


# Strategic Planning for 21<sup>st</sup> Century Universities





What are  
we trying to  
achieve

---

Become familiar with different approaches to strategic planning.

---

Identifying new trends in strategic planning and their impact on HE.

---

Improve individual understanding and willingness to participate in strategic planning.

# Me and my university's strategy

YES	NO
Influences my work indirectly	Does not relate to my work
Involved in the development indirectly	Top down document; not involved
It influences my work directly	Compliance exercise as oppose to really trying to find out what the needs, aspirations and goals staff are.
Important to me	Not important to me

A large orange circle is positioned on the left side of the slide, partially overlapping the text.

# Strategic planning 20 years ago CHET

---


A conscious process by which an institution assesses its current state and the likely future condition of its environment, identifies possible future states for itself, and then develops organised strategies, policies, and procedures for selecting and getting to one or more of them.

---

Strategic planning is designed to strengthen and enhance the performance and quality of an institution.



# Strategic planning 20 years ago

- Strategic planning does not occur in a vacuum.
  - Shaped by external factors (the higher education environment, national higher education policy and available resources)
  - Shape by internal factors (institutional culture, mission and vision).
- 

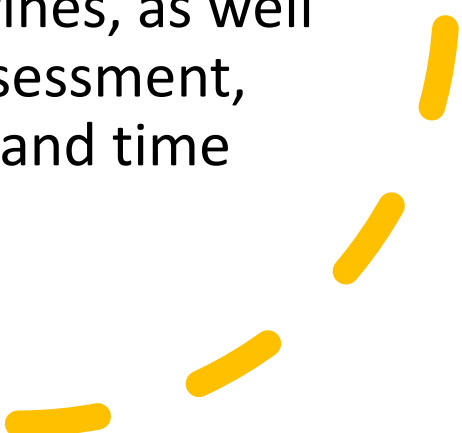


# Strategic planning 20 years ago

Strategic planning is about *positioning*, defining, or discovering the institution's niche, and seeking to be the best in what it can do.


Harvard's Michael Porter says 'strategic positioning' means performing activities *different* from those that rivals perform, or performing similar activities in *different ways*

In the end, a strategic plan is only as successful as the mission, vision, goals and values it enshrines, as well as the accuracy of the environmental assessment, institutional capacity, resources needed and time frame for implementation.





# Strategic planning 20 years ago

- Enhanced institutional focus for all stakeholders.
  - HE policy framework.
  - Importance of leadership.
  - Mission and vision.
  - Budget.
- 

The lie about  
strategic  
planning.  
Roger Martin

- True strategy is about placing bets and making hard choices. The objective is not to eliminate risk but to increase the odds of success.
- The subtle slide from strategy to planning occurs because planning is a thoroughly doable and comfortable exercise.
- Planning is not specific about what the organisation chooses NOT to do. It does not question assumptions.



# The lie about strategic planning

- Wall Street is more interested in the short-term goals described in plans than in the long-term goals that are the focus of strategy. Analysts pore over plans in order to assess whether companies can meet their quarterly goals.
- This is not strategy.





# Strategy case study: UCT vision 2030

# Background

- Strategy 2016-2020 and reporting.
- New VC.
- Futures Think Tank.
- Respond to the future vs shaping the future.
- Starting point already shifted from the planning office.

