

Strategic Versus Operational Issues ©

Issue:	Strategic	↔	Operational
Has the issue been on the Board's or President's agenda?	Yes	Not Much	No
When will the strategic issues' challenge or opportunity confront the organization?	1 to 2 years or more	Next 9 – 12 months	Right Now!
How broad an impact will the issue have?	Entire college	Multiple units	Single unit
How large is the financial risk or cost?	Major - 4% or more of total budget	Moderate – 2% to 3% of total budget	Minor – Less than 1% of total budget
Will strategic issues require development of new service goals and academic programs?	Yes	Maybe	No
Will the strategic issues result in changes in revenue sources or amounts?	Yes	Maybe	No
Will strategic issues result in facility additions or modifications?	Yes	Yes, some renovations	No
Will there be significant changes in staffing or staffing patterns?	Yes	Some	No
Is there agreement for the best approach for action on the issue?	Wide open	Broad parameters, few details	Obvious, ready to implement
What is the lowest level of management that can decide on how to address this issue?	District, Campus President or Board	Campus leadership team	Line staff or supervisor
How many groups or college units are impacted by the issue?	Entire College	Some	Just a few
What are the probable consequences on not addressing this issue?	Long-term survival or loss of significant revenue or enrollment	Service disruption or small financial losses	Inconvenience, some inefficiencies

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