

# Strategic VISIONING



COLLEGES OF  
**EDUCATION, HEALTH AND AVIATION**  
*AND* **HUMAN SCIENCES**

# WELCOME

Dean Stephan Wilson



# PARTICIPATING GROUPS

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**Christy Lang  
Bert Jacobson  
Jane Swinney  
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Jenn Sanders**

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Jorge Afiles  
Doug Smith  
Cindy Haseley  
Rachel Potts  
Jennifer Jones**



# Strategic Visioning

PROCESS: STRATEGIC ORIENTEERING

David Woods



**MAGELLAN**  
EXECUTIVE PARTNERS





# The Four Levels of STRATEGIC CONSCIOUSNESS

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- **Consciously Competent**
  - If a man knows what he knows... Follow Him.
- **Unconsciously Competent**
  - If a man knows not what he knows... Wake Him.
- **Consciously Incompetent**
  - If a man knows what he knows not... Teach Him.
- **Unconsciously Incompetent**
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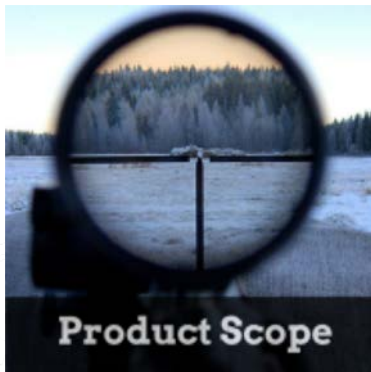
# Strategic ORIENTEERING

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**stra•te•gic** adj; **or•i•en•teer•ing** n - the process of strategically mapping and moving simultaneously; utilizing vision maps and a decision compass to determine best course to a visionary destination.

# Strategic Framework

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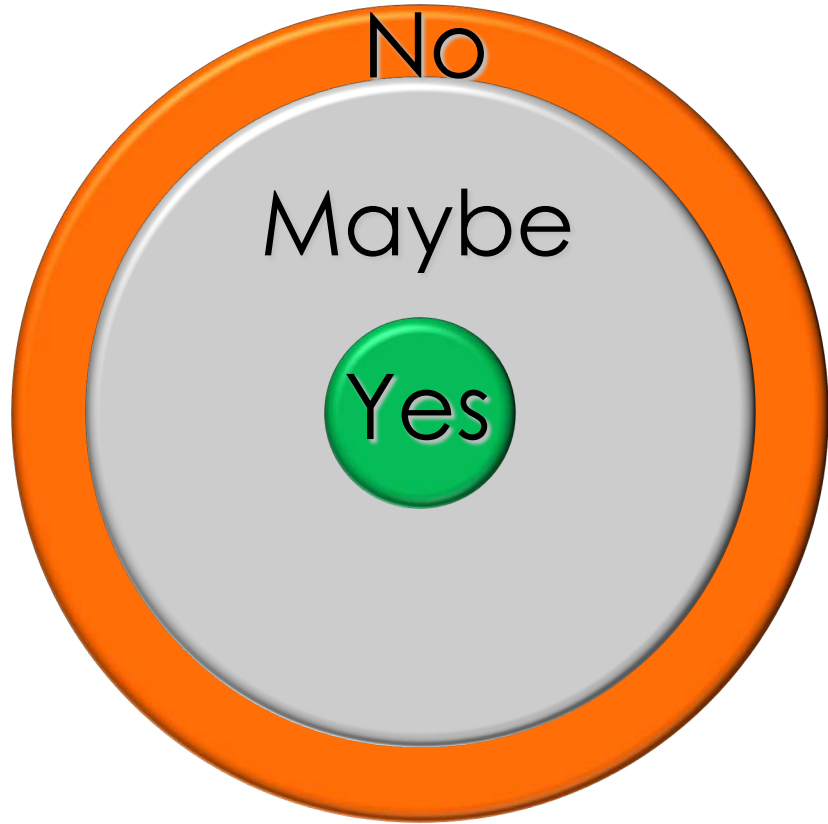
The concept of  
**True** NORTH  
(The First Filter)



