

Strategic, Scenario, and Post-Crisis Planning: *Choices, Challenges, and Changes*

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Learning Outcomes

Upon completion of our time together, participants should be able to:

1. Identify the purposes of planning.
2. Describe approaches to strategic, scenario, and post-crisis planning.
3. Discuss lessons learned and importance of communication in planning.
4. Develop action planning for a specific context.



Attendee Engagement

- We will have periodic times when we ask you to provide a brief response in the **chat pane** to a question/prompt we give you
- Throughout the session, please register any questions in the **Q&A box** at the bottom of your screen; we will address these later in our time together



Engagement #1

- **What is your (few word) definition of planning?**
- In the **chat pane**, record your brief answer
- We will provide a brief recap of some of the major themes recorded from the chat pane



Engagement #2

- **Why is planning important in higher education contexts?**
- In the **chat pane**, record your brief answer
- We will provide a brief recap of some of the major themes recorded from the chat pane



About IUPUI & Indiana University

- IUPUI is a large, public, urban-serving, complex campus:
 - 17 degree granting units / IU and Purdue degrees / ~30,000 students
 - 52 years old (officially) / 7,000+ faculty and staff / “anchor institution” in Indy
 - \$1.7B annual operating budget / RCM model / decentralized structure & culture
- IUPUI is a core campus of Indiana University:
 - IU enterprise has 7 campuses & 2 regional centers throughout State of Indiana
 - IU is one of the largest employers in Indiana
 - IUPUI’s efforts need to be derived from and aligned with broader IU strategies



Integrated Planning: A Useful Approach

- **Sustainable:** With this approach, you build a culture of planning that is durable and brings focus to institutional progress and student success.
- **Collaborative:** Integrated planning engages stakeholders so that everyone with a stake in the institution is invested in the success of the institution.
- **Aligned:** Integrated planning aligns efforts across the institution: up, down, and sideways. It links planning to resource allocation and to assessment, so goals and initiatives have the resources they need to be achieved and progress can be measured.
- **Change-ready:** Institutions with integrated planning processes are poised to respond to a volatile environment.
- Source: Society for College and University Planning (<https://www.scup.org/planning-type/integrated-planning/>)



Strategic Planning



Strategic Planning: Purposes

- Set organizational, unit, and individual directions
- Promote the priorities of the senior leadership team
- Advance the *collective capabilities* and performance of the organization
- Help the organization achieve its mission and vision
- Provide a framework for goal setting, resource allocation, and measurement
- See “Strategic Planning Process” handout for adaptable recommendations



Strategic Planning: IUPUI Approach

- IUPUI's strategic plan, *Our Commitment to Indiana and Beyond*, reflects campus-wide priorities important to our campus, city, and state:
 - **Priority #1:** The Success of Our Students
 - **Priority #2:** Advances in Health and Life Sciences
 - **Priority #3:** Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond
- 10 goals support these priorities, all led by an IUPUI administrative champions
- Plan developed in 2014 and refreshed it in 2018 prior to IUPUI's 50th Anniversary
- IUPUI plan derives from/aligns with broader Indiana University strategic plan



Strategic Planning: IUPUI Approach

- The Success of Our Students:
 - **Goal 1:** Promote Undergraduate Student Learning and Success
 - **Goal 2:** Increase Capacity for Graduate Education
 - **Goal 3:** Transform Online Education
 - **Goal 4:** Optimize Our Enrollment Management
- Advances in Health and Life Sciences:
 - **Goal 5:** Leverage Our Strengths in Health and Life Sciences



Strategic Planning: IUPUI Approach

- Contributions to the Well-being of the Citizens of Indianapolis, the State of Indiana, and Beyond:
 - **Goal 6:** Accelerate Innovation, Discovery, and Creative Activity
 - **Goal 7:** Deepen the Campus Commitment to Community Engagement
 - **Goal 8:** Strengthen Internationalization Efforts
 - **Goal 9:** Promote an Inclusive Campus Climate
 - **Goal 10:** Develop Faculty and Staff



Strategic Planning: IUPUI Approach

- IUPUI's strategic plan provides a way to unify activities across campus
- The plan 'cascades down' to units; in turn, units 'align up' their context-specific work to the larger campus plan
- Units report accomplishments and continuing/future priorities for all 10 strategic plan goals annually
- We exempted strategic plan reporting in 2020 because of COVID-19 scenario planning, but resumed doing so in 2021



Scenario Planning



Scenario Planning: Defined

- Scenarios are considered a valuable tool.
- Scenarios are outline of some aspects of future.
- Scenarios are used to help make better decisions.
- Scenario planning presents all complex elements together into a coherent, systematic, comprehensive, and plausible manner.
- Source: Amer, M., Daim, T. U., & Jetter, A. (2013). A review of scenario planning. *Futures*, 46, 23-40.



Scenario Planning: Process

IUPUI engaged in campus-wide scenario planning exercises.

