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**2018-2019 Administrative Division Strategic Plan**

**Standard Template**

*To ensure consistency across colleges, schools, and administrative divisions, we ask that this form be used to develop your strategic plan. If you have any questions about the format or would like assistance facilitating a session to develop your plan, please contact David Bailey or Kathryn Valenti at 631-2487 and 631-0392, respectively.*

**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.*

**Internal Assessment**

**Strengths** are factors within the control of your division and are helpful to it.

**Weaknesses** are factors within the control of your division and are harmful to it.

Please outline the current strengths and the current weaknesses of the division. Consider the division’s strengths and weaknesses across the following dimensions and others, as applicable:

### People (faculty, staff, students)

### Facilities and equipment

### Policies and operating processes

### Financial resources

* + - Customer service

**External Assessment**

**Opportunities** are factors outside of the control of the division and have the potential to be helpful to it**.**

**Threats** are factors outside of the control of the division and are likely to be harmful to it.

Please outline the current opportunities and current threats facing the division. Consider the division’s opportunities and threats across the following dimensions and others, as applicable:

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

*A situation analysis does not give you an answer nor does it generate your strategic plan. The analysis creates a foundational understanding of factors relevant to your work. Utilize your analysis to inform your division’s mission and vision statements, as well as your goals.*

**Elements of the Plan**

**Division’s 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, develop them with aid from the following definitions.*

**Mission Statement**

Mission = why we exist. A mission statement defines the purpose that an organization has for being in existence. It concentrates on the present and articulates what the division does and who the division serves. A mission statement can remain the same for decades if crafted well.

**Vision Statement**

Vision = what we want to become. A vision statement outlines what an organization wants to become; it is aspirational. 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.

**Goals**

Goals = what you want to achieve. Goals should be stated in broad terms and be longer-term in nature, with a horizon of about 5 years. While 4-5 discrete goals are recommended, please limit the list to no more than 6.

*List the 5-year goals of your division. For each goal, please indicate the University goal(s) it supports.*

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

**Details by Goal.** *For each division goal, please address the following sections.*

**Measurable Objectives.** What do you want to achieve, stated in specifc, measurable terms and time-bound? How will you know you are successful? What quantitative and qualitative measures will be used to track progress toward this goal?  
  
**Strategies for Achievement**. Strategies describe how you will achieve the goal, broadly. What strategies 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?

**Tactics**. What tactics or specific actions (e.g., projects, initiatives) will the division take to carry out each strategy? When will they be complete? Who is responsible for their completion?

**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?  
  
**Resource Implications**. What financial, human, space, technological, etc., resources are needed to accomplish this goal? Do you have a cost estimate? How might they be funded (e.g., through reallocation)?