

# CBE STRATEGIC PLAN | PROCESS GUIDE

During the 2019-2020 academic year, we are undertaking a strategic planning process to identify our vision and priorities for the years ahead.

## GOALS

- Identify untapped potential of everyone at the College
- Create a clear vision for the College that captures our unique gathering of disciplines.
- Find and develop synergies and areas for collaboration across the college
- Grow the impact of our College in academia and our collective and allied professions
- Identify specific areas for investment—people, spaces, research and more
- Develop a cohesive approach that weaves together activity of the Departments, Labs and Centers.

## VALUES

- Inclusive
  - Deep listening
  - Representative
  - Efficient
  - Stewards diversity, equity
- Collaborative
  - Builds community
  - Shared understanding
  - Productive conflict
  - Diverse approaches and teams
- Transparent
  - Accountable
  - Reliable
- Equitable
  - Respects differences (disciplines, research, pedagogies, etc.)
  - Multiple voices
  - Stewards diversity, inclusion

### DEAN'S DIALOGUE

*Ongoing*

*In January 2019, we welcomed our new dean, Renée Cheng. Dean Cheng launched a series of conversations focused on listening, learning and planning the College's future. These dean's dialogue events focus on issues important to the College community and our collective and allied professions.*

Discussion topics (to date):

- Housing
- Equity, Diversity & Inclusion
- Collaboration
- Research Impact
- Applied Research

### ORGANIZATIONAL REVIEW

*Winter '19*

*Consulting firm Erolin Solutions conducted focus groups, interviews and surveys with strong College-wide participation. From this analysis, they prepared a report that identifies strengths, opportunities and recommendations. This report is available on our website.*

*A key recommendation from this report was to develop a College strategic plan. Other key recommendations are noted below. This background work strongly informs both current operational focuses and this SP effort.*

Recommendations (highlights)

- Continue Dean's Dialogue
- Develop a strategic plan
- Map and evaluate common systems and processes
- Develop a college-wide communications plan
- Develop and implement a college plan on equity, diversity and inclusion (EDI)
- Provide training and embed learning on conflict engagement

### PLANNING TO PLAN

*Spring - Summer '19*

*In Spring, the Planning Cubed group convened. On June 4, they presented a report to the CBE community with recommendations for the strategic planning (SP) process. This group suggested the formation of a Facilitation Team (FT) to carry on the process through the following academic year. The FT will steward the year-long SP process. Summer activities refined the process to maximize opportunity for broad and widely-representative participation.*

Facilitation Team Charter:

1. Finalize process design
2. Train in conflict engagement
3. Hire external facilitators
4. Create process website and communication tools
5. Manage the project: logistics, calendar, budget, etc.

### RETREAT

*October 5th*

*We will kick off the academic year and SP discovery with a one-day retreat of faculty, staff, select students and professional community representatives. Group sessions and break-outs will encourage us to think deeply to the future, and how the College will prepare.*

Retreat Objectives

1. Explain SP process and goals
2. Create draft vision for the College
3. Brainstorm and identify key issues across the college
4. Create task groups to explore these issues through the next phases of SP

- FACULTY
- STAFF
- STUDENTS
- ALUMNI
- PROFESSIONAL COMMUNITY

- FACULTY
- STAFF
- STUDENTS

- FACILITATION TEAM
- EXTERNAL FACILITATORS

- FACULTY
- STAFF
- STUDENT LEADERS
- ADVISORY COUNCIL
- FACILITATION TEAM
- EXTERNAL FACILITATORS

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## FACILITATION TEAM

- Susanne Adamson, Administrative Coordinator, CBE Strategic Plan
- Mark Baratta, Director of Operations
- Ann Marie Borys, Associate Professor, Architecture
- Suzanne Cartwright, Director of Community Engagement, Real Estate
- Carrie Sturts Dossick, Professor, Construction Management, and Associate Dean of Research
- Nick Dreher (co-lead), BLA Academic Adviser, Landscape Architecture
- Ken-Yu Lin (co-lead), Associate Professor, Construction Management
- Vikram Prakash, Professor, Architecture, and Chair, CBE College Council
- Jan Whittington, Associate Professor, Urban Design & Planning

