

Vision and Strategy in Times of Change

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Trends in higher education

- COVID- learning loss, social capital, lack of connection to institutions
- Racial injustice- Attacks on DEI
- Civil unrest- political polarization
- Economic insecurity-inflation/recession
- Demographic cliff
- Value of liberal arts

Vision and Strategy- Strategic Focus

- FY 2020 –A Forced Pivot –Plans Disrupted
 - FY 2021 –A Transformed Institution –Transitional Strategies
 - FY 2022 and FY 2023–Planning for a New/Next “Normal”? –What now? What next?
 - FY 2024 and Beyond –Finding a Strategic Pathway Forward
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- James P. Honan, Harvard Graduate School of Education, Harvard Kennedy School, Harvard Advanced Leadership Initiative

Setting the Strategy

- Mission/vision/value proposition/intended outcomes –
- Strategic finance –
 - business/funding model –
 - financial sustainability/viability,
 - mission/money alignment,
 - resource allocation, reallocation, and generation.
- Human resource/staffing/delivery model –

Setting the Strategy

- **Mission/Vision/Value Proposition**
- Value proposition- What makes your institution distinct? How does the distinctive character influence academic offerings and diversification of revenue streams?
 - Carnegie Classification
 - Peer and aspirant institutions
- Recruitment and enrollment strategies- What are new enrollment targets (new student and persistence numbers)? Given the value proposition, what recruitment strategies should be used?

The mission is the thread for change

Setting the Strategy

- **Strategic finance**
- Business/funding model
 - Discount rate
- Financial sustainability/viability
 - Off setting the operations budget
- Mission/Market alignment
 - Cost to educate
 - Academic prioritization
- Resource allocation, reallocation, and generation
 - Role of faculty in institution budget process
 - Incentivized retirement
 - Faculty position reassignment

Setting the Strategy

- Human resource/staffing/delivery model –
 - Modality for teaching
 - Remote work for AA staff

