

Grinnell College Strategic Planning

Steering Committee Meeting #1:

Framing

5 October 2002

Institution-wide planning resolution: May 2002

- Background
 - Sept. 1999: Trustees accepted comprehensive facilities plan which is one facet of institution-wide planning
 - Fall of 2001: College began a budget process requiring a mission statement, core values, and strategic priorities/goals to be successful
 - Feb 2002: Trustees approved mission statement endorsed by faculty
- May 2002: Trustees authorized President to implement a formal institution-wide planning process
- Plan should articulate overall goals that support the College's aims
 - “to graduate women and men who can think clearly, who can speak and write persuasively and even eloquently, who can evaluate critically both their own and others' ideas, who can acquire new knowledge, and who are prepared in life and work to use their knowledge and their abilities to serve the common good.”

Agenda

- Context: 12:30 – 1:30
- Dialogue Planning Process: 1:30 – 2:15
- Themes → Decisions: 2:15 – 3:00
- Break: 3:00 – 3:15
- Themes → Decisions: 3:15 – 5:00
- Wrap UP: 5:00 – 5:30

Today's purpose: define the frame for this planning effort

- A frame is a limited description of a problem that filters what is relevant.
- Decision frame
 - Purpose – what we intend to achieve
 - Perspective – context that sets the stage for the decisions
 - Scope – boundaries to distinguish what is included and excluded
- An appropriate decision frame also includes the right people
 - Empowered to make the best decision
 - Drawing on insights from those “in the know”

Group Exercise: Goals of Planning Process

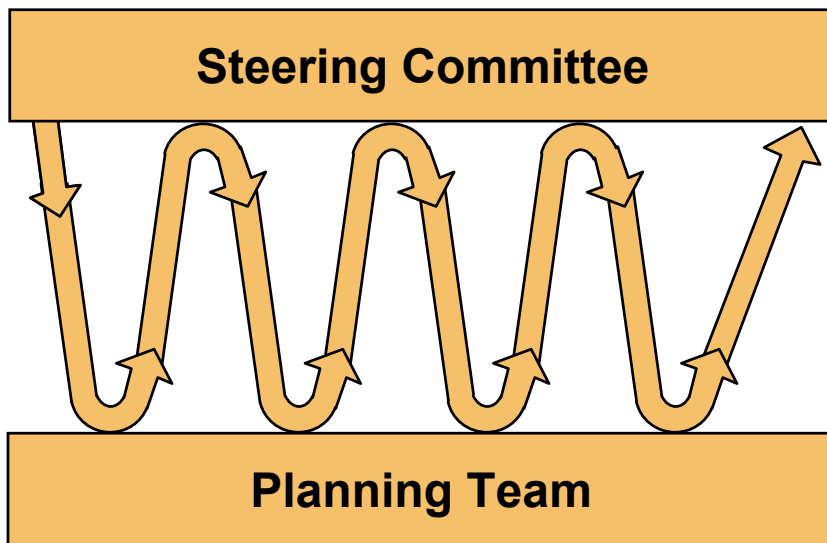
- Why should we plan?
- What are we going to do?
- How will we know if we are successful?
- How might we fail?

Agenda

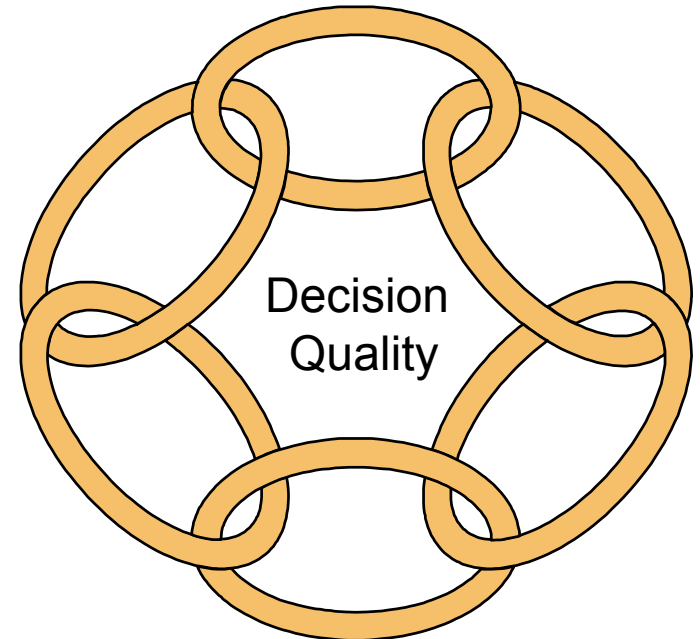
- Context: 12:30 – 1:30
- Dialogue Planning Process: 1:30 – 2:15
- Themes → Decisions: 2:15 – 3:00
- Break: 3:00 – 3:15
- Themes → Decisions: 3:15 – 5:00
- Wrap UP: 5:00 – 5:30

