What Lies Ahead for American Community Colleges

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Factors to consider in anticipating the future
✓ Addressing the business of paradigms
✓ Paradigm paralysis
✓ Paradigm flexibility
Critical elements

✓ Identify critical trends
✓ Identify potential events
✓ Forecast events and trends
Definition of EVENT

An unambiguous, confirmable occurrence

When an event occurs, our future is different!
Event Examples

✓ 80% of people accessing Internet do so primarily via mobile devices

✓ 20% of instruction at Maricopa Community College is game-based

✓ Campus as place disappears
Identify Signals that Events Could Occur

✓ Signals that 80% of people accessing the Internet do so via mobile devices

✓ Signals that 20% of instruction at an institution is game based

✓ Signals that campus as a place will disappear
Environmental Scanning Overview

✓ Identify signals
✓ 360 degree STEEP
✓ Regional through global

Look for indicators of social, technological, economic, political and other change.
Figure 1

The Role of External Analysis in Strategic Planning

External Analysis
- scanning
- monitoring
- forecasting
- assessing

Internal Analysis
- vision
- mission
- strengths
- weaknesses

Strategic Directions

Strategic Plans
Defining the External Environment

✓ Market environment
✓ Industry environment
✓ Macroenvironment
“It is not the lofty sails but the unseen wind that moves the boat.”

W. MacNiele Dixon
Nominal Group Technique

✓ Think about the question
✓ Record your responses
✓ Round robin
✓ Discussion
✓ Advantages
  ✓ Tapping still waters
  ✓ Think before talking
Group Roles

✓ Facilitator
✓ Flip chart scribe
✓ Group Reporter
✓ Paperhanger
Identifying Potential Events

✓ Event: if it occurs, the future is different
✓ STEEP (Social, Technological, Economic, Environmental, Political)
✓ Local through global
Writing Event Statements

✓ State events as a single occurrence rather than multiple occurrences

✓ Do not state events in the form, “A occurs because of B”

✓ State events as definite and specific. Avoid ambiguous terms (most, widely used)

✓ Insert sufficient description of the event so that the meaning is unambiguous

✓ Use headline model
What are the potential events that could change the future of American community colleges?
Prioritize Events

✓ Vote for four events
✓ One vote per event
✓ Put votes at beginning of event statement

Wednesday, July 27, 11
Select the most critical event. What are the signals that this event could occur?
Group Report

✓ Five most critical events
✓ Signals that the most critical event could occur
Assume The Event Occurs . . .

✓ What are its implications for community colleges?
✓ What should community colleges do?