

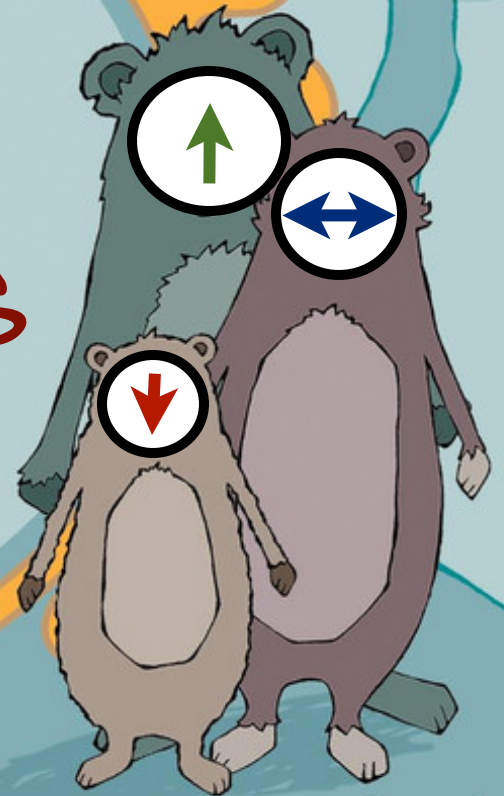
Just Right: From Mission to Measurability

Massachusetts Public Higher Education
Statewide Boards of Trustees Conference
November 7, 2013

Bryan Baldwin
Chief Strategy Officer
Bridgewater State University
bbaldwin@bridgew.edu

Goldilocks and the three

DASHBOARDS



Too little information...



doesn't inspire engagement

superficial info = distrust

good PR \geq good planning

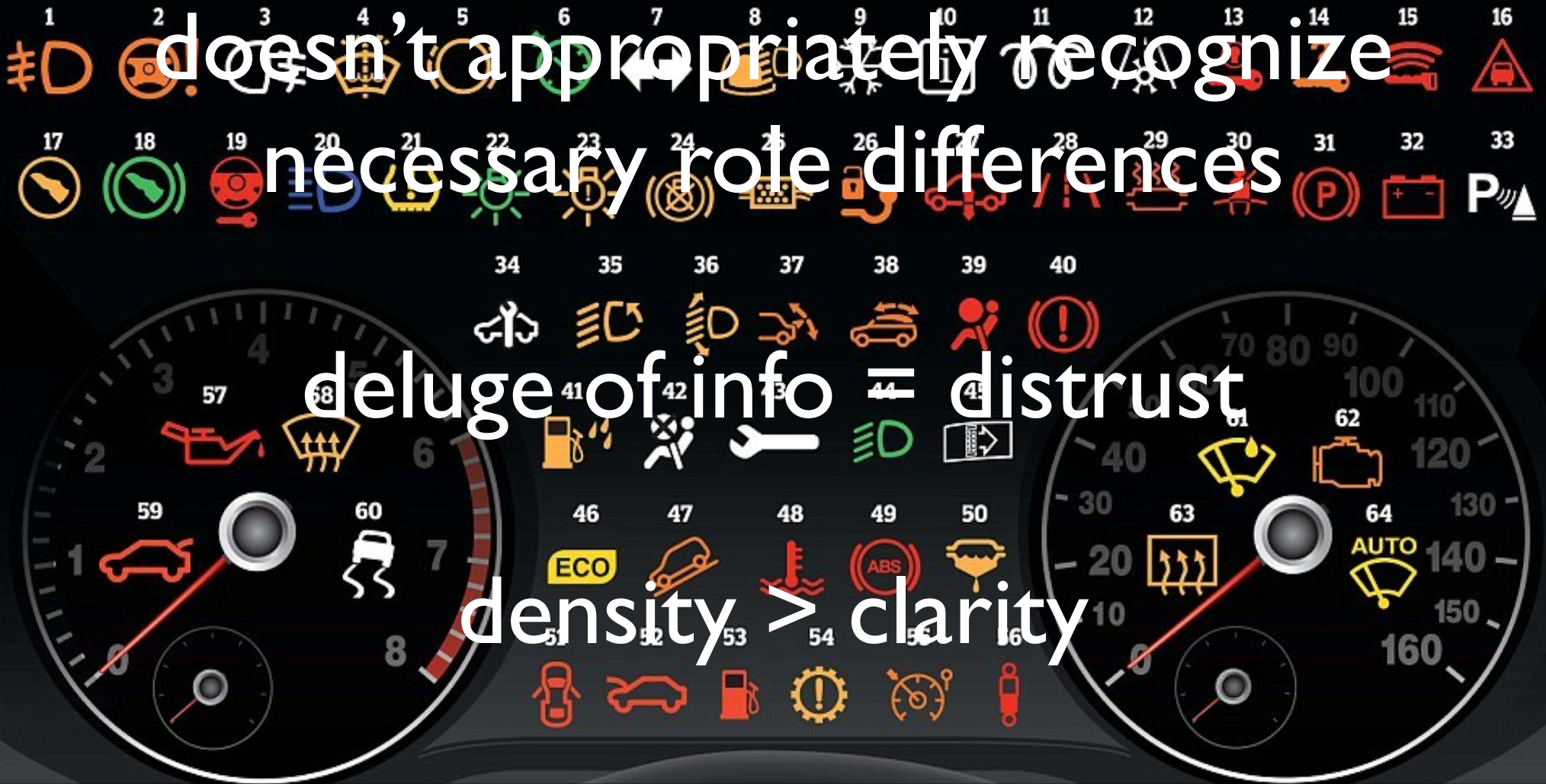
Too much information...

doesn't appropriately recognize

necessary role differences

deluge of info = distrust

density > clarity



Just right.

