Defining Yours...

What is your vision for your area?

- What will be the distinctive strengths that make your area known as a leader nationally and/or globally?
- What things will be foundationally distinctive about your area?
- What will set you apart from others?
Defining Yours...

Share about your vision...

- How clearly can you describe it?
- How easily can the others envision it?
- What questions arise about it?
- What else do you need to know?
In Pursuit of the Vision

Tools for Strategic Planning
Strategic Planning Model

Current State Assessment
- Environmental Scan

Needs & Expectations
- Stakeholder Analysis

Strategic Alignment
- Linkages to Organizational Strategic Plan(s)

Strategy Definition
- Key Objectives
- Supporting Goals
Environmental Scan

- What external challenges currently exist or will be facing your unit in the next 5 years?
- What are the external opportunities?
- What internal challenges currently exist or will be facing your unit in the next 5 years?
- What are the internal opportunities?

** Which challenges and opportunities do you have the ability to influence? **
Stakeholder Analysis

- **STAKEHOLDERS**
  - Who are the key stakeholder groups for your organization?
  - These are groups of people who have a vested interest in your services, and who have some stake in your success.

- **EXPECTATIONS**
  - What are the key expectations each stakeholder group has of your organization?
  - These are the key interests they have in what you do and how you do it - what is most important to their unique perspective?
In what ways does your area support objectives or goals outlined in the university or college/division strategic plans?
Strategies and Goals

**Strategic Pillars**

- What are the key themes or areas of attention where notable progress will propel your organization forward?
- Four to six key areas of focus that are key requirements to achieving your overarching strategy.

**Goals**

- You should set 3 levels of goals in support of the strategic objectives
  - Long-term: 5+ years
  - Mid-range: 3-5 yrs
  - Short-term: 1-3 yrs
Leading Change...
Stages of Transition

- ENDING
  - Losing, Letting Go

- NEUTRAL ZONE

- The new BEGINNING

- from Managing Transitions. (Bridges, 2003)
Keys for leaders...

- Deal with your own needs
- Be open and transparent
- Respect individual reactions and needs
- Communicate clearly and often
- Involve others
- Monitor processes and progress - adjust as necessary
Questions?

Discussion?