

UAB'S STRATEGIC PLAN: WELCOME


Dr. Ray L. Watts

UAB'S STRATEGIC PLAN: UNDERSTANDING PERSPECTIVES

Susan Coan
Executive Director
Organizational Learning & Development

ICEBREAKER: UNDERSTANDING PERSPECTIVES

- Communication will be critical to ensure alignment and execution of our Strategic Plan.
- Leaders must communicate with intention to meet others where they are.
- To set the context for the day, we will start with an activity to illuminate your perspectives.



The real voyage of discovery
consists not in seeking new
landscapes, but in having new eyes.

Marcel Proust

“ quote fancy

SEE IT FROM THEIR SIDE...

- **Communication:** What do faculty and staff know about the Strategic Plan? How can we get them better information?
- **Connections:** How connected do people feel? How can we make more intentional connections?
- **Concerns:** What questions do people have? What might be some concerns we should address?

Silent Self-Reflection: Take one minute to consider the questions above. What are the gaps? What ideas or actions do you recommend?

1, 2, 4, ALL: IDEA SHARING

UAB Strategic Plan
Communication
Connections
Concerns

- Generate ideas in pairs, building on ideas from self-reflection. **2 min.**
- Share and develop ideas from your pair in groups of 4 (notice similarities and differences). **4 min.**
- All: What is one idea that stood out in your conversation? Each group briefly shares one important idea with all.

UAB'S STRATEGIC PLAN: METRICS & MISSION PILLARS

Dr. Pam Benoit

METRICS FOR THE PLAN

METRICS: Helping us know if we have reached our goals and being able to prove that we have reached them.

- **Why and how were these particular metrics identified?**
- **What do they mean for you and your schools/units?**
- **How will you plan to cascade these metrics and their meanings to all areas of your schools/units?**

EDUCATION

GOAL: Offer a world-class, socially conscious education to diverse students to prepare the next generation of citizens and leaders.

- **Print your initials on the sticky notes provided to you.**
- **Once you have done so, circulate around the posters and place a sticky note beside 2 ACTIVITIES that your school is engaged in. 5 min.**
- **All: Large group share of the activities you have identified with specific ways your are implementing the plan in your schools. 20 min.**

RESEARCH, INNOVATION & ECONOMIC DEVELOPMENT

GOAL: Empower innovative research, scholarship & creative activities that drive knowledge creation focused on improving society.

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GOAL: Lead in the delivery of the highest-quality patient-centered integrative care that reflects our ability to translate discoveries into revolutionary therapies in one of the nation's premier academic healthcare centers.

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COMMUNITY ENGAGEMENT

GOAL: Engage with the community in meaningful and mutually beneficial collaborations that contribute to the public good.

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2019

CAMPUS ENGAGEMENT SURVEY

Anne Buckley
Alesia Jones

2019 CAMPUS ENGAGEMENT SURVEY

**What questions
do you have?
Ideas or
comments to
share?**

Why?

- Give voice to our UAB community members
- Gain insights on strengths and areas for improvement

When? Tuesday, January 29 – Tuesday, February 12, 2019

How?

- Will apply for “Great Colleges to Work For” recognition
- Questions will not change from the 2017 survey
- Will provide a data gateway and coaching session for leaders

Who?

- Faculty (incl. adjuncts) and staff (incl. part-time, post-docs, SoM Workgroup A)

WHAT HAPPENED AFTER THE 2017 SURVEY?

Key Theme:
Communication

What else?

UNIVERSITY-LEVEL

- Departmental visits by President & Provost in addition to regular faculty meetings (ongoing), and town halls
- University Relations created an alignment of leadership plan to facilitate communications and face-to-face opportunities among all senior leadership
- University Relations enhanced the internal communications team and put resources toward targeting and streamlining delivery of information

SPECIFIC SCHOOLS & UNITS

- “State of the Division” meetings in University Relations
- Several unit-wide e-newsletters
- “Coffee Hour with Tom,” “Tea Time with the Chief,” “Coffee with the CHRO”

WHAT HAPPENED AFTER THE 2017 SURVEY?

Key Theme:
Leadership

What else?

UNIVERSITY-LEVEL

- Implemented quarterly leadership meetings with UAB Senior Leaders (Deans & VPs)
- New managerial development program
- “Taking Charge of Your Career”

SPECIFIC SCHOOLS & UNITS

- School of Health Professions: Development program on crucial conversations, confrontations and accountability

WHAT HAPPENED AFTER THE 2017 SURVEY?