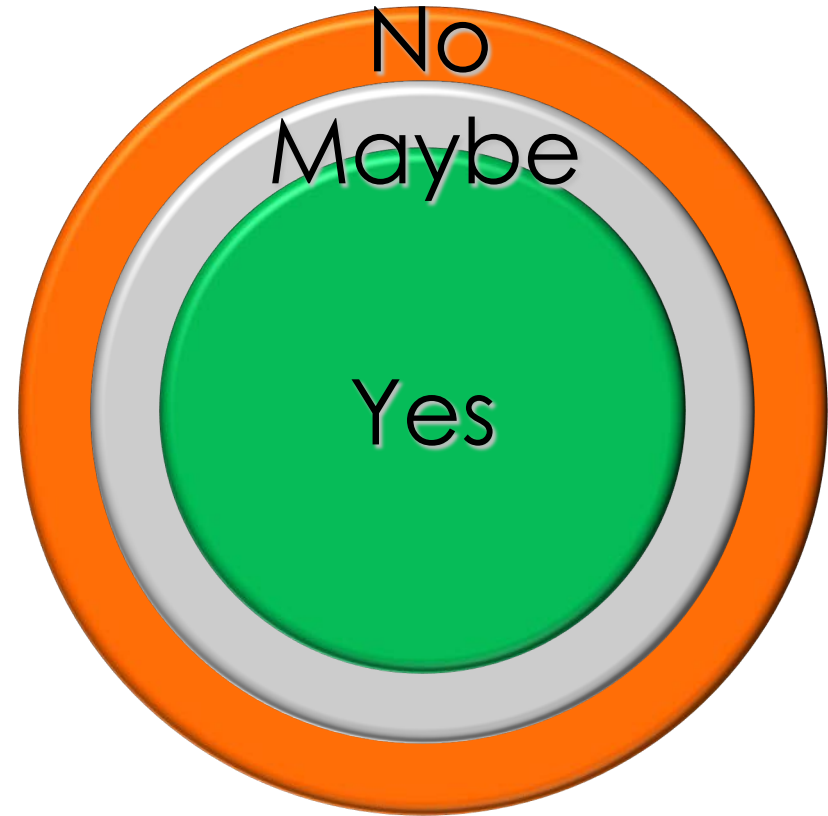
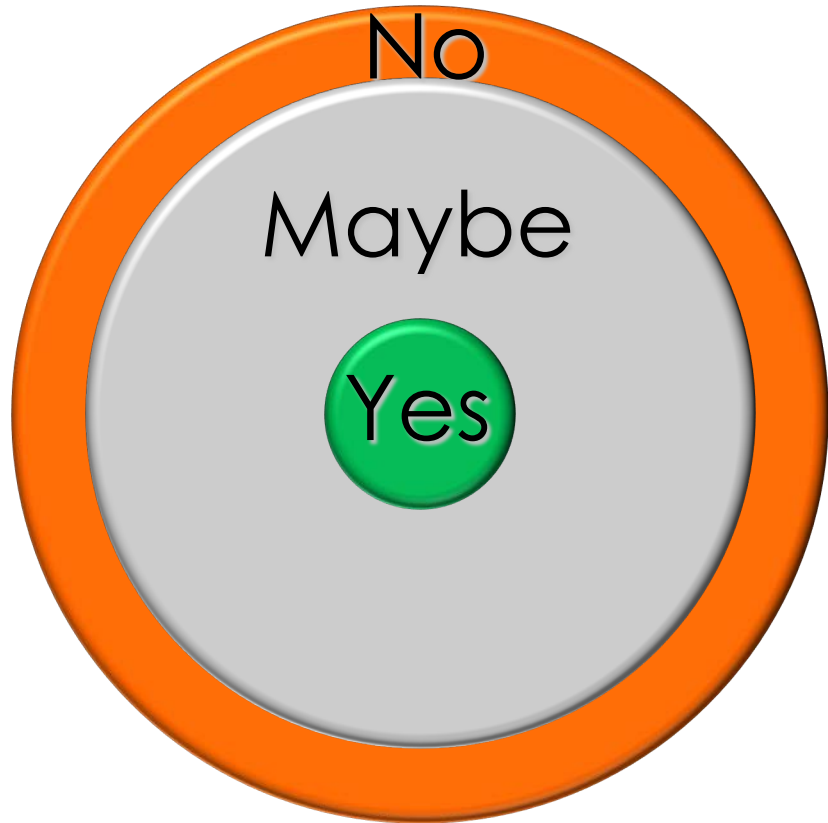
Know when to say NO



