

# Innovate for Impact

## 5. Innovate for Impact

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### Shifting from “Strengthen the Foundation” to “Innovate for Impact”

- Taking a 10+ year view
- Tackle “big” challenges/opportunities. “Going for gold.”
- Increased role for board (working with staff and community)  
Expanded board SPC (Jonas, Manolo, Marisa, Peter, Steve, Ben)
- Today: Decide on process to take forward
  - 1) Are we ready?
  - 2) If so, what are next steps?

# 1. Good Strategy/Bad Strategy - foundational approach

Prof. Richard Rumelt, 2011

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## Tests of a good strategy

- A **good diagnosis** - simplifying the overwhelming complexity of reality by identifying certain critical levers
- A **guiding policy** - an overall approach to overcome the obstacles identified in the diagnosis
- **Coherent actions** - steps that are coordinated with one another to support the accomplishment of the guiding policy

- This is first step
- Requires ideation around
  - Key problems we want to solve
  - Actions that could solve them
- Process here is key decision point for today's discussion

## 5. Innovate for Impact

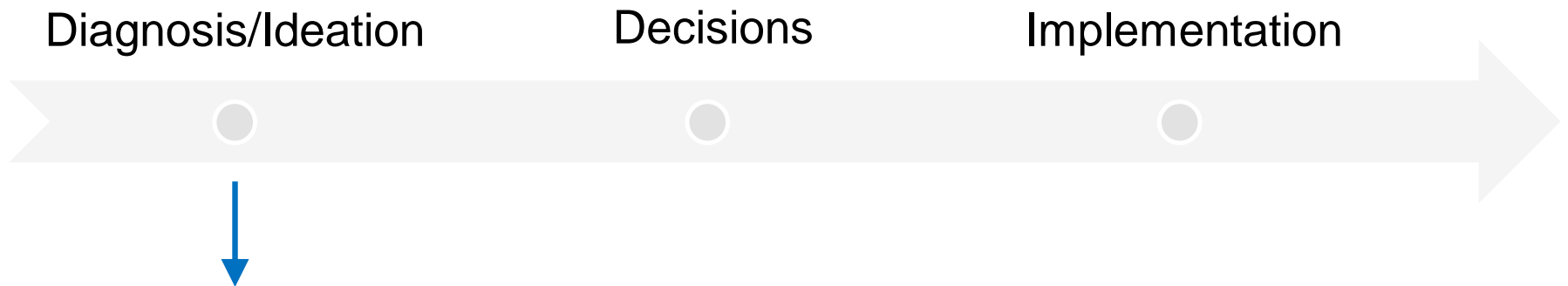
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### What would a good “innovation for impact” strategy look like?

- Aligned among stakeholders
- Clear thesis on
  - Critical challenges we want to solve
  - Critical levers that will solve these challenges
- Specific innovations (make choices!) that are feasible (with time)
- Coherent implementation
  - Capital campaign (40 for 40, 50 for 50)
  - Infrastructure (Master plan, location study)
  - Evolution of strengthen the foundation work
  - UWC-USA marketing, branding
  - UWC-USA organizational capacity (staff, faculty)

## 5. Innovate for Impact – Process Proposal

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- Brainstorming about
    - “Big” challenges/opportunities
    - “Big” steps to solve these challenges
  - Goal: Produce many ideas to drive mission forward. Draw widely.
- ~ Incorporate existing analyses (strengthen the foundation work, prior strategic plan thinking, location study, campus master plan)

## 5. Innovate for Impact – Diagnosis/Ideation Example (1 of 3)

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### **Pilot brainstorming exercise (board SPC)**

#### Prompts – challenges

- What constraints (problems, challenges) most substantially limit the impact of UWC-USA?
- What are the critical global issues in the 21st century?

#### Prompts – solutions

- To which of these can UWC-USA make a difference through new investments, and what would these investments be?
- If you had \$40m to spend on UWC-USA, what set of things (or possibly single thing) would you spend it on?

## 5. Innovate for Impact – Diagnosis/Ideation Example (2 of 3)

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### **SPC exercise: Key challenges (*examples only!*)**

#### Internal to UWC-USA

- Falling short of UWC aspiration: students don't have enough impact in world; quantity (too few students), quality (impact of each graduate)
- Not sufficiently differentiated as an education program
- Current model is not financially sustainable within current resources

#### External to UWC-USA

- Climate change
- Refugees and societal disruption
- Nativist/Fascist thinking – fear of “others”
- Social media impact on human connection and critical thinking

## 5. Innovate for Impact – Diagnosis/Ideation Example (3 of 3)

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### **SPC exercise: Critical levers/actions (*examples only!*)**

#### Quantity of students (or financial sustainability)

- Expand student body to 275 students
- Raise \$40 million for N scholarships

#### Skills and networks to live mission (or make UWC more distinctive)

- Create 3<sup>rd</sup> year experiential program or summer programs
  - “In the field”
  - Partnerships (e.g., IRC, MSF, community non-profits...)
- Bring 10 leaders to campus each year
  - Modeling mission-aligned career paths
  - Nonprofit leaders, community orgs; tech entrepreneurs; corporate CSR heads; investigative journalists; diplomats...

## 5. Innovate for Impact – Process Decision Points

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Diagnosis/Ideation

Decisions

Implementation

1) Are we ready?

(Or do we stick with “strengthen the foundation” plans for now.)

2) If ready, diagnosis/ideation

- Participants: Who? (Wide participation?)
- Timeline: When to complete? (June?)

Coherence

- Timing with 40 for 40 and messaging development
- Consistency with any campus master plan actions
- Method of coordination with other board committees, SLT