Key Theme:

**Performance
Management**

What else?

UNIVERSITY-LEVEL

- New, approved minimum standards for performance management

SPECIFIC SCHOOLS & UNITS

- School of Engineering: Developing a consistent performance management plan for the school
- Development & Alumni Affairs: Increasing transparency, metrics and standardization for the staff evaluation process

OUR SURVEY: NEXT STEPS FOR LEADERS

Plan intentional communication to...

- Broadly share tangible actions since last survey and what actions will be taken regarding new survey data.
- Invite participation (template will be provided) to increase response rates.
- Identify your needs and support team: leaders; Faculty Senate and Staff Council representatives; HR & HR Partners; University Relations; Steering Committee; interested others.



INNOVATION EXERCISE & DISCUSSION

Dr. Molly Wasko

CREATING A CULTURE OF INNOVATION



**Biggest
Fan**



Ta-Dah!!



WHAT'S THE BIG DEAL?

EDUCATION

Offer a world-class, socially conscious education to diverse students to prepare the next generation of citizens and leaders.

RESEARCH, INNOVATION & ECONOMIC DEVELOPMENT

Empower innovative research, scholarship & creative activities that drive knowledge creation focused on improving society.

COMMUNITY ENGAGEMENT

Engage with the community in meaningful and mutually beneficial collaborations that contribute to the public good.

PATIENT CARE

Lead in the delivery of the highest-quality patient-centered integrative care that reflects our ability to translate discoveries into revolutionary therapies in one of the nation's premier academic healthcare centers.

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No problem

I am already doing this stuff anyway

A close-up shot of Master Shifu, a small red panda character, looking upwards with a thoughtful expression. He is wearing his signature brown robe and has a small white object hanging from his mouth. The background is a dark, textured stone wall.

**IF YOU ONLY DO WHAT YOU CAN DO...
YOU WILL NEVER BE MORE THAN YOU ARE
NOW. - MASTER SHIFU (KUNG FU PANDA 3)**

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But it's worked for me so far,
and everything looks ok,
so why should I change?

CREATIVITY

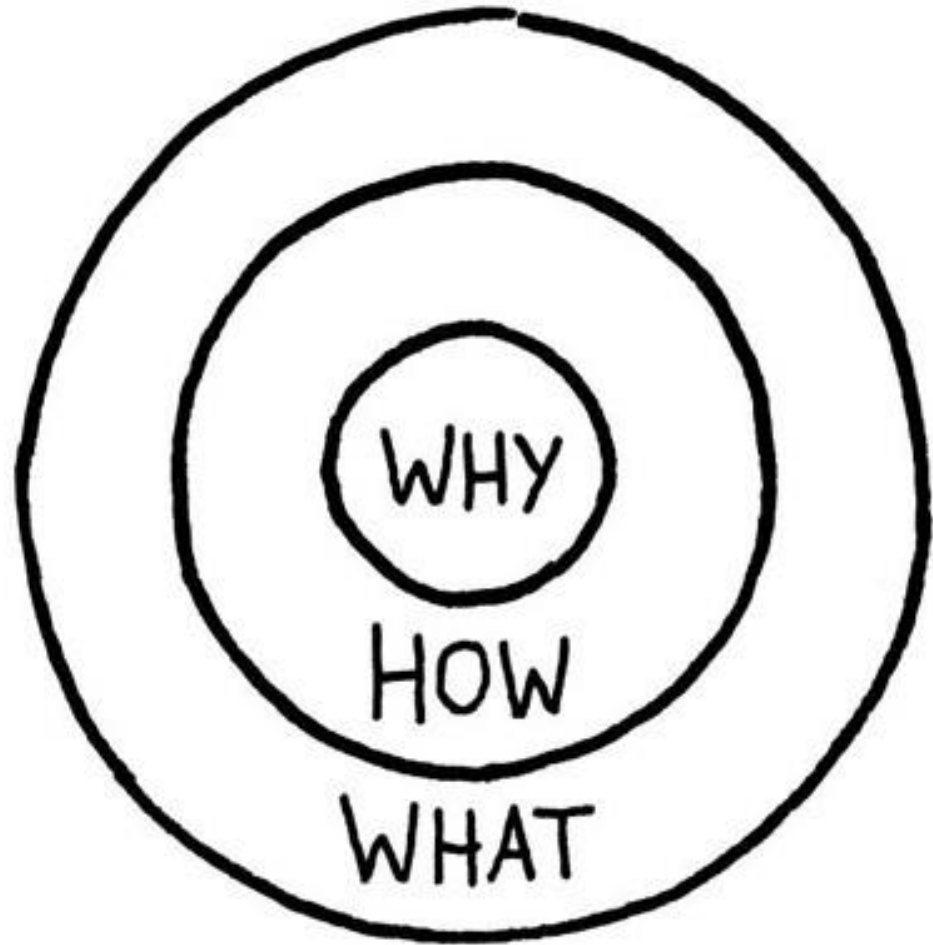
The process of giving sense that capitalizes upon novelty and utility by bringing together a unique combination of cognitive resources to achieve a superior outcome.

