

SPC

Future Search II: Action Plan

The Future Begins Now





Begin to Think Like a Futurist

The future is closer than you think

Remove the barrier of the “Permanent Present” – the present is not permanent

Look at current trends around you, but determine how to transcend them

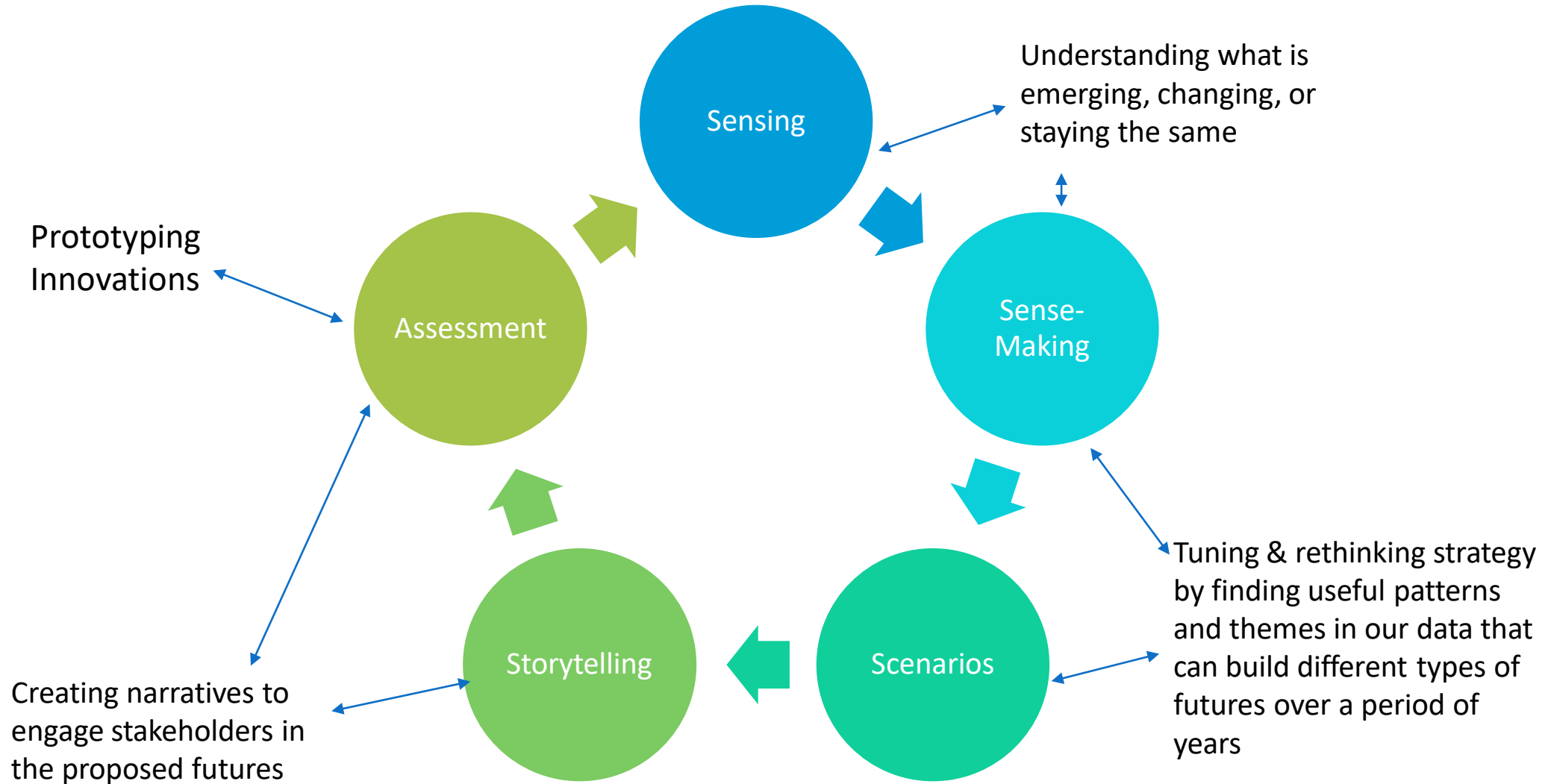
Develop a “Know, New, and Do” process

Embrace the New even while recognizing the present

The New starts with the Zone of Discovery

Develop a “But-Busting” mindset

The Futuring Process



Levels of Futuring as an Intentional Practice

- **Anticipate** – Predicting, early warning, quantifying, identifying risks and opportunities

Question: What can we expect from X in the next 3, 5, or 10 years?

