

Strategic Planning for Technology- Driven Academia Change

A Workshop

Presented by

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Purpose

To review some concepts of strategic planning to apply in developing a strategic plan for an organization such as an academy, business, or non-profit of your choice.

Our Expectations

- Come to the workshop prepared -
 - To learn
 - To contribute
 - To discuss
 - To teach
 - To have fun

- When you leave, you will have -
 - A toolkit
 - A set of references
 - A set of artifacts or documents
 - Another perspective on thinking

Contents

- Strategic Planning
- A Process
- Environment
- Trends
- SWOT
- Options
- Close

Strategic Planning

Strategic Planning

- A set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organization's objectives.
- Benefits include:
 - Ability to prevent problems
 - “Buy-in” of participants
 - Better decisions
 - Clarification of roles
 - Reduced resistance to change

Strategic Planning

- Strategic planning is about choosing your future.
 - Source: Stuart Wells

Thoughts on the Future

- This “telephone” has too many shortcomings to be seriously considered as a means of communication.
 - Western Union, 1876
- I think there is a world market for maybe five computers
 - Tom Watson, IBM 1943
- Who the hell wants to hear actors talk?
 - H.M. Warner, Warner Brothers, 1927
- Everything that can be invented has been invented.
 - Charles Duell, Commissioner, US Office of Patents, 1899

Thoughts on the Future

The ability to learn faster than your competitors may be the only sustainable competitive advantage.

Source: Arei P. De Geus

Thoughts on the Future

Alice – Would you tell me please, which way I ought to go from here?

Cat – That depends a good deal on where you want to get to.

Alice – I don't much care where

Cat – Then it doesn't matter which way you go!

-- Lewis Carroll

Strategic Planning Process

Strategic Planning Process

1. Vision, Mission, Objectives
2. Environment
3. Trends
4. SWOT
5. Options Analysis
6. Close

Strategic Planning Outline



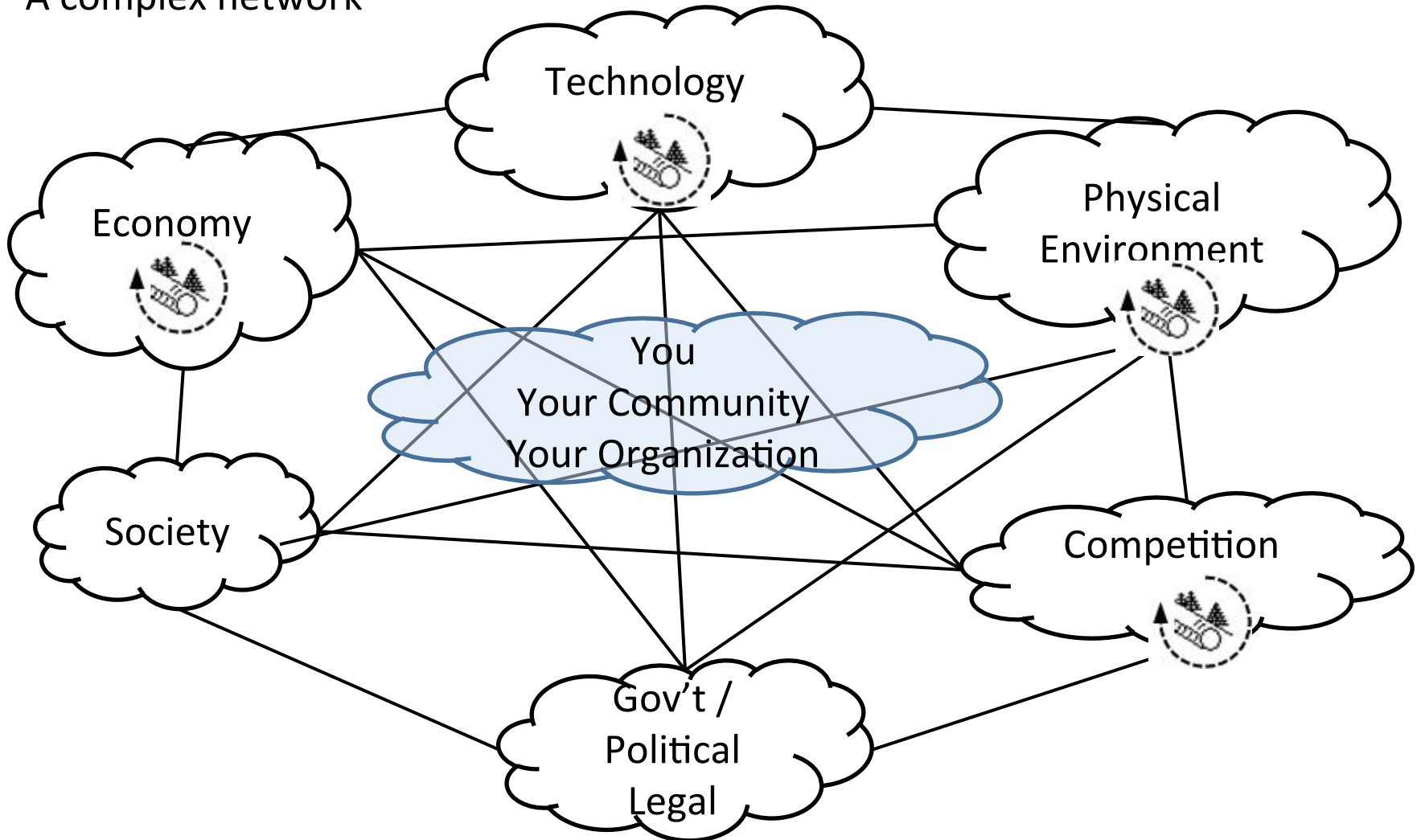
What are the key strengths and weaknesses?

