Strategic Planning - Definitions

• Mission – why do we do what we do
• Vision – what we want to become, long term
• Goal – broad statements of achievements
• Strategy – how to accomplish a goal
• Objectives – measured steps toward goals
• Initiatives – programs that achieve objectives
• Success indicators – proof of progress
  KPI - Key Performance Indicators
• Outcomes – desired, observable changes

Relationships of Terms

• Vision
• Goals
  • Objectives
    • Initiatives & activities
• Outcomes & measurements apply to all levels
University Context

- University goals
- Central IT department goals
  - Frontline Division goals
    - Work Unit goals
    - initiatives, objectives, actions
      - Individual objectives & tasks
- Develop a plan to achieve each goal

Strategic Goals

- Move an organization from mission to vision
- Describe WHAT will be done
- Determine WHY it will be done
  - an advantage in marketplace
  - a common purpose for organizations
  - Provide the intended value proposition
Strategic Planning

• Establishes a line of sight to a goal
• How to achieve a strategic goal
  • How long will it take
  • When will it be done
  • Establish dependencies
  • Sequence tasks and resources
  • Who will do it
  • How much will it cost

Horizon Report Metatrends – Strategic directions

• Communication between humans and machines
  – Multimedia input and communication devices

• Collective sharing & generation of knowledge
  – Group meeting and collaboration tools
  – Authentication, authorization
  – Access on-campus and Internet

• Games as Pedagogical Platforms
  – Effective incorporation of instructional design and teaching practices

• Connecting people through the network
  – Recruiting, communication with parents, alumni, university stakeholders

• Computing in three dimensions
  – Visualization, modeling

• Shifting content production to users
  – Transformation of education
  – Instructional development
  – Student projects, learner centered, authentic learning

• Evolution of a ubiquitous platform
  – Leverage student cell phones
  – Reposiion – wired, wireless, cell phone
  – Emergency notification