector Meeting</u> - comprised of the Planning Unit 1s/Tier 1 members.
NLT Start of Legis. Session In January	<u>ASA Summation Meeting with the Superintendent</u> – See Figure 2

The Institutional Research Officer and Academic Dean produce the Annual Strategic Accountability (ASA)

Conclusive Report. This report becomes a portion of Annex Three of the Strategic Plan.

Submitters of approved initiatives complete Supplemental Budget Requests for the budget process completed the following November. Allocation for approved initiatives will not occur until the school year following the budget approval process year.

E. ORGANIZATION/PROCESS FOR ANNUAL STRATEGIC PLANNING AND ASSESSMENT SYSTEM – DETAILED/SPECIFIC TUTORIAL

1. **NMMI Databases**

It was recognized from the outset, that because of the integrated nature of our learning model, NMMI could not turn to a commercial assessment product. The system NMMI developed had two over-arching characteristics. First, it must integrate the assessment of learning (by focusing on the learning outcomes) and the evaluation of the programs that support that learning (focusing on the goals and objectives set down in the Strategic Plan). There are two different databases used to collect assessment information. They are the Assessment Database which was developed to assess learning outcomes and was done for the 2011/12 accreditation visit and the other is the Assurance Database developed to assess support services and was done in 2013/14. The successful accomplishment of the Annual Strategic Accountability entails development, recording and analysis of data stored on these two databases. Those Planning Units which are responsible for some aspect of the learning mission AND the support of that mission will be providing data to BOTH databases. This would include SROTC, JROTC, Athletics, Commandant, and Dean.

- a. **NMMI Assessment Database** - The *Assessment Database* for learning outcomes contains data that supports student performance in terms of their level of achievement of the learning outcomes. That data is obtained by the faculty, whether in the classroom, Leadership Laboratory, or athletics, using rubrics. The Assessment Database is managed by the Assistant Dean for Curriculum Planning.
 - i. Each August right before classes start an Assessment Fiesta is held in which instructors evaluate institutional level student learning outcome data and evaluate longitudinal student learning growth to determine institutional effectiveness. Also, the department level student learning outcomes are evaluated by each department to evaluate departmental effectiveness.
 - ii. During the year, instructors collect department outcomes and institutional level outcomes data on each of their courses. They make conclusions and adjust classes in such a manner as to improve student learning.
- b. **NMMI Assurance Database** - The other database is the *Assurance Database* which contains the data to support evaluation of Planning Units whose purpose for existence is to support that learning mission. This data is input by the

Planning Units using their Institute Accountability Plan. The Assurance Database is managed by the Institutional Research Officer.

The Assurance System Database contains data submitted by each of the Planning Units. This is the raw data used by the Planning Units in Phases 1, 2 & 3 (See Figure 2). In addition to providing the data upon which the Annual Strategic Accountability is made, the data can also be used for determining the success in meeting the criteria of the Junior College accrediting agency (the Higher Learning Commission), standards of the High School accrediting agency (AdvancED) or any other federal, state or local external assessment agency that assesses and/or evaluates NMMI.

2. Strategic Accountability Process – Five Phases (Integrating the data from the two databases to produce the Annual Strategic Accountability (ASA) Conclusive Report) (Figure 2)

PHASE 1 - There is a three-step process in Phase 1 that produces the Planning Unit Annual Purpose Assessment Report (APAR) and the Annual Objectives Evidence Report. This phase is critical because it is the building block for all other phases and documents that follow.

Planning units provide an assessment of their organization that includes evidence documents based on organizational activities and responsibilities. These organizationally generated evidence documents will provide the basis or building blocks for assessment of the Strategic Plan's Goals, Objectives, along with the Shared Learning Outcomes and become the basis for accreditation and other external reviews and audits.

Planning Unit Structure (Figure 1) A Planning Unit is the term to describe an organization or mission element or agency or directorate or department that exists to execute the functions required to meet the vision and mission. Each Planning Unit is composed of processes, operations, and procedures to achieve its purpose and meet its individual objectives. The Planning Units exist at two interrelated levels (hierarchy).

