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OFFICE OF STRATEGIC PLANNING AND INSTITUTIONAL RESEARCH

**2016-2017 Administrative Division Strategic Plan**

**Standard Template**

*In order to ensure some consistency across colleges, schools and administrative divisions, we ask that this form be used to develop or update your strategic plan. If you have any questions about the format or would like assistance facilitating a session to develop your plan, please do not hesitate to contact David Bailey or Kathryn Valenti at 631-2487 and 631-0392, respectively. Thank you in advance for your assistance with this effort.*

**Plan Pre-work**

**Situation Assessment**

*In order to identify the most appropriate goals to pursue and actions to achieve those goals, it can be beneficial to conduct an assessment of a division’s current capabilities and environment. Below you are asked to describe the strengths and weaknesses of your division as well as the opportunities and threats facing your division.*

1. **Internal Assessment**

**A. Strengths**. Please outline the current strengths of the division across each of the following dimensions.

### People (staff, faculty, students)

### Facilities and equipment

### Operating processes

### Financial resources

### Customer service

**B. Weaknesses**. Please outline the current weaknesses of the division across each of the following dimensions.

### People (staff, faculty, students)

### Facilities and equipment

### Operating processes

### Financial resources

### Customer service

1. **External Assessment**

**A. Opportunities.** Please outline the potential opportunities facing the division based on activities external to your division. Note that all elements may not be applicable.

* Activities of peers
* Regulatory, legal, or political environment
* Developments in industry, society, or economics
* Availability of talent

**B. Threats.** Please outline the potential threats facing the division based on activities external to your division. Note that all elements may not be applicable.

* Activities of peers
* Regulatory, legal, or political environment
* Developments in industry, society, or economics
* Availability of talent

*Utilize your analysis to inform your division’s mission and vision statements, as well as your goals. The elements of your strategic plan are described in further detail below.*

**Elements of the Plan**

**Division 5-year direction**

*For divisions with existing mission and vision statements, please update (as needed) and include them below. For those who have not yet articulated these statements, use the information developed and discovered through the assessment performed above to articulate your division’s mission and vision.*

1. **Mission Statement (Optional)**

Mission = why we exist. A mission statement defines the purpose or broader goal that an organization has for being in existence. It concentrates on the present. A mission can remain the same for decades if crafted well.

1. **Vision Statement**

Vision = what we want to become. A vision statement outlines what an organization wants to become. It concentrates on the future and should serve as a source of inspiration. Compared to a mission, a vision is more specific in terms of objective and future state. It is related to some form of achievement if successful.

1. **Strategic Goals**

*Describe the 5-year goals of your division. Use the strengths, weakness, opportunities and threats identified through your situation assessment to help inform your goals and tactics to achieve them.*

* 1. **List of Goals.**Please list a set of overall goals for your division. These goals should be longer-term in nature, and should have a horizon of about 5 years. While we recommend 5-7 discrete goals as ideal, please limit the list to no more than ten (10). For each goal, please indicate the University goal(s) it supports.

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| --- | --- |
| ***Division Goal*** | ***University Goal(s) Supported*** |
| * **Goal 1**
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| * **Goal 2**
 |  |
| * **Goal 3**
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| * **Goal 4**
 |  |
| * **Goal 5**
 |  |

* 1. **Details by Goal.** For each division goal, please address each of the following sections.
1. **Strategies for Achievement**. What strategies and/or tactics has the division chosen to pursue in order to achieve this goal? Why have you chosen to pursue these strategies? How would you prioritize these strategies?
2. **Points of Integration**. In order to achieve this goal, are there other units outside your division on which you will rely? If so, what support might be required from these other units?
3. **Indicators of Success**. What quantitative or qualitative indicators will be used to track performance against this goal? What indicators are you currently tracking?
4. **Financial Implications**. Will new resources be needed to accomplish this goal? If so, what are they? Do you have a cost estimate? How might they be funded (e.g., through reallocation)?
5. **Year One Objectives**. In order to achieve this goal and pursue the tactics outlined, what are the first concrete actions or objectives you plan to tackle in year one? Please list each objective below, indicating the division goal it supports.

| ***Year One Objective*** | ***Division Goal(s) Supported*** |
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