# These are DANGEROUS



# These are DANGEROUS



# This is IDEAL



Every organization has a **'True North'** to set its direction and define its growth path:

- Product/Service/Output Compass
- Customer Compass
- Capability Compass

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- Focused on a particular family/set of products, services, or outputs.
- Output doesn't typically change by customer
- **Growth occurs** through product, service, or output 'extensions'.



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Every organization has a **'True North'** to set its direction and define its growth path:

- Product/Service/Output Compass
- Customer Compass
- Capability Compass

- Focused on serving the needs of a particular customer segment.
- Customer is extremely clear and doesn't change.
- **Growth occurs** by adding new products, services, or outputs that meet the specific needs of that customer.

Every organization has a **'True North'** to set its direction and define its growth path:

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Every organization has a **'True North'** to set its direction and define its growth path:

- Product/Service/Output Compass
- Customer Compass
- Capability Compass




- Focused on utilizing specific capability or know-how for a variety of customer segments.
- **Growth occurs** through expanded application of the capability or know-how.

Every organization has a **'True North'** to set its direction and define its growth path:

- Product/Service/Output Compass
- Customer Compass
- Capability Compass





True North	Range of Outputs	Customer Segments Served	Capabilities Used
Product/Service /Output Compass	 <i>Tightly Defined</i>	<i>Many</i>	<i>Many</i>
Customer Compass	<i>Many</i>	 <i>Tightly Defined</i>	<i>Many</i>
Capability Compass	<i>Many</i>	<i>Many</i>	 <i>Tightly Defined</i>

# True NORTH

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AND HUMAN SCIENCES**

**What is our True North (First  
Filter) for all strategic  
decisions?**



# True NORTH

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What is our True North (First Filter) for all strategic decisions?

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**A Capability**

The science of diverse peoples' well-being and development across the lifespan.



*Our “Go” or “No Go” First Filter.*



**Comments: Jorge Atilas**





# Key VECTORS

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In any organization, there are hundreds of things that must be done well; however, no organization can excel in all areas.

