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

A
Mission
Measurability
T

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
Vision
Assessment
Operations
Resources
Values
Input
Goals
Accountability
Responsibility
Metrics
Feedback
Mission
Adjustment
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

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

The pipeline approach:

- Developing
- Ready
- Underway
- Completed

ACTION ITEMS

Metrics

Action Items

Areas of Focus

Goals

Mission

Values

Vision

43 32 30

Completed  Underway/Ready  Developing
A Clear Vocabulary

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

Average: 514.7
Range: 446-581
Target: 630

1-Year Change Indicator* Metric
Timeframe Reference Code
3-Year Comparison
Dynamic Dashboard
A Planning Process
Frequency of Review

- Action Items
- Areas of Focus
- Strategic Goals
- Mission, Values, Vision

Frequency Scale:
- Most Often
- Least Often

Metrics
Locus of Control

Operational/ Administrative

Action Items

Areas of Focus

Strategic Goals

Mission Values Vision

Conceptual/ Governance

Metrics

Mission
Values
Vision

Goals

Areas of Focus

Action Items

Metrics
Mission-Driven Dashboard

- Goals
- Areas of Focus
- Action Items
- Metrics

Diagram showing the interrelation between goals, areas of focus, action items, and metrics.
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