

Strategic Plan Update

1/17/2024

Norms and expectations

- Our EDIA mission will be our throughline and constant focus
 - [Diversity and Equity Committee - The Henry M. Jackson School of International Studies \(washington.edu\)](https://www.washington.edu/diversity/equity/committee/)
- Listen to learn and explore
- Assume good intentions, ask for clarity when needed
- Creating an environment that supports professional candor and direct communication
- Create opportunities for your colleagues to engage and share
- Come prepared and ready to meetings, provide completed deliverables on time
- We appreciate that change is hard but necessary (especially for JSIS)

*Gathered at 7/20/23 Staff Meeting and 7/27/23 Steering Committee, reviewed at 9/20/23 Faculty Retreat

Consolidated outcomes

Values

COMMITMENT TO EXCELLENCE

- maintaining highest professional standards
- production of cutting edge academic research and scholarship
- prioritizing student experience, learning outcomes and aspirations
- accountability to our partners and communities
- responsible stewards of our resources

EDIA

- curriculum design and implementation is key to DEIA efforts
- practices and actions matter more than words
- facilitating understanding of inequality across contexts contributes to our DEIA efforts
- creating accessible and welcoming spaces within the school
- diversity of voices is critical to the core mission of the School

GLOBAL INTELLECTUAL ENGAGEMENT

- Washington State public resource for global understanding
- alternative to a US-centric lens
- preparing students for thinking globally
- commitment to impactful research and knowledge production

COLLABORATION

- building inclusive community
- shared focus on process improvement
- expansive eco-system of partners

ADAPTABILITY

- commitment to a vibrant future
- capacity to change
- proactive about addressing student needs

TRUST AND RESPECT

- transparency of policy and procedures
- shared assumption of good will
- appreciate and recognition of faculty and staff expertise
- dedication to fostering a positive work and learning environment

Environmental Analysis

ADMINISTRATIVE

- Business Office is functioning better, overall JSIS has a high level of professionalism.
- Talented and dedicated group of staff.
- Need for clear delineation of roles, responsibilities, and tasks.
- Centers and Programs are clearly dedicated to serving their partners and communities.
- Must leverage existing expertise and services outside JSIS (UW and CAS resources)
- Acknowledge positive change with CAS relationship and landscape
- Appreciation for CAS intervention and support, especially during trying transitions.
- JSIS has the capacity for change but historically has made change out of necessity rather than a proactive or planned process, results in a sense of franticness.
- General sense of the need for change and process improvement
- The decentralization of JSIS results in added complexity and decreases efficiency.
- People and job functions are siloed, resulting in a lack of support, unneeded redundancy, and leading to burnout.
- JSIS has several multitiered external influences, including Federal, State, community members (internal and external), UW and CAS
- JSIS is subject to operate within the UW bureaucracy.

SOCIAL

- Common sense of goodwill and willingness to be helpful
- Most identified a sense of community within programs or other smaller units, but few see JSIS as a community as a whole.
- There is a desire to recognize staff work, but it needs to be more consistent across the school.
- There are good intentions for EDIA support and practices, but we lack action and demonstrable successes.
- There is a divide between staff and faculty, a lack of understanding and appreciation of each role, and the need to clarify roles and expectations of how work is structured.

TECHNOLOGICAL

- More resources like THO 317, tech-enabled spaces impact student engagement and opportunities.
- Technology solutions lack consistency across JSIS.
- There is a need for training, funding, and maintenance of resources, which must support change and adoption of new platforms.
- a unified approach to technology would overcome inconsistent and incompatible technologies employed across the school, leading to more information sharing and best practice creation.
- Desire for Business Office centralization of support and resources.
- Must be a thoughtful consideration and leveraging of UW and CAS IT services.

