UPDATE: Strategic Framework plus

Junius J. Gonzales

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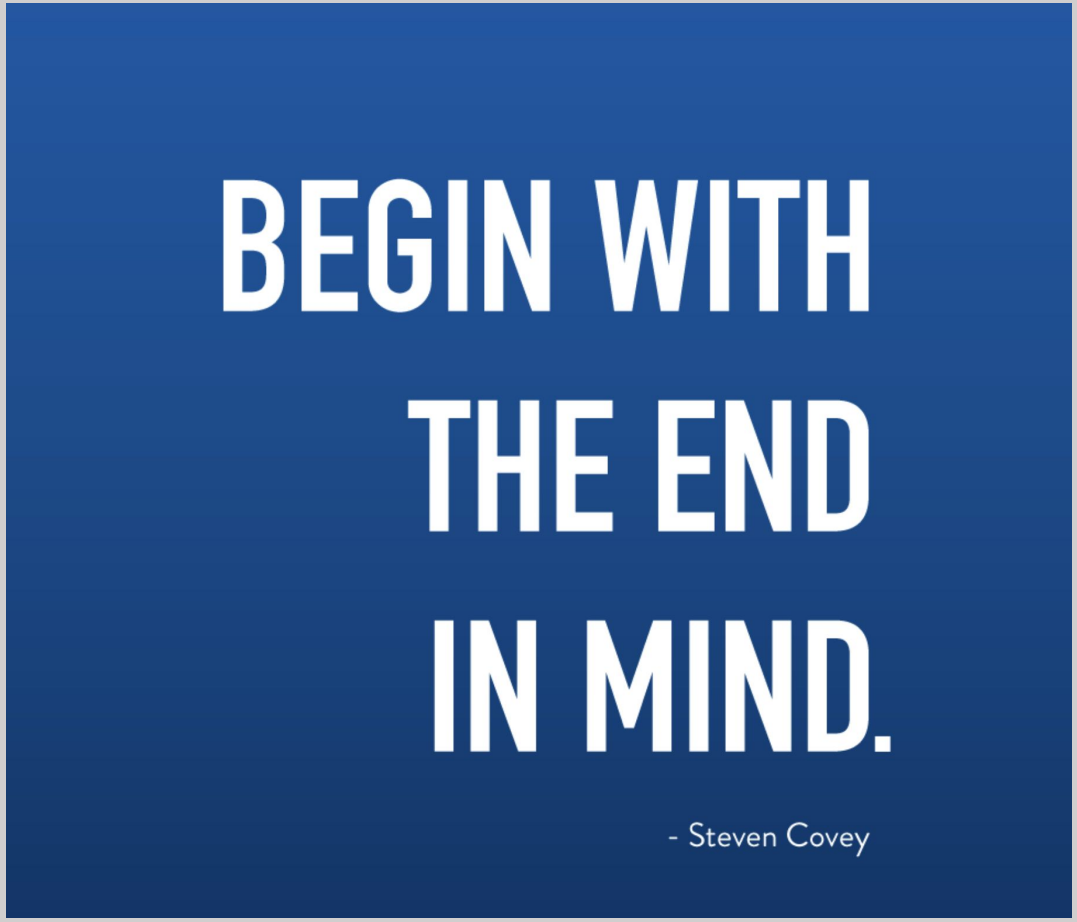
University Senate

*'Over the past 25 years executives have become fervent advocates of **learning**, calling it an imperative, career insurance, and the only source of competitive advantage. That enthusiasm is warranted: Today the development of new skills, knowledge, and mindsets is critical to most …key strategic efforts—from navigating global crises and unprecedented industry change, addressing the rise of generative AI, and driving innovation, to attracting and retaining talent, building inclusive workplaces, and making a positive difference in society.'* *(Petriglieri, HBR January 2025)*

Investing in our People

to develop and empower a Montclair community to lift the University to next levels in all its work – by providing opportunities for individual and collective learning, new skills acquisition and integrative actions



- Why a learning and development strategic framework?