There are two keys to effective strategic planning.

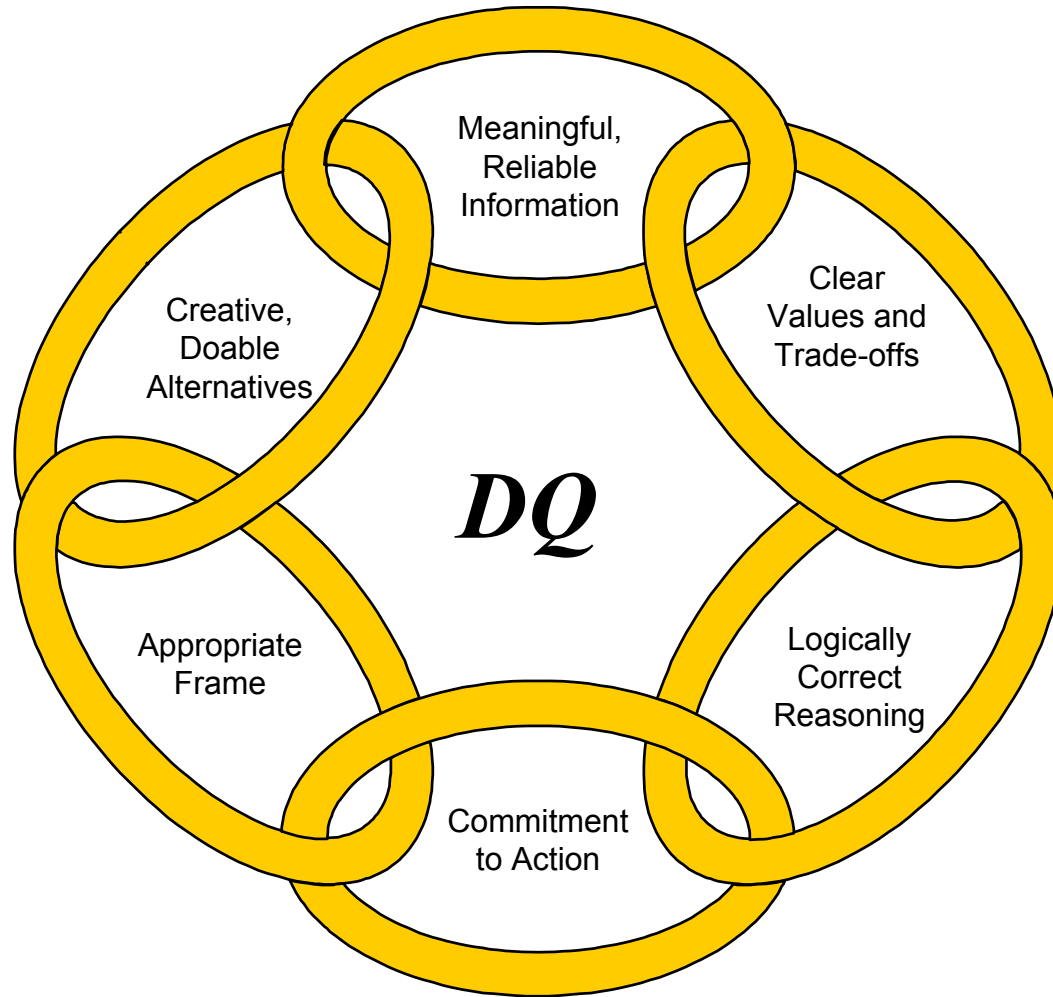
An Effective Planning Process



