

# Strengthen the Foundation

# Planning

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➤ As Phase I of the UWC-USA Strategic Plan (2019-2032):

Phase I: Strengthen the Foundation (2019-2024)	5 Strategic Goals	Phase II: Innovate for Impact (2019-2032)
<p data-bbox="181 441 658 473"><b>FOUNDATIONAL CONCERNS</b></p> <p data-bbox="382 528 440 598">↓</p> <p data-bbox="239 648 600 725"><b>20 NEW INITIATIVES</b> (Foundations)</p> <p data-bbox="382 757 440 827">↓</p> <p data-bbox="239 888 600 965"><b>COHERENT ACTIONS</b> (Foundations)</p>	<p data-bbox="768 423 1199 463"><b>I. Mission-aligned people</b></p> <p data-bbox="749 532 1219 615"><b>II. Mission-aligned, signature, place-based programming</b></p> <p data-bbox="794 685 1174 725"><b>III. Integrated systems</b></p> <p data-bbox="803 779 1164 862"><b>IV. Safe and inspiring campus</b></p> <p data-bbox="761 921 1207 960"><b>V. Financial Sustainability</b></p>	<p data-bbox="1315 441 1773 473"><b>IMPACT QUESTIONS - TBD</b></p> <p data-bbox="1514 517 1572 587">↓</p> <p data-bbox="1340 648 1754 725"><b>NEW INITIATIVES - TBD</b> (Impact)</p> <p data-bbox="1514 768 1572 838">↓</p> <p data-bbox="1315 888 1779 965"><b>COHERENT ACTIONS - TBD</b> (Impact)</p>

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➤ In order to increase the school's capacity to deliver on mission by 2022, while working within our current financial model, we need to:

I. Attract, develop and retain **mission-driven people** who recognize their power to be positive change agents in the world.

II. Strengthen our current **mission-aligned, signature, place-based programming**.

III. Identify, select, and implement **integrated systems** to enhance student experience, support decision-making, ensure a satisfying work environment, and maintain an excellent interface with internal and external members of the UWC-USA community.

IV. Make initial investments in developing a **safe and inspiring campus**.

V. Enhance the **financial sustainability** of UWC-USA by developing a financial model that addresses the projected structural deficit.

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## ► A process for generating Coherent Action Recommendations for the 20 Phase I Initiatives:

1

**Step 1:** Strategic Planning Committee (SPC) launches a cross-functional team (XFT).

2

**Step 2:** The XFT completes Coherent Action recommendations.

3

**Step 3:** The XFT shares its recommendations with the community.

4

**Step 4:** The XFT submits revised recommendations to the SPC.

5

**Step 5:** The SPC submits revised recommendations to the Senior Leadership Team (SLT).

Following a **design thinking methodology**, each cross-functional team:

- works with a clear definition of the problem or challenge to be addressed;
- considers the people who their assigned initiative will necessarily involve;
- brainstorms ideas for solving the problem;
- organizes its best ideas into discrete Coherent Action recommendations.

At a later stage, those responsible for implementing the Coherent Actions will iterate on this process, allowing for ongoing refinement of the actions taken.

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 <b>Phase I or Foundational Initiatives:</b>	2019-2020			2020-2021	2021-2022
	Fall	Winter	Spring		
5B Fundraising Strategy	XFT's recommend Coherent Actions	SLT manages implementation of Coherent Actions			
3B.1 Student experience systems: PowerSchool					
1B Employee life-cycle plan					
4C Zone management approach					
1A Community narrative					
1D Work-life balance in Montezuma					
3B.2 Student experience systems: Admissions through graduation	XFT's recommend Coherent Actions	SLT manages implementation of Coherent Actions			
4A Sustainability and resilience					
2A Define mission-alignment					
5C/D Tuition strategy + alternative revenue streams					
3A Decision-making					
2B Annual plan for mission/culture building					
4D Community access to campus	XFT's recommend Coherent Actions	SLT manages implementation of Coherent Actions			
2C CEC as foundational and distinguishing					
5E Location as asset or liability					
5A Resource and allocation model					
3D Internal and external interfaces					
3C Satisfactory work experience					

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## ► Updates on Phase I progress:

# of Initiatives with Coherent  
Action recommendations  
approved by the SLT

2

# of Initiatives with Coherent  
Action recommendations under  
SLT review

3

Total # of recommendations  
formulated by cross-functional  
teams

22

# of Initiatives currently engaged  
by a cross-functional team

6

# of faculty, staff and students  
who have served on a cross-  
functional team

58

???

# Implementation

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➤ The implementation challenge:

**Implementing 100 Coherent Actions**

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**Building and executing on 100 work plans  
over the next 30 months**

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## ► Our emerging implementation plan:

- 1) **Assign implementation responsibility for each Coherent Action recommendation to an SLT member;**
- 2) **Identify the locus of implementation for each recommendation (key personnel/department) ;**
- 3) **Prioritize recommendations for scheduling over the next 30 months;**
- 4) **Adjust scheduling to balance work loads across personnel and departments;**
- 5) **Build regular implementation updates into SLT meetings;**
- 6) **SLT members share work in Asana – maintain visibility across 100 Coherent Actions.**

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## ► Communicating progress to internal stakeholders:

- 1) Monthly all-employee meetings;
- 2) Use of Student Forum on Thursday;
- 3) Digital strategy and/or more visible campus display.

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➤ Some closing reflection:

**3 Questions**