- Designed to produce a premier learning organization with enhanced organizational capacity and adaptability as it proactively responds to emergent marketplace changes and needs – and reaches its desired outcomes.

- Designed to enhance the University's ability to be more future proof; a university that proactively anticipates future stressors and disruptors and minimizes their potential negative effects.

Why A Strategic Framework

- ***Building on the President's Leadership Retreat August 12, 2024 and our selection into the Gates Foundation supported AASCU Strategic Planning Collaborative***
- *'The primary purpose of a framework is to provide a structure that helps individuals or organizations make sense of complex issues and make informed decisions. It offers a systematic way of approaching problems and ensures that all relevant factors are considered.'*
- *Adaptable and customizable to fit different situations and changes*
- *Align with mission and overarching objectives*
- ***Framework can have multiple elements that can be applied in various situations to ensure consistency and coherence in decision-making.***
- *Strategic Plans are more action oriented driven by specific goals*

Key Rationale for a Strategic Framework

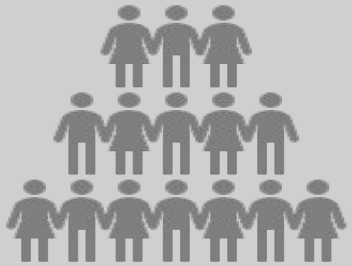
A framework is more flexible in in adapting to environmental changes. Plans may sometimes be too rigid and precise to adapt quickly enough to meet emerging needs and shifts in the environment.

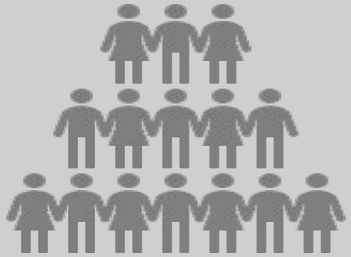
Frameworks can provide clear guidance without being too prescriptive.

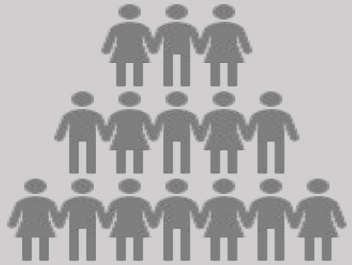
Frameworks can serve as an umbrella for ALL organizational activities.

Frameworks, if done clearly, may be more easily understood and communicated.