Planning Unit – Level 1: Senior Executive Level: Commandant, Dean, Athletic Director, Chief of Staff, Chief Financial Officer

Planning Unit – Level 2: Planning Units which correspond to the major functional agencies responsible to the Senior Executive Level for meeting the NMMI mission. The Planning Unit uses the process outlined in the Institute Accountability Plan (IAP) to implement the NMMI accountability process for their planning unit. Each Planning Unit Level 2 has a Planning Unit Data Submitter who is the interface for their Planning Unit and inputs data and evidence into the Assurance Database.

Phase 1 Step 1 - NMMI Institute Accountability Plan (IAP)

In Step 1 of this phase, each Planning Unit drafts or updates their Institutional Accountability Plan (IAP). Each organization that support the learning mission had to develop an accountability plan that describes the purpose of their organization and how their effectiveness in meeting that purpose in terms of the NMMI mission is determined.

It is one overall comprehensive plan composed of each of the individual accountability plans, one for each Planning Unit Level 2's at NMMI. (Figure 1)

The NMMI Institute Accountability Plan (IAP) describes how data is developed and evaluated and from which a final resulting overall assessment is made. Note, this document is not the assessment, it is the description and/or methodology of making the assessment. Each Planning Unit prepares their own Institute Accountability Plan, which then becomes that unit's section in this overall document. This document is, therefore divided into sections corresponding to each of the Planning Units Level 2.

The Planning Units' Institute Accountability Plans (IAP) have three parts:

- Part One:** statement(s) of purpose or internal objectives by each Planning Unit
- Part Two:** activities or functions that enable the organization to meet that purpose; what that Planning Unit does to meet the NMMI mission
- Part Three:** Details on how the unit assesses itself in terms of the activities using benchmarks and evidence. There is not an assessment of the activities but of the results of those activities in meeting one or more of the internal objectives.

Phase 1 Step 2 - Annual Purpose Accountability Reports (APAR)

Planning Units annually evaluate the level of success in meeting their purpose(s), by determining the extent to which the benchmark criteria for achieving those purposes (established in Step 1) was achieved. The Annual Purpose Accountability Report is a product of the Assurance Database.

Phase 1 Step 3 – Annual Objectives Evidence Report

The Assurance Database utilizes the evidence provided in the benchmark assessments reported in the Annual Purpose Accountability Reports. The database links the evidence in Phase 1, Step 2 to all appropriate objectives in the NMMI Strategic Plan. This report is used by Objective Leaders to help create their Objective Synopsis completed in Phase 3.

PHASE 2 – Objective & Goal Synopses

Each Goal Leader assigns an Objective Leader for each objective under their respective goal. *(see listing below)*

- Objective Leaders prepare an Objective Synopsis in the Assurance Database for their assigned objective using the Annual Objective Evidence report completed in Phase 1 Step 3. These Objective Leaders meet with the data submitters to clarify data contained in the evidence documents if necessary. Their synopsis includes a rating for the objective, reasoning for the rating given, specific shortfalls of the objective, and an action plan to address the current shortfalls. The Objective Leader must also articulate how well the previous year's shortfalls were addressed and corrective action taken.
- Goal Leaders prepare Goal Synopsis for their goal in the Assurance Database for their assigned goal using the Objective Synopses linked to their particular goal. Their synopsis includes a rating for the goal, reasoning for the rating given, specific shortfalls of the goal, and an action plan to address current shortfalls. The Goal Leader must also articulate how well the previous year's shortfalls were addressed and corrective action taken. These Goal Leaders will be the champions for that goal and will also be the spokesperson for the goal during accreditation.

Goal & assigned Objective Leaders are shown in [Figure 1](#).