- **Envision** – Exploring current trends and new possibilities

Question: What might happen if X and Y merge or conflict in the next 3, 5, or 10 years?

- **Discover** – Probing ideas to uncover unforeseen obstacles, challenges, or opportunities

Question: What do we not yet know about X + Y in a Z world that is 3, 5, or 10 years from now?

- **Shape** – Creating narratives, prototypes, or artifacts to test new realities in the future

Question: How different is the experience in a Z world and how/what we might change as a result of this experience in 3, 5, or 10 years?

Why “But-Busting” Matters

**“Buts” Illustrate
Fear of Change**

Instead try these options....

Practice	Practice “intentional courage” – by exercising faith in ourselves to succeed
Turn	Turn “conscious whining” into direct requests
Realize	Realize sometimes the devil you know is WORSE than the devil you don’t
Avoid	Avoid becoming stuck by raising and searching for “workable” options – set a clear plan
Develop	Develop a Future Portfolio of short-term, medium-term, and long-term projects

Develop a “But-Busting” Mindset

“Buts” Derail Action Plans

Focus	Focus on facts, not what “should” be
Avoid	Avoid hiding behind “busyness”- use the 5% model to set a series of plans to act upon
Avoid	Avoid being stuck by finding “workable options” – set strategic, specific goals to meet

Implement a “KNOW, NEW, and DO”

- KNOW the environment you inhabit
- **KNOW the four forces of change: resources, technology, demographics, governance**
- **NEW starts with embracing the Zone of Discovery (ZoD)**
- **ZoD= Who do we want to be? Where do we want to be?**
- “DO Diligence” in developing departments and divisions’ identities and directions
- **DO use the 5% Rule to jumpstart idea generation (5% of resources and thinking generate 95% of the time to develop ideas)**
- **DO set up a Now-to-Future Portfolio of ideas that include short-term, medium-term, long-term projects or activities**

Goal for Phases
I, II, III, and IV:

Scoping,
Setting
Drivers/Trends,
STEEP-V Analysis,
&
Creating Initial
Horizon Lines




Phase I : Scoping Your Future

Questions to
begin discussions
of the initial
meeting and
process

Practicality – Is there an urgent need or is this an exploration?



Functionality – How far in the future is needed for exploration?
How quickly would we need to address an urgent need? What
specific areas need to be covered?



Culturally – Do we trust new approaches or stick to the tried and
true? How will we address uncertainties when they arise? Do we
embrace changes to the culture, or do we shun changes to the
culture?

Phase II : What Forces Drive Your Future

Each Division will receive a **Capturing and Refining Trends** template to use to build an inventory of what drivers are pushing or resisting change

Look for breadth of sources, diversity of input, different information types, a variety of viewpoints

Consider the timing of the sources, the publication/presentation dates, the usefulness of information presented

Think about “zoomability” – the ability to mix sources of varying scale and specialization to view the macro- and the micro-issues that exist; consider “weak signals” and “mature drivers” (e.g., trending news stories vs. accreditation or personal observations vs. state reporting data)

Phase III: Analyzing the Data Using a STEEP-V Step Forward

Making Sense of the Future Comes From

Combining	Combining Phase I and Phase II items
Analyzing	Analyzing items for patterns or trends
Creating	Creating a trend inventory to generate insights
Establishing	Establishing short-term, medium-term, and long-term projects with timelines

STEER-V Model

Based on Trend Inventory and Insight

- **Social** –Demographics, Work, Education, Movement and Migration
- **Technological** – Infrastructure, networks, systems, tools, devices
- **Economic** – Business models, finances, exchanges, transactions
- **Environmental** – Sustainability, natural resources, climate, health
- **Political** – Governance, legal, policy, procedures, rules, legislation, organizational systems
- **Values** –Ethics, spirituality, ideology, traditions, personal beliefs, institutional history

Phase IV: Adding Analysis Criteria & Horizon Line

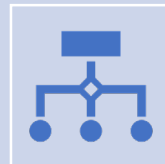
- Once patterns and themes are discovered, a second step must occur to glean insight
- Adding the analysis criteria of time, certainty, and impact allows for determining the scalability of any idea that emerges



Time: How far in the future do we need to plan to make the idea happen? How much time will it take for the idea to make an impact?

