OSU CFAES Strategic Alignment Process

Overview / Philosophy:
CFAES wishes to position strategic planning as a learning and alignment process instead of a compliance requirement. This flips the traditional, linear process to a learning process that promotes focus on clarity, possibility, and encourages alignment via iteration. This will improve and transform the way we do things to meet our mission.

Our work must confirm, support, and drive our mission and vision. We must return our focus to “why,” our reason for being. Focusing on our mission will build alignment within CFAES. It will also strengthen both internal and external partnerships rooted in our core Land Grant DNA principles. In total, this will guide strategic decision-making and resource allocation for the best possible impact of our work.

Please note, this strategic planning and alignment process is NOT:
1. Written in stone.
2. Covering the waterfront – not the alphabet soup of what we do. There are many things we do because of who we are, our mission, and our unit/individual roles that will not show up in a written plan.

Our Challenge:
Develop a strategically aligned “way forward” for CFAES that concentrates and capitalizes on our strengths, provides a roadmap to address obstacles and opportunities, and acts as a guiding document for decision-making and resource allocation.

The Process:
Work has begun. The CFAES Leadership Team and others have engaged in many conversations around the process for alignment and creating a written plan. The “big rocks,” are known. Our remaining work includes:

Objectives:
- Socialize our Mission: "We Sustain Life".
- Delineate our values and explore “Land Grant Principles”.
- Implement processes and practices to support our mission, vision and values.
- Articulate priorities for a modern and effective CFAES.
- Strengthen and align CFAES organizational culture.

Deliverables:
- Develop an iterative, written strategic plan... our way forward that will:
  - Guide decision-making and resource allocation.
  - Allow us to track progress on individual and aggregate indicators (metrics).
- Develop metrics for an online dashboard (including superindicators).
- Communicate outcomes internally and with partners.
- Complete action items to meet specified goals within the 5 years.
Timeline & Actions:

1. Finalize process for input, writing the plan, and communicating: [Jan-Feb 2019]
   - VP Cabinet and Chairs team (already involved over the last year; continue)
   - Strategic Alignment Team – small group of faculty and staff
   - Outline role for Chairs in leading conversation/amplifying “alignment process”

2. Gathering input: [March-July 2019]

   Guiding Question:

   Given the grand challenges facing Ohio and our world today, how can our college become a modern and effective institution that consistently makes decisions and allocates resources in support of our mission in the next 3 to 5 years (while acknowledging 10 to 50 year horizons on some items)?

   - Develop strawman/framework for strategic plan based on work over the past year
   - Review/mine input over the last year from CFAES Leadership Team
   - Review/mine department strategic plans
   - Engagement activities to (1) Socialize our mission (2) Delineate our values and explore LG principles, and (3) generate ideas on priorities/tactics.
   - Select online engagement opportunities
   - Engagement activities for internals with a focus on existing groups and other invited sessions:
     - VP Cabinet & CFAES Leadership Team
     - Faculty Council; Spring Faculty Meeting
     - OSU Extension statewide Zoom
     - Staff Advisory Council
     - Student Council; graduate students; 4-H Teen Council
     - junior faculty/lecturer sessions; senior faculty sessions (Columbus and Wooster)
     - staff sessions (Columbus and Wooster)
   - Engagement activities with externals (to CFAES and/or University)
     - Small group of partner Deans
     - VP Advisory Council
     - Small group of donors & alumni
     - Commodity Round Table; specialty crops group (e.g., vegetable growers, organic, OEFFA)
     - Natural resources and environment focus (e.g., Ohio Environmental Council, Nature Conservatory)
     - General stakeholder group - TBD

3. Writing / wordsmithing: [August-September 2019]
   - Strategic Alignment Team writing workshop
     - Delineate “key themes” in context of our Grand Challenges.
     - Narrow, refine, prioritize action items.
     - Develop outline of metrics (and superindicators) to share.
   - Feedback from VP Cabinet, Chairs/Leadership Team, and finalize
   - OAA organized review and feedback session
   - Finalize with VP Cabinet, Chairs/Leadership Team

4. Communicating outcomes (rolling out the plan): [Fall 2019]
   - Communicate outcomes both internally and with partners
   - Share metrics via online dashboard (including superindicators)
   - State of the College as one major venue to share