





## Purpose of Today's Meeting

- Explain the Process
- Explain how each of us can contribute to the process
- Not about substance of the plan – that's for the deliberations that will be taking place this month



## Culmination of Several Years' Work

- 2005-6 through 2010 Plan was ending
- The Factfinding/Issue Clarification process began with the McKinsey Report in Fall 2009
- Continued through last year and this spring with faculty and administration task forces on undergraduate education
- Self-study cycle of our Academic Programs, which is now nearly complete

## Broad Findings to date

- Large facility, only partially used
- Large mission, only partially realized
- Large opportunity – to do more
- Growth, but not at the expense of excellence or our existing programs.

## Challenges

- Increased competition – local and global
- Rising costs
- Shrinking student population
- Changing job market and economy
- Financial Constraints
  - international quality and cost model,
  - but a local pricing/tuition/salary model



## Participatory Process

### University Best Practices

- broad stakeholder participation from within and outside AUA
- bottom to top/top to bottom approach
- several iterations to give opportunities for refinement



## Importance of this Effort

- Vital for health of the institution
- Commitment to academic freedom, broadly participatory processes
- Part of our WASC accreditation process
- Not just visions or aspirations
- Assure we are ready for the future

## Goal

- to recalibrate AUA's mission
- assure high impact, continued excellence,
- added value to Armenia, its people, economy, society, educational network
- further develop AUA's niche in the world-wide network of educational/research institutions

## Provost Der Kiureghian

Strategic Planning at AUA

## AUA Process

- Universities don't exist in a vacuum – not an ivory tower
- Important link in the economy, especially creativity and innovation - talent, technology and tolerance
  - Times/conditions change, institutions must change with them
  - Can't leave to chance
  - Reactive vs Proactive
  - Strategic Planning is AUA's way of preparing for the changes ahead

## Sectoral Perspectives

Often referred to as stakeholders

- University – students, faculty, staff, administration, alumni, donors, board of trustees/directors
- Private businesses
- Government
- Para-Gov't – International Orgs and NGOs
- Students at large – student associations
- Educational/research institutions

## Wide range of University Perspectives

- President
- Provost
- Board of Trustees/Directors (AUAC & AUAF)
- Academic Programs
- Administrative Units
- Students
- Alumni

## 2005-2010 Strategic Plan

*We grew and achieved many of our goals:*

- opened a new academic building,
- nearly doubled our enrollment,
- expanded our outreach,
- reemphasized community service and research,
- attained US accreditation.

## 2011-2017 Plan

### Why 2017?

- First bachelor's graduates anticipated 2017
- Logical time-period – completion of cycle
- Logical point for recalibration

## WASC Accreditation Coordinator – Tom Samuelian

The Process and Schedule



## Staying on Track

- Not Enough - *If all you're doing is staying on track, you're likely to be run over by the next train. - Will Rogers.*
- Address current **weaknesses**
- Anticipate **opportunities** and **threats**
- Build on **strengths**

## Brief history of AUA Strategic Planning

- Strategic planning since before its founding in 1991
- 2005 Plan up-dated in 2006 for our WASC
- 2007-2010 – Academic Program Self-Studies
- 2009 – McKinsey Report - issue clarification, fact-finding, options
- 2010 – Academic Program and Admin. Unit Strategic Plans
- 2010-11 – Undergraduate Task Force - Fact-finding & Benchmarking, just starting Design

## Basic Tenets

- Reliable roadmap for the future
- Many different perspectives
- Assure that all those who are affected by the institution have the opportunity to shape it
- No one has a monopoly on truth
- Open process, speak his or her mind
- Not about “who says what.” About what is said. Ideas, issues, concerns.