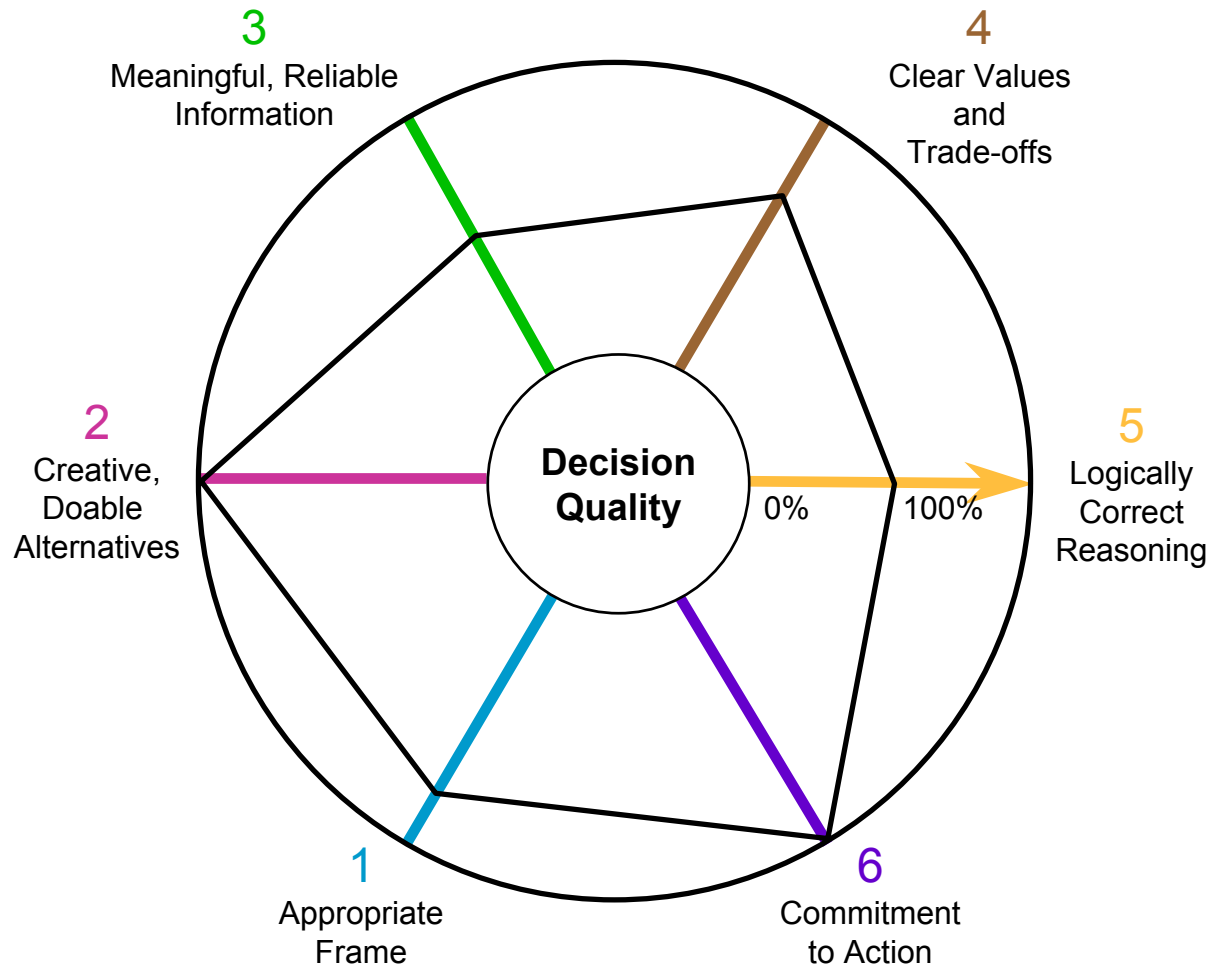
A Shared Understanding of Decision Quality



The quality of a decision is only as good as the weakest link.