## EXTERNAL FACILITATORS: PROCESS GUIDANCE, COACHING AND SUPPORT

- Ted Sive, FSMPS, Honorary AIA (Seattle), Ted Sive Consulting
- Rico Quirindongo, Architect, Principal, DLR Group

## STRATEGIC PLAN PROSPECTIVE INFLUENCE

### College Culture

- Ideas and applications spanning the College and Departments
- Interdisciplinary:
  - Curriculum development and tools
  - Research focus, partnerships and funding sources
  - Recruitment and development
  - Professional community engagement
- Internal and external communications
- College operations and resources use

## TASK GROUP PLANNING

October

Directly following the retreat the Facilitation Team (FT) will compile the work product and refine this process plan as needed. The FT will charge newly formed Task Groups to identify leaders and develop processes for work and generating wide participation. Task Groups will begin recruitment and work. The Facilitation Team will serve as a resource for Task Groups in coaching, process management, etc.

### Task Group(s) Charter/Formation:

1. Topic definition/context
2. Participant recommendations
3. Stakeholder engagement recommendations
4. Research and process recommendations
5. Reporting format and content guidelines

## TASK GROUP STUDY

October - January

Task groups identified at the Retreat will dive deep into specific topic areas, engage with stakeholders, and develop ideas and recommendations. The FT and external facilitators will check-in periodically with the Task Groups for resource and coaching as-needed. Strong student involvement and professional community engagement will be particularly beneficial in this phase.

### Task Group(s) Discovery

1. Recruit diverse participants including faculty, students, staff and stakeholders
2. Obtain, research and analyze data
3. Develop findings with themes, sub-themes and potentials
4. Identify potential College strategies
5. Quantify resource needs and opportunities
6. Prepare report and presentations for Synthesis

## SYNTHESIS

Winter '20

In Winter quarter, Task Groups and the Facilitation Team will convene to share their discoveries and ideas, add context and potential, articulate themes and set our vision.

### Action Plan

1. Task groups reports
2. Respond, develop, contextualize ideas
3. Synthesize:
  - Themes
  - Implications
  - Strategies
4. Clarify and hone Vision
5. Edit and firm Values
6. Define launch and communication opportunities and needs

## AGREE + WRITE

Spring '20

Directly following synthesis work, the FT will imitate production of the SP. Writing, editing, graphics and production of the Strategic Plan will be guided by a to-be-formed committee, building on prior strategic plans, the task groups work, and additional synthesis and detail.

A separate Strategic Settings Report will compile the creativity, analysis, data, and research that led us to the core tenets of the SP, including the work groups' research, analysis, and discoveries.

An Implementation Team, similar to the Facilitation Team, will oversee and support integration of the SP with College activities.

### Strategies Plan Contents

1. Mission  
Why we exist and do what we do, addressing the College and each Department, Lab and Center.
2. Values  
The beliefs and actions will help shape our teaching, learning and research interactions, with all stakeholders
3. Vision  
What we'll look like in the future, establishing goals and future accomplishment targets
4. Action Plan(s)  
Specific plans that will shape significant College activity, with:
  - Target
  - Resources needed
  - Implementation tactics and responsibility
  - Key performance indicators (KPIs)

For additional information check these website for regular updates:

Dean's Dialogue: <http://dean.be.uw.edu/>

Strategic Planning: <http://dean.be.uw.edu/strategic-planning/>

Send questions and comments to [ftplanning@uw.edu](mailto:ftplanning@uw.edu)

All College Updates

10/09

11/13

12/11

01/08

02/12

03/11

04/08

05/13

06/10

● FACULTY

● STAFF

● STUDENTS

● ALUMNI OUTREACH

● COMMUNITY OUTREACH

○ FACILITATION TEAM

○ EXTERNAL FACILITATORS

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● STAFF

● STUDENTS

● ALUMNI

● PROF. COMMUNITY

○ IMPLEMENTATION TEAM

○ EXTERNAL FACILITATORS

● SP WRITING TEAM