roles are different and
mutually appreciated

a common language of progress

emanates from a shared sense
of **mission** and **values**



Different Roles Different Needs



Administration

Trustees

Focus on Management

Stewards of Resources

Appeal to Campus and Regional Constituencies

Focus on Outcomes

Stewards of Public Interest

Appeal to State and National Decision-Makers

A Jumble of Terms

Revision

Input

Feedback

Vision

Mission

Assessment

Goals

Adjustment

Operations

Accountability

Resources

Responsibility

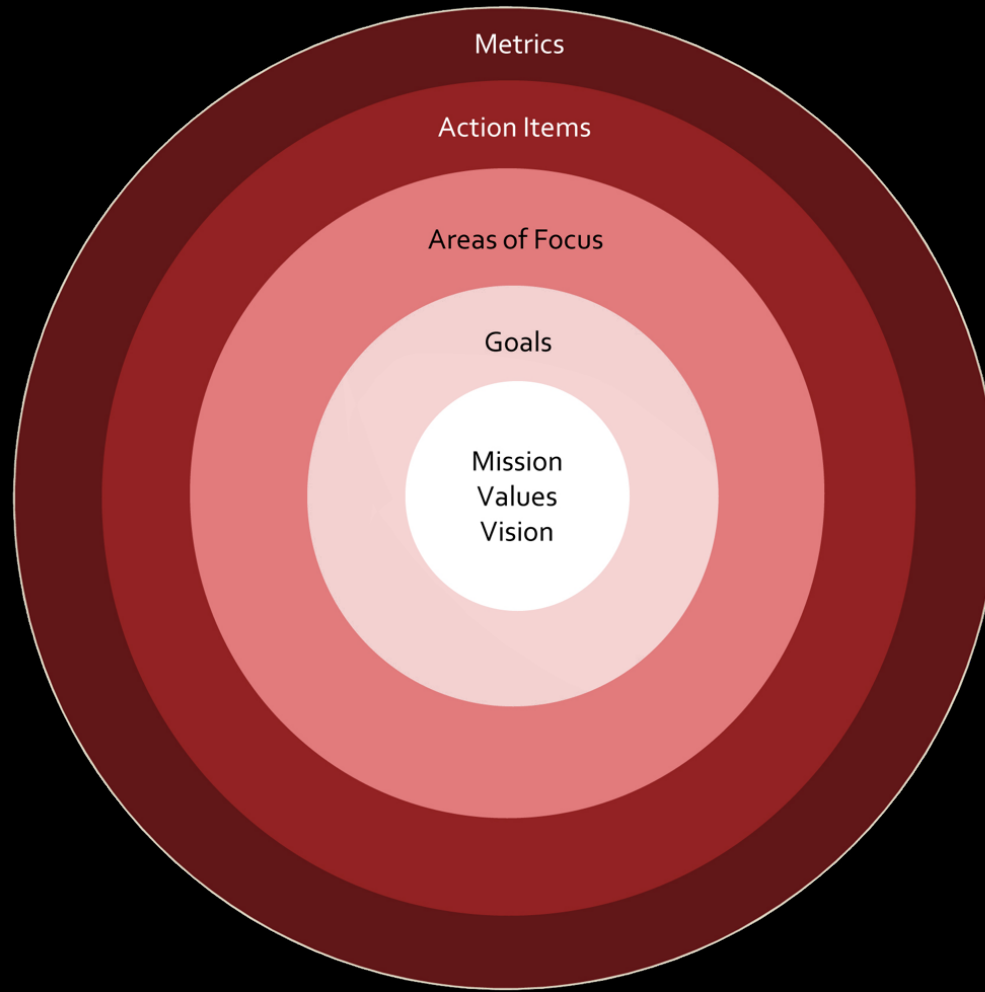
Metrics

Values

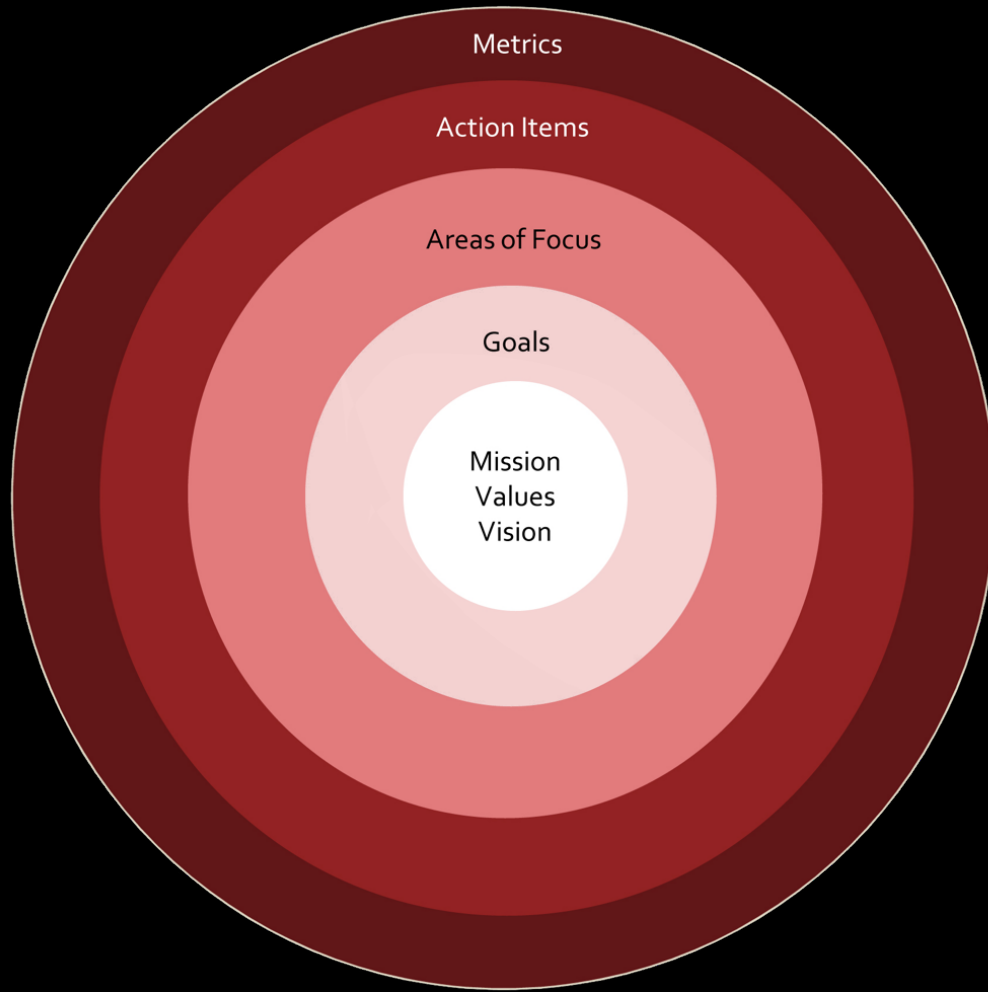
Expectations

Dashboard

The Planning Model



A Clear Vocabulary

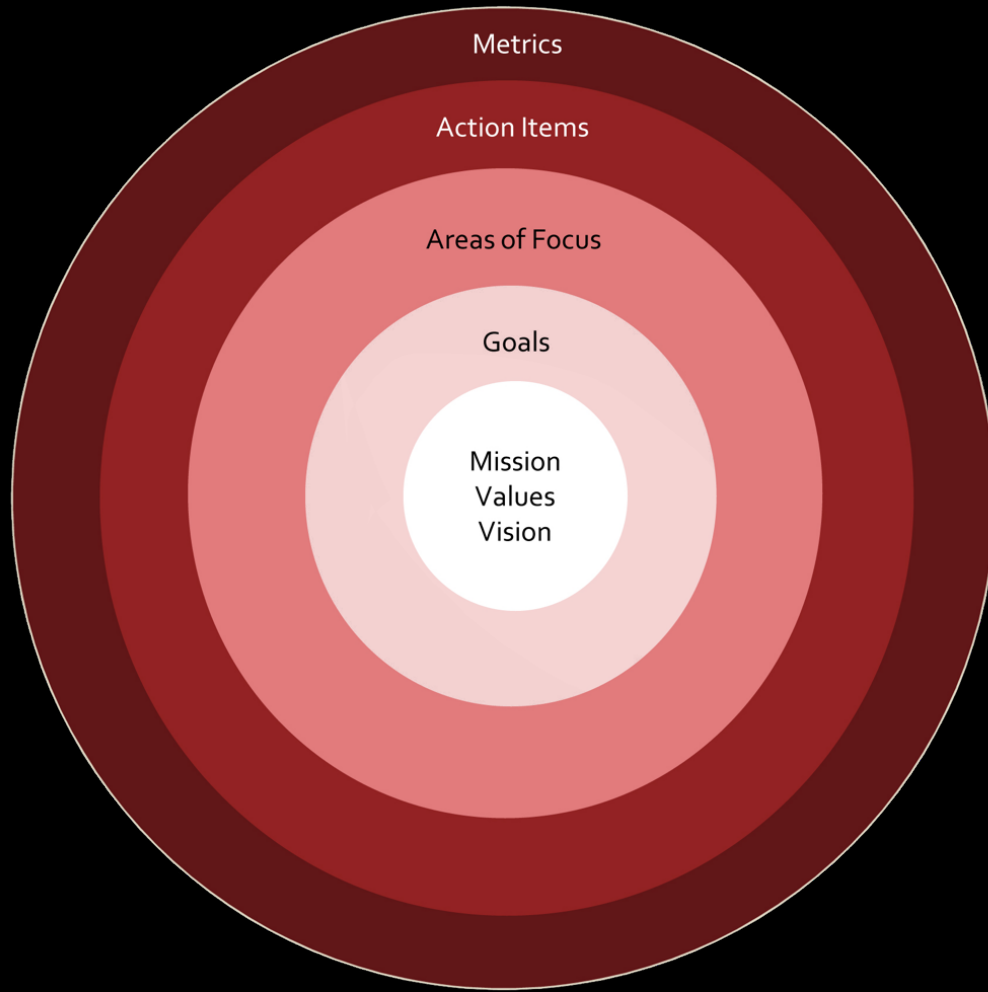


MISSION

Answers the question:

What is the organization's enduring sense of purpose?

A Clear Vocabulary



VALUES

Answers the questions:

How does a mission-driven organization understand and realize goodness?

How does it behave virtuously?

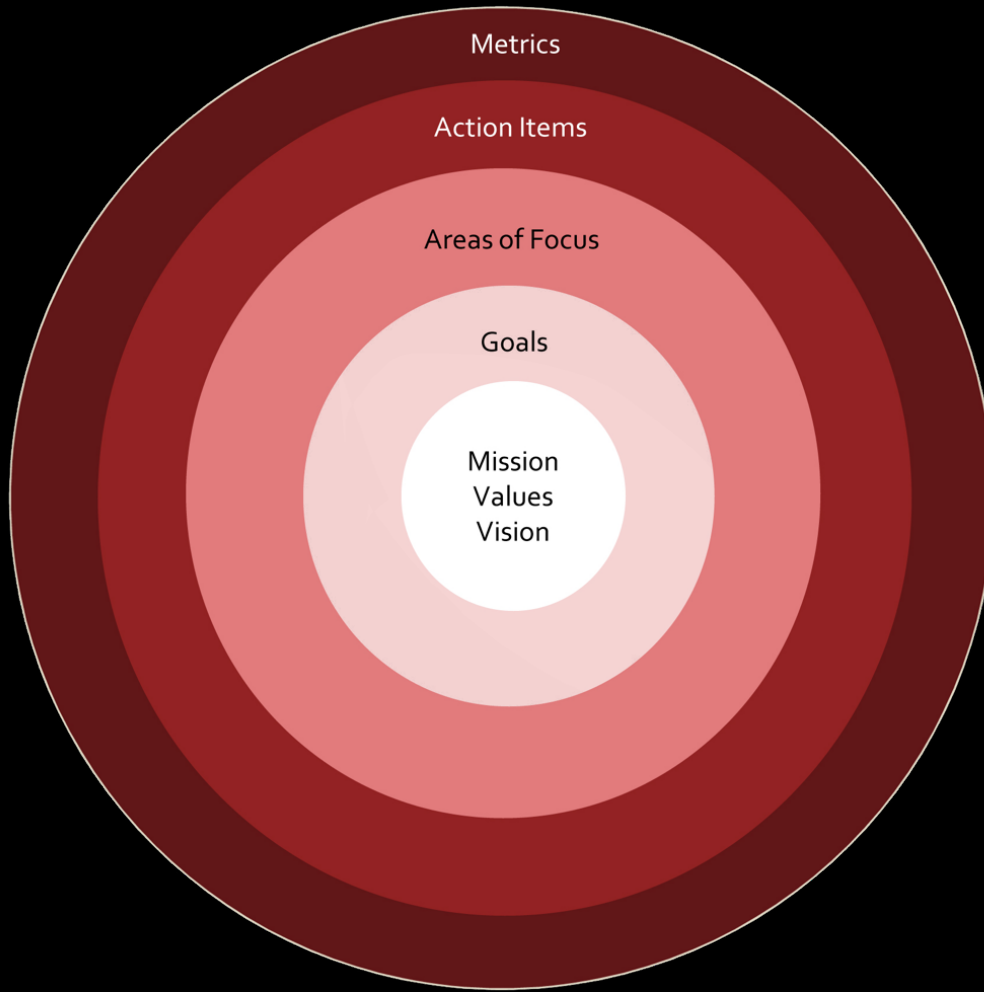
How does it do good work?

