

CAS STRATEGIC PLANNING 2019/2020						
FRAMEWORK						
Our Strategic Plan will include a:						
* Strategy Screen that establishes criteria for ongoing decisionmaking inside and outside of the strategic planning process.						
* Strategic Vision aligned with the Strategy Screen that shows the specific future state we want to build over the next 5 years. This will be shown as an ecosystem view of the college, inspired by Activity System Mapping and Customer Journey/Service Blueprinting.						
* Prioritized list of Strategic Initiatives identified through a gap analysis comparing the current state to the strategic vision. For each initiative we will have clear success metrics and accountability						
EQUITY LENS						
The strategic planning committee is committed to equitable representation in collaborative design. Moreover, the committee is committed to going beyond collaborative design to using equity as a strategic filter. We believe it is fully aligned with our organizational mission to state that if we design for the margins, all will benefit. We envision a strategic planning process that centers our priorities on what will create the best outcomes for those on the margins.						
Task	Guiding Questions	Tasks	Output	Who	When	SPC/Futureworks
PHASE 1: GATHER DATA						
Research	STUDENTS What are prospective students looking for in choosing a university? Why do students choose SU/CAS? TRENDS What is driving some schools to go out of business? What can we learn from experiments in online learning? Perceptions of Arts & Sciences vs. STEM What trends in Seattle are relevant? Cost of living?	Gather existing data about prospective students from: EAB, Regional universities Gather existing data on relevant trends: National science foundation grant results, faculty and student trends, competitor/industry landscape, university equity case studies	Data gathered and prioritized for relevance to the strategic planning process. Put on the webpage.	OPTION A: Work study position to analyze OPTION B: Committee splits into pairs to analyze (trends, student needs, other inputs)	Spring 2019	Future Work Design provides Playbook; SPC gathers data
Current State Mapping	What does our activity system map look like? What does our service blueprint look like?	1 day workshop	CURRENT STATE MAP	Strategic Planning Committee	Spring 2019	FWD provides Input Kit; SPC facilitates
Stakeholder Input to create Strategic Vision	In contrast with our current state, what might our ecosystem look like in 5 years? Who is in the margin? How might we center the margin? What are barriers to achieving our mission? How might our barriers become our breakthrough? What are the "big bets" we might take and what impact would that have on the college? What is working well today? Where are we having success? What are the elephants in the room our strategy must answer?	Narrow to a few framing questions and then engage stakeholders in a variety of ways with the same questions. 1) 2 giant fora at different times 2) Targeted outreach to marginalized groups 3) Self-facilitating toolkit that established groups can use in their existing meetings 4) Survey	Data from Stakeholders	Facilitation/Analysis: Listening team? Participants: Full Stakeholder List	Data Gathering in Spring 2019;	SPC
PHASE 2: SCREEN SYNTHESIZE & TEST						
Draft the Strategic Vision	What alternative visions might we pursue?	Synthesis of key themes and frames alternatives and decisions surfaced during stakeholder engagement	SYNTHESIS OF STAKEHOLDER INPUT	Strategic Planning Committee	Summer 2019	2-3 members of Strategic Planning Committee synthesize data
Define Strategy Screen	What is our theory of change? What criteria will we use for strategic decisions? Inputs: University values, university mission, college mission	1 day workshop	DRAFT STRATEGY SCREEN	Strategic Planning Committee	Early Fall 2019	SPC facilitates
Strategic Vision Summit	Which vision is the best fit, given everything we know today? In contrast with our current state, will our ecosystem look like in 5 years? How might our barriers become our breakthrough? Inputs: new University vision/operating model/strategy; multi-year budget, enrollment targets	1-2 day workshop	DRAFT STRATEGIC VISION	Strategic Planning Committee	Mid to Late Fall 2019	FWD facilitates and provides visuals
Strategic Vision Testing & Input on Strategic Initiatives	Does the strategy screen and strategic vision resonate with our stakeholders? Are there perspectives we didn't account for and need to adjust to? What gaps exist between current and future state? How might we close these gaps? What are our options?	Engage stakeholders in a variety of ways with the draft Strategic Vision and a focused set of questions on strategic initiatives: 1) 2 giant fora at different times 2) Targeted outreach to marginalized groups 3) Self-facilitating toolkit that established groups can use in their existing meetings 4) Survey	Data gathered from stakeholders	Facilitation/Analysis: Strategic Planning Committee Participants: Full Stakeholder List (see slide 8)	Late Fall 2019	SPC
PHASE 3: DEFINE STRATEGIC INITIATIVES						
Define Strategic Initiatives	What gaps exist between current and future state? How might we close these gaps? What are our options? What option is best? What are the "forks in the road" - key decisions we need to make to move forward? Half Life Planning	1 day workshop	FINAL STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVES	Strategic Planning Committee	Early Winter 2020	SPC facilitates
Strategic Initiative Testing & Alignment	Do the strategic initiatives recommended by the Strategic Planning Committee resonate? Are changes needed?	Webinar/video presentation Survey		Participants: Full Stakeholder List	Winter 2020	SPC
Strategic Initiative Planning	What will be our action plan for each strategy? Who will be responsible? What are the financial implications of each action plan? How will we measure success? (measure, target, baseline)	Complete Strategic Initiative Template		Steering committee appoints point person to Consultation period with implementors of initiatives, Finance, Facilities, IT, etc.	Winter 2020	SPC
Resource Reconciliation	Do we have the people capacity to implement these plans? How might we creatively solve gaps? (e.g. hire, sequence, reallocate, scale back) How might we find the money to fund these plans? (e.g. alternative funding? Scale back? reallocate?)	Consultation	FINAL STRATEGIC INITIATIVES	Strategic Planning Co-Charis consult with Dean, Provost, Advancement, CFO, Budget Advisory Committee, EC, FSS	Winter 2020	SPC
PHASE 4: RATIFY & COMMUNICATE						
Visualize	What is the big picture of the strategy? How do all the initiatives fit together? What is the best way to tell this story so it is clear, actionable and memorable? Are the decisions we made understandable to those who weren't in the room?	1 day workshop; Concepting and illustration	FULL STRATEGIC PLAN	Strategic Planning Committee (or subset) + Future Work Design	Spring 2020	FWD facilitates and provides visuals
Ratify	Are all stakeholders aligned and committed to moving forward?	Presentations at key meetings		Provost, Dean, FSS, EC	Spring 2020	SPC/Dean
Communicate		Share widely through regular channels		Participants: Full Stakeholder List	Spring 2020	SPC/Dean