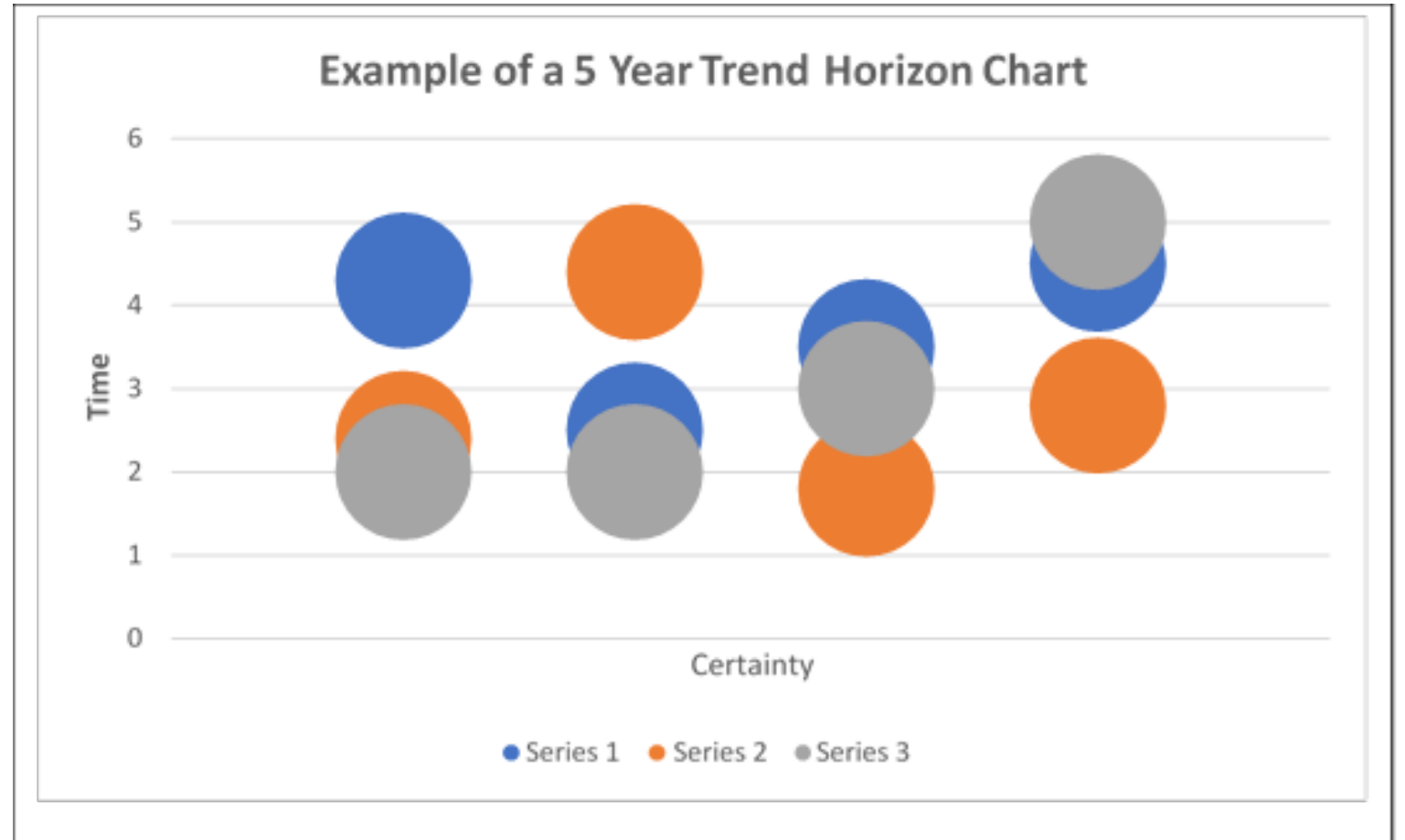


Certainty: Is the idea probable, possible, or plausible to carry out in a reasonable time frame?



Impact: Is the idea able to be scaled? Will the impact be large or small on the department or division?