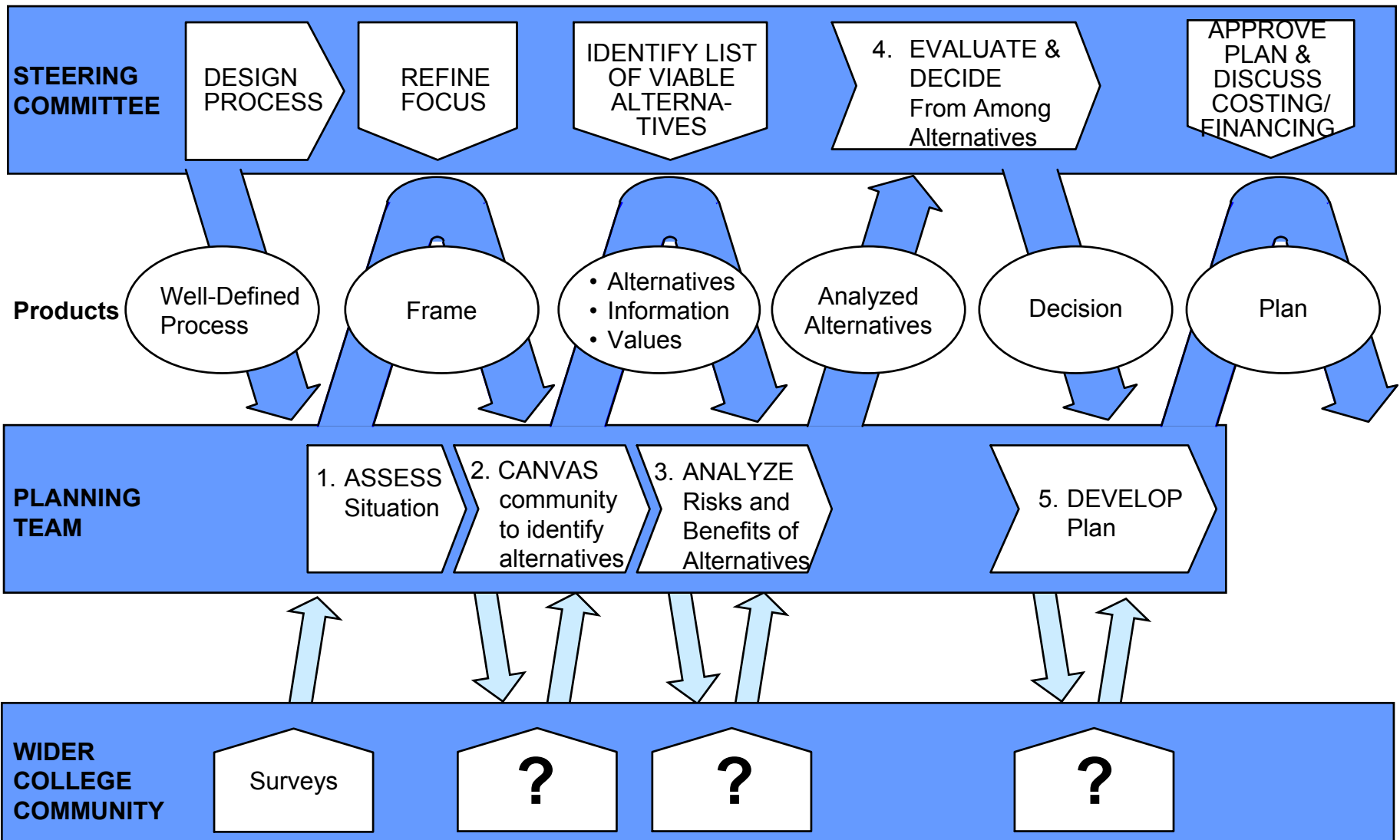


Ensuring a quality strategy means ensuring quality in each of the six elements of a decision.



One hundred percent is defined as the point at which additional improvement efforts would not be worth their cost.

Through a structured dialogue the DPP builds organizational alignment and decision quality step by step .

