

AUA Strategic Planning Issues Outline

"Even if you're on the right track, you'll get run over if you just sit there." Will Rogers.

1. How is AUA doing? Taking stock of 2006-2011 – AUA's last strategic planning period.
 - a. What was achieved? What wasn't? Why? Lessons Learned? What matters going forward?
 - b. How are we perceived? How's our PR? Are we adequately communicated to the public (in Armenia, US, elsewhere) about the university and its achievements? If not, what needs to be done? Do we have the capacity to do this?
2. Sustainability – is current model sustainable?
 - a. Structural Budget Deficit. Small core faculty, shrinking student pool?
 - b. Tuition levels, financial aid – assuring access to AUA education?
 - c. Where is most of the income/funding coming from? Where is it going? What is a typical mix of funding sources for similarly situated institutions?
 - d. Is there potential to significantly increase our funding?
3. Impact – is the current model the most bang for the buck, given our mission?
 - a. Is AUA's current range of activities (master's programs and research) a good use of the resources currently and potentially available for AUA?
 - b. What's fixed, what's adaptable in the short and long runs?
4. Stakeholders – who are AUA's stakeholders?
 - a. which stakeholders take priority?
 - b. Stakeholder interests, needs: students, faculty, staff, alumni, parents, public sector, private sector, other educational institutions in Armenia, UC system, donors, research funders, local, regional, global stakeholders
5. Competition/Collaboration – what institutions are AUA's competitors? What institutions does AUA collaborate with? How are these likely to change in the next decade?
6. Master's Programs – next round of Self-Studies 2012-2015.
 - a. Are the master's programs still well-aligned with the needs of AUA's stakeholders? Is there sufficient demand?
 - b. Should they be expected to cover their "costs"? Are they sustainable? If not, how can they be made sustainable? Increase students, endowments, research overhead, reduced costs/increased efficiency of educational programs?
 - c. Should programs be expanded, redesigned, phased out, new programs introduced? What criteria? What timeline for making these decisions?
7. Research Centers - next round of Self-Studies 2012-2015. Are the Centers and AUA generally meeting the needs of AUA's stakeholders?
8. Bachelor's Program - scheduled to start in Fall 2013 – which majors? what curriculum models? how many students? will it be a feeder or a diversion of students from the Master's programs?
9. Operational Efficiency, form/structure enhance or obstruct function?

- a. Academic program governance - how is the remote dean model working? How many resident teaching administrators does a program with 20-60 students need to operate and meet university administrative burdens? Are our processes too elaborate and burdensome? Should they be streamlined?
 - b. pros and cons of "separate silos" approach to organizing AUA into schools/colleges?
 - c. Quarter vs. Semester System
 - d. Academic Year vs. Calendar Year Budgeting
 - e. ICT/Library - Paper vs. on-line processes - grades, applications, evaluations; student access; course management systems, on-line teaching/learning, web-site
10. Accreditation/Reaccreditation, Self-Governance/Self-Regulatory Capacity
 - a. Monitoring and Evaluation of Performance vis-à-vis Strategic Plan
 11. Mission – in light of the foregoing does it need to be adjusted?