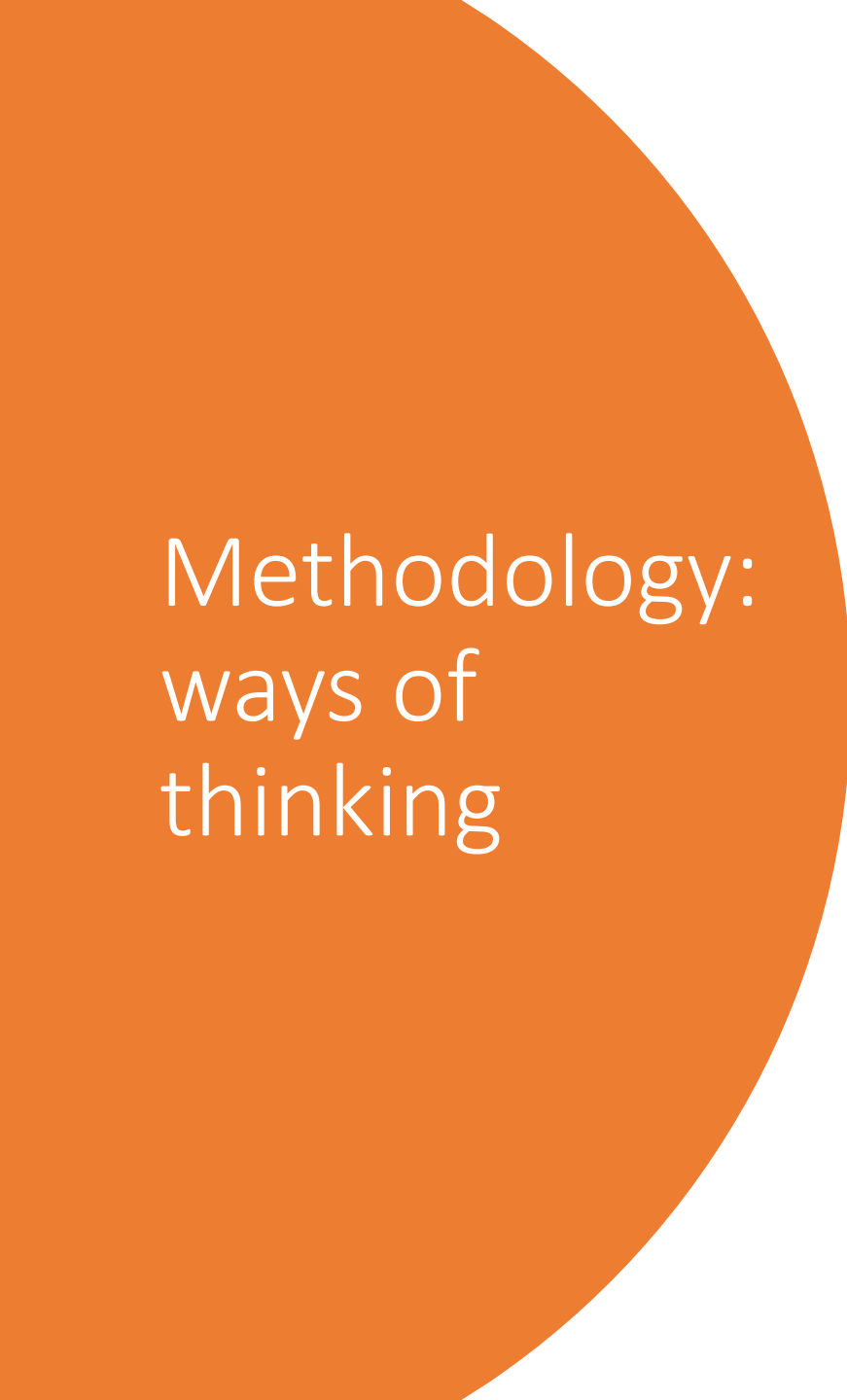





# Methodology: organisation

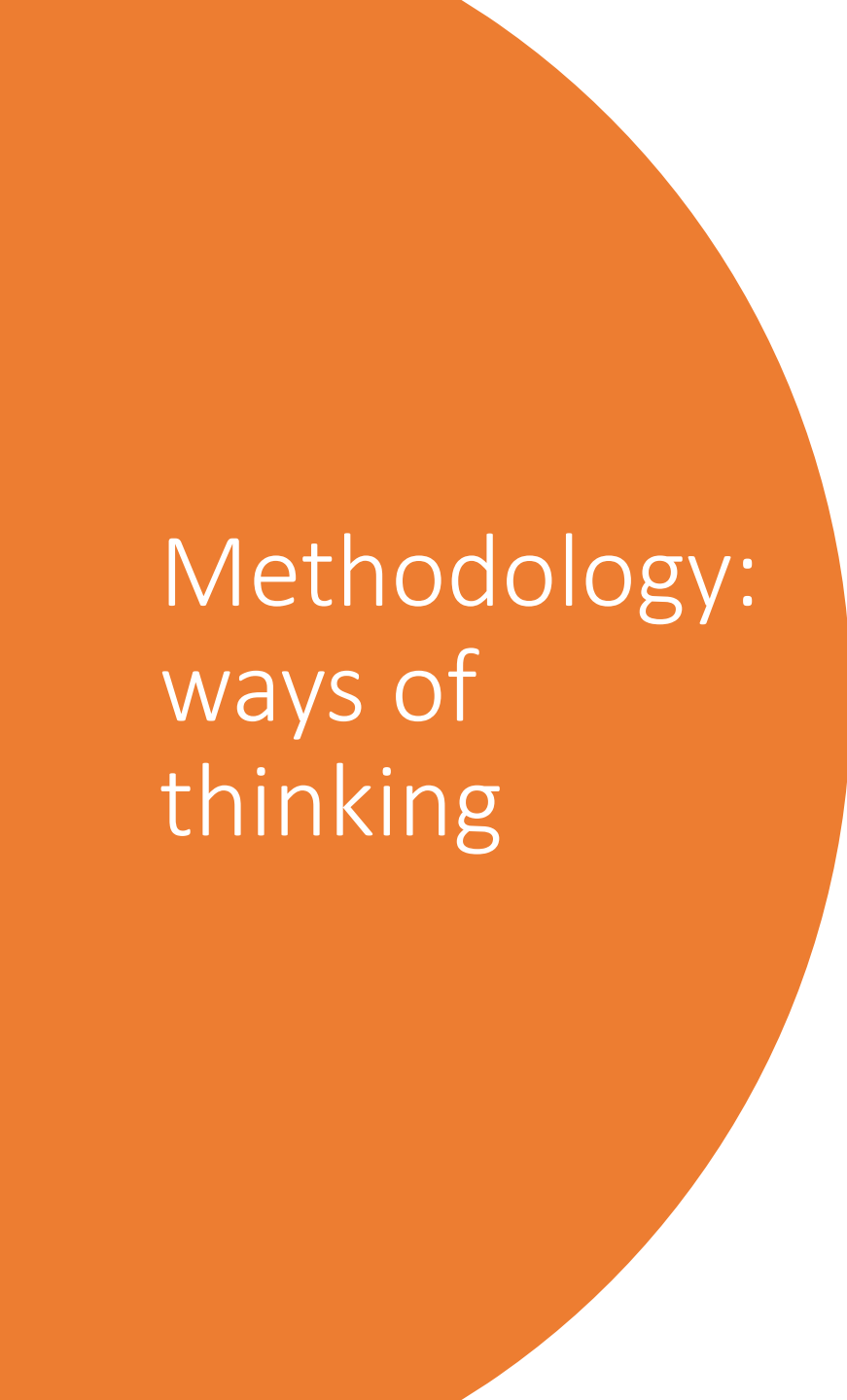
- Cross functional task team.
- Integration in all stages.
- 100 people working together.
- Consultation.



A large orange circle on the left side of the slide, partially cut off by the edge.

## Methodology: ways of thinking

- *Strategy is an integrated set of choices that uniquely positions the firm in its industry so as to create sustainable advantage and superior value relative to its competitors.*
  - It is not about mission and vision
  - It is not about short and medium term.
  - It is not about optimizing what we are doing.
- 
- A decorative yellow dashed line in the bottom right corner, consisting of several short, curved segments.