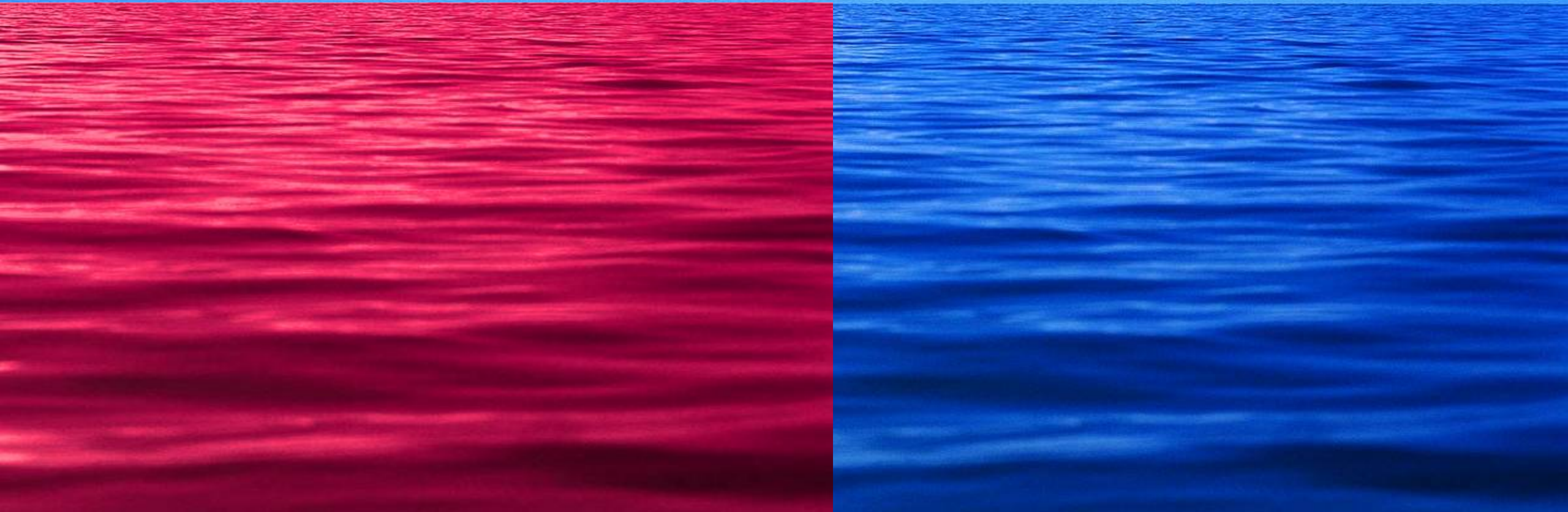
Each organization learns to excel in a few key areas to achieve their success. of resources.

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What 2, 3 or 4 things (vectors) will this organization leverage, year after year, to achieve success?



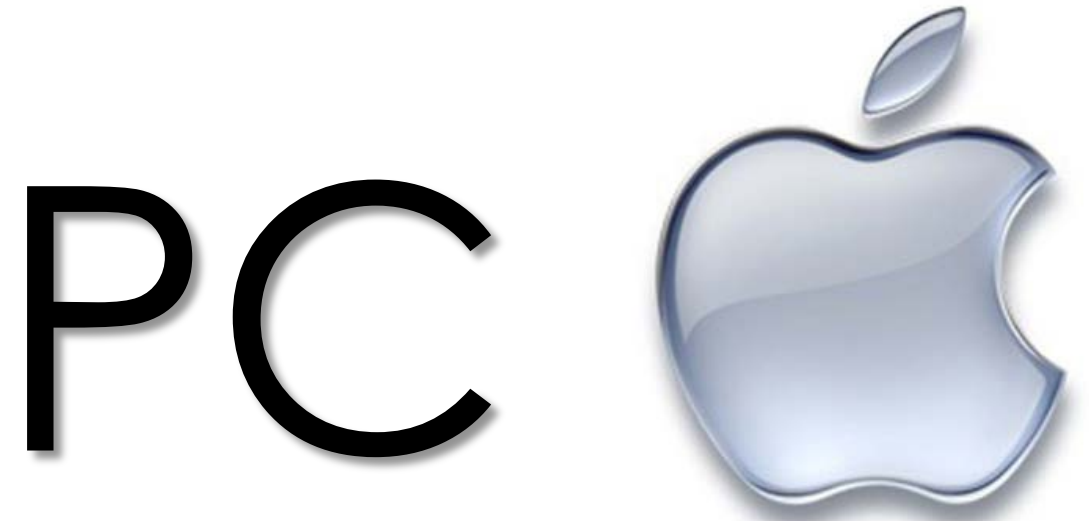
# BLUE OCEAN STRATEGY





# Famous BLUE OCEANS

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# Famous BLUE OCEANS

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# **BLUE OCEAN STRATEGY**

**If you ceased to exist....**





# Key VECTORS

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What 2, 3 or 4 things does Apple leverage, year after year, to achieve success?





# Key VECTORS

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What 2, 3 or 4 things does Apple leverage, year after year, to achieve success?

1. Design (Simple and Intuitive)
2. Branding
3. Innovation
4. Application of the Above







# Key VECTORS

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# Key VECTORS

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**TRANSFORMATIONAL:** Transformational, student-centered instruction that focuses on the development of experiential knowledge.

