Transformations in the built environment are occurring at an accelerating pace, affecting what we profess, what we research, who we partner with, and how we best serve our communities through that change. As a college we are choosing to do this in a deliberate and community-based fashion, by building a strategy that will outline our path to impact the future.

OUR PROCESS OF DISCOVERY
MAY 2017 - JANUARY 8, 2018

In May 2017, Nancy Pollock-Ellwand was hired as the new dean for CAPLA and upon arriving at the college in mid-September, initiated a strategic planning discussion and process. Kathy Church from Strategic Focus Associates was hired to facilitate this process. Starting in late October, college leaders were interviewed for wants and wishes of the strategy process, and the strategy process with deliverables determined for each step. In November, the dean hosted a college-wide breakfast to launch the strategy building process, which was followed by data gathering in the form of focus groups, interviews, surveys, and open-ended expressions that were collected on comment boards in the Sundt Gallery.

This data was analyzed and documented along with other foundational college data in the CAPLA Re/f_lections Report. The report was sent to college stakeholders, and followed up with a large stakeholder meeting, comprised of faculty, local practitioners, and students on January 8th to better understand the higher education, academic, and professional contexts, and then to discuss CAPLA’s vision, values, and aspirations.

From January 10-19, we finalized CAPLA’s vision based on feedback from the January 8th meeting and on feedback from a focus group of representatives from each table for the January 8th. The draft vision is “Creating Better Places for a Changing World.” The later part of January focused on finalizing values and proposing aspirations based on feedback from the meeting and focus group. The new Strategic Planning and Operations Committee (SPOAC) was convened for the first time in a teambuilding event.

The later part of February will focus on a joint meeting with SPOAC and CAPLA Leadership to “test” the aspirations and discuss how to further elaborate the strategy to define objectives, initiatives, and metrics. The high-level strategy will be vetted with college stakeholders and “immediate actions/activities” will be considered. Workgroups will be determined to further develop key details related to the college’s aspirations.

In March, workgroup teams and other entities charged with developing aspirations will start work. The Dean will host a breakfast to update with the rest of the college on progress. A draft strategy will be compiled and submitted in April. CAPLA Leadership, SPOAC, and the workgroup team leaders will identify synergies and redundancies. In May, a full strategy document will be circulated, and the final plan will be communicated in June-July. Activities will be prioritized in early September in collaboration with SPOAC to assign initiatives in the appropriate fiscal year.

Late September through early October will be dedicated to creating action plans for the prioritized initiatives. In November, CAPLA will synchronize its strategy with the new University plan, and in December, leadership will check in with college stakeholders to evaluate the new strategy.