Model of a 5-Year Trend Chart/Map



Phase IV: Creating a Trend Horizon

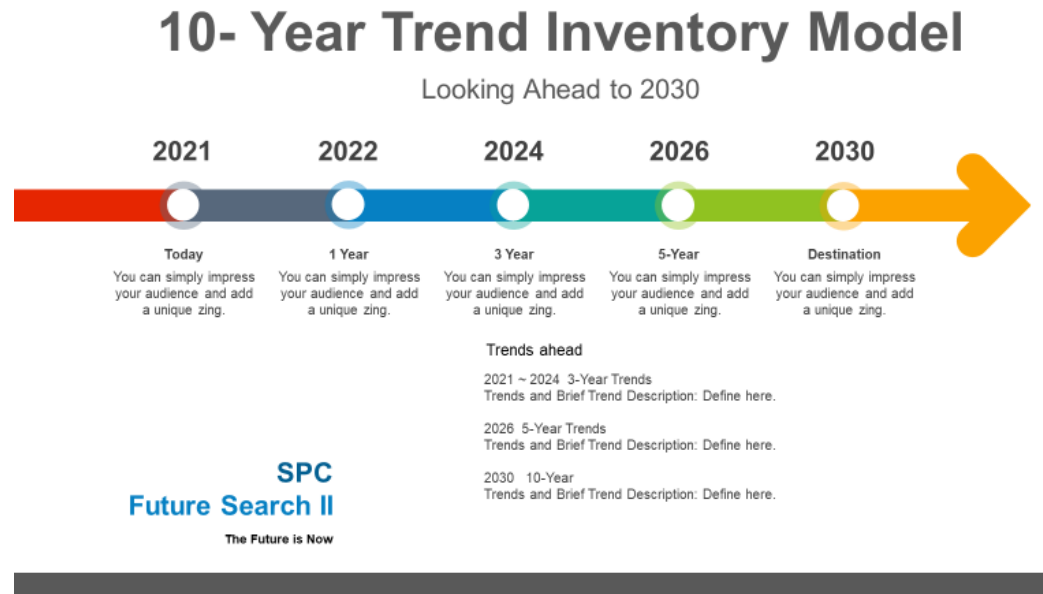
Horizons are meaningful segments of time used to order trends in a timeframe that offer the most significant, meaningful, creatively disruptive, and impactful plans

Horizon trend lines generate a short-term, medium-term, and long-term plan (horizon portfolio) to move from idea to full execution

As we move into Phase IV, Division leads will receive a trend horizon line model to help establish a horizon portfolio for review and action

Division/Department Leads Will Receive a Trend Inventory Template

- The trend chart/map is a way to establish an early understanding of how to see what trends or drivers are shaping the next few years.
- For the Future Search, each Division/Department Lead will receive a Trend Inventory Template that links the Issue/Trend with a STEEP-V category, a Trend Description, and an approximate Timeframe for the trend/issue/driver. In addition, a PowerPoint slide will be sent for consistency in presentation (see image).
- The Trend Inventory Template becomes an important data set to build the Future Narrative.



What are Trend Horizons?

When we forecast into the future, we provide a series of short-range, mid-range, and long-range plans based upon the trends we see and how quickly we can implement our desired changes and how ready we will be in the years ahead as changes keep unfolding.

We establish trend horizon lines that become a horizon portfolio at the end of the process. You will receive a trend horizon readiness template to work with your teams.

Here are some helpful guidelines as you work with your teams:

Short-term forecast (6 months- 3 years): These forecasts are often **quick hits, quick wins** that can be **implemented** at **low** or **no-cost**. **Resource planning based on immediate need**. The trends are instantaneous.

Mid-term forecast (3-5 years): Planning for enrollment, potential **new resource requirements**, hiring to meet increased or decreased demand, technology purchases/upgrades. Trends are immanent.

Long-term forecast (5-10 years): Capacity needs, growth, new programs or programs being revamped, facility needs, **overall impact on the institution**. Instantaneous or immanent trends may or may not pan out and new trends may shift focus.

Deliverable Date:

**April 29,
2021**

- Shared initial plans allow everyone to see how one Division/ Department's plans impact other Divisions/Departments across the College.
- Shared initial plans also allow for feedback to help refine or address areas that we may forget or do not realize exist.
- The intent is to mitigate unconscious biases (e.g., confirmation bias, affinity bias, conformity bias, halo effects) in our planning that can skew results

The group meeting on April 29, 2021 will have each Division/Department provide its initial scoping, indicating trends/drivers, STEEP-V analysis, and horizon lines to gain feedback from the group.

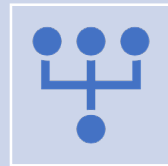
After the April 29, 2021 Group Meeting

In the Division/Department working groups, revise the presentation made on April 29, 2021.

Then, begin Phase V work.



Address any feedback offered from the group presentation



Change elements of the STEEP-V process to include any suggestions from the group



Revise sections of the trend horizon lines to account for possible additional impact points discovered



Goal for Phase V: Tell Your Future Story

- Present the Division or Department's Future Narrative
- What does the Division or Department want to become?
- What will the Division or Department look like over the next 3, 5, and 10 years?

