Name of College/School/Unit: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Number of People present for discussion: \_\_\_\_\_\_\_\_\_\_

1. Reread AUA’s Mission Statement

*As an institution of higher learning, the American University of Armenia provides teaching, research, and service programs that prepare students and enable faculty and researchers to address the needs of Armenia and the surrounding region for sustainable development, in a setting that values and develops academic excellence, free inquiry, integrity, scholarship, leadership, and service to society.*

1. AUA needs to write a Vision Statement. Here are a couple of definitions:

*A* ***vision statement*** *is an institution's road map, indicating both what the institution wants to become and guiding transformational initiatives by setting a* ***defined*** *direction for its growth.*

*An aspirational* [*description*](http://www.businessdictionary.com/definition/description.html) *of what an* [*organization*](http://www.businessdictionary.com/definition/organization.html) *would like to* [*achieve*](http://www.businessdictionary.com/definition/achieve.html) *or* [*accomplish*](http://www.businessdictionary.com/definition/accomplish.html) *in the mid-term or* [*long-term*](http://www.businessdictionary.com/definition/long-term.html) *future. It is intended to* [*serves*](http://www.businessdictionary.com/definition/serve.html) *as a clear guide for choosing* [*current*](http://www.businessdictionary.com/definition/current.html) *and future courses of* [*action*](http://www.businessdictionary.com/definition/action.html)*.*

1. Now, with your colleagues in your unit, think about the following big questions on the institutional level. Write down your group’s responses.

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| What makes AUA different from other universities? What makes AUA stand out? |  |
| What do you want the university to look like in 5 years? (What do you want to be most noticeably different in 5 years?) Think **aspirationally** but also **realistically**. |  |
| What’s holding us back from being where you want the university to be?  (the challenges) |  |

Now on the level of your college/school/unit:

1. Review the compilation of SWOT analysis, http://aua.am/strategic-planning/
2. Identify **aspirational** goals for your college/school/unit
3. Are these goals attainable (within 3-5 years) in light of various obstacles/challenges? How much of that goal is attainable – a ***compromised* goal**?
4. What would it take to achieve that goal (e.g. partnerships, resources (human and fiscal), etc.)?
5. List the most troublesome challenges/obstacles.
6. How would you define satisfactory completion of the goal? And, what would be the timeline for reaching that goal?
7. Go back to number 4 above and think outside of your College/School or unit.

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| **Your College/School/ Unit** | **Aspirational**  **Goal** | **Reality Check**  **(compromised goal)** | **How do we get there? (Are additional resources required?)** | **What challenges might be faced?** | **How would you define satisfactory completion of goal? How many years to attain?** |
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| **Outside of your College/School/Unit** |  |  |  |  |  |
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