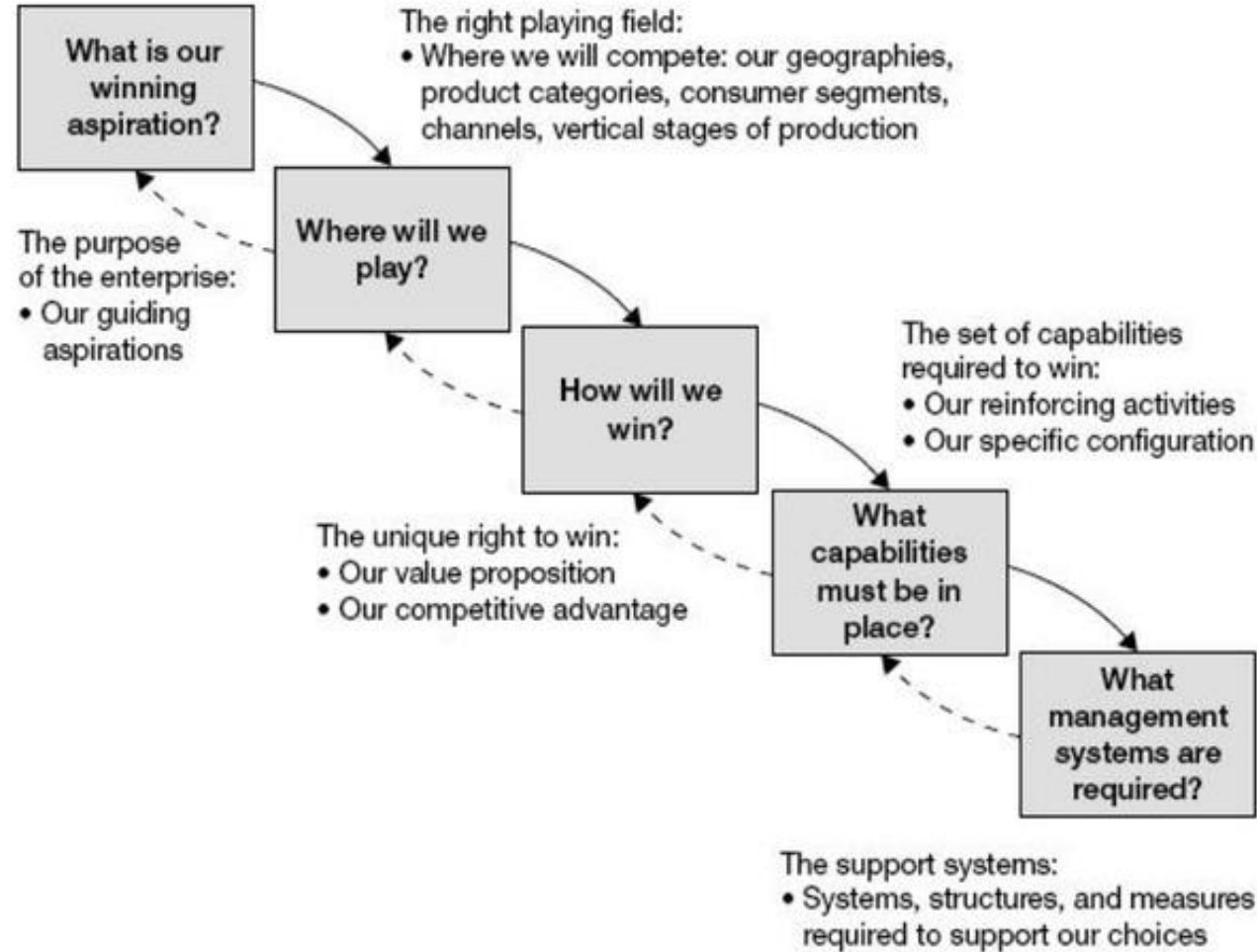


# Methodology: ways of thinking

- Coordinated and integrated set of choices:
  - A winning aspiration
  - Where to play
  - How to win
  - Core capabilities
  - Management systems