Begin Phase V Work

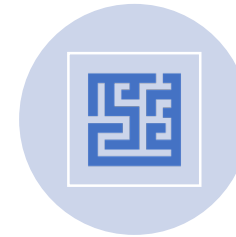
Phase V is building the narrative and completing the horizon portfolio (timeline), as well as making suggestions to revise the MVV based upon the research conducted and shared at the two group sessions.

The future narrative is about 300-500 words (approximately 10 PowerPoint Slides) that the Divisions/Departments present to tell their story of the future.

In the PowerPoint, highlight the key drivers or trends, the STEEP-V areas of identification, the impact areas across the College, and the horizon portfolio. The questions posed in Slide 21 will help you generate the narrative.



COMBINE THE DATA GATHERED, ANY REVISIONS FROM THE GROUP PRESENTATION, AND ANY CHANGED ELEMENTS IN THE STEEP-V REVIEW



LOOK FOR PATTERNS OR REPEATED THEMES/IDEAS IN THE DATA



CREATE THE FUTURE NARRATIVE ALONG WITH THE HORIZON PORTFOLIO FOR THE FINAL PRESENTATION TO THE GROUP

Phase V: Combining Patterns, Themes, and Horizons to Tell the Future Story

As we come back together, each Division will tell its future story based upon the data collected and analyzed, the horizon line developed, and the short-term, medium-term, and long-term horizon portfolio created.

As future thinkers, we realize that these ideas may change, may need to be extended, or may need to be totally revamped if conditions and future data indicate amendments are needed.

To tell a future story based on the data collected and analyzed, the horizon line, and the horizon portfolio, shape the narrative around the following questions in the blue boxes

Where we think the Division or Department will be in 3-, 5-, 10-years

Where we believe the major changes will take place in our Division or Department

What areas of the STEEP-V model most apply to the Division or Department in driving change

Who or which groups will most likely be affected by these changes?

Which of these changes are taking place at different times, and which of these changes are occurring across the board

How quickly will those changes take place

What must happen for these changes NOT to happen or NOT to occur

Phase V Deliverable Date:

May 14, 2021

Elements to be presented

- Power Point with 10 slides that illustrate the trends/drivers for change, the patterns or themes discovered during analysis, the impact the trends/drivers/themes have for the College or for specific departments, horizon timeline
- Overarching Future Narrative based on the questions posed in Phase V

All groups will present their Future Narrative along with Horizon Portfolio for rolling out their narrative from 1:30-4:30 PM. The roll out will be a virtual event.

Timeline of Future Search Meetings

Apr 16th: Department/Division Session I (8:30-10:30AM)

- Depts/Divisions develop initial list of short/mid/long-term action items based on their functional responsibility.
- **Responsible for completing Phase I through Phase IV for delivery on April 29.**

Apr 29th (T): Integration Session (Depts/Divisions Present work; 9:30-11:30AM)

- Depts/Divisions present their initial list of short/mid/long-term action items based on their functional responsibility.
- **Presenting initial work on Phase I through Phase IV.**

May 7th: Department/Division Session II (8:30-10:30AM)

- Depts/Divisions refine their action item lists based on Integration session info from other functional groups.
- **Department/Divisions refine their Phase I-IV documents to create Phase V: The Future Narrative for the Department/Division for presentation on May 14.**

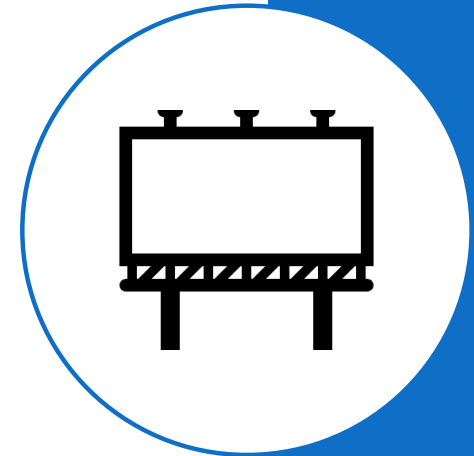
May 14th: Final Presentations (1:00-3:30PM)

- **Depts/Divisions present their Future Narrative, any recommended changes to MVV, and a final list of prioritized short/mid/long-term action items to move forward to the June Budget Retreat**
- VPCS presents Master Plan Update

June (TBD) Budget Retreat

Templates for the Phases will be Sent TWO DAYS before the Session Date

- **Please let us know if you need the template earlier if your Division or Department will be meeting sooner than the established date**
- **Please use the templates to provide the information/data discovered, as these items become part of the decision-making process**



Questions

Thanks for your participation

