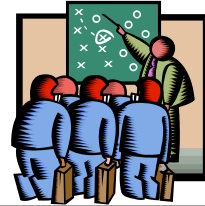# Strategic Planning - Definitions

- 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

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## 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
  - Reposition – wired, wireless, cell phone
  - Emergency notification