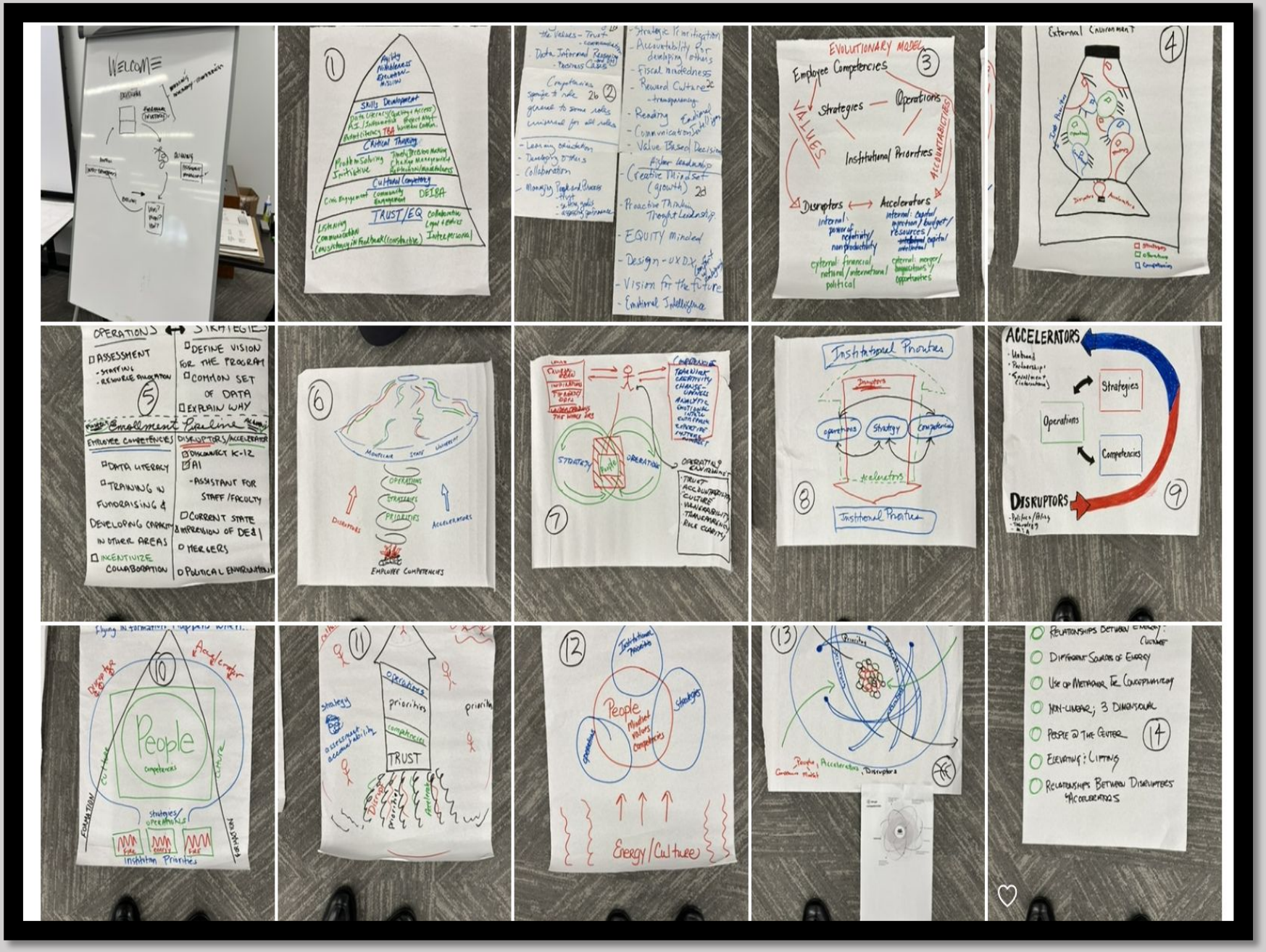
'Indeed, more and more … leaders are moved to make a bold promise: that their (institution) is not just a machine to deliver profit but also a community devoted to social impact and its members' well-being. ***Learning is key to fulfilling that promise, especially in an age when talent flocks to organizations that offer to upskill employees and support their development. A commitment to learning is critical to making organizations both more efficient and more humane.'***







Sensemaking



Timeline and Input

- Work since last fall, with most in the spring 2025
- Input from over 100 people, team of 10, team of 41 and 50 more
- From 39 capabilities to 9 capabilities
- Next steps – two parts with Steering Group and many more
  1. Three Working groups to refine the 9 and create personas or embodiment of these capabilities
  2. More input to continue development of **critical themes for the University and related action-output goals --** This was a difficult exercise and processes to be delineated soon
  3. Provide (HR to start) sample menus for linking capabilities to learning opportunities (60% experiential, 20% formal, 20% social)

