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.

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*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.

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STORTES What are promotive students balling Stortes	Task PHASE 1: GATHER DATA	Guiding Questions	Tasks	Output	Who	When	SPC/Futureworks
Control Moderal Services (Moderal Services) Services) Services (Moderal Services) Services (Moderal Services) Services) Services (Moderal Services) Services) Services (Moderal Services) Services (Moderal Services) Services) Serv		STLIDENTS What are prospective students looking	Gather existing data about prospective students	Data gathered and prioritized for relevance to the	OPTION A: Work study position to analyze	Spring 2010	Future Work Design
Make deaded regist or create In constant or their or current state, which were the complete for their or current state, which were the complete for their or current state, which were the complete for their or state or complete for their or state	RESCALLI	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	from: EAB, Regional universities Gather existing data on relevant trends: National science foundation grant results, faculty and student trends, competitor/industry landscape, university		OPTION B: Committee splits into pairs to	3pmg 2019	provides Playbook; SPC gathers data
Subshiphoto frequency (vision in contracts with not commission, what right one complete individual to an extract size, what right one complete individual is not shared by an extract one of the state o	Current State Mapping		1 day workshop	CURRENT STATE MAP	Strategic Planning Committee	Spring 2019	FWD provides Input Kit; SPC facilitates
Systems Strategic Vision What alternative visions might we pursue? What is our theory of change? What cracin will see the formation of the control of the c	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?	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	Data from Stakeholders	Facilitation/Analysis: Listening team? Participants: Full Stakeholder List		
and decisions surfaced during stakeholder eggenement Oefine Strategy Screen What is our theory of change? What criteria will we use for strategy feedinged injuncts: Oblinerably values, university motion, college mission Strategic Vision Summit Which vision is the best fit, given everything wet how today? In contrast with our current state, will our ecosystem look like in it year? You might we done to contrast the properties of the prope				_			,
we use for strategic decisions? inputs: values, university mission, college mission Strategic Vision Summit Which vision is the beat fit, given everything we will not be the fit fit will not convent state will our econystem tools like in 5 years? flow might our barriers become our breakthough? Inputs never will our econystem tools like in 5 years? flow might our barriers become our breakthough? Inputs never will not econystem tragets Strategic Vision Testing & input on the will not be the strategy screen and strategic will not a strategic initiative. Strategic Initiative Strategic Initiative PALSE 3: DEFINE STRATEGIC WINTATIVE VISION, DRAFT STRATEGIC INITIATIVE STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVE STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVE STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVE STRATEGIC INITIATIVE STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVE STRA	Draft the Strategic Vision	What alternative visions might we pursue?	and decisions surfaced during stakeholder		Strategic Planning Commitee	Summer 2019	2-3 members of Strategic Planning Committee synthesize data
Into work oday? In contrast with our current state, will our excepter look like in 5 years? How might our barriers become our breakthrough? Inputs on which we control the state of the sta	Define Strategy Screen	we use for strategic decisions? Inputs: University	1 day workshop	DRAFT STRATEGY SCREEN	Strategic Planning Committee	Early Fall 2019	SPC facilitates
Strategic Initiatives PHASE 3: DEFINE STRATEGIC INITIATIVES Define Strategic Initiative Testing & Implications of each action plan? How will we nearly complete Planning Committee resonate? Are charges needed? Strategic Initiative Testing & Do whave the people capacity to implement these plans? How might we close who were shared plans? Resource Reconciliation Do we have the people capacity to implement these plans? How might we creatively solve gaps? (e.g., this, sequence, realized, seal back) How might we creatively solve gaps? (e.g., this, sequence, realized, seal back) How might we close these plans? How might we close these plans? How might we close these plans? What are our options? What option is best? What are our options are completed by the planning committee or solve the proposed of the planning committee resonated by the strategic Initiative Testing & Planning Committee resonated by the strategic Initiative Testing & Planning Committee resonated by the strategic Initiative Testing & Planning Committee resonated by the strategic Initiative Testing & Planning Committee resonated by the strategic Initiative Testing & Planning Committee resonated by the strategic Initiative Testing & Planning Committee resonated by the strategic Initiative Testing & Planning Committee resonated by the strategic Initiative Template Webinart/indepression of the strategic Initiative Template Plans of the provide American Strategic Planning Condition of Strategic Initiative Template Web	Strategic Vision Summit	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;	1-2 day workshop	DRAFT STRATEGIC VISION	Strategic Planning Committee		FWD faciltiates and provides visuals
Define Strategic Initiatives What gaps exist between current and future state? 1 day workshop FINAL STRATEGIC INITIATIVE VISION, DRAFT STRATEGIC INITIATIVES Strategic Planning Committee Strategic Planning Committee Strategic Initiative Testing & Do the strategic initiatives recommended by the Strategic Planning Committee resonate? Are changes needed? Strategic Initiative Testing & Do the strategic initiatives recommended by the Strategic Planning Committee resonate? Are changes needed? 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) Resource Reconciliation Do we have the people capacity to implement measure success? (measure, target, baseline) Consultation FINAL STRATEGIC INITIATIVES Strategic Initiative VISION, DRAFT Strategic Planning Committee appoints point person to Consultation period with implementors of initiatives, Finance, Facilities, IT, etc. White 2020 SPC Consultation FINAL STRATEGIC INITIATIVES Strategic Planning Committee appoints point person to Consultation period with implementors of initiatives, Finance, Facilities, IT, etc. White 2020 SPC Consultation FINAL STRATEGIC INITIATIVES Strategic Planning Committee appoints point person to Consultation period with implementors of initiatives, Finance, Facilities, IT, etc. What is the big picture of the strategy? How do all the initiatives, Finance, Facilities, IT, etc. 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 storys of its iclear, actionable and memorable? Are the decisions we made understandable to those who weren't in the comparison of the strategy? How do seed the co		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?	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	Data gathered from stakeholders	Committee Participants: Full Stakeholder List	Late Fall 2019	SPC
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 Strategic Initiative Testing & Alignment Do the strategic initiatives recommended by the Strategic Planning Committee resonate? Are changes needed? 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) Resource Reconciliation Do we have the people capacity to implement these plans? How might we creatively solve gaps? (e.g. hire, sequence, reallocate?) 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? Ratify Are all stakeholders aligned and committed to Presentations at key meetings STRATEGIC INITIATIVES STRATEGIC INITIATIVES PHASE 4: RATIFY & COMMUNICATE Winter 2020 SPC SPC SPC SPC SPC SPC SPC SP	PHASE 3: DEFINE STRATEGIC INITIATIVES						
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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? Ratify Are all stakeholders aligned and committed to What is the big picture of the strategy? How do all the workshop; Concepting and illustration FULL STRATEGIC PLAN Strategic Planning Committee (or subset) + Future Work Design Future Work Design FOUL STRATEGIC PLAN Strategic Planning Committee (or subset) + Future Work Design Four design provides Provost, Dean, FSS, EC Spring 2020 SPC/Dear	Resource Reconciliation	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.	Consultation	FINAL STRATEGIC INITIATIVES	Dean, Provost, Advancement, CFO, Budget	Winter 2020	SPC
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Ratify Are all stakeholders aligned and committed to Presentations at key meetings Provost, Dean, FSS, EC Spring 2020 SPC/Dear	Visualize	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?		FULL STRATEGIC PLAN	Future Work Design		FWD faciltiates and provides visuals
	*						SPC/Dean
Communicate Share widely through regular channels Participants: Full Stakeholder List Spring 2020 SPC/Dear	Communicate		Share widely through regular channels		Participants: Full Stakeholder List	Spring 2020	SPC/Dean