A Clear Vocabulary

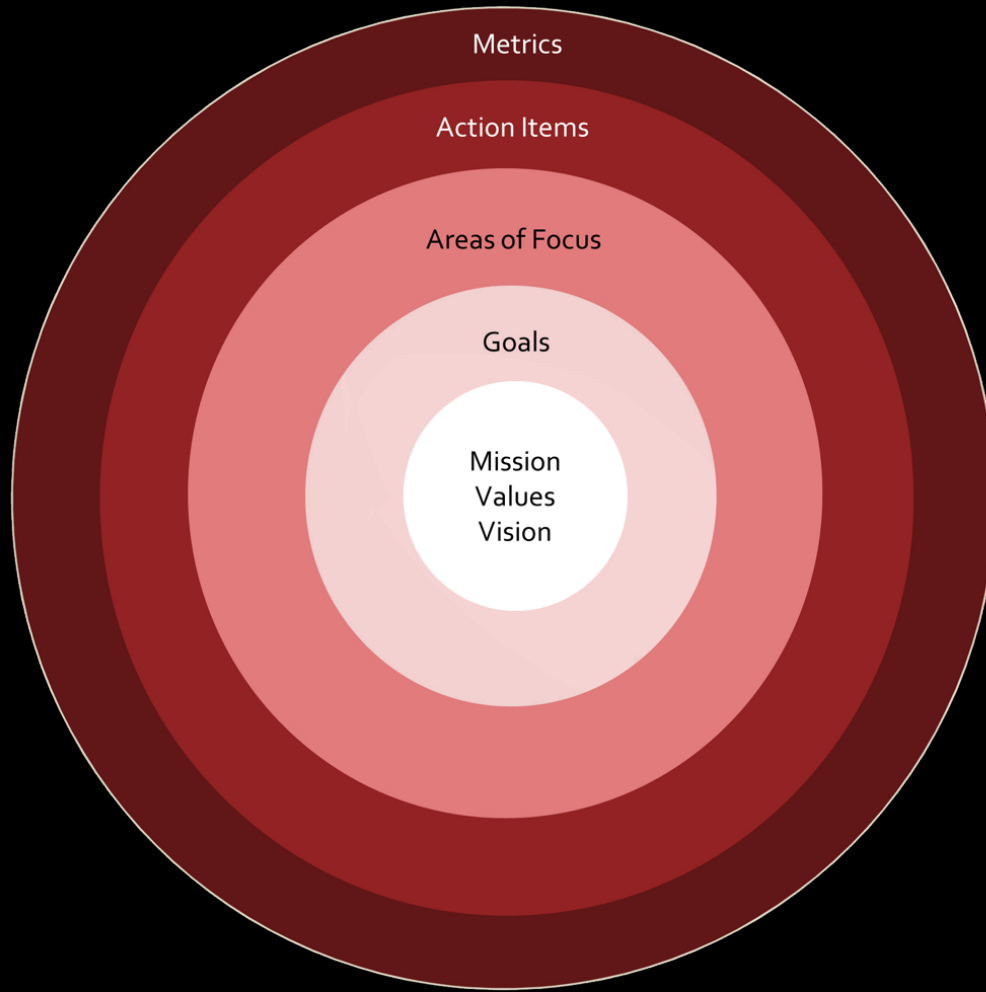
VISION

Answers the question:

What is the (*often realistically unreachable*) horizon for the organization's work?



A Clear Vocabulary



GOALS

Goals must...

Clearly advance the core mission of the organization

Be transformational

Be conceptual in nature and not operational

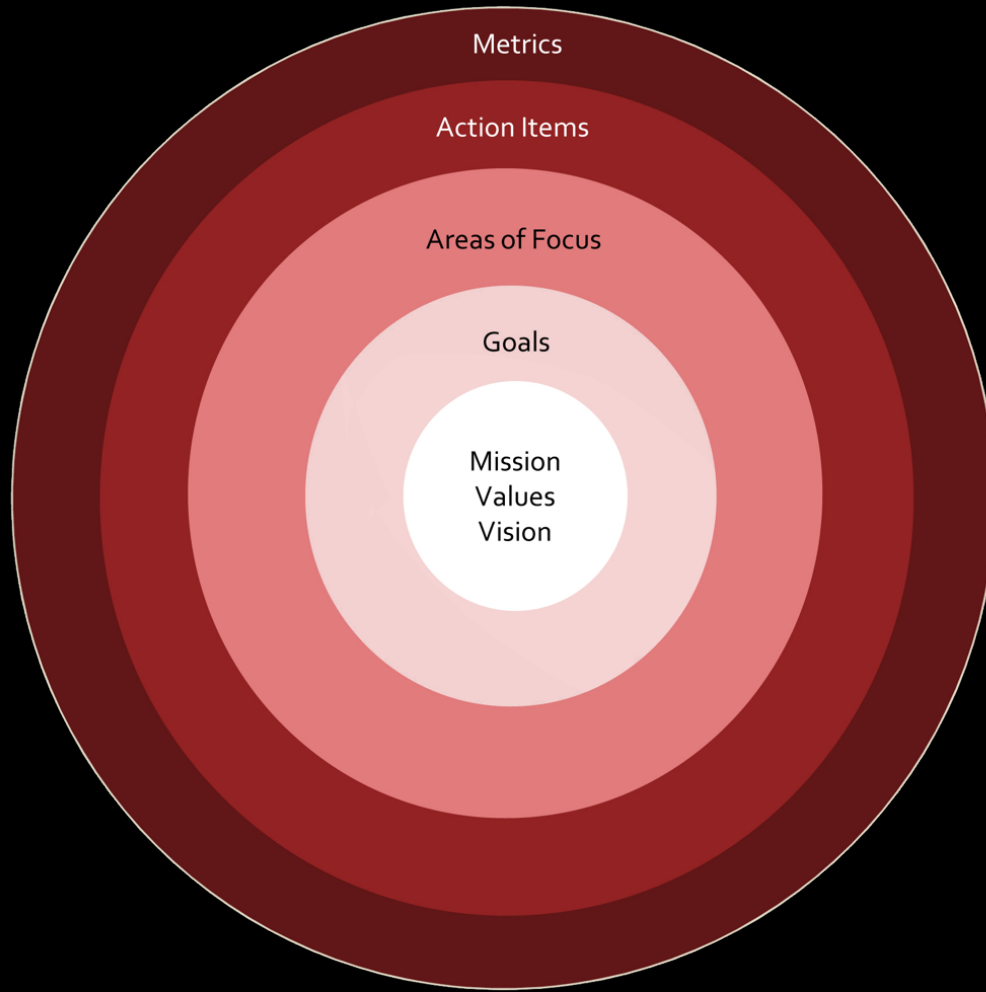
Be organizational and not unit-specific in scope and reach

Be stated in such a way as to allow for measurability

Be supported by a myriad of organizational resources

Represent a mode of continuous improvement

A Clear Vocabulary



AREAS OF FOCUS

Areas of focus must...

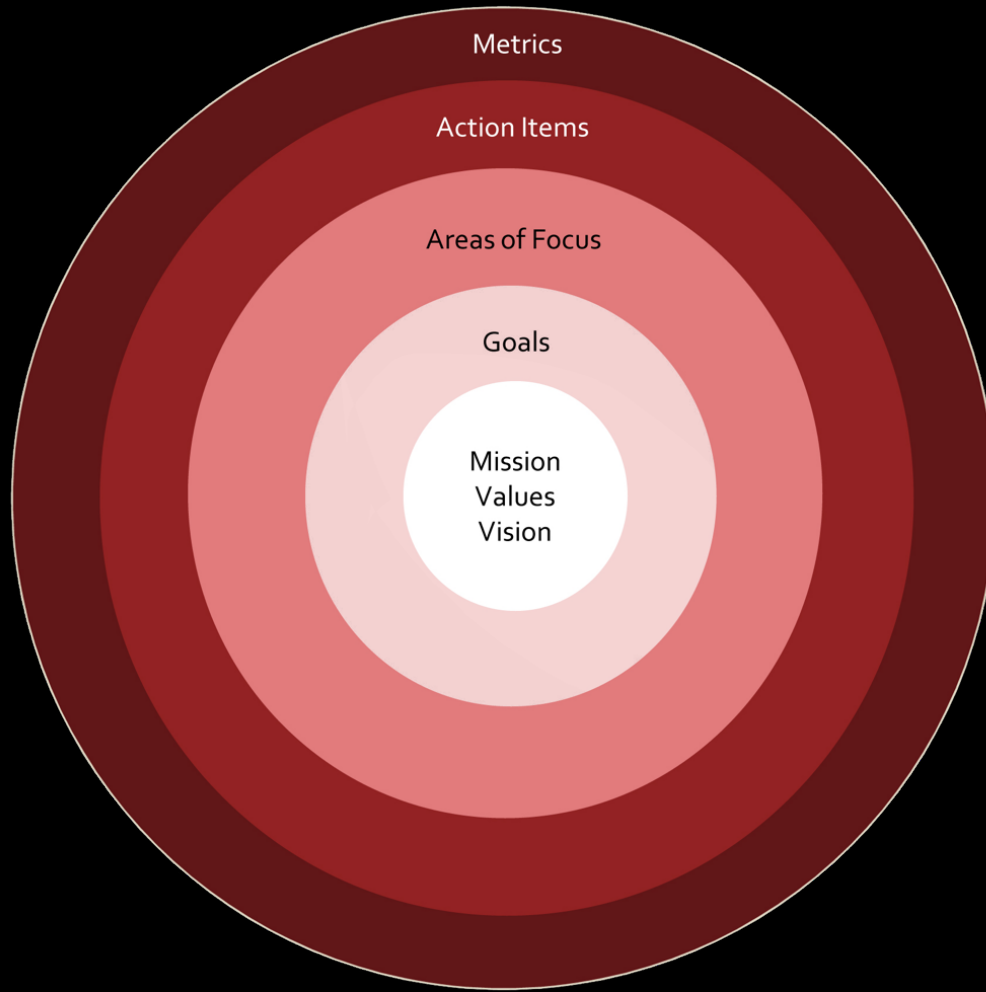
Focus the organization's energies on dynamic internal and external considerations and contexts