**RELEVANT AND RESPONSIVE:** Engage in relevant and responsive discovery and application of knowledge to improve peoples' lives.

**STEWARDSHIP:** Be an engine for development through responsible stewardship of resources.







# Key VECTORS

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**Comments:** Adrienne Sanogo, Christine Johnson, Denise Melot

# Home TURF

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**What** one thing does the organization do better than *anyone else in our industry?*

Specifically, **how** do we do that?

(What are the components, processes, etc. that comprise our “how”?)



# Home TURF

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What one thing does Southwest do **better** than anyone else in the world?





# Home TURF

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What one thing does Southwest do **better** than anyone else in the world?

*Lower costs through aircraft utilization.*

Specifically, **how** do they do that?

- 1.
- 2.
- 3.
- 4.
- 5.



# Home TURF

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What one thing does Southwest do **better** than anyone else in the world?

***Lower costs through aircraft utilization.***

Specifically, **how** do they do that?

1. Ground "Pit Crews"
2. Gate boarding
3. Onboard boarding
4. Ticketing
5. And other tribal knowledge.



# Home TURF

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# Home TURF



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We are better than any other peer institution in the plains at  
**Preparing students for their future using a holistic, interdisciplinary approach.**

We will do this through various avenues, including:

- Individualized opportunities based on a people based culture & environment.
- Preparation and experience to enter professions through internships, research, best practice experiences, and mentorship.
- Partnerships with industry (schools, hospitals, aviation, research labs, etc.)
- Focusing on both health and prevention.
- Transformational instruction, discovery, and service.



**Comments: Amy Gazaway**

# Product SCOPE

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Which words define our current and future products, services, or outputs?



# Product SCOPE Examples

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## Organization A

Pet products and services that enhance the profit of the independent pet retailer.

## Organization B

Top-of-the-line Wood Shutters

## Organization C

Products for the placement of pipe & cable underground.

## IMPROVING PEOPLES' LIVES AND WELL-BEING

Through Discovery, Instruction and Engagement that is:

- Innovative
- Evidence-based
- Transformational
- Relevant, Responsive & Respectful





# MARKET SCOPE

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What is the future scope of customers for OSU Colleges of Education, Health & Aviation and Human Sciences?

## Scope:

Which words define the customers which we will **intentionally** pursue and serve in the future?



# MARKET SCOPE

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What is the scope of customers for SONIC?

1. Anyone who eats hamburgers.
2. Ages 16 to 36.
3. Working mothers.
4. McDonald's Drive-thru customer.



# MARKET SCOPE

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What is the scope of customers for SONIC?

The McDonald's Drive-Through Customer





# Market SCOPE

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# Market SCOPE



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## STUDENTS:

Geographic:

- Oklahoma and surrounding states, including a focus on the major metros and transfer colleges and feeder institutions.
- International – bringing international students to OSU & creating international outreach programs.

Demographic:

- Increasing underrepresented populations, such as Native Americans, Hispanic students, students with disabilities.
- Students who are motivated to make a positive difference in the world.

## RESEARCH:

Geographic: State, national and international.

Demographic:

- Funding agencies and corporations that are seeking innovative ideas.
- Partner with industries and organizations related to health, aviation, education and human development, retail and design, etc.



**Comments: Julie Koch and Christy Lang**



# Market SCOPE

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## CONTINUING EDUCATION, COMMUNITY ENGAGEMENT, EXTENSION:

### Geographic:

- Oklahoma.
- International locations which can benefit from our expertise and capabilities.

### Demographic:

- Public at large (we serve all peoples) but an emphasis in reaching non-traditional audiences.
- Workforce: Alumni and professionals seeking additional education.
- Industries, social service agencies, schools, aviation, etc..







# Levels of Strategic CONSCIOUSNESS

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# VISION FILTERS

- True North
- Key Vectors
- Home Turf
- Product Scope
- Market Scope



GPS: Guide for Proposed Strategies



2019/2020

# Growth INITIATIVES



**MAGELLAN**  
EXECUTIVE PARTNERS







# What does it mean to set GROWTH INITIATIVES?

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## Drive the things that...