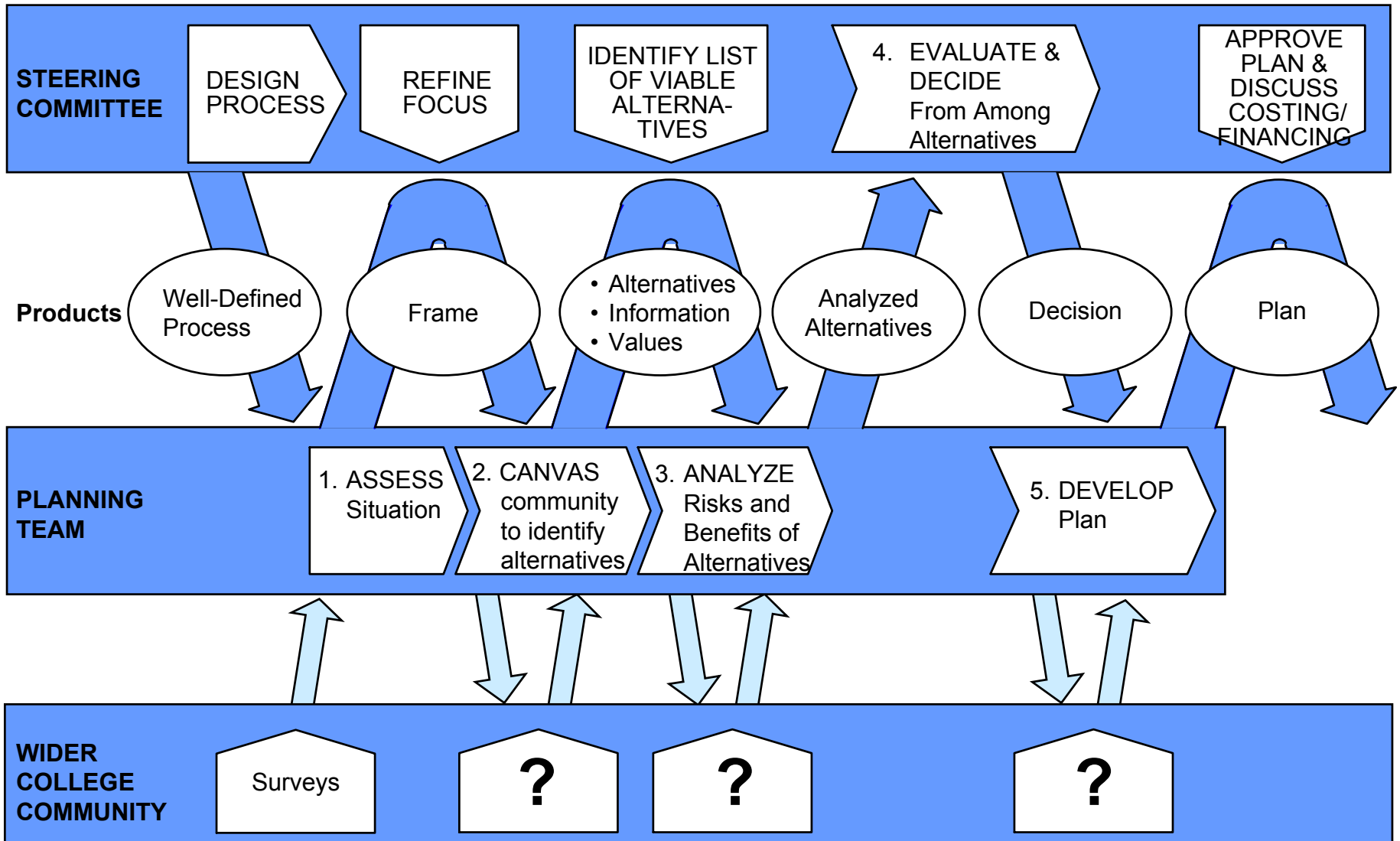


Roles

	<u>Steering Committee</u>	<u>Planning Team</u>
Members:	Decision-makers	Analysts, subject-matter experts
Responsibility:	Charter process; approve frame, alternatives and information; provide values and trade-offs; make decisions	Assess situation, canvas community for alternatives; assess information; analyze risks and benefits of alternatives; develop implementation plan
Selection Criteria:	Collective choice by this group unlikely to be overturned.	Recognized by steering committee as credible analysts

We need to determine the role of the wider college community.