- Scenario 1: Return to Face-to-Face Teaching
- Scenario 2: Hybrid – Face-to-Face and Online Fall, Spring Face-to-Face
- Scenario 3: Fall Online and Spring Face-to-Face
- Scenario 4: Fall Face-to-Face back to Spring Online
- Scenario 5: Entire Academic Year Online



Scenarios:

Questions (generalizable)

1. What are the most *important priorities to consider or maintain* in this scenario?
2. What are the most *important actions to take* for this scenario?
3. What are the likely *hurdles to overcome* during this scenario?
4. What are the *human resource implications* for this scenario?
5. What are the *fiscal implications* for this scenario?
6. What are the *facilities implications* for this scenario?
7. What are the *technology implications* for this scenario?
8. Which *stakeholder groups (internal/external)* need to be engaged in this scenario?
9. What are important *messages to communicate* before/during this scenario?



Scenario Planning: Report and Recommendations

- Scenario Planning Matrix
- Scenario Planning Executive Summary (~ 2 pages)
- Audiences for Scenario Planning Reports
- Crosscutting Themes
- Responsibility
- Informed Post-Pandemic Planning



Post-Crisis (*Pandemic*) Planning



Post-Crisis Planning: Overview

- In Spring 2021, we launched the IUPUI Working Group on Post-Pandemic Planning
- Purposes:
 - Capturing key lessons learned
 - Determining which pandemic-related interventions to keep
 - Identifying adaptations to processes and policies
 - Using recommendations to inform immediate and longer-term actions



Post-Crisis Planning: Stakeholder Input

- Various stakeholder input methods
- Key questions:
 - What worked well?
 - What were challenges you identified?
 - What pandemic-related interventions do we need to maintain or adapt?
 - What are recommendations for our post-pandemic “new normal” life?
 - What additional suggestions or considerations would you like to share?



Post-Crisis Planning: Identified Issues

Overview of Issues: Strengths, Concerns, and Opportunities

Resiliency	Flexibility
Collaboration	Communication
Holistic wellbeing (safety; health)	Technology capabilities
Productivity	Space utilization
Image and reputation management	Engagement and community building

Implemented *(Re)Building Community Through Engagement* Grant Program



**Lessons Learned,
Importance of Communication,
&
Reflection / Action Planning**



Planning: Lessons Learned

- Executive sponsorship and broad stakeholder engagement is crucial
- Urgency can focus people's time, energy, and direction
- Clear timeline, process, deliverables, and check-ins are needed
- How will results of planning be used: By whom?/When?/To do what?
- Tensions between *consistency* and *flexibility* in using recommendations
- Context is everything; planning should reflect institutional values and culture
- Results should be *actionable*; planning cannot be a theoretical exercise



Planning: Importance of Communication

- Leaders are often “in the know” but....
- A comprehensive **engagement strategy** is vital to keeping everyone informed
 - Audiences
 - Goals
 - Key messages
 - Tactics



Engagement #3

- **What planning recommendations or advice would you like to share from your experience and context?**
- In the **chat pane**, record your brief answer
- We will provide a brief recap of some of the major themes recorded from the chat pane



Reflection / Action Planning

- From our time together today, what have you learned and/or has been reinforced for you?
- What will you do as a result of our time together today?
- How will you enhance your own planning processes?



Q&A / Discussion

- In the **Q&A box** at the bottom of your screen, register your questions
- We will synthesize, summarize, and prioritize questions for our discussion

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Strategic Planning: Process Considerations

Stephen P. Hundley, Ph.D., IUPUI

1. Recognize the need and context for strategic planning
2. Involve appropriate stakeholders in the strategic planning process
3. Scan the external environment and identify peer and aspirant benchmarks
4. Conduct a situational analysis (SWOT: strengths, weaknesses, opportunities, and threats)
5. Craft or clarify mission, vision, and values
6. Develop goals, objectives, and action steps
7. Determine performance metrics/indicators
8. Prioritize what needs to be accomplished
9. Secure or allocate the needed resources for implementation
10. Prepare an implementation timeline and responsibility matrix
11. Ready the organization for changes related to the strategic plan
12. Implement the strategic plan
13. Monitor and evaluate progress about the plan
14. Communicate accomplishments resulting from the strategic plan
15. Renew/refresh strategic plans at appropriate intervals and/or because of changed circumstances