- Can be completed next year, but ultimately drive success and growth over the next 3-5 years.
- Strengthen/leverage/widen OSU New College's Blue Ocean.
- Won't happen naturally.
- Won't happen without team effort and cross-functional coordination.



# Commander's INTENT







# Growth INITIATIVES



# Project TEAMS

## Team members must...

- Come from across functions
- Be good team players
- Understand the initiative







# Project CHAMPIONS

## They must ...

- Have the ability to facilitate and lead the team throughout the life of the project (12 months)
- Have a good grasp of the initiative
- Be respected, results focused, and a good facilitator.
- NOT be Dean Wilson





# Culture CLUB

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**Co-Champions:** Kathy Curry &  
Jennifer Jones

**Team:** Mitch Harrison, Ann Hentges,  
Nate Jenkins, Gina Peek,  
Mark Shelton, Mike Stout



**Comments:** Kathy Curry and/or Jennifer Jones

# Culture CLUB

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## COMMANDER'S INTENT:

**Establish and nurture a culture that values and respects people and encourages professional and personal growth.**

## MILESTONES:

- Develop and implement an onboarding process for faculty, staff and students – January 2020 (# sessions and # participants)
- Orientation for everyone in New College – March 2020 (assess participation)
- Initiate recognition activity for faculty, staff and student contributions to culture – Fall 2019 (# of sessions held, # recognitions give, # participants)







# CENTER FOR HEALTHY LIVING

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**Champion:** Rochelle Cassidy

**Team:** Tom Berry, Ron Cox,  
Sam Emerson, Kami Gallus,  
Bert Jacobson, Julie Koch,  
RuthAnn Sirbaugh,  
Terry Stinnett, John Weaver



**Comments:** Rochelle Cassidy

# CENTER FOR HEALTHY LIVING

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**NAME:** Center for Healthy Living (Let the team come up with the center name)

**COMMANDER'S INTENT:**

- **Develop a community center that includes interdisciplinary/innovative experiences for students and faculty and provides services that improves people's lives and well-being. 3-5 year project.**
- **Improves people's lives and well-being by provide excellent, hands-on professional training to students through the provision of low-cost services to community members.**

**MILESTONES:**

- Conceptualizing the center – Year 1, within the first 6 months (by Dec. 2019)
- Survey and document the community needs
  - Identifying the function and purpose of the center and its services
  - Services that will initially be promoted and included
  - Identify interdisciplinary opportunities for students and faculty
- Identify the internal and external partners
  - Commitment from the University leaders for support for this initiative



**Comments: Rochelle Cassidy**



# CENTER FOR HEALTHY LIVING

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- Identify potential partners and promoting the center with those partners (e.g. community stakeholders and industry partners). (6 months) For example...
  - Payne County extension office
  - Stillwater Medical Center
  - City of Stillwater – transportation
  - Schools
  - United Way
  - Blue Cross/Blue Shield/health insurance industry
  - Formalize those partnerships at some point
- Develop fundraising strategy -- beginning in the first 6 months, but ongoing throughout the life of the project. Year 2 see this strategy come to fruition with foundation people, internal, and with external stakeholders' foundations campaign strategy
- Create a Site identification or development strategy – Year 2, first half of year 2
- Realize the opening of the physical center – Ribbon cutting of the official center – Year 3-5



**Comments: Rochelle Cassidy**

# Recruitment & RETENTION

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**Co-champions:** Stephen Clarke,  
Rachel Potts

**Team:** Amy Gazaway,  
Taryn Price, Laura Price,  
Sheri Vasinda, Erin Petrotta



**Comments: Stephen Clarke & Rachel Potts**



# Recruitment & RETENTION

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## RECRUITMENT & RETENTION:

### **Planning for the Changing Landscape of Higher Education in Oklahoma.**

- Increase enrollment and student credit hours production; improve freshman retention.
- Promote and enhance diversity and inclusion within new college.

