

RE-ENVISIONING PROCESS

April 1, 2002

Start ADs, APDs, Associate Dean @ retreat; then continued by Transition Team

Step 1 Environmental Scan

Changes, discontinuities in the environment that will influence how we design & perform our work

Other stakeholders add data

Focus groups.....Interviews.....Workshops

Step 2 Transition Team assess mission & vision in light of environmental scan

Strategic Elements

Mission, Strategy, Goals, Values

Based on Environmental Assessment:

Do changes in environment affect/influence our mission/vision?

What are our short/long term goals?

Do we need to modify our customer service focus/strategy?

Do we need to make any changes in our guiding principles?

Step 3 Operational Systems Assessment

Renewal

What new measures and/or forms of evaluation do we need to support new way we are working?

What processes needed to review/revise how we are working?

Decision Making and Information

Close to the customer?

Are key decisions clearly defined - what/who?

Do decision makers have information needed to make quality/timely decisions?

Reward and Recognition

What are new behaviors we are asking people to demonstrate?

What changes might we need to make to our reward/recognition system?

Technology/Work Processes

Core processes streamlined/more cost effective?

Appropriate tools/technology to support these processes?

Have we organized our group to deliver our objectives?

Have key linkages been established among different Astructures@ that need to work together around a common deliverable? (ADs, APDs, Agents, Specialists, Associates, Program Assistants, Staff Assistants)

Structure

Are roles and responsibilities clearly defined and communicated?

People

What new skills, knowledge, competencies do people need?

How will we ensure they acquire them?

New, different career paths?

What about our attraction, selection criteria?

Step 4 Scenario Planning

Develop new organizational structure and associated recommendations (1-3 scenarios)

Assess Strengths/Weaknesses

Evaluate/Choose/Recommend

Step 5 Decision

Dr. Turner and Transition Team recommend

Dean makes final decision

Step 6 Implement