



Sam Houston State University

*A Member of The Texas State University System*

## One-Page Strategy Workgroup Findings

4/16/2018

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**Charge:** Develop a one-page strategy template and complete for each unit. Share lessons learned and recommendations for next steps with PCAB/CAD.

### Exercise Findings:

- 1) Team evaluated multiple template options and agreed to use the basic format of the Presidents one-page strategy page format
- 2) Using the Presidents one-page strategy framework worked
  - a. Successfully communicates the message
  - b. Allowed focus on strategy rather than format
- 3) Developing a one-page strategy forces simplification of thoughts into primary goals
  - a. Succinctly defines what needs to be accomplished and how
- 4) Internal impact of a one-page strategy
  - a. Provides concise guidance to team for how to make decisions
    - i. Becomes an assessment point to measure against
    - ii. Clarifies responsibility
    - iii. Clarifies how activities are tied to the mission
  - b. Prompts faculty to develop building blocks to support
- 5) External impact of a one-page strategy
  - a. Can positively impact recruiting clarifying our focus
  - b. Can increase knowledge about what we are about
    - i. Models the "Founders book" in *You move your own Cheese*.
  - c. Creates a positive impact on the organizational culture that can positively impact the consumer experience
- 6) Approaches for developing a one-page strategy
  - a. Output is conducive to flexibility in approach
    - i. Detailed up – start with daily activities
    - ii. High-level down - start with administrative vision
  - b. Iterative review by different perspectives
    - i. Opt1 – Cycle through organizational hierarchy
      1. Leadership, faculty/staff, student, community, loop back
    - ii. Opt2 – Cycle through college/divisional units
      1. Dept#1, Dept#2...Dept#N, loop back
  - c. Intended audience can vary
    - i. Faculty/staff
    - ii. Students



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### **Recommendation:**

The team finds value from the one-page strategies and the associated process for developing them. We recommend proceeding with Phase II development of one-page strategies by all PCAB/CAD members.

### **Recommended next steps:**

- 1) External consultant is not needed to kick-off for Phase II
- 2) Establish Success Criteria (examples)
  - a. Monitor web hits to one-page strategy
  - b. Divisional and institutional culture changes in a positive way
  - c. Increased discussion related to prioritizing efforts
- 3) Establish guidelines for use of one-page strategy in conjunction with annual planning cycles
- 4) Encourage iterative continuous improvement of one-page strategies