During the 2019-2020 academic year, we are undertaking a strategic planning process to identify our vision and priorities for the years ahead.

GOALS
- Identify untapped potential of everyone at the College
- Create a clear vision for the College that captures our unique gathering of disciplines.
- Find and develop synergies and areas for collaboration across the college
- Grow the impact of our College in academia and our collective and allied professions
- Identify specific areas for investment—people, spaces, research and more
- Develop a cohesive approach that weaves together activity of the Departments, Labs and Centers.

VALUES
- Inclusive:
  - Deep listening
  - Representative
  - Efficient
  - Stewards diversity, equity
- Transparent:
  - Accountable
  - Reliable
- Collaborative:
  - Builds community
  - Shared understanding
  - Productive conflict
  - Diverse approaches and teams
- Equitable:
  - Respects differences (disciplines, research, pedagogies, etc.)
  - Multiple voices
  - Stewards diversity, inclusion

DEAN’S DIALOGUE
Ongoing

In January 2019, we welcomed our new dean, Renée Cheng. Dean Cheng launched a series of conversations focused on listening, learning and planning the College’s future. These dean’s dialogue events focus on issues important to the College community and our collective and allied professions.

Discussion topics to date:
- Housing
- Equity, Diversity & Inclusion
- Collaboration
- Research Impact
- Applied Research

BASELINE REVIEW
Winter ’19

Consulting firm Erolin Solutions conducted focus groups, interviews and surveys with strong College-wide participation. From this analysis, they prepared a report that identifies strengths, opportunities and recommendations. This report is available on our website.

A key recommendation from this report was to develop a College strategic plan. Other key recommendations are noted below. This background work strongly informs both current operational focuses and this SP effort.

Recommendations (highlights):
- Continue Dean’s Dialogue
- Develop a strategic plan
- Map and evaluate common systems and processes
- Develop a college-wide communications plan
- Develop and implement a college plan on equity, diversity and inclusion (EDI)
- Provide training and embed learning on conflict engagement

PLANNING TO PLAN
Spring – Summer ’19

In Spring ’19, the Planning Cubed group convened. On June 4 they presented a report to the CBE community with recommendations for the strategic planning (SP) process. This group suggested the formation of a Facilitation Team (FT) to carry on the process through the following academic year. The FT was charged to steward the year-long SP process. Summer activities refined the process to maximize opportunity for broad and widely-representative participation.

Facilitation Team Charter
1. Finalize process design
2. Train in conflict engagement
3. Hire external facilitators
4. Create process website and communication tools
5. Manage the project: logistics, calendar, budget, etc.

RETREAT
October 5, 2019

We kicked off the academic year and SP discovery with a one-day retreat of faculty, staff, students, leaders and professional community representatives. Large group sessions and break-outs encouraged us to think deeply to the future, and to identify some of the critical themes for our success going forward.

Retreat Outcomes:
1. Attended by 95 participants including faculty, staff, student leaders from all 5 departments and community representatives
2. Brainstormed and discussed key issues across the college
3. Voted on central themes for the College to study and address through Task Groups
CBE STRATEGIC PLAN | PROCESS GUIDE

**FACILITATION TEAM**
- Susanne Adamson, Administrative Coordinator, CBE Strategic Plan
- Mari Baratta, Director of Operations
- Ann Marie Borys, Associate Professor, Architecture
- Suzanne Cartwright, Director of Community Engagement, Real Estate
- Carrie Sturts Dossick, Professor, Construction Management, and Associate Dean of Research
- Nick Dreher (co-lead), BLA Academic Adviser, Landscape Architecture
- Ken-Yu Lin (co-lead), Associate Professor, Construction Management
- Vikram Prakash, Professor, Architecture, and Chair, CBE College Council
- Jan Whittington, Associate Professor, Urban Design & Planning

**EXTERNAL FACILITATORS: PROCESS GUIDANCE, COACHING AND SUPPORT**
- Ted Sive, FSMPS, Honorary AIA (Seattle), Ted Sive Consulting
- Rico Quirindongo, Architect, Principal, DLR Group

**TASK GROUP PLANNING**
October '19
Directly following the retreat the Facilitation Team (FT) compiled the work product and identified 12 themes around which to form Task Groups.

Through a nomination and volunteer recruitment process, Task Groups were formed from faculty, staff, student leaders and community representatives. These groups were formed and charged to research their theme and identify the College’s position and goals around Task Group issues.

**TASK GROUP STUDY**
October ‘19 – March ’20
Task Groups will explore themes drawn from the conversations at the October 5 retreat. They will dive deep into specific topic areas, engage with stakeholders, and develop ideas and recommendations. The FT and external facilitators will check-in periodically with the Task Groups for resource and coaching as-needed. Strong student involvement and professional community engagement will be particularly beneficial in this phase.

**SYNTHESIS + WRITING**
Spring ’20
Task Groups will convene for a mini retreat in March ’20. During this retreat, they will share their discoveries and ideas, add context, and clarify and hone CBE’s vision.

In Spring quarter, a writing committee will assemble to prepare a draft of the Strategic Plan. This draft will be presented to the College community at the end of the academic year.

**FINAL DRAFT**
Summer ’20
The College will adopt the Strategic Plan in principle at the close of Spring ’20.

After this agreement, a small to-be-identified team will engage in additional research + writing (where necessary), as well as editing, graphic design, and production of two documents:
- **The Strategic Plan**
- A Strategic Settings Report to capture the creativity, analysis, data and research that led us to the core tenets of the SP, including the Task Group research, analysis and discoveries.

**BEYOND SUMMER ’20**
The summer writing + research team will present the final strategic plan to the College community at the beginning of the 2020-21 academic year.

An Implementation Team, similar to the Facilitation Team, will oversee and support integration of the SP with College activities.

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**FOR ADDITIONAL INFORMATION CHECK THESE WEBSITES FOR REGULAR UPDATES:**
- Strategic Planning: http://dean.be.uw.edu/strategic-planning/
- Send questions and comments to DPLplanning@uw.edu

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**TASK GROUPS DELIVERABLES**

1. Climate action
2. College culture, vision + values
3. Communications + storytelling
4. Curriculum + pedagogy
5. Health + well-being
6. History + humanities
7. Interdisciplinary research
8. Local + global
9. Place, space + resources
10. Social justice + equity
11. Student experience + technology

**DRAFT SP TABLE OF CONTENTS**

1. Mission Map
2. Research and community outreach
3. Goals: what should CBE do?
4. Strategy/Actions: how will CBE get to these goals? what specific actions are required?
5. Metrics + KPIs: how should CBE measure progress towards specific goals?

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**STRATEGIC PLAN PROSPECTIVE INFLUENCE**

College Culture
- Ideas and applications spanning the College and Departments
- Interdisciplinary:
  - Curriculum development and tools
  - Research focus, partnerships and funding sources
  - Recruitment and development
  - Professional community engagement
  - Internal and external communications
  - College operations and resources use

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**COLLEGE OF BUILT ENVIRONMENTS**

**UNIVERSITY OF WASHINGTON**