BOLD
thinking



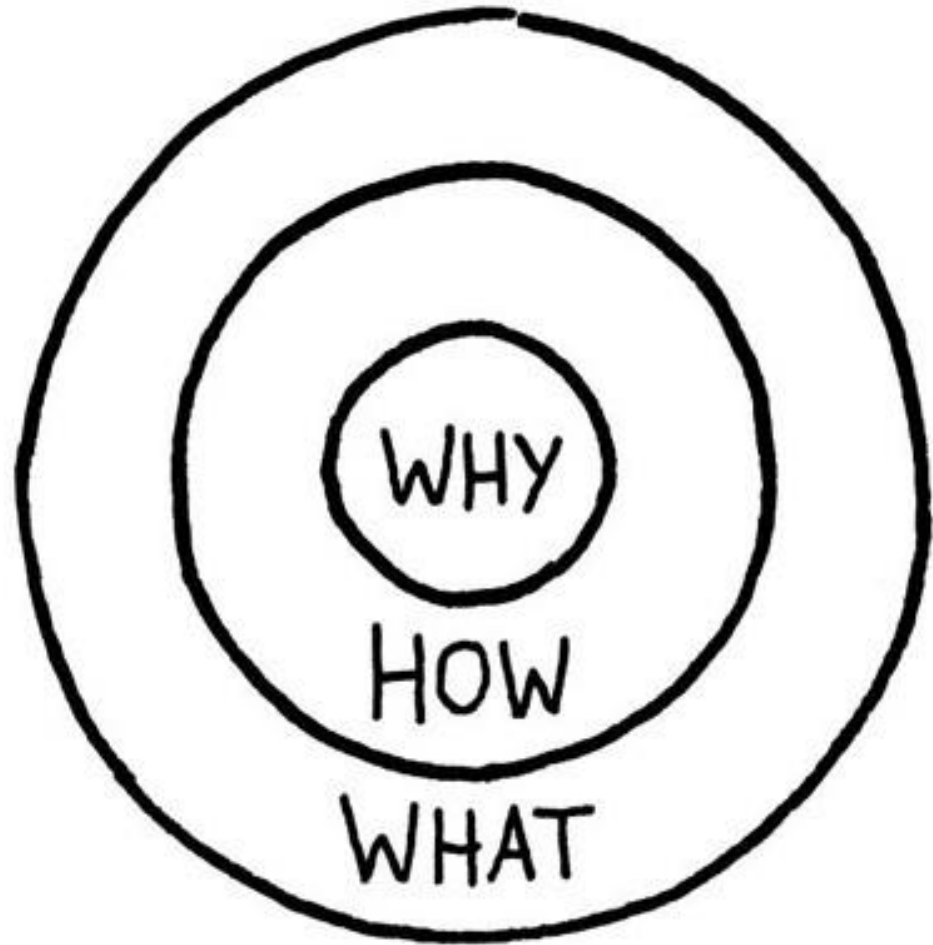
Dr. Jeffrey Stamp

SUPERIOR OUTCOME



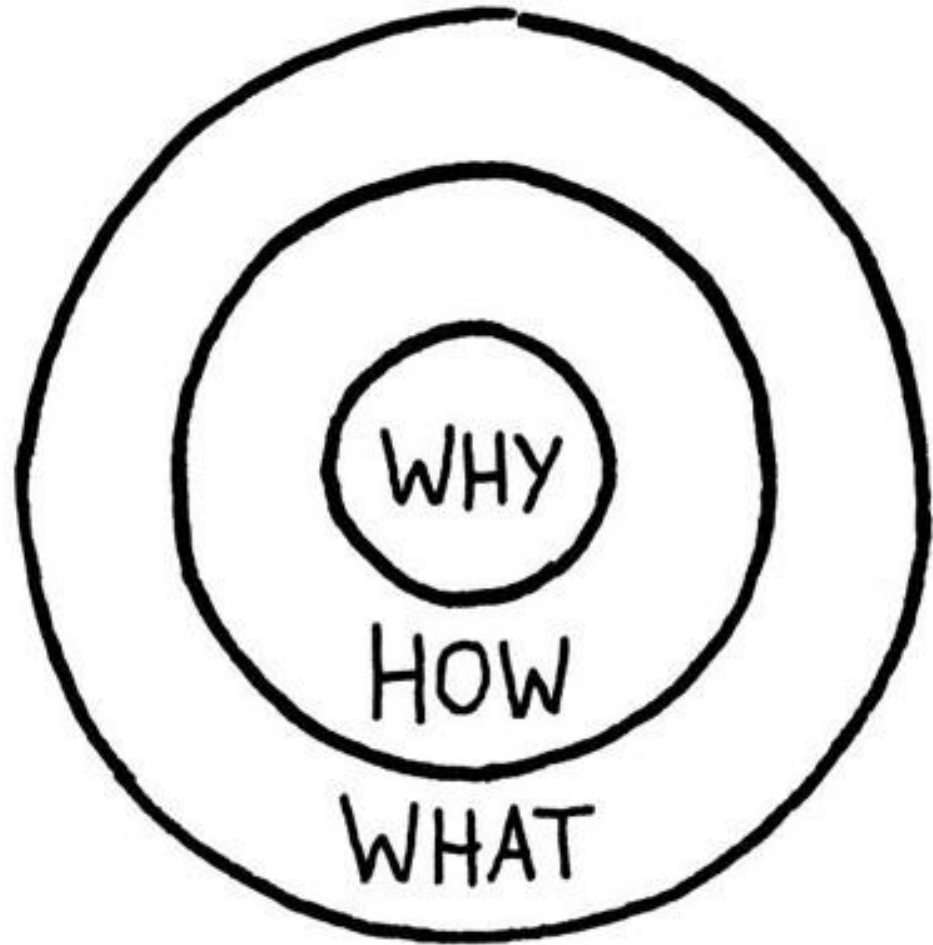
What will be different?

FACULTY PERSPECTIVE



How will it be different?

LEADERSHIP VISION: GIVE SENSE TO...



Why will it be different?