How do we ensure communication with the wider College community throughout this process?



Agenda

- Context: 12:30 – 1:30
- Dialogue Planning Process: 1:30 – 2:15
- Themes → Decisions: 2:15 – 3:00
- Break: 3:00 – 3:15
- Themes → Decisions: 3:15 – 5:00
- Wrap UP: 5:00 – 5:30

What are the important issues we should be discussing in this effort?

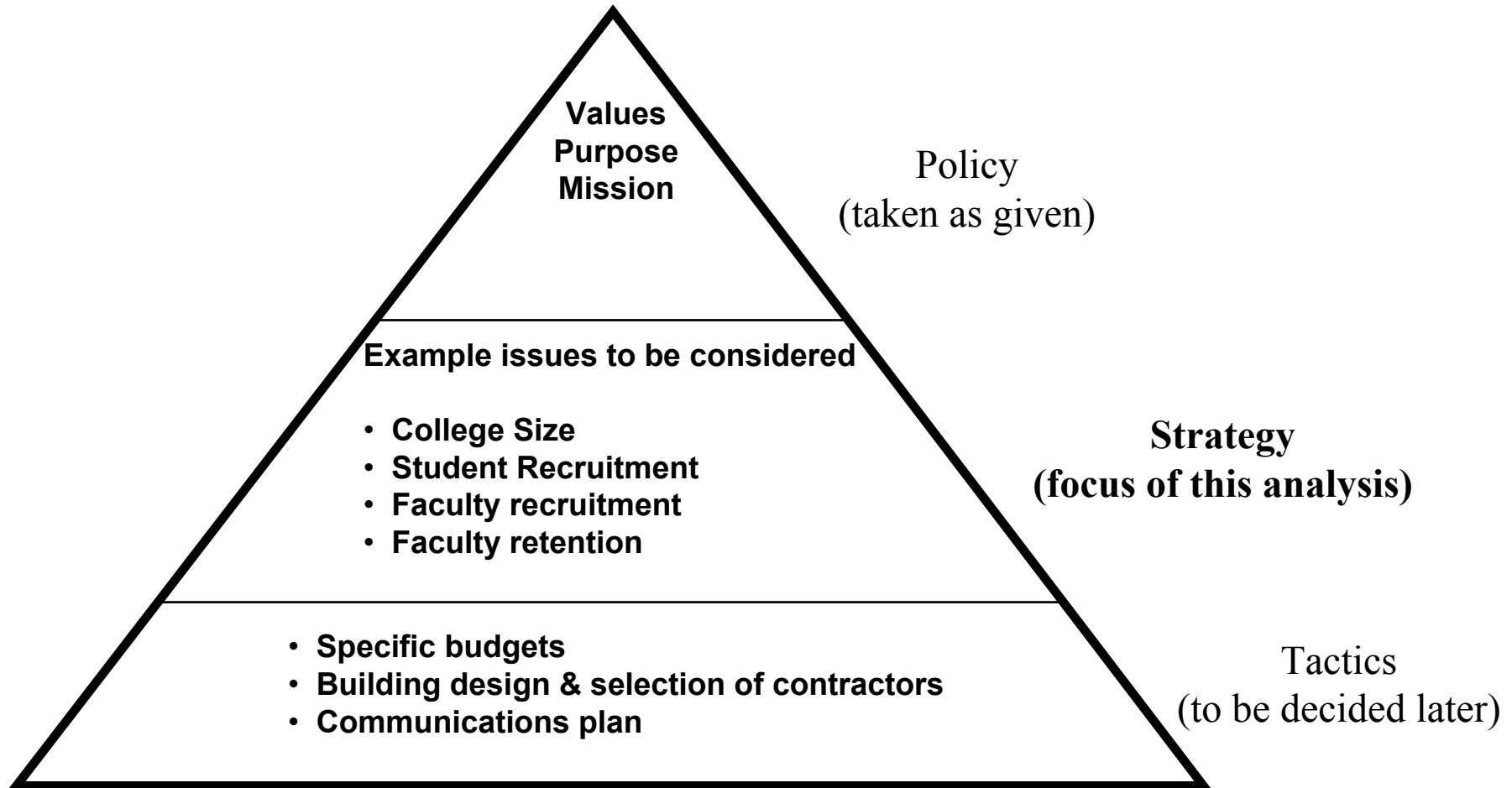
- Committee members have 2-3 minutes to create their own lists.
- Record issues
- Open floor for additional issues