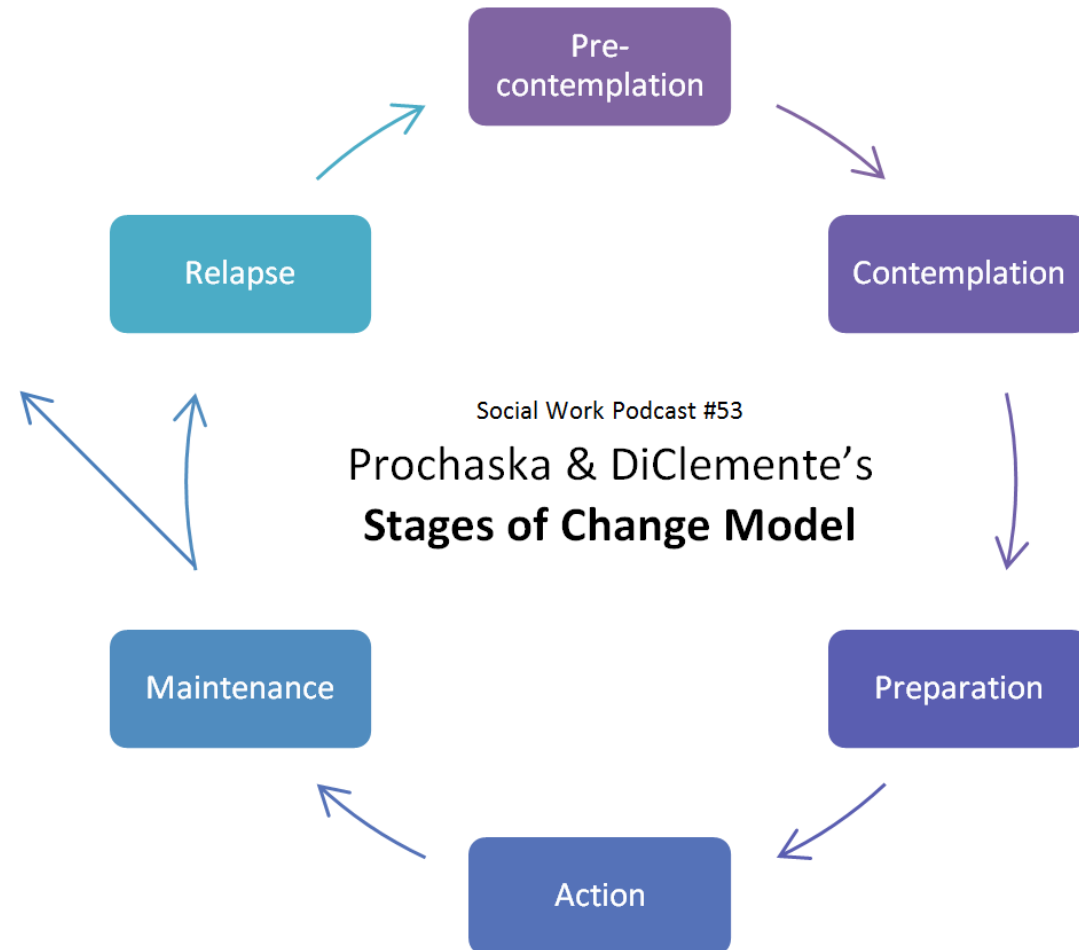
Leading with Vision

- Change management
- By definition, transformational change requires that leaders attend to content (external, impersonal) as well as people (internal, personal).

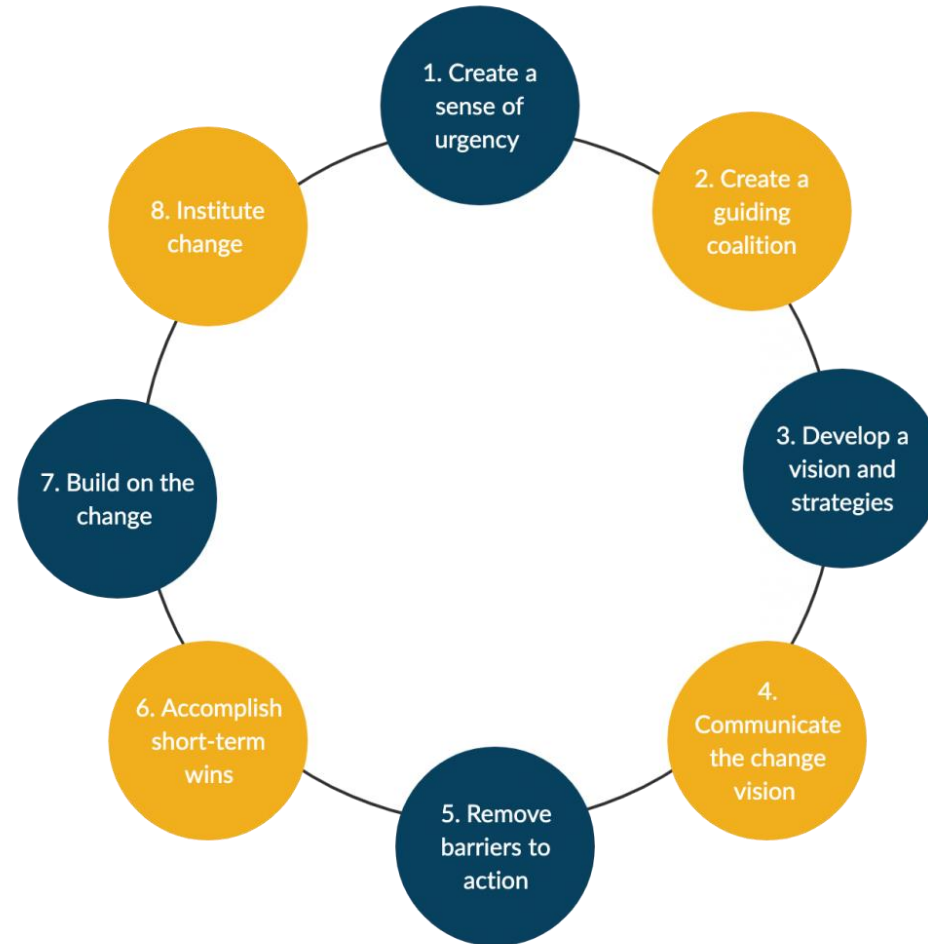
Leading with Vision

- Transformation is the radical shift from one state of being to another, so significant that it requires a shift of culture, behavior, and mindset to implement successfully and sustain over time. (In transformational change, the environmental and marketplace changes are so significant that a profound breakthrough in people's worldview is required to even discover the new state with which they must replace current operations (p. 39).
- (Ackerman, D., & Ackerman, L. A. (2001). Beyond change management: Advanced strategies for today's transformational leaders. San Francisco: Jossey-Bass.)

Leading with Vision



Leading with Vision



Kotter's Change Model

Leading with Vision

- Blended Leadership-
- Symbolic Allocator of Resources (Budget)
- Healing Jurist (Conflict Resolution)
- Poetic Disseminator of Information (Communication)
- Gatekeeping Potter (Faculty Selection and Development)
- Visionary Planner (Daily Administration)