Help the organization maintain equilibrium

Connect strategic goals to action items

Ensure the agility and nimbleness of the planning process without the need to re-cast the goals themselves

A Clear Vocabulary



ACTION ITEMS

Action items must...

Be concrete, discrete and achievable

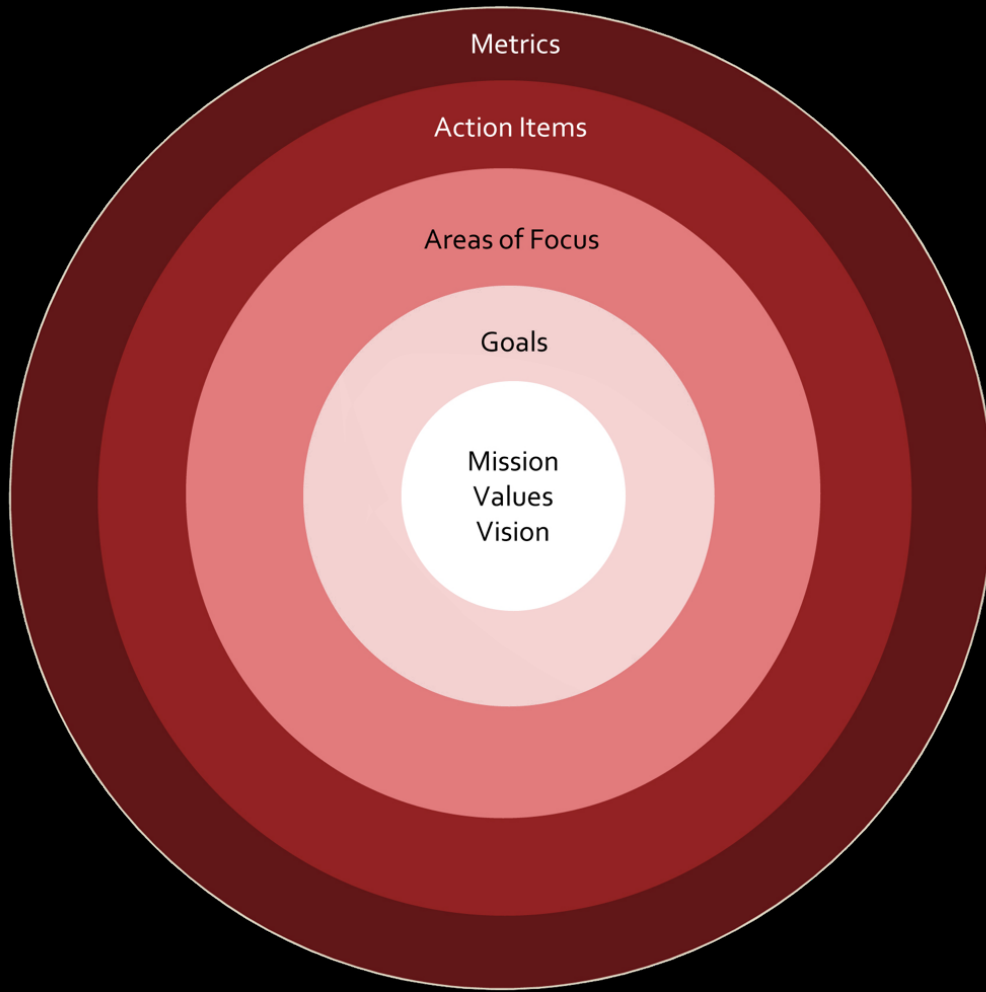
Identify responsibility for purposes of accountability

Be accompanied by as clear a timetable as possible

Provide critical inputs for long-term financial and human resources planning

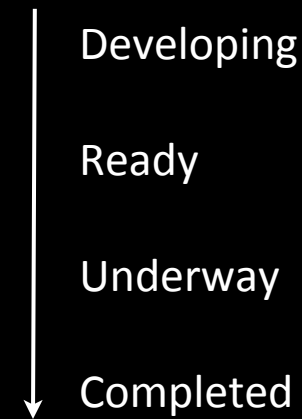
Be clearly linked to at least one strategic goal and be shaped more generally by areas of focus