## MILESTONES:

- Identify opportunities to increase the number of students taking new college classes (scheduling/timing)
- Explore opportunities to recruit non-traditional students with attractive course offerings/degree programs
- Implement high impact practices and co-curricular activities that enhance/promote retention and degree completion
- Develop and execute a comprehensive, strategic recruitment plan in cooperation with academic programs
- Collaborate with Division of Institutional Diversity, Office of Human Resources, Student Affairs and academic units to coordinate diversity and inclusion efforts







# Transformative

## INTERDISCIPLINARITY

(Research, Instruction and Engagement)

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**Champion:** Tataleni Asino

**Team Members:** Jorge Atilas,  
Melissa White, Lu Bailey, Steve Wanger,  
Tilanka Chandrasekera, Jenn Sanders,  
Amanda Morris, Stephanie Hathcock,  
Deana Hildebrand



**Comments:** Tataleni Asino



# Transformative Interdisciplinarity Team



Tutaleni I. Asino

Educational Technology



Lucy E. Bailey

Social Foundation



Tilanka Chandrasekera

Design, Housing and  
Merchandising



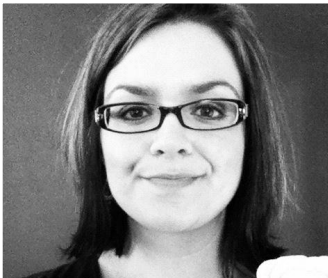
Amanda Morris

Child Development



Jason M. DeFreitas

Exercise Physiology



Stephanie Hathcock

Science/Math Education



Deana Hildebrand

Nutritional Sciences



Jenn Sanders

Teaching, Learning, and  
Educational Sciences



Melissa White

Research Admin  
Operations Manager

# Transformative INTERDISCIPLINARITY

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## COMMANDER'S INTENT:

To address critical, complex human issues, we will grow transformative, interdisciplinary research, instruction, and engagement.

## MILESTONES/CHECKPOINTS:

- Conduct a needs assessment of the current, relevant human issues. (Year 1) In collaboration with community partners, engage undergraduate and graduate students in identifying the complex, human issues that need to be tackled.
  - Create a structure for continually revisiting these needs every 3-5 years
- Engage in curricular re-visions that promote interdisciplinary connections and learning (Year 1-2)
  - Co-teaching PD
- Assemble interdisciplinary research teams centered around specific human issues, and target large, external grants to do the work. (Identify at least one team in the first 6 months, and have at least a second team identified in the next 6 months, etc.)
  - Including undergraduate and graduate students
  - Include opportunities for learners across the lifespan to engage in this work (e.g. OLLI)



**Comments: Tataleni Asino**

# Transformative INTERDISCIPLINARITY

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- Design and implement faculty, staff, and graduate assistant development programs for effective, interdisciplinary collaborations in research, instruction, and engagement.
  - Including a system that supports interdisciplinary workload
  - Align faculty workloads and expectations to support and reward interdisciplinary work
  - Develop the content for the faculty, staff, and student development programs within the first year.
  - Implement the programs in Fall of 2021.
- Develop an interdisciplinary research/scholarship support team (First 6 months)
  - Grant identification
  - Budget planning and management
  - Facilitation of interdisciplinary connections (Associate deans for research)



**Comments: Tataleni Asino**



# Growth INITIATIVES

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## Implementation:

What percentage of organizations that have a plan, actually implement?





# Growth INITIATIVES

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## Implementation:

What percentage of organizations that have a plan, actually implement?

**10%**



# Growth INITIATIVES

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## CULTURE

In addition to **implementation**, the process of implementation will also enhance the **culture** of an organization.





# Growth INITIATIVES

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## **“POSITIVE ACCOUNTABILITY”**

- Improves implementation.
- Creates a wonderful culture.
- The strategy sticks and results are achieved.



# GROWTH INITIATIVES

NEXT STEPS

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THANK YOU

Dean Stephan Wilson