## Nature of the Process

- **More like map making than dreaming**
- Not an implementation plan or a wishlist
- fact-based, evidence-driven process
- diversity of perspectives – to get a whole, balanced picture
- Step-wise refinement
- Multiple channels and opportunities to contribute

## Phases of the Process

1. **Factfinding/Issue Clarification**
2. **Deliberation/Consultation** (July)
  - Outline/Mapping
  - Adjustment/Correction – comment
3. **Drafting/Telling/Dissemination** (August)
  - Comment period
4. **Adding Detail** – Sub-Plans for Academic Program, Administrative Units (Sept)
5. **Consolidation** of Plans (Oct 1)

## Phase 2: Deliberation

- **July** - We are officially moving to Phase 2 this month
- Facilitated outline/mapping session on July 22-23

## Outline/Mapping Exercise

- Mapping Session, Fri-Sat., July 22-23.
- 2-day deliberation to prioritize issues, weigh alternatives, ID obstacles, pitfalls
- Outcome: Map/Outline of the Strategic Plan
- 20 participants: 50% University, 50% outside
- Professional Facilitator
- Map Correction/Adjustment, July 24-31
  - Review with constituencies
  - Reconvene, if necessary, to make adjustments

## Mapping Exercise – 3 parts

- Pre-Mapping Orientation – July 8-21
- Mapping – July 22-23
- Post-Mapping Adjustment – July 24-31

## Some Issues

1. How is AUA doing?
2. Sustainability – is current model sustainable?
3. Impact – is the current model the most impact for the resources expended, given our mission?
4. Sectoral Perspective – who are AUA's stakeholders?
5. Competition/Collaboration – who are competitors, partners?

## Issues

6. Academic Programs (Research Centers/Extension) – Self-Studies 2012-2015
  7. Bachelor's Program – scheduled to start in Fall 2013
  8. Operational Efficiency – structure fit function?
  9. Accreditation/Reaccreditation, Self-Governance/Self-Regulatory Capacity
- Mission** – in light of the foregoing does it need to be adjusted?



## Some Facts-Research

- AUA Factbook
- Demographics – National Statistics Service
- IRO Research Reports on Armenian Universities
- Administrative Offices – Facility Capacity Report
- Benchmarks – local and international



## Facts-Research

- UGTF – Fact-finding/research
- Academic Program Self-Studies
- Advancement/Fund-raising plans
- McKinsey Report
- Employer and Student Exit Surveys
- SWOT

## Role of Sectoral/Stakeholder Reps

- Perspectives, view, options, alternatives
- Facts that require further research/time will tell
- “representative of” not “to represent” their sector
- Present their own thoughts
- Don’t necessarily have to agree with all ideas
- Overall consensus, not unanimity

## Greeting of Some Sector Reps

- Several have joined us in the audience today
  - Gov’t
  - Business
  - Alumni

## Drafting Phase

- Drafting Committee – August 1-15
  - Turn outline/map into a narrative, with supporting documents
- Dissemination of draft
  - Circulate portions of draft to experts, stakeholders
  - Circulate and post draft for comment – late August, early Sept.

## Detail Phase

- Academic Programs
- University Administrative Units
- Up-date draft plans from September 2010
- Recalibrate and align with new University Strategic Plan (2011-2017)



## Consolidation/Synthesis Phase

- September 15-30 – Consolidate AUA and sub-unit plans into a comprehensive plan, with overview synthesizing main points/alternatives
- October 1 – 2011-2017 AUA Strategic Plan finalized
- component of our WASC Capacity and Preparatory Review, due in November 2011.

## Opportunities to Contribute

- Not everyone can be expected to or needs to participate in every meeting at every phase.
- Iterative process
- Step-wise refinement
- Multiple channels – direct, indirect, [strategy2017@aua.am](mailto:strategy2017@aua.am), stakeholder/sector reps
- 3 Comment periods & on-going opportunities to contribute:
  1. Stakeholder rep meeting with constituencies (July 8-20)
  2. Stakeholder rep Map Check (July 23-30)
  3. Draft Plan Check (Aug. 20 -Sept. 5)



## Ways to Contribute

- Multiple channels
- Direct - [strategy2017@aua.am](mailto:strategy2017@aua.am)
- stakeholder/sector reps
  - FS President/DEP, SC Pres/VP, CHS Assoc. Dean, SBM Acting Dean, Assoc. Registrar, Director Administration, Controllor, President, Provost, Advisor to President, WASC Coordinator/Law, UGTF Coordinator/CoE
- Comments on drafts, position or perspective papers