A Clear Vocabulary

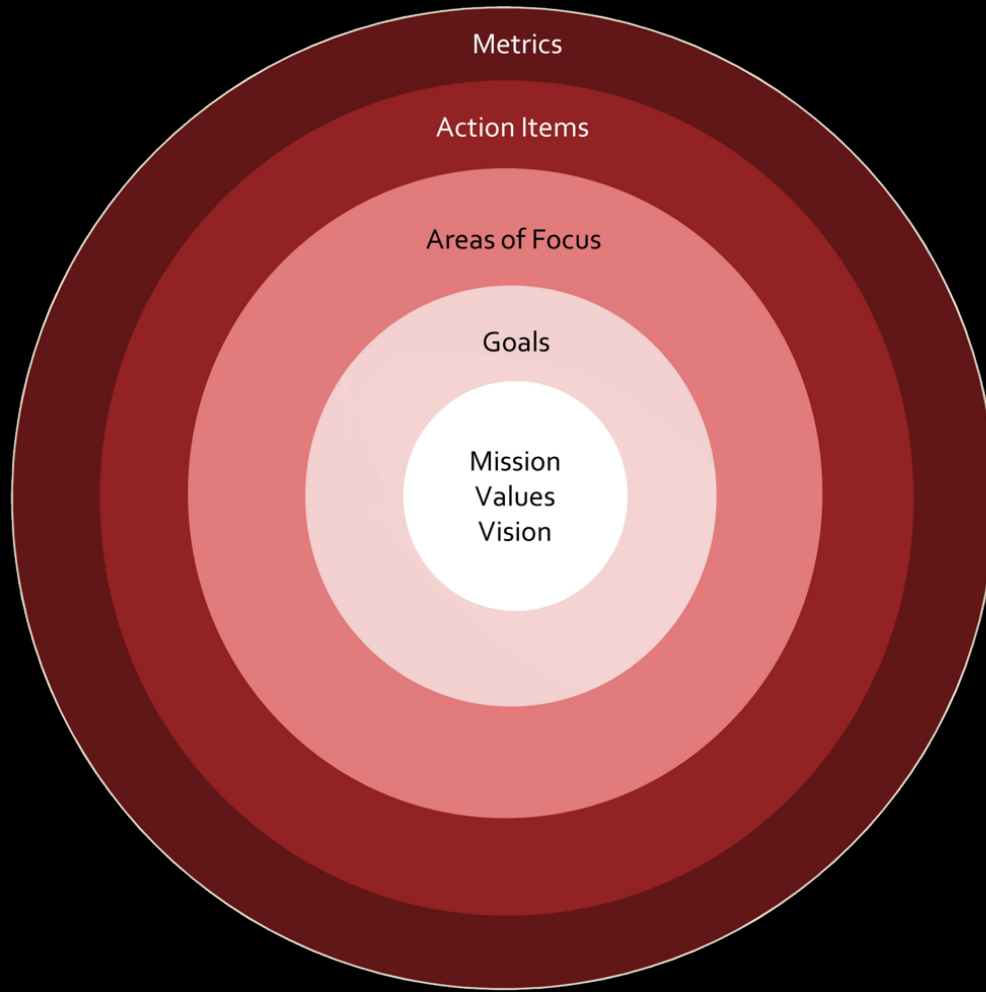


ACTION ITEMS

The pipeline approach:



A Clear Vocabulary



METRICS

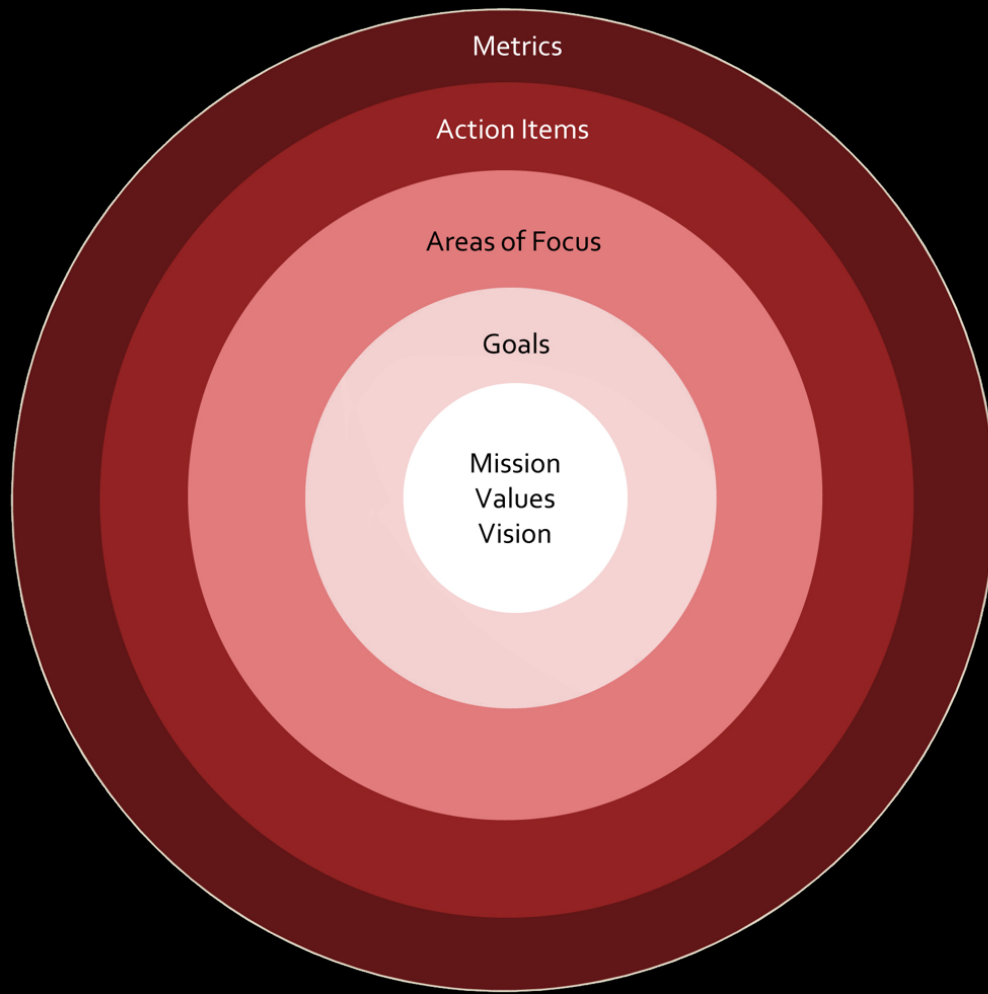
Metrics are:

Unbiased, valid and reliable indicators of progress made in advancing the overarching goals

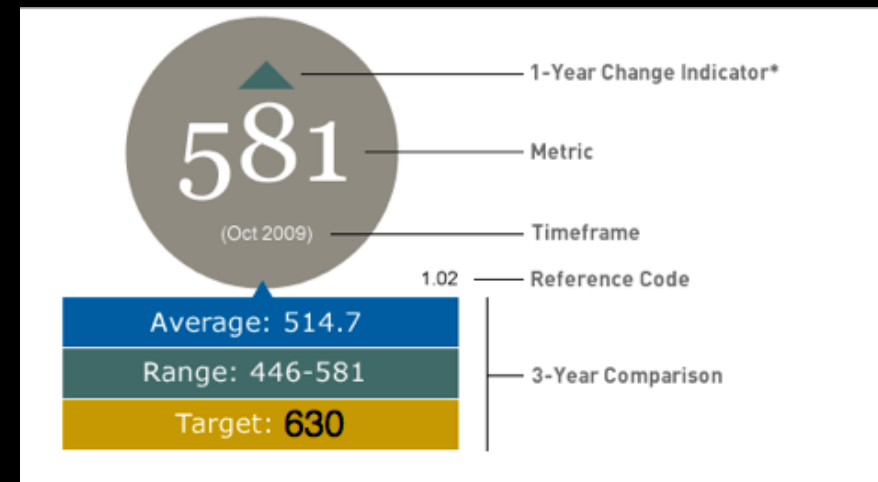
Determined at the outset of the planning process and may be made more precise as times goes on

