150 Forward ➔ One University

Pillars
• Strategic themes/umbrella (CHAN)

Goals
• Qualitative and broad statements of what we hope to achieve (CHAN)

Objectives
• Quantitative, defining what we will achieve, when, measure (Informed by working groups, DEANS-VC)

Strategies
• Initiatives, when implemented, will enable meeting of objectives (Central + CSUs)

Tactics
• Action items that outline specific events by when (Central + CSUs)
Definitions

• Pillar = The supporting concepts of focus.
• Goal = Where we want to be.
• Objective = How we get there, what we measure or metrics. Also called Key Performance Indicator or KPI.
• Strategy = The method, plan or direction to get us to the goal.
• Tactic = A specific action or step.
The Assignment

• **Share** up to three strategies and tactics
  • Keep it simple

• **Consider/complete** home unit strategic imperatives and metrics that have emerged.

• **Remember**: A strategic plan is not a list of day-to-day operations for the entire institution. The purpose of the exercise is to gather info from the colleges, schools and units to reflect global and institutionally aligned strategies in support of the three pillars.

• **Decide** whether you need additional information.
Critical Cross-Cutting Paradigms

The plan, strategy & tactics must embed:

- **Commitment to the land-grant mission**
- Consistent, clear communication for all audiences
- A culture of engagement
- Data driven decision-making (including data strategy, analytics, and insights)
- Strategic resource management (cost containment *and* cost reduction)
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Planning Phases

• Phase 1 – Nov-January – Pillars & broad goal
• Phase 2 – February-Aug – Goals, objectives, strategies
• Phase 3 – September 22 – Gather, refine, test
• Phase 4 – January 2024 – Retreat 2.0 follow up
Timeline

• Spring 2023 | Town halls & other related activities
• May 2 | Goal-setting workshop
• May 11 | Campuswide resource meeting
• July | Meeting 2 KPI refinement
• July-Aug | Crafting strategic imperatives | Deans & Vice Chancellors will refine the objectives and strategies for their areas in alignment with the Pillars | Leadership groups will review strategies
• September 22 | Gather strategies from CSUs | Draft plan + strategies calibrated
• Ongoing | Continued calibration + evaluation