EDUCATIONAL

- Dedication to high quality teaching and educational programming.
- Commitment to unique educational opportunities not available elsewhere.
- Tradition of problem driven learning opportunities e.g. Taskforce
- Need curriculum streamlining, including a holistic view and understanding across the school.
- Update curriculum, including course naming and descriptions.
- Focus on the whole student (mental health, impacts of pandemic), need to better understand what attracts, keeps, and deters students.
- Better data collection methods and evaluation are needed to make decisions and drive changes.
- Clarity and transparency of the process for curriculum development and approval
- Need to deliberate on the School's unique vantage point on international and global issues for undergraduate, graduate, and prospective students

PHYSICAL

- Working and teaching in a historic building is challenging.
- Our building lacks communal gathering space and needs a welcoming space that considers access.
- Leverage UW resources to address access and challenges outside of JSIS control.
- Clear understanding of what we can and can't change regarding the building.
- Transparent process and criteria for space evaluation and assessment, including stable, predictable office allocations for staff and non-line faculty

Consolidated Outcomes

SWOT

Strengths

1. Long term reputation and expertise in interdisciplinary-practically oriented scholarship
2. Passionate and dedicated team
3. Depth of specialized knowledge in all parts of the school (what people do, they do really well)
4. Commitment to Grad and undergrad teaching and mentoring, with dedicated and award-winning faculty
5. We support a web of connections that flow around campus, the community, nation and globe (knowledge, personal, resources)
6. HUB of financial (student, faculty, fellowship) resources that supports JSIS, CAS and board University opportunities

Weaknesses

1. Low SCH, faculty/student ratios and fragmented curriculum
2. Lack of policy, process and procedure; work that could be done centrally is done across the school
3. We are structured around funding and opportunities that are not guaranteed and or are unstable
4. Silos of communication, expertise and resources hinder intellectual and administrative collaboration
5. Our administrative and curricular structure limits our ability to adapt to changing circumstances
6. Lack of cohesion and community across the school

Opportunities

1. World events present opportunities for our expertise to be visible
2. Create a new JSIS identity with a clear set of goals and priorities
3. Leveraging technologies and data resources across the UW for better decision making
4. Leveraging and stewarding extensive network of alumni and community
5. Streamlining and developing more intelligible student pathways through JSIS- career and practical application of JSIS degree
6. Building a robust structure to support staff growth and withstand fiscal instability
7. Explore new partnerships on and off campus

Threats

1. Loss of state and federal funding
2. Knowledge and expertise loss due to staff turnover
3. Faculty retirements with no guarantees of maintaining faculty lines
4. Inability to reconcile a program that contains area, global, international and thematic orientations
5. Not actualizing our commitment to robust EDIA efforts
6. If we continue to be perceived as unsustainable (SCH, low enrollment), changes will be imposed upon us