Considered both individually and as part of a broader constellation

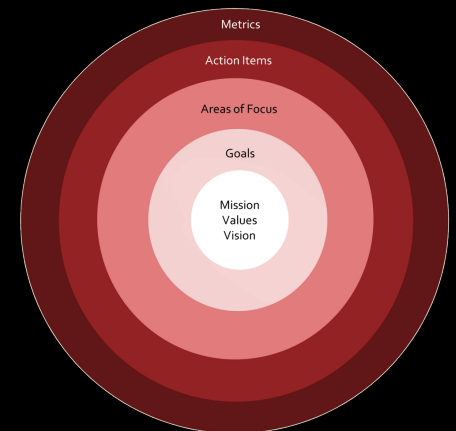
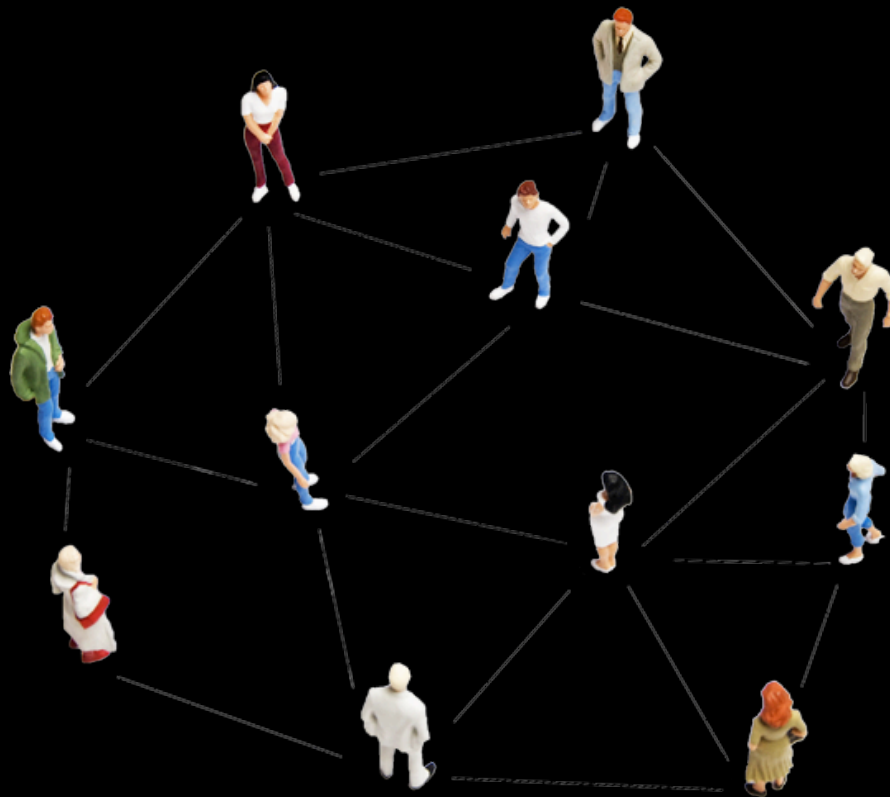
A Clear Vocabulary