#	Competency Name	Competency Definition
1	Organizational Insight	• Understands Montclair's institutional priorities, mission, and values, and applies this knowledge to achieve impactful outcomes. • Understands and keeps up-to-date with the public higher education sector, our competition within and beyond this sector, and the evolving competitive marketplace. • Uses an understanding of the University and its place and potential in the marketplace to guide strategy, tactics, and actions. • Anticipates the impact of changes and decisions on Montclair's internal and external stakeholders.
2	Collaboration	• Works cooperatively with others across Montclair's campus and the broader community to drive student success and institutional priorities. • Balances individual priorities with collective goals to achieve outcomes. • Partners with others to get work done. • Credits others for their contributions and accomplishments; • Gains trust and support of others
3	Managing Complexity	• Makes sense of complex, sometimes contradictory information to analyze situations accurately and makes decisions that align with Montclair's strategic direction. • Acquires data from multiple and diverse sources when solving problems; • Uncovers root causes of difficult problems; • Evaluates pros and cons, risks and benefits of different solution options • Seeks and integrates diverse points of view from Montclair's stakeholders to inform effective solutions.
4	Situational Adaptability	• Picks up on situational cues and adjusts in the moment; • Readily adapts personal, interpersonal, and leadership behavior; • Understands that different situations may call for different approaches; • * Can act differently depending on the circumstances.
5	Strategic Mindset	• Strategic Mindset • Anticipates future trends and implications accurately; • Readily poses future scenarios; • Connect the day-to-day work to Montclair's long-term strategic priorities. • Develops breakthrough strategies and makes sound decisions by aligning initiatives with data-driven insights.
6	Emotional Intelligence	• Demonstrates self-awareness, and understands personal strengths, limitations and areas for growth • Manage emotions and impulses to remain composed, adaptable, and trustworthy in challenging situations. • Demonstrate drive to achieve beyond expectations by maintaining passion, energy, and commitment to goals. • Understand and consider the emotions and perspectives of others when making decisions or leading teams (Empathy). • Builds strong relationships by communicating clearly, influencing effectively, and resolving conflicts constructively
7	Innovation	• Comes up with useful ideas that are new, better, or unique; • Introduces new ways of looking at problems; • Applies creativity to solve problems and seize opportunities; • * Encourages diverse thinking, questioning of tradition, and intelligent risks to promote and nurture innovation.
8	Effective Team Budling	• Forms high-performing teams with an appropriate and diverse mix of styles, perspectives, and experience; • Establishes common objectives and a shared mindset; • Creates trust, belonging and strong team morale; • Shares wins and rewards team efforts; • Fosters open dialogue and collaboration among the team. • Recognizes and leverages the unique strengths of team members.
9	Effective Communication	• Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels; • Attentively and actively listens to others; • Adjusts to fit the audience and the message; • Provides timely, relevant and helpful information to others across the organization; • Encourages the open expression of diverse ideas and opinions

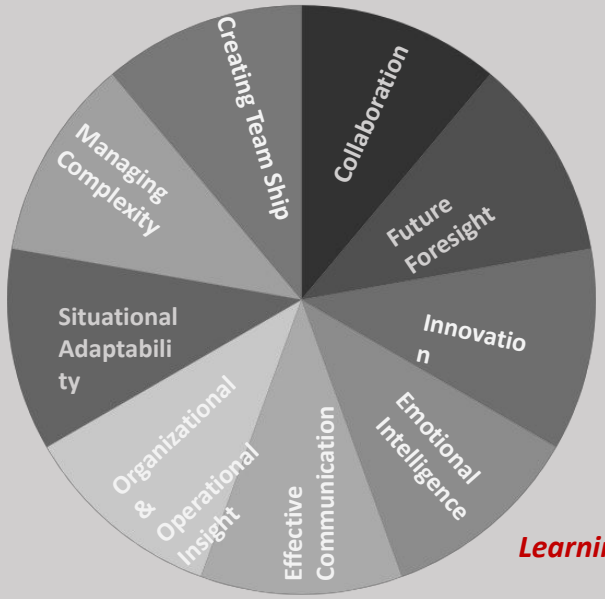
Public-serving, advancing the common good …

Broadening …
Challenging …
Advancing …
Forming …

Mission

Institutional Critical Themes with Action-Output Goals

Capabilities for Next Level Value:
A Multipliers Framework



Unit-Level Action Plans

Learning: 60% Experiential, 20% Social, 20% Formal

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