PHASE 3 - OPERATIONS SECTOR & SUPPORT SECTOR MEETINGS

A meeting of each of the two sectors is held, one for Operations Sector for NMMI Objectives under Goals B, D & E and one for the Support Sector for NMMI Objectives under Goals A & C. Prior to this meeting, the members of each sector will have reviewed all the Objective Synopses and Goal Synopses prepared in Phase 2 relating to their sector. At these meetings, accomplishments, shortfalls, challenges, opportunities and recommended actions to address these are discussed. The goal of each of these two meetings is to reach a consensus and prepare Sector Notes to be used in Phase 4.

PHASE 4 – PLANNING UNIT 1'S INTEGRATED SECTOR MEETING

Planning Unit 1 members meet to review the Objective Synopses, Goal Synopses, both Sector Notes from Steps 2 & 3 above, and the **Learning Outcomes Assessment Report** submitted by the Assessment Task Force. At this meeting the Planning Unit 1 members will also prepare an **Initiatives Summation** document, which includes the Status of Previously Submitted Initiatives and an evaluation of new initiatives submitted by faculty/staff, which indicates “Pass” or “Do Not Pass” recommendations. It will be the responsibility of the Dean’s Office to develop the ASA Summation document. These two documents will be used in the ASA Summation meeting with the Superintendent.

The Draft ASA Summation document, the Initiatives Summation document and all the input documents (synopses and notes) will be sent to the Superintendent as a read-ahead prior to the ASA Summation Meeting with the Superintendent.

PHASE 5 – ANNUAL STRATEGIC ACCOUNTABILITY (ASA) SUMMATION MEETING WITH SUPERINTENDENT

Planning Unit 1 members meet with Superintendent to discuss all the documents from the above steps to determine the degree to which NMMI is meeting its mission. The outcome of this meeting will be the **Final Annual Strategic Accountability (ASA) Summation** document in which the Superintendent’s Comments and Evaluation are added to the Draft ASA Summation document, which comes from Phase 4. This Final ASA Summation document consolidates all of the findings that are contained in the Annual Strategic Accountability (ASA) process. As such, it integrates and synthesizes the yearly results of both the learning system and the support system. The former assesses the level of cadet learning achieved this academic year in terms of the institutional learning outcomes, and the latter by evaluating the support organizations in terms of the Strategic Goals and Objectives, these with the list of learning outcomes are found in the NMMI Strategic Plan 2020. A convenient way to analyze and evaluate an Academic Institution is in terms of three central structural components or systems: learning, support, and accountability. The first is founded on the school’s mission, focuses on the student and curriculum. The second looks at all of the organizations that support the learning operation, and the third is an accounting of how well the first two succeeded in achieving the school’s mission. This is accomplished first through Objective and Goal Leader Synopses based upon documented evidentiary data analyzed in two sector meetings, and second the review of the Learning Outcomes Assessment Report of the Dean’s Assessment Task Force.

The **Initiatives Summation** is reviewed to identify and prioritize specific actions to be taken in the upcoming year concerning those initiatives. Approved initiatives then enter the budget process the following November for consideration. Approved initiatives will be implemented the year following budget approval.

The **Annual Strategic Accountability (ASA) Conclusive Report** is published as a portion of Annex 3 of the Strategic Plan. The will be comprised of the following documents:

- a. Planning Units' Annual Purpose Assessments
- b. Objective Evidence Report
- c. Objective Synopses
- d. Goal Synopses
- e. Sector Notes
- f. Learning Outcomes Assessment Report
- g. Final ASA Summation

The Annual Strategic Accountability (ASA) Summation Report will be sent to the Faculty & Staff via an email and to the Board of Regents via email.

FIVE YEAR REVIEW

- A. At least every five years or earlier as directed by the Board of Regents or the President/Superintendent, there will be a complete review of the Strategic Plan and planning system to determine if fundamental changes or revisions in one or more of the major sections of the Strategic Plan (to include NMMI founding principles, vision, mission, goals, objectives, and learning outcomes) are required.
 - B. If such revision is required, the organization and process will resemble that used to draft the original plan.
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FAMILY OF PLANS

The Strategic Plan (Core Document) is the foundation for a Family of Plans that together executes the Strategic Plan and provides detailed policies, operations and procedures to accomplish this execution. The diagram below shows the interactive nature of this relationship.