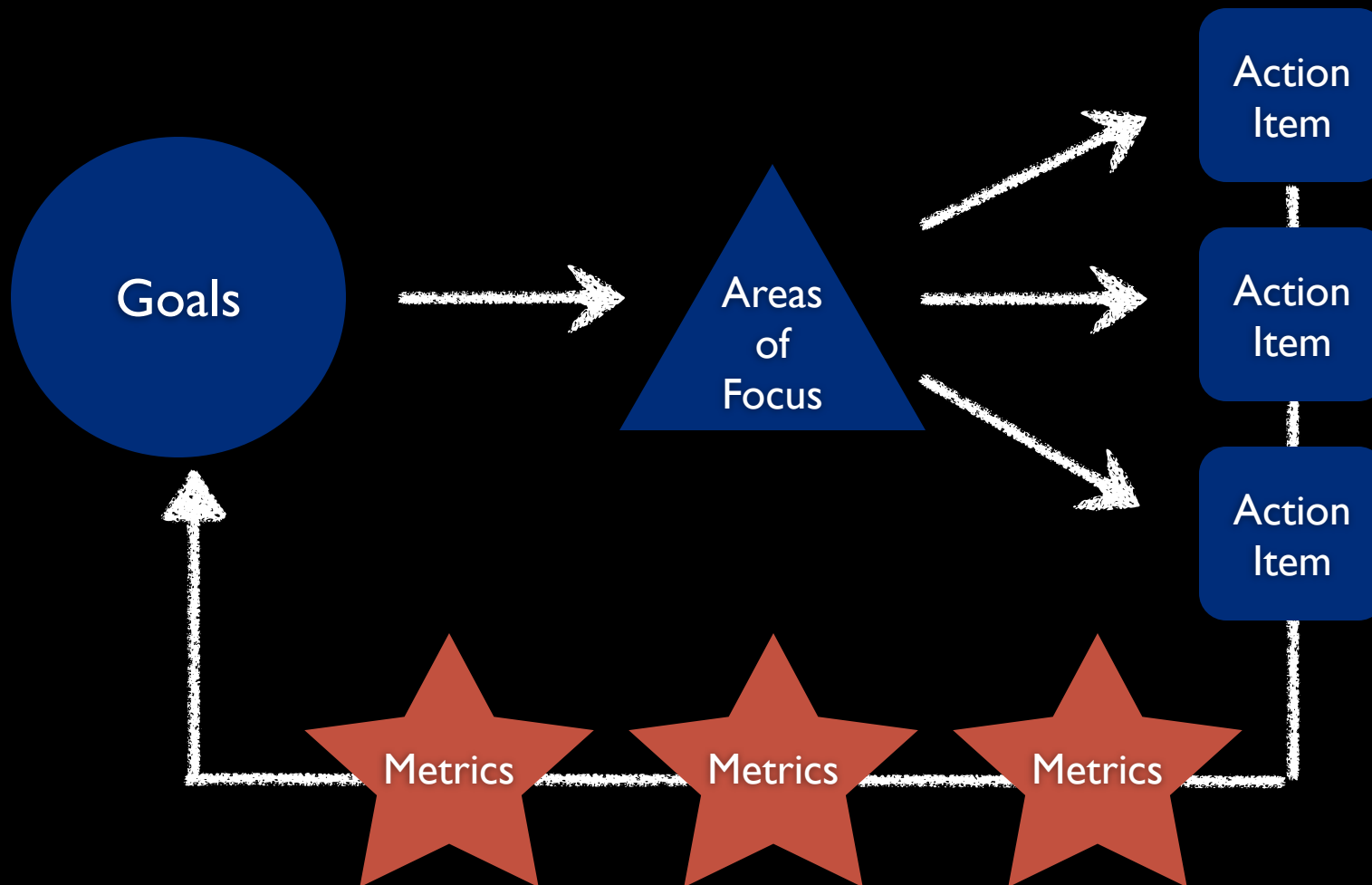
METRICS



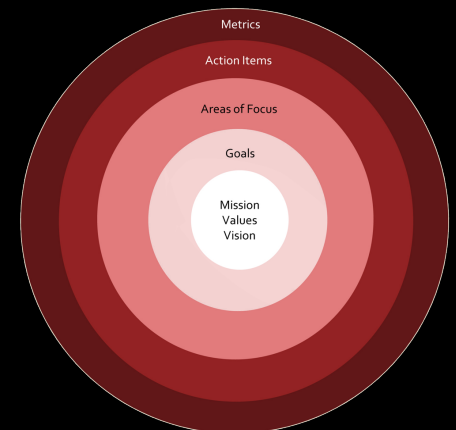
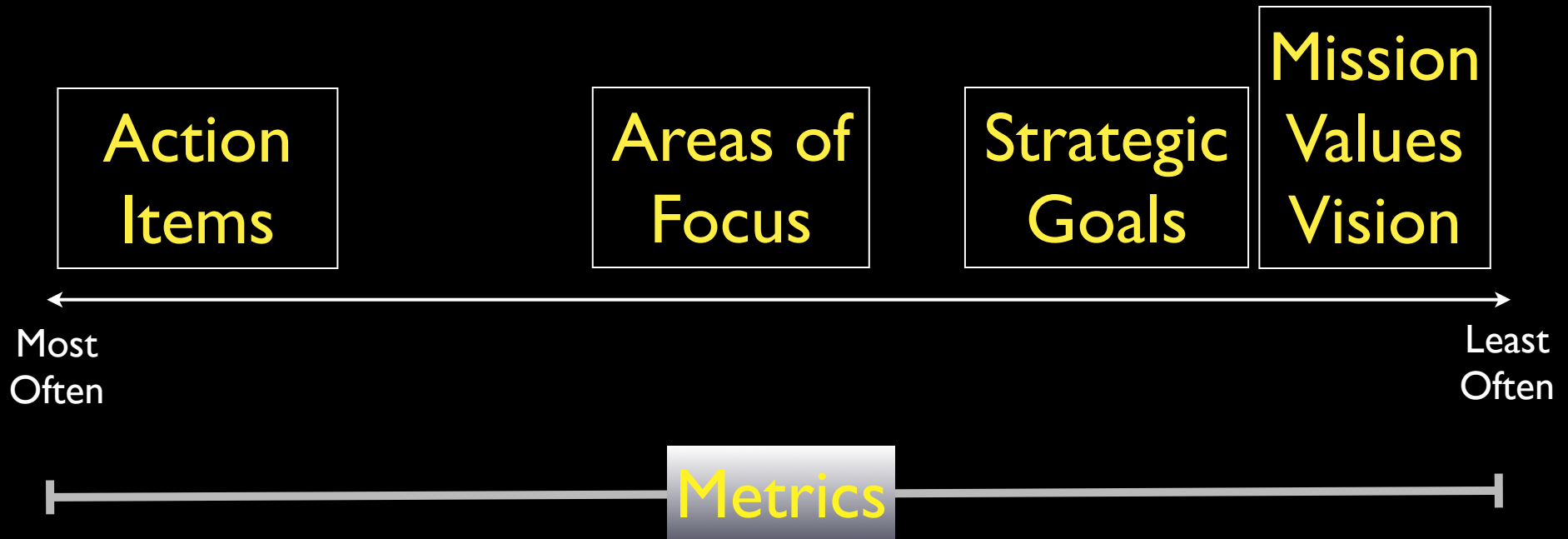
Dynamic Dashboard



A Planning Process



Frequency of Review



Locus of Control

Action
Items

Areas of
Focus

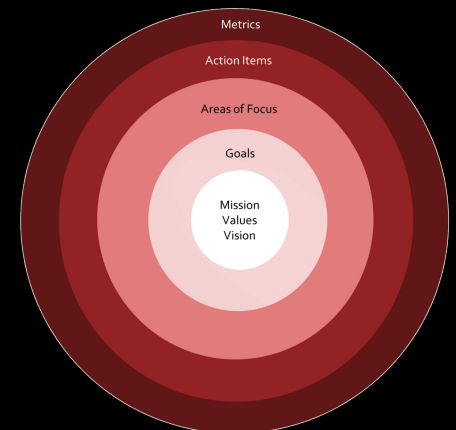
Strategic
Goals

Mission
Values
Vision

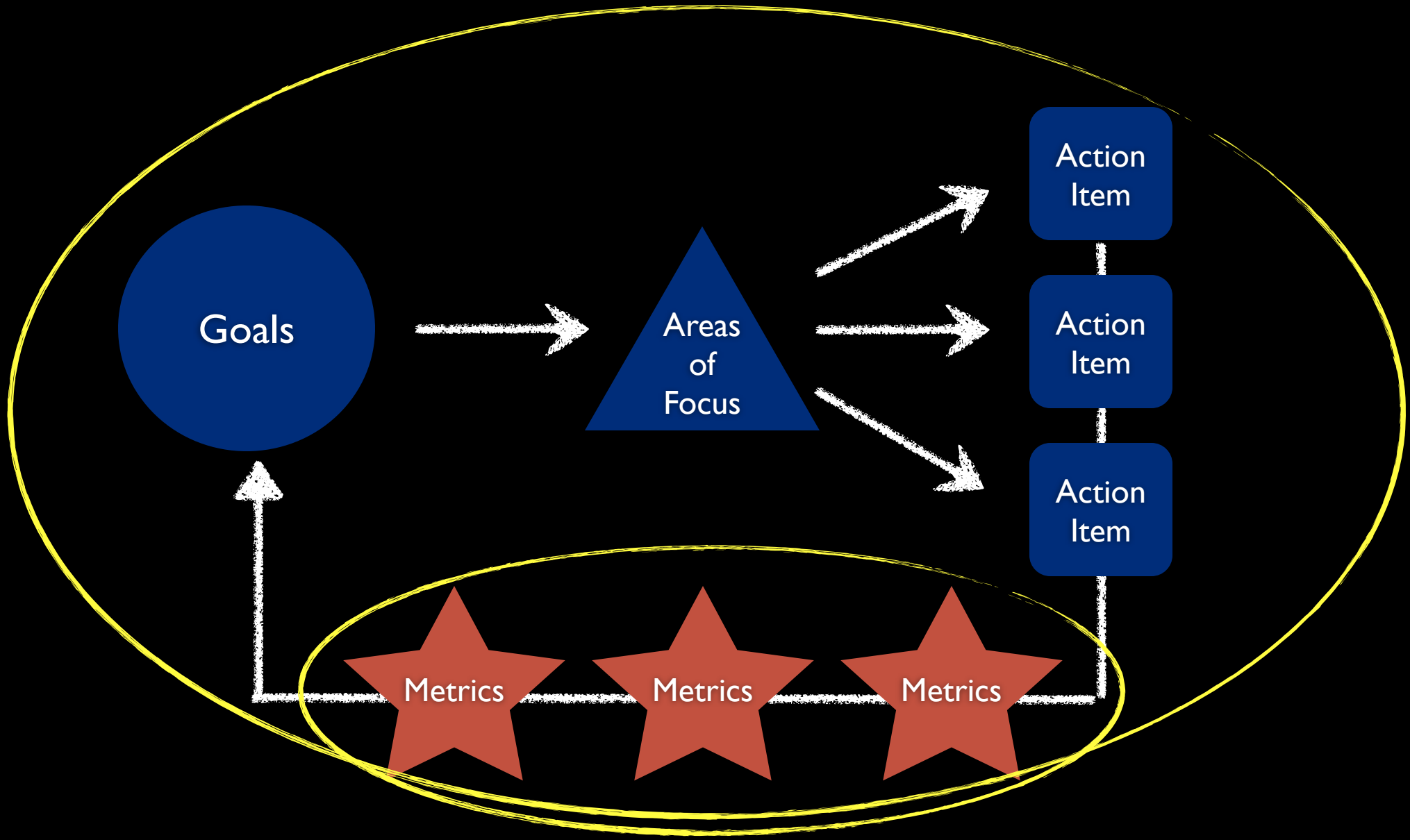
Operational/
Administrative

Conceptual/
Governance

Metrics



Mission-Driven Dashboard



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