GIVING SENSE TO THE VISION

UAB Today

Education

Research

Community Engagement

Patient Care

Faculty/Staff Engagement

UAB and Forging the Future

Education

Research

Community Engagement

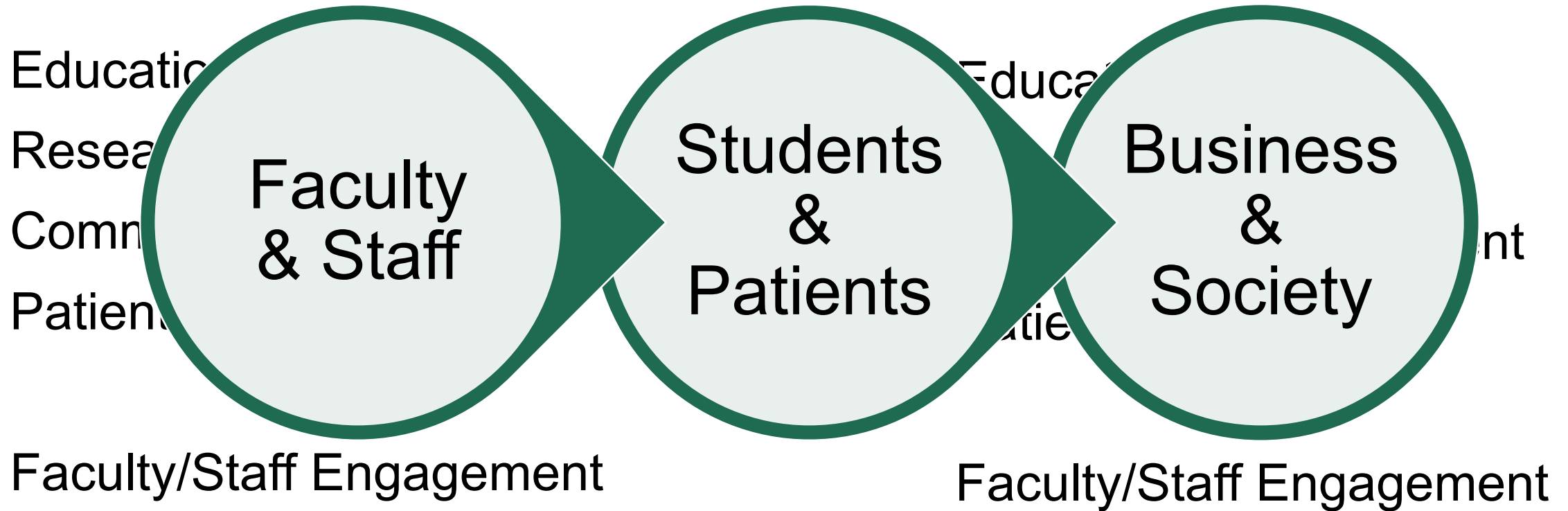
Patient Care

Faculty/Staff Engagement

GIVING SENSE TO THE VISION

UAB Today

UAB and Forging the Future



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GRAND CHALLENGE UPDATES

Dr. Chris Brown

SIGNATURE CORE UPDATES

Dr. Pam Benoit

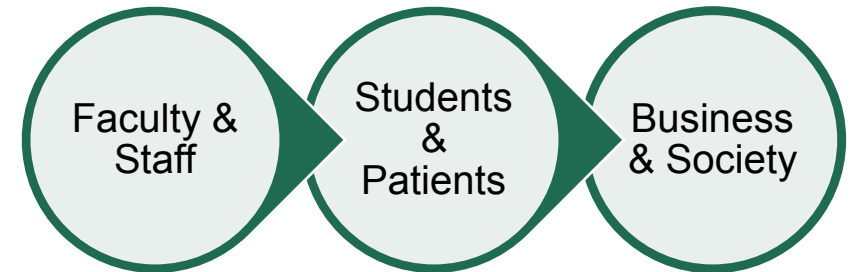
CASCADING THE PLAN, METRICS, & SURVEY RESULTS

Dr. Pam Benoit
Anne Buckley

NEXT STEPS FOR LEADERS

Plan intentional communication and interactions to...

- Broadly share the Strategic Plan Metrics Dashboard.
- Highlight the activities that your schools/departments/units are doing to align your area with the university-wide strategic plan.
- Identify your needs and support team: school/unit leaders; Faculty Senate and Staff Council representatives; HR & HR Partners; University Relations; Advisory/Steering Committees; interested others.



UNIVERSITY RELATIONS INITIATIVE HIGHLIGHTS

- Enhanced internal communications team
- Developed strategic internal communications plans
- Identified tools for enhanced data, engagement and accountability (Marketing Cloud, Slack, Asana, Meltwater Social)
- Introduced a new and improved marketing toolkit
- Collaborated with IT on shared initiatives/solutions
 - Single sign-in portal
 - Long-term solutions
- Sought solutions to address information delivery/overload
 - Hub, newsletters, e-mail, etc. (planning focus groups)

MORE UNIVERSITY RELATIONS INITIATIVES

- Identified opportunities to embrace and enhance support of and collaboration with professional communicators across campus:
