

March                      April                      May                      June                      July

SPRING

EARLY SUMMER

Outreach and Validation

- direct feedback
- listening forums

Collaborative Consultation

- consultation with shared governance
- compilation of concerns and ideas

Synthesis

**Analysis of Institutional State and Future:**

- Evidence and Implications
- Key Challenges and Decisions

**Validation, Consensus, Congruence:**

- Mission, Values, Identity, Vision
- Objectives and Outcomes
- Inclusive, Iterative Process

Implementation Plan

Identifying specific initiatives and projects, by unit and program, with:

- estimates of operational/endowment costs
- timetable
- performance metrics
- monitoring and management oversight process

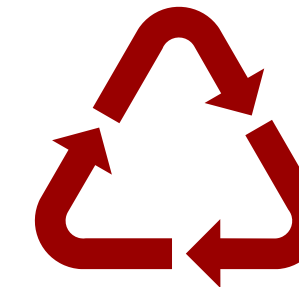
2017                      2018                      2019                      2020

ADAPTIVE CYCLE from IMPLEMENTATION to PLAN HORIZON

Shared Governance

In the North Star Wheelhouse:

- Community: Students, Faculty, Staff, and Administrators
- Governance Committees (CAPS, BPC)
- President's Cabinet
- Board of Trustees



Implementation

- leadership
- detailed plans in units
- apply resources to initiatives
- project tracking and management
- reporting and accountability

Adaptive Management

- regular evaluation of initiative performance and relevance
- modification of resourcing and outcomes as appropriate
- addition or closing of projects and initiatives as appropriate

North Star