Resources

- Simple - Sustainable - Integrated

Worksheets for gathering information

#1 Values Worksheet ☒

#2 Environmental Analysis Worksheet ☒

#3 Strengths, Weakness, Opportunities and Threats, SWOT Worksheet ☒

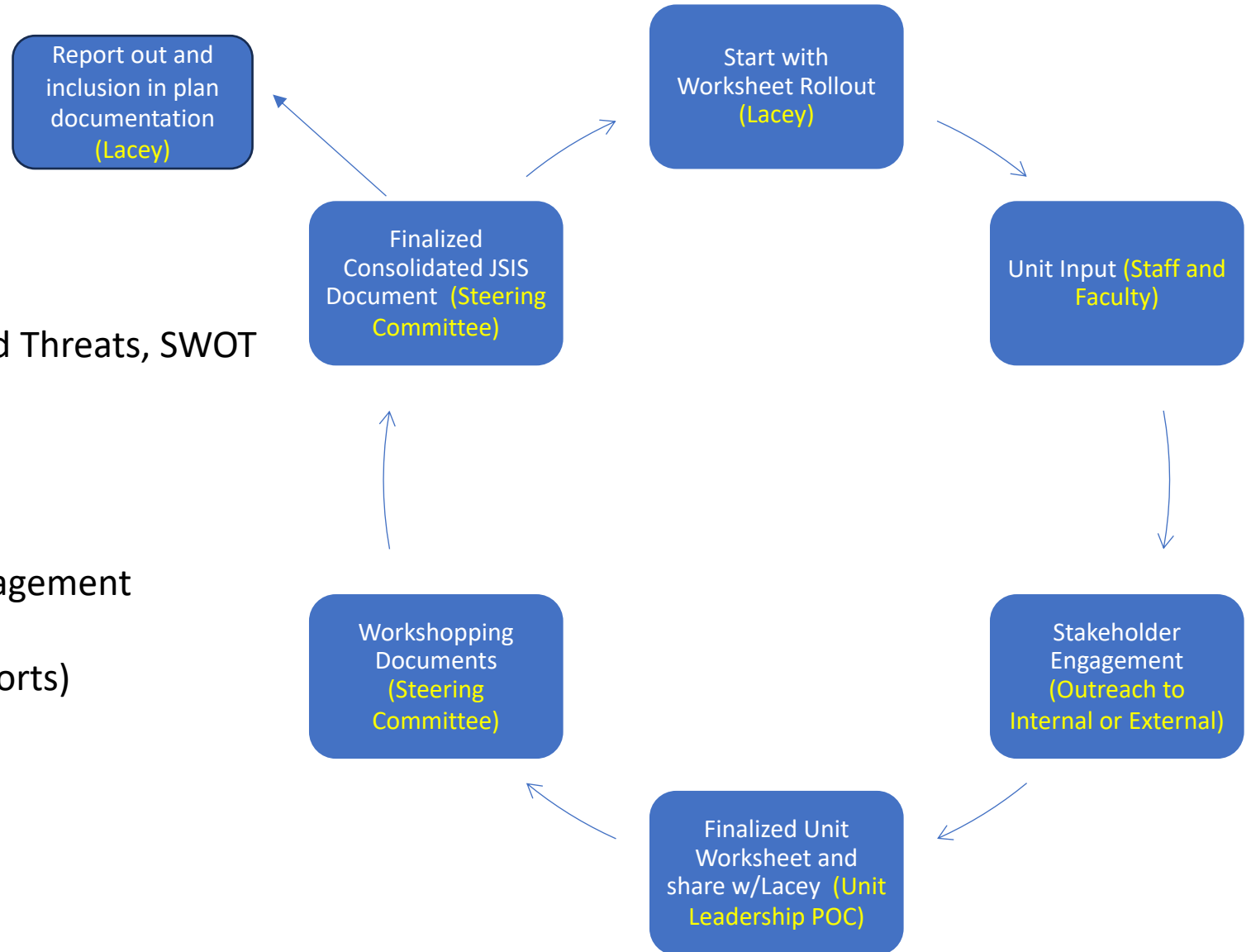
AND **Templates** for working documents

#4 Risk Assessment

#5 Action Plans (inform Performance Management Workplans)

#6 Snapshots (inform Impact/Year End reports)

* Unit = Center,
Program, or
Operational Group



WORKING DRAFT- 2023 JSIS Strategy Map



MISSION

The mission of the Henry M. Jackson School is to serve as the University of Washington's primary resource for education, scholarship, and service in global, international and area studies. JSIS utilizes faculty and staff expertise to serve our students and our community.

1. Goal One

- Supporting Information
- Overarching initiatives
- Support details

2. Goal Two

- Supporting Information
- Overarching initiatives
- Support details

3. Goal Three

- Supporting Information
- Overarching initiatives
- Support details

VISION

Henry M. Jackson School students, faculty, staff and community partners engage the world through problem driven inquiry. We employ diverse scholarly fields and research methods across world regions to meet the planet's greatest challenges.

What's next?

- Finalize Strategy map
- Pause for evaluation
- Risk assessment template based on established priorities



Tater is ready for 2024!