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Orientation for New Directors/Administrators “Strategic Planning and Getting to Success”

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Orientation for New Directors/Administrators
“Strategic Planning and Getting to Success”
Clyde E. Chesney
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San Diego, CA
February 18, 2008

- I. Establishing a Sense of Urgency (Environmental Scanning)
 - Diverse Leadership Team
 - Diverse Sources
 1. Chronicle of Higher Education (on-line and hard copy)
 2. ECOP updates
 3. Washington Post online
 4. Tennessee Farm Bureau Legislative update
 5. The Tennessean
 6. Diversity magazine (on-line)
 7. Society of American Foresters (online & hard copy)
 8. TSU Provost Deans and Directors Council
 9. Extension Advisory Council

- II. Developing a Vision and Strategy (Organizational Relationships)
 - CSREES
 - ECOP
 - Association of Extension Administrators (AEA) Strategic Plan
 - Tennessee Extension System Strategic Plan
 - TSU Academic Master Plan (AMP)
 - TSU CEP Mission, Vision and Goals

- III. Communicating the Change Vision (Communications and Marketing)
 - Marketing Task Force Recommendations
 - Communications & Marketing Specialist Position
 - Liaison staff person from TSU Public Relations Office
 - Web Page
 - Impact Reports to Key Decision Makers (Internal & External)
 - Extension Newsletters
 - AEA Programming Teams and AEA Impact Reports

- IV. Creating a Guiding Coalition (Leadership and Team Building)
 - Monthly meetings and staff conferences
 - Team Building Retreats

- V. Empowering Employees for Broad Based Action (Extension Teams)
 - Agricultural and Natural Resources Team
 - TSU Research and Extension Demonstration Farm Team
 - Family and Youth Team
 - Nutrition Education Team
 - Community Resource and Economic Development Team
 - Fiscal and Equipment Management Team
 - Communication, Technology and Marketing Team
 - 1. Agricultural Information Technology Center
 - 2. Mobile Technology Center
 - 3. Docu Tech Printing
 - Administrative Support Team

- VI. Generating Short Term Wins (Budget and Funding Allocations)
 - New Faculty and Staff Hires (Orientation and Start up Funds)
 - Welcoming New Ideas and Energy (Planning Spring Fling)

- VII. Consolidating Gains and Producing More Change (Linking New Ideas and Processes with the Historical)
 - Orientation Programs (UT/TSU Extension, TSU, CEP)
 - Hall of Fame
 - Recognition and Awards Program
 - 1. Distinguished Specialist, Agent, Program Assistant and Administrative/Technical Support
 - 2. James E. Farrell Program of Excellence Award
 - 3. Ola G. Hudson Volunteer Leadership Award
 - 4. Extension Legacy Recognition
 - 5. Extension Support Award (Planning)
 - Smith-Lever Centennial Recognition Committee

VIII. Anchoring New Approaches in the Culture (Supporting Innovation and Creativity)

- Creative Program Delivery Grants to Counties -\$50,000
- Engagement Scholarship Grants with TSU Schools and Colleges-\$280,000
- Distance Education, eXtension, Change Agent States (CAS)
- Succession Planning
- Professional Development of Faculty and Staff (Budget Support)
- Facilities, Equipment and Supplies
- Building and Cultivating Relationships

Eight-Stage Process from John P. Kotter, Leading Change, Harvard Business School Press, 1996.