Vision and Strategy in Times of Change

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Trends in higher education

- COVID- learning loss, social capitol, 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

• 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 –
  o business/funding model –
  o financial sustainability/viability,
  o mission/money alignment,
  o 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. (I)n 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).

Leading with Vision

Social Work Podcast #53
Prochaska & DiClemente’s
Stages of Change Model
Leading with Vision

Kotter’s Change Model

1. Create a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategies
4. Communicate the change vision
5. Remove barriers to action
6. Accomplish short-term wins
7. Build on the change
8. Institute change
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)