An issue is anything you think is important to this situation.

Agenda

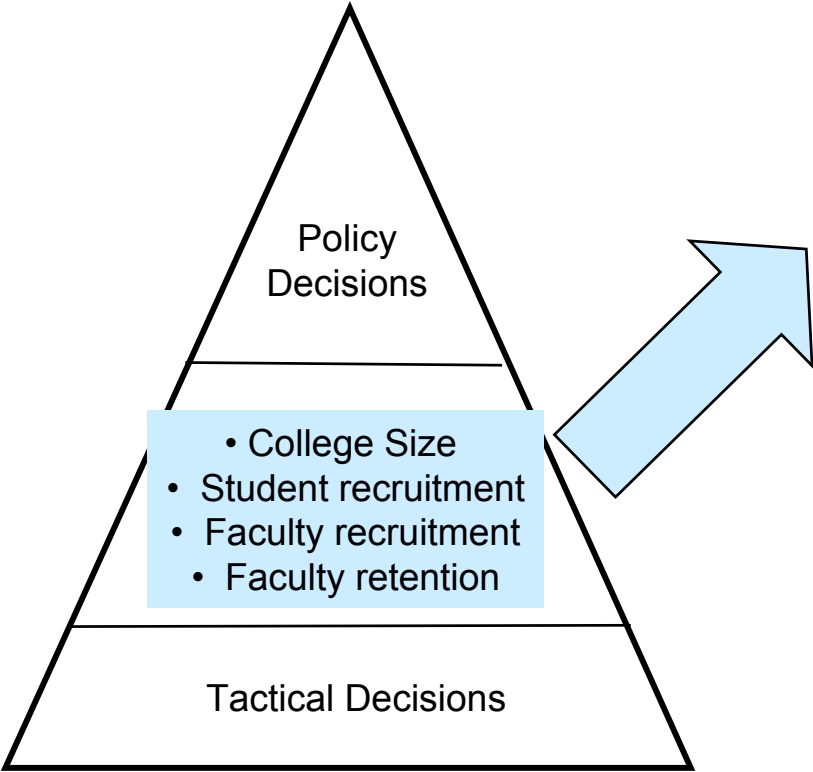
- Context: 12:30 – 1:30
- Dialogue Planning Process: 1:30 – 2:15
- Themes → Decisions: 2:15 – 3:00
- Break: 3:00 – 3:15
- Themes → Decisions: 3:15 – 5:00
- Wrap UP: 5:00 – 5:30

Use issues to identify decision areas to be addressed.



Decision areas become headers for the decision table.

Decision Hierarchy



Decision Table

Strategic Decisions (one column for each)			
College Size	Student Recruit.	Faculty Recruit.	Faculty Retention
Option 1	Option 1	Option 1	Option 1
Option 2	Option 2	Option 2	Option 2
Option 3	Option 3	Option 3	Option 3
...

The next step is to fill in the option (alternative) under each decision area.