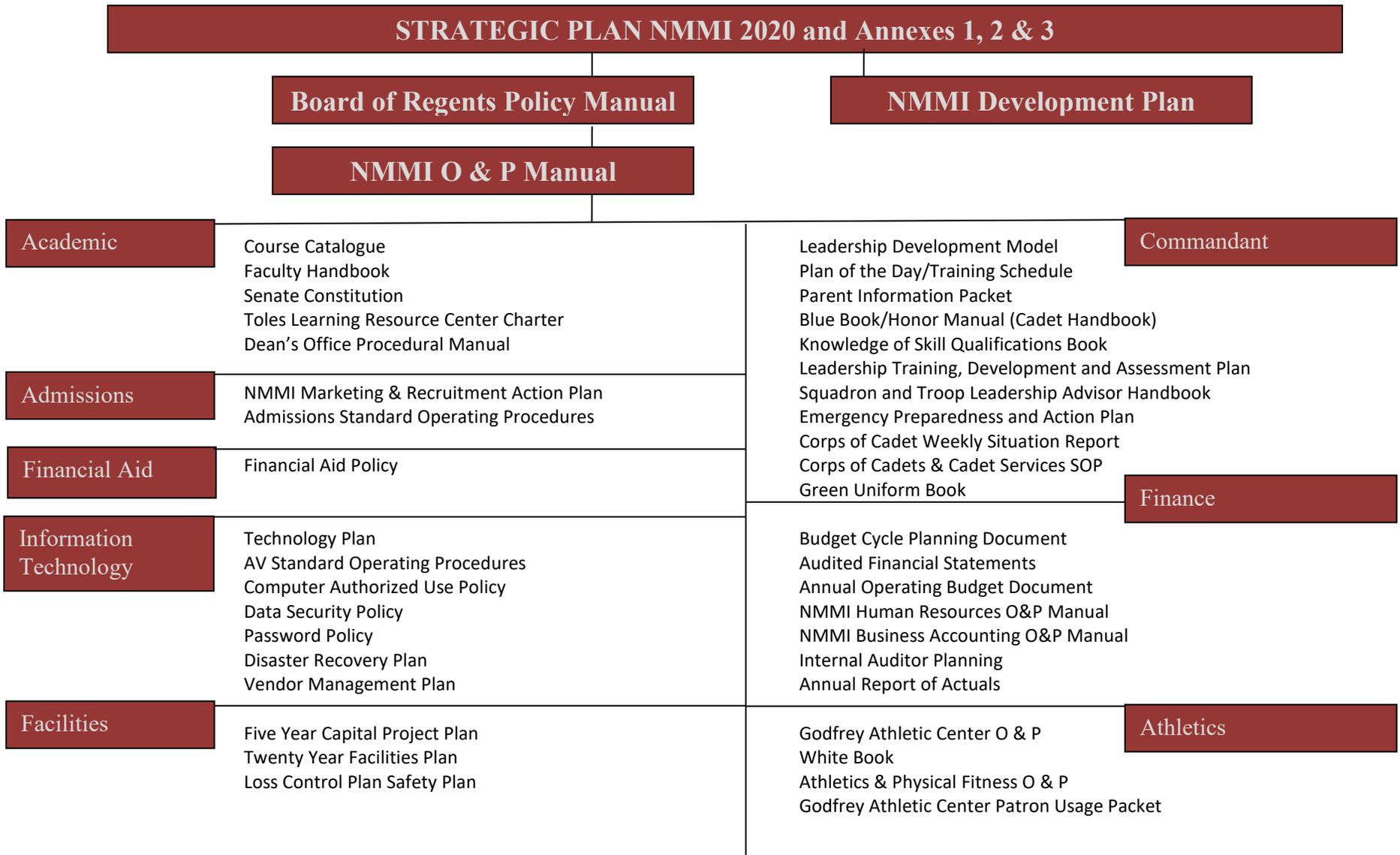


Figure 1
Annual Strategic Accountability Process

