

## AUA Strategy Planning Process Outline

**Time Period for Strategic Plan:** Given that AUA anticipates its first undergraduate class admission in Fall 2013, graduating Spring 2017, it makes sense to have a 2011-2017 plan.

**Main Critical Path Issues:** The strategic plan should focus on how the undergraduate program grows and the adjustments that will be necessary as the university's moves from being a master's only institution to one with 3-4 times as many undergraduates as graduate students (e.g., (numbers suggestive, not definitive) total student body 1500, 300-400 graduate, 1100-1200 undergraduate)).

**Assumption:** The current graduate programs will be maintained, with routine adjustments, until 2017, by which time there will be some trackrecord, data and further to clarify the impact of u-grad on graduate enrollment (feeder effect?) and the 5-year Bachelors/Masters potential.

**Process Design:** Based on best practice for university strategic planning, drawing heavily on US-models, since we are WASC accredited. Evidence/fact-based/analytical roadmap, more than an implementation plan or statement of aspirations. Not long-term planning to maintain the status quo inward looking, but strategic and outward looking and contextualized. SWOT Analysis and SMART (Specific, Measurable, Attainable, Relevant, Timely) Goal setting. Designed to tap into collective wisdom, institutional knowledge. Diversity of view points, iterative/step-wise development and refinement, multiple opportunities and channels for input and feedback. Eight step process. Steps 1-4 are in July, 5 in August, 6-8 in September-early October.

Neutral facilitation especially useful for Step 2 and perhaps Step 4.

The following is a rough outline of the process:

1. **AUA Community Meeting** to launch the process (July 7).
  - a. Preparation of Data and Issue Fact and Issue Sheets for Strategic Mapping Session (May through early July) Position papers may be solicited from some stakeholders who may have views on or spot issues, but may not be available/appropriate for the Strategic Mapping Session.
  - b. Identification of Stakeholder Constituencies, Stakeholder Reps for each constituency (June) (See attached)
  - c. Orientation of Stakeholder Reps (familiarization with the process and revision of Fact and Issue Sheets as/if necessary) (early July)
  - d. Stakeholder rep meetings with Constituencies to review issues in Fact and Issue Sheets (early-mid July)

**2. Strategic Mapping Session – Stakeholder Reps (July 22-23)**

Two days of evidence/fact-based discussions, facilitated by a neutral moderator, with individuals representing the range of internal and external stakeholders of AUA.

**Expected outcome** - the outlines of a strategic plan that each participant can take back to their constituencies for discussion/refinement. Outline of plan will include scenarios and possible decision points/critical paths for decision-making in the future, e.g., 2015 when u-grad students select majors. It has to be convincing enough on the facts and comprehensive enough on the issues that all the participants in the planning session feel comfortable presenting and explaining it to their constituencies (mid-July)

**3. Stakeholder Rep Report/Consultation with Constituencies** – face-to-face meetings with constituencies, circulation to among constituencies, also posted on-line with opportunity for feedback. (late July)

**4. Mapping Refinement Phase** – Feedback from Step 3 is gathered, analyzed and used to refine the strategic plan outline, with major changes, if any, referred back to the stakeholders and constituencies for further input (late July-early August).

**5. Drafting of University Strategic Plan** in narrative form with references to supporting data by the Drafting Committee, consisting of WASC Coordinator, U-Grad TF Coordinator, Interim Provost, IRO, and one or two faculty, depending upon summer availability; circulation of drafts or parts of draft for review and refinement by various stakeholder representatives as well as internal and external experts (August)

**6. Presentation of the University Strategic Plan to Wider Audience** – posting to AUA website with opportunity for feedback. (late August). Revision and refinement of University Strategic Plan, as needed. (early September)

**7. Recalibration of Academic Program and Administrative Department** strategic plans by the faculty and other administrative units of the university, in line with the new university strategic plan (mid-September)

**8. Compilation and Synthesis of the University and Academic Program Strategic** plans into a single document, with an overview that aims to synthesize these to provide guidance for the coming phase of the university's development. (Late September), target completion date; Oct. 1.