Issues and Opportunities to Consider in Post-Pandemic Planning at IUPUI

Issue / Opportunity	Strengths	Concerns / Opportunities
1. Resiliency	Students, faculty, and staff members have displayed remarkable ability to adapt to rapidly changing circumstances, and, in many instances, have been able to maintain continuity of mission-critical activities.	Prolonged and relentless nature of pandemic is causing stress and potential for burnout. Many individuals and work teams have taken on additional responsibilities, some of which may not be sustainable over time. Stress management and mental health are concerns.
2. Flexibility	Remote learning and working options have provided stakeholders opportunities to accomplish critical functions in a flexible manner. Employees, in particular, appreciate working from home, while student-facing services/experiences have benefitted from creative, flexible approaches during the pandemic.	Need to manage expectations for remote learning and working options in the future. Unevenness in terms of provision of flexibility for students and employees during the pandemic. Reasonable and situational flexibility needs to be balanced against the goal of providing presence-based experiences for students and other stakeholders. What will our flexibility-related policies be going forward?
3. Collaboration	Cross-campus units came together during the pandemic—especially in the early days and weeks—to rally around supporting students, employees, and community partners in a collaborative manner organized around responding to stakeholder needs. Information and resource sharing was encouraged to address needs, and technology tools helped facilitate collaboration during remote learning and working situations.	After pandemic-related needs subside, will IUPUI units revert to a more silo mentality in terms of operations? How can we continue to work together for the well-being of our employees and students; provide equity, access, and need; and embed these actions into our campus culture? The community depends on employees and students being on campus to use the services they provide (e.g., restaurants and hotels).
4. Communication	In general, stakeholders felt there was timely, transparent, and informative communication from university-, campus-, and unit-level contexts. Websites, town halls, and other dissemination efforts helped keep the campus community informed, while also helping to promote a sense of “we are all in this together” during the pandemic.	Invariably, unevenness exists in terms of how messages “cascade down” to units, departments, and individuals. Need to better coordinate timing, media, and messages in future communication, including determining which level (university, campus, or unit) or function takes the lead in crafting and disseminating information.

Issue / Opportunity	Strengths	Concerns / Opportunities
5. Holistic wellbeing, including health and safety priorities	Students, faculty, and staff appreciated the university and campus approach to prioritizing health and safety, including making evidence-based decisions concerning policies, procedures, and approaches. Mitigation testing, cleaning protocols, use of Personal Protection Equipment, and leveraging the university's health-related experts were seen as clear strengths.	Some feedback suggested that individuals received too many requests for random mitigation testing. Ongoing concerns exist regarding the university's approach to requiring vaccinations of stakeholders. How will the campus maintain protocols for cleanliness going forward? Beyond physical health, there are ongoing needs to address mental health and other wellbeing related needs (burnout, isolation, personal resource constraints, etc.). Also of concern was lack of critical mass of people on campus, causing safety concerns.
6. Technology capabilities	Generally, technology capabilities (Zoom, file access/sharing, self-service tools, etc.) worked well in helping students, faculty, and staff be able to maintain continuity of mission-related functions. Considerable support and resources to learn or improve use of technologies was appreciated.	Uneven access by some stakeholders to technology tools and resources, thereby contributing to anxiety, loss of productivity, or inequitable opportunities to perform role-related expectations. Need to be more proactive in preparing for future disruptions through technology-oriented business continuity planning.
7. Productivity	Nearly all mission-related functions continued uninterrupted during the pandemic. Some employees reported being more productive in a remote work situation, evidenced through demonstrated gains in certain areas (publications, external funding, etc.). Many employees were able to access materials remotely, keep in touch, and collaborate with colleagues via Zoom and other collaboration tools.	Lack of technology capabilities hindered some employees from optimal performance during remote work situations. Outside issues (dependent care, children attending school from home, health impacts, etc.) resulted in uneven productivity for some employees. Not all roles/functions could be accomplished remotely, resulting in inequities and/or loss of productivity. Zoom fatigue was also frequently mentioned.
8. Space utilization	Flexibility, technology capabilities, and productivity has potentially redefined what space utilization means for individuals and functions. Many spaces were effectively repurposed to meet emerging needs, such as mitigation testing.	Review space for efficiency. Can we keep some employees off campus or in a hybrid way to bring employees located off campus back to on campus? Determine what space can/should be reallocated. What have been pandemic-related lessons learned?

Issue / Opportunity	Strengths	Concerns / Opportunities
9. Perceptions of our quality/reputation	Quality education from quality programs. Very robust and dynamic campus experiences complimented with hybrid and online offerings. Our graduates are prepared to succeed anywhere but many choose to stay in the area and state. Lessons learned during pandemic can serve our students well in the working environment.	Are we “technology rich, but expertise poor?” We need to assure our students and parents that they are still receiving the usual, or even better, IUPUI experience with the knowledge gained from teaching online (i.e., we know how to do things better). Encourage students to document their experience during the pandemic to serve them in the future.
10. Engagement and community building	Creative engagement strategies were deployed to provide opportunities to keep stakeholders connected to each other. Greater participation in meetings and events were realized due to Zoom and similar technologies.	Students especially feel disconnect and without the usual campus experience. Explore ways to engage students in the classroom to help them feel connected to other students. Engage entering 2020 students in new on-campus experiences to which 2021 entering students are invited. High numbers of attendance does not always equate to engagement. We need to be creative with engagement opportunities.