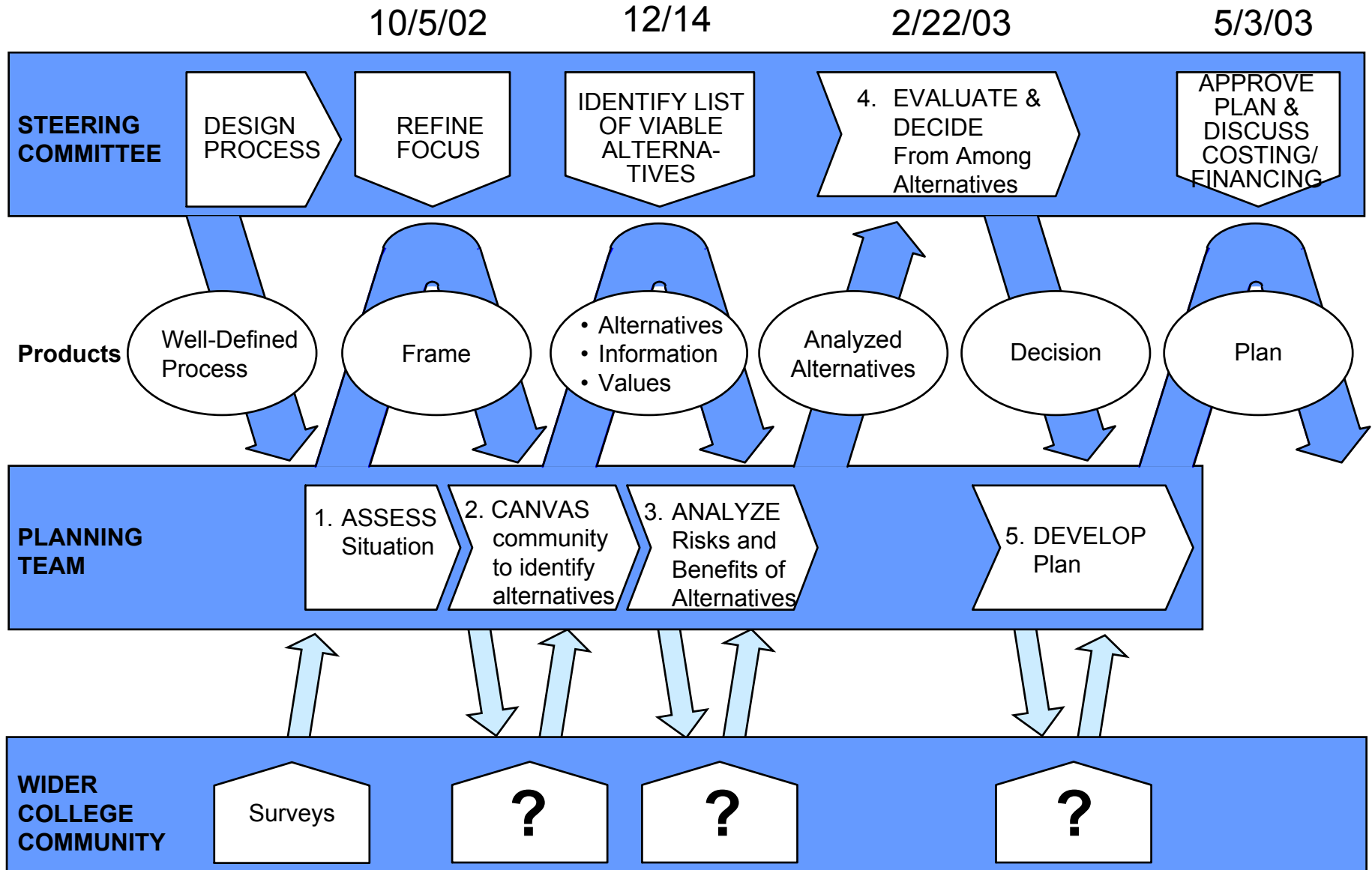
What values (decision criteria) should guide our selection of alternatives?

- An effective set of values is
 - Small
 - Measurable
 - Direct (we care about the value in its own right, not because we think it will get us something else we care about)
- Good to great exercise.

Agenda

- Context: 12:30 – 1:30
- Dialogue Planning Process: 1:30 – 2:15
- Themes → Decisions: 2:15 – 3:00
- Break: 3:00 – 3:15
- Themes → Decisions: 3:15 – 5:00
- Wrap UP: 5:00 – 5:30

Project plan: need to set up meeting times for the next three steering committee meetings.



General feedback

- What concerns do you have moving forward?
- What should we do differently at the next meeting?