“THE FIRST 100-DAY PLAN” APPROACH: ASSUMPTIONS, PROCESS, AND ACTION PLAN”

First 100-Day Plan: Assumptions
1. The power of first impressions cannot be over-emphasized.
2. Boards, new heads, and consultants
   a. Are well intended, but after search and elation (sometimes), the rest of life floods
      in and sometimes post-search-fatigue settles in and consultants especially
      (without a commitment) often become difficult to engage.
   b. Have invested financially, substantially with time, psychologically/spiritually,
      and should get full return on those investments.
3. A treasure trove of information is gathered in the search that is not possible, and at the
   time inappropriate, to share but could be pivotal to getting started on the right foot.
4. Often some healing needs to be done or some “gotcha folks” have to be attended to.
5. Is integrated and forms a framework for the work of the Transition Committee, morphed
   from the Search Committee.
6. A disciplined framework rather than a recipe that views the school historically, currently,
   and into the near to mid-term future through three or four lenses:
   a. Rationale
   b. Organizational
   c. Political
   d. Psychological/spiritual
7. Is structured, tailored individually to
   a. First time heads vs. experienced heads.
   b. Honor and actually make more efficient the time of the incoming head.
8. Can and does continue beyond 100 days…as a relationship.

First 100-Day Plan: Process and Action Plan
1. Candidate and school know about 100-Day Plan from outset of search/when enters
   finalist stage so begins to think/plan how to use even during the finalist stage of search.
2. Immediately upon completion of search, head of Search/Transition Team, winning
   candidate, and I set up a one- to three-hour block of time for a conference call or meeting
   to decide on emphases and timeframe for 100-day plans.
3. Develops a focused, engaging, inspiring, memorable message around which all
   constituencies can and will want to rally.
4. So far… Have selected focus on developing goals and strategies in one to five of the 10
   areas below (could be basis for longer time / horizon strategic planning):
   i. Governance: Board Relations, Development, and Evaluation
   ii. First Year Head Expectations and Priorities
   iii. Communication and Marketing
   iv. Relations with the Outgoing Head
   v. Admissions
   vi. Administrative Team and Structure
   vii. Faculty
   viii. Finances and Development
   ix. Curriculum
   x. Technology