

Strategic Foresight

Scanning New Horizons to Boost Higher Education Systems in Malaysia

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JW Marriott, Kuala Lumpur

22-23 March 2011

An IBN International Workshop

Agenda

- Anticipating the future
- The environmental scanning process
- Strategic forecasting tools and techniques
- Use of environmental scanning
- Establishing a comprehensive scanning program

Module 1: Anticipating and planning for the Future

Factors to consider

- ✓ Addressing the business of paradigms
- ✓ Paradigm paralysis
- ✓ Paradigm flexibility

Critical elements

- ✓ Identify critical trends
- ✓ Identify potential events
- ✓ Forecast events and trends

Definition of a TREND

- ✓ Social, technological, economic, environmental or political characteristics estimated/measured over time
- ✓ General direction of change
- ✓ Gradual and long-term

Trend Examples

- ✓ People expect to be able to work, learn, and study when ever and wherever they want to.
- ✓ The world of work is increasingly collaborative.
- ✓ Percent of colleges that require entering students to have a computer

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 an institution in Kuala Lumpur 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 in Kuala Lumpur is game based
- ✓ Signals that campus as a place will disappear

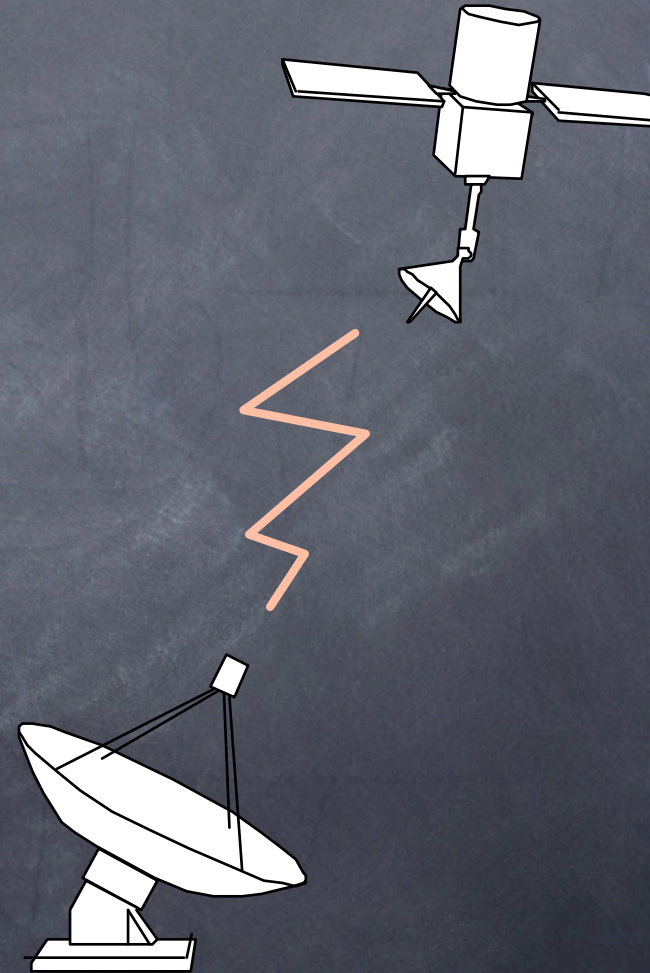
Relationship Between Trends and Events

1. They both can affect our future
2. Events may be trend-based
 - a. number of institutions requiring students to pay a course-materials fee for e-books
 - b. number of students enrolled in online education courses

Environmental Scanning Overview

- ✓ Identify signals
- ✓ 360 degree STEEP
- ✓ Regional through global

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



Scanning Systems/ Models

- ✓ Passive vs. Active
- ✓ Irregular
- ✓ Periodic
- ✓ Continuous/Comprehensive

Environmental Analysis

- ▶ Scanning
- ▶ Monitoring
- ▶ Forecasting
- ▶ Analysis

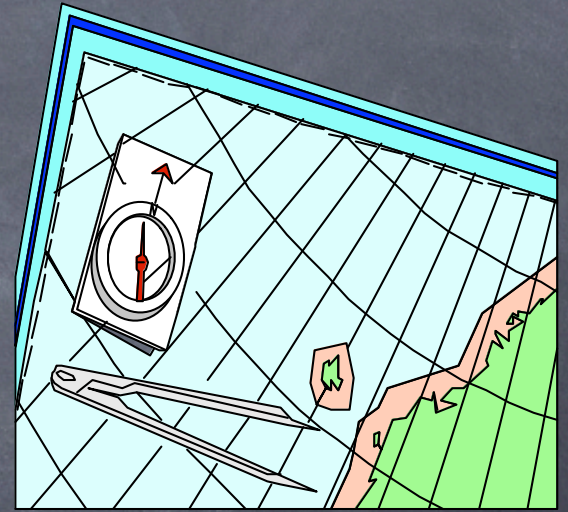