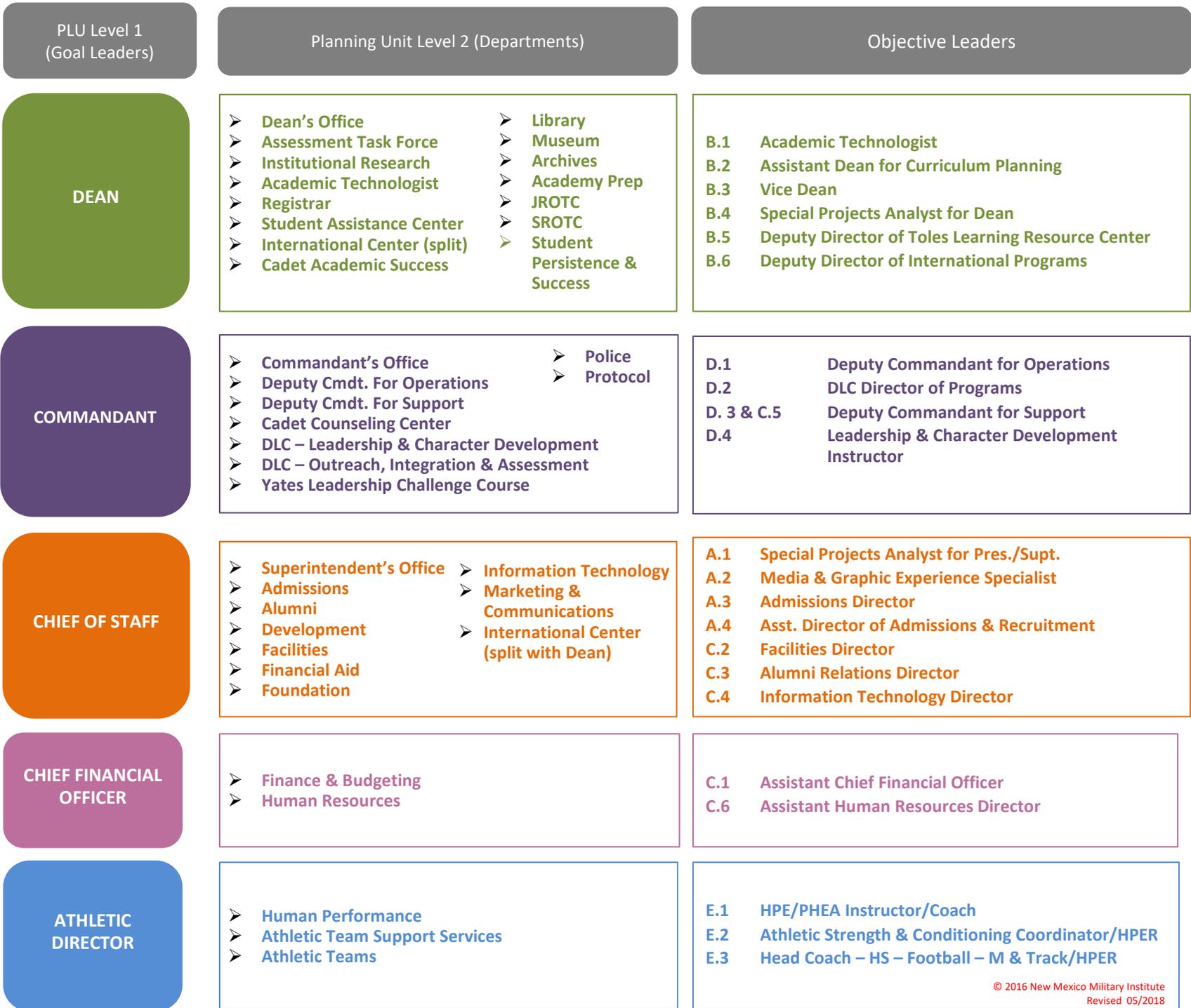
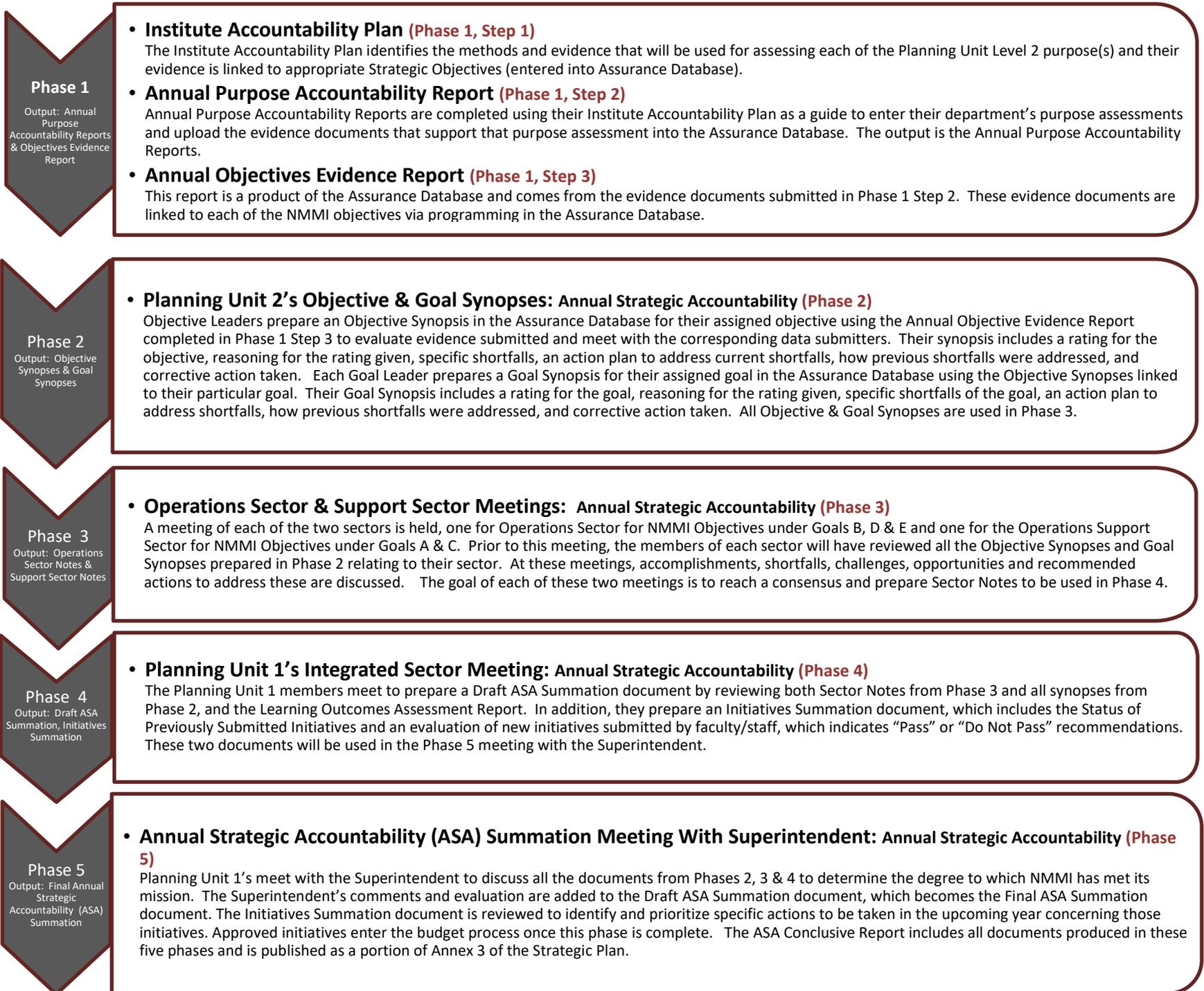


Figure 2
Annual Strategic Accountability Process



ANNUAL STRATEGIC ACCOUNTABILITY (ASA) PROCESS AND OUTPUTS

