

ADMINISTRATION & BUSINESS AFFAIRS STRATEGIC PLANNING PROCESS

1. MISSION, VISION AND VALUES

- Primary purpose, products and services, stakeholders (internal and external), standards, and benefits
- Who we want to be
- Principles that guide activities toward our vision

2. ID STAKEHOLDER EXPECTATIONS

CONSTITUENTS

(collaborators and beneficiaries)

- ABA internal partners
- Campus partners
- Students, faculty, etc.
- External constituents (vendors/suppliers, etc.)

AUTHORITIES

- VPA
- President
- Campus
- System
- Regulatory

3. SWOT ANALYSIS

- Considers environmental factors that may influence or impact operations
- May include social, political, regulatory, resources, technological, cultural
- Analyzes strengths, weaknesses, opportunities and threats in light of these factors
- Can leverage strengths and opportunities to minimize weaknesses and threats
- **Internal** Strengths are resources/capabilities that give us a competitive edge (reputation, knowledge, skill)
- **Internal** Weaknesses may be the flip side of strengths (reputation, gaps in knowledge and competencies)
- **External** Opportunities refer to external changes in the environment (new technologies that we can capitalize on, removal of regulations, etc.)
- **External** Threats are also external changes in the environment, but negative, such as competition, new regulations, budget cuts, learning curves for new technologies (could be short-term)

4. FEEDBACK

- Review survey results, staff input, other (complaints, BPRT discussions, etc.)
- Analyze and group into themes around issues that appear routinely

5. STRATEGIC CHALLENGES

- Balance expectations with feedback themes to identify strategic challenges
- Identify strengths and potential opportunities to help address them

6. STRATEGIC GOALS

- Develop high-level (thematic) ambitions and aspirations based on priorities
- Align with expectations and alignment with University, CSU

7. TARGETS

- Determine specific desired results/outcomes for each goal, qualitative or quantitative, to clarify goal parameters
- Identify benchmarks to help establish targets (CSU levels, external benchmarks, etc.)

8. ACTION PLANS

- Specific and detailed initiatives and steps that lead to achievement of goals.

9. MEASUREMENTS AND OUTCOMES

- Development of measures/milestones that can inform progress toward identified targets.
- Reporting of progress and final outcomes.