What are the key opportunities and threats?

Environment

The Environment (for Social Systems)

A complex network



Environment

External

- Physical Environment
- Economy
- Social
- Technology
- Government
- Competition

Internal

- Tangible Assets
- Intangible Assets
- Organizational Capabilities

Trends

Social Trends (Examples)

- U.S. population projected to increase from 308 million to 440 million by 2050, and 1 billion by 2100.
- Portland, for example expects 400,000 more residents over the next 15 years. Seattle expects 1,000,000 more residents over the next 25 years
- Young people continue to want / need an advanced education
- Mobility and flexibility are important for young people today
- Job futures are limited by education today and possibly by robotics tomorrow as expectations are that about 50% of all jobs today could be automated or mechanized away in about 20 years.

Activity

- What other social trends do you see?

Technology Trends (Examples)

- The processing speed of a laptop will exceed the processing speed of the human brain by 2020
- Technology based platforms such as laptops, tablets, and cell phones are ubiquitous and becoming more capable each year
- Software based open education platforms is increasingly available today
 - Open courseware
 - MOOCS
 - Khan Academy
 - iTunes U
 - Podcasts
- Communication bandwidth continues to expand such as 5G

Activity

- What other technology trends do you see?

Physical Environment Trends (Examples)

- Traffic gridlock is routine in major cities
- Construction on infrastructure lags, but is expected to increase thus causing more traffic congestion
- Climate change affects nations for several reasons:
 - Drought conditions
 - Sea-level rise
 - Ocean acidification

Activity

- What other physical environment trends do you see?

Economic Trends (Examples)

- The percentage of people in middle class continues to decline
- The cost of education continues to exceed inflation
- Most (about 80%) of families income is stagnant
- Student loan debt currently exceeds credit card debt in the U.S. at over \$1 T

Activity

- What other economic trends do you see?

Internal Analysis

- List a few tangible assets for your organization (buildings, computers, networks, equipment, ...)
- List a few intangible assets for your organization (know how, know what, ...)
- List a few organizational capabilities for your organization (K-12 education, management consulting, financial analysis, ...)

Strengths, Weaknesses,
Opportunities and
Threats analysis (SWOT)

SWOT Analysis

Blank	List Strengths	List Weaknesses
List Opportunities	Use strengths to take advantage of Opportunities*	Overcome weaknesses by taking advantage of opportunities
List Threats	Use strengths to avoid threats	Minimize weaknesses and avoid threats

Source: Fred David, "Strategic Management Concepts"

SWOT / Analysis

- Categorize trends / analysis according to strengths, weaknesses, threats and opportunities
- How might you leverage strengths to exploit opportunities?
- How might you overcome weaknesses by taking advantage of opportunities?

Options

- Identify some projects for implementation



Closure

Every morning in Africa, a gazelle wakes up.

It knows it must run faster than the fastest lion or it will be killed.

Every morning a lion wakes up.

It knows it must outrun the slowest gazelle or it will starve to death.

It doesn't matter whether you are a lion or a gazelle.

When the sun comes up, you better start running.

-African Proverb

**Thoughts, questions,
comments????**

Thank You

Strategic Planning made Simple

1. Where are you?
2. Where do you want to go?
3. How are you going to get there?
4. Who is going to do what and when?

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