 - Participation in the UAB strategic communications plan
 - UR leadership listening tour, focus groups and survey
 - Strategic communications plan workshop and guidance
 - Communications resource tools
 - UR-sponsored professional development sessions
 - Interest group teams and/or meetings
 - Marketing, social media and web communications

MODERN THINK RESULTS

Low scores for communication reference centralized/campus-wide and unit communications, senior leadership, administration, deans and chairs, asking for:

- Better and modern communication
- More sincere listening and two-way communication
- Communication that does not bottleneck at the top
- Open communication about difficult situations
- Increased transparency and accessibility
- Communication about priorities
- Increased visibility of and communication from leadership
- Consistent messaging and improved websites
- Communications before something is final
- Regular, focused town halls with time for dialogue
- Enhanced understanding of what others at UAB do

WHAT WE CAN DO TOGETHER

Gather feedback and input from you and your professional communicators:

- Best practices
- Challenges
- Ideas

Please be on the lookout for:

- Your professional communicator or designee to:
 - be engaged in this initiative
 - present strategic communications plan
- Survey(s)
- Updates and further discussion

NEXT STEPS

Using input/feedback/findings, University Relations will:

- Identify opportunities to enhance communication, particularly in sharing information from leadership within your schools and units
- Make recommendations to the Joint Leadership
- Support leadership and professional communicators across campus to further enhance communications