

# VALE

## Discussion Questions for Workshop to Assess Capabilities and Operating Structure

V6: 10-28-14

New Commons

Caveat for the workshop design: the workshop will focus on how to effectively get work done to achieve the existing strategic priorities. The retreat will not focus on adding any new initiatives. The focus will be on adding new capabilities or new means for achieving the existing priorities. These questions and issues are presented as the logical discussion sequence.

### Guidance for the Design of the Retreat

- Go deep with a short list of agenda items and not broad
- Conduct a critical analysis that is not tepid
- Focus on the greatest good for the most members

### Questions with Member Council...9:00 to 1:15 followed by 45 minutes for lunch (this part of the workshop is timed out at 255 minutes, including a 15 minute break)

1. Review agenda and ground rules...10 minutes
2. Given progress to date with the strategic priorities, what have we learned?...20 minutes
3. The current VALE operating structure is effective for getting work done to achieve the current strategic priorities! (Agree or disagree, followed by discussion) After the discussion on the operating structure, ask this question: what are your first thoughts about what capabilities VALE will require going forward to make additional progress? ...30 minutes
4. Conducting an external scan of the environment: what are the current and emerging conditions VALE is facing? How has the world changed since VALE's conception? In effect, we don't know what we don't know. What are the collective impacts of the external conditions on the business model of VALE? ...35 minutes
5. VALID should be spun off! ...VALID is an opportunity, so keep it to help change the way VALE thinks and gets things done! (people place a sticky dot on one choice followed by discussion) ...40 minutes
6. The emerging business model: lessons learned from other networks most like VALE? ...60 minutes.
  - To kick-start the conversation, the strategic planning committee will make a presentation on research they conduct on best practices of other consortiums... 15 minutes
  - Applied to VALE, what most interests you about what the other consortiums are doing? ... 15 minutes

- Services to most consider adding...make a short list and prioritize...this is a preliminary list with no promises...20 minutes
  - What should VALE stop doing? ...10 minutes
7. The membership is diverse ranging from highly to less technically sophisticated. What do members value the most? What would a multi-tier membership structure look like? How do we make it work? ...30 minutes
  8. In summary, what do we stop doing? Keep doing? Do differently? Start doing? ...15 minutes

**Questions with the executive committee...2:00 to 4:30**

1. Based on the conversation with the member council, what are the areas of alignment? What are the areas of concern? What are the draft priorities for the next 24 months? ...40 minutes
2. Based on what we heard today, looking beyond the executive committee and member council, who does VALE need to hear from? What questions do we ask them? ...35 minutes
3. What do we get and want from NJEDge?...25 minutes
4. If VALE blank-slated its operating structure and started from scratch, what would the go-forward structure look like? Use committees that do work and report to the executive committee? Create interest groups for learning? Does VALE add employees or contractors (beyond the 3 days per week we have now)? If we stay flat and volunteer, how far will that get us? ...50 minutes