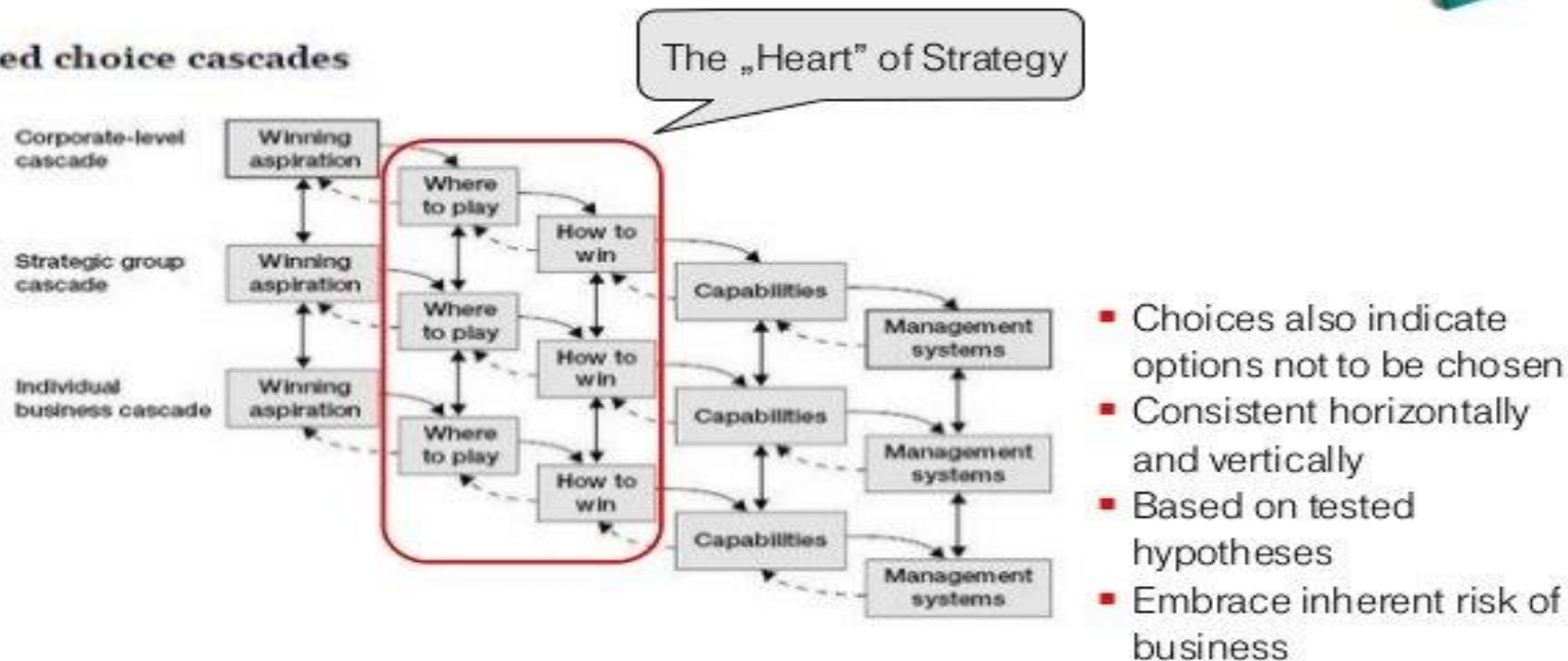
## An integrated cascade of choices



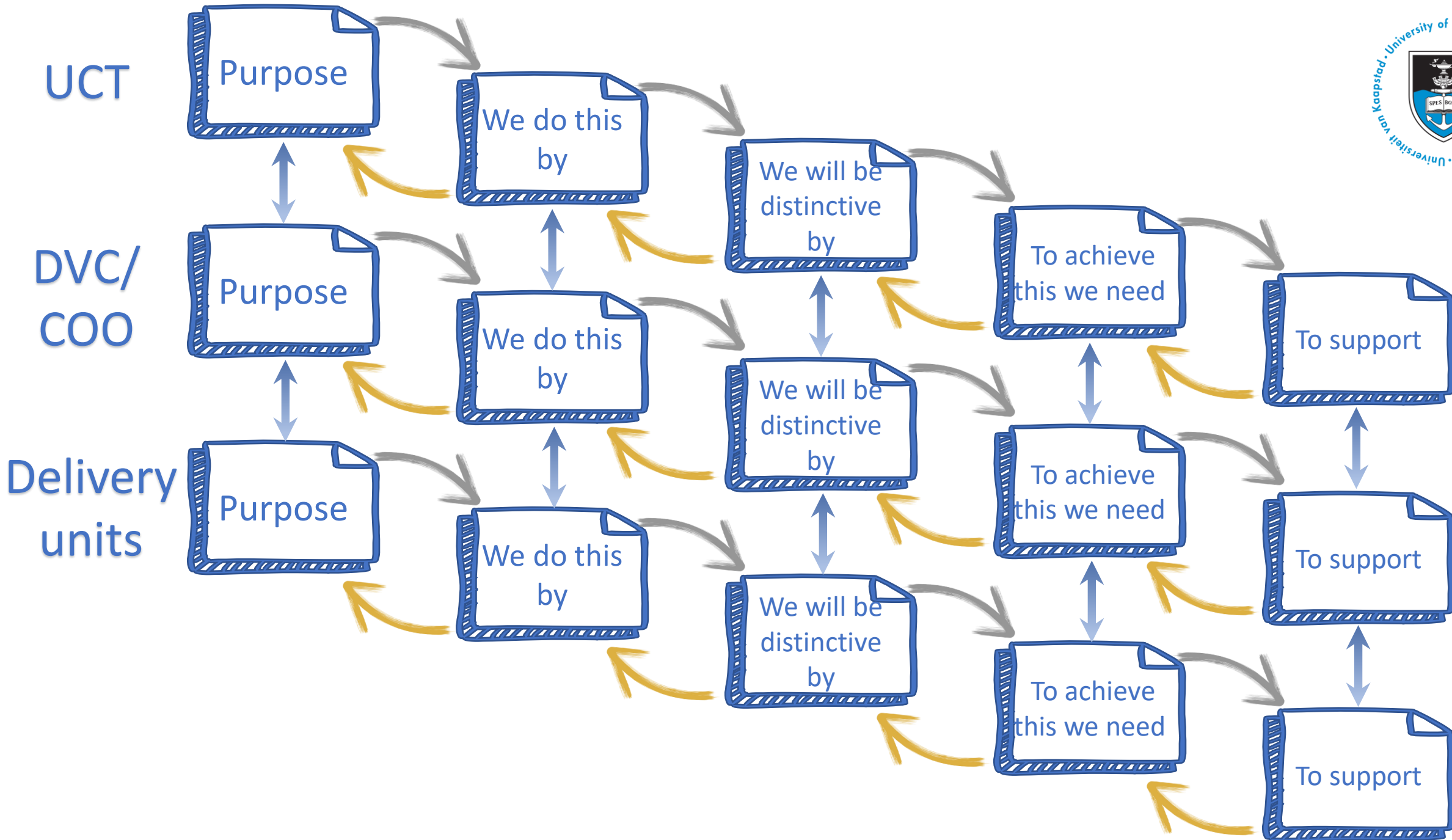
# Where to Play and How to Win



## Nested choice cascades



<http://www.amazon.com/Playing-Win-Strategy-Really-Works-ebook/dp/B00AJVJ1HI/>




Unleash human  
potential to create  
a fair and just  
society






We will be  
distinctive by

- Developing a holistic, innovative, future oriented education.
  - Research that solves Afrika's problems contributing to global knowledge.
  - Thought leadership on social justice.
  - Developing an organisational ethos that supports new ways of thinking, being and doing.
- 



Communications,  
implementation,  
resourcing

- Five public engagements 300/400 people each under COVID 19
  - University Staff meeting.
  - Alumnus forum.
  - Website.
  - Governance process
- 



Questions/assessment