How to Feed and Care for Your Strategic Technology Plan

Doug Kahn
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Objectives

- Define Strategic Technology Plan
- Agent for Transformation
- Alignment of Technology to Institutional Mission
- Partnering Within the Organization
- Dynamics and Evolution
- Excellence
“I hate Middle States. We spend all our time writing documents for them. I don’t have enough time to do my job.”
Why Have “Strategic Plans”

- Aren’t annual goals enough?
- Can everyone at your institution *explain* how they fit into your mission and vision?
Purpose of Strategic Plans

- The roadmap from Mission and Vision to actualization
- Sets long term objectives – 5 to 10 years
- The translation from executive to middle management
“Typical Install”

- Five year objectives
- Who will be responsible for each
- Little or no discussion of why, how, assessment, etc...
“Complete Install”

- Vision / Purpose Statement
- Elaboration of Process
- Assumptions
- Five year objectives broken into annual increments with measurable criteria
- Tasking that includes stakeholders
- Defined assessment process
- Change management
- Defined reporting intervals

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Strategic Technology Plan

- Further distills Mission, Vision and long term objectives for IT organization
- Think like capital planning – a new building
- Puts technologists and stakeholders on the same journey
Transformation

- *Webster’s Definition of Transformation:*
  - An act, process, or instance of change in structure, appearance, or character A conversion, revolution, makeover, alteration, or renovation

- Not simply change, but evolution
Agent for Transformation

- The plan is the agent for transformation
- Forces us to create synergy between customer expectations and technology delivery
- Literally the bus we all get on
Mission

- The who we are statement
- Speaks to all stakeholders
- Long term statement
- Somewhat vague
- Defines core values at a high level
Vision Statement

- A look into the future
- Not core values
- Where we will go together
- The value proposition for the stakeholder
Alignment

- Who do we really work for?
- Not a mandate by the President
- Joint planning by all disciplines
Partnering

- How many of you have heard:
  - I know my job and they know theirs!
- Is this an individual or team sport?
- When is the sum of the parts greater than their net total?
Partnersing

- Not simple
- Respect and appreciation for each other
- Empathy
- The ability to work together to achieve the institutional objective
- A willingness to compromise for that objective
How Partnering Evolves

- Not mandate
- Executive tone and action
- Inclusion of all stakeholders at all levels
- Consensus
- Respect
- Communication
Develop the Plan

- Stakeholder inclusion
- Consensus
- Easiest deliverable...write the document
Dynamics

- Conceptually, bending with the breeze
- Things happen
- We can only control what we can control
- Recognition that we make the best of any situation

- The past is the past...
Assessment

- Continual process
  - Both formative and summative
- By the same group
- Reported publicly
- No surprises…
Evolution

- Adaptation
- Using change management to keep the plan real
- Document baseline, change, new baseline and process
- Publicly reported
Excellence

- Common Mission and Vision
- Teamwork – We together for each other
- Plan the work
- Work the plan
- Dynamics: Assess, Adapt, Evolve
The Theme

- Work smarter; not harder
Kahn’s Hierarchy

Transformation
Excellence
Dynamic Assessment and Evolution
Technology Plan
Alignment and Partnering
Institutional Strategic Planning
Institutional Mission and Vision
Inclusion and Consensus
Executive Commitment

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Final Thought

- Does all this in the end make for a better learning experience for our students?
- If not, why are we doing it?
Questions

- Shy...?  kahnd@sunysuffolk.edu

All we have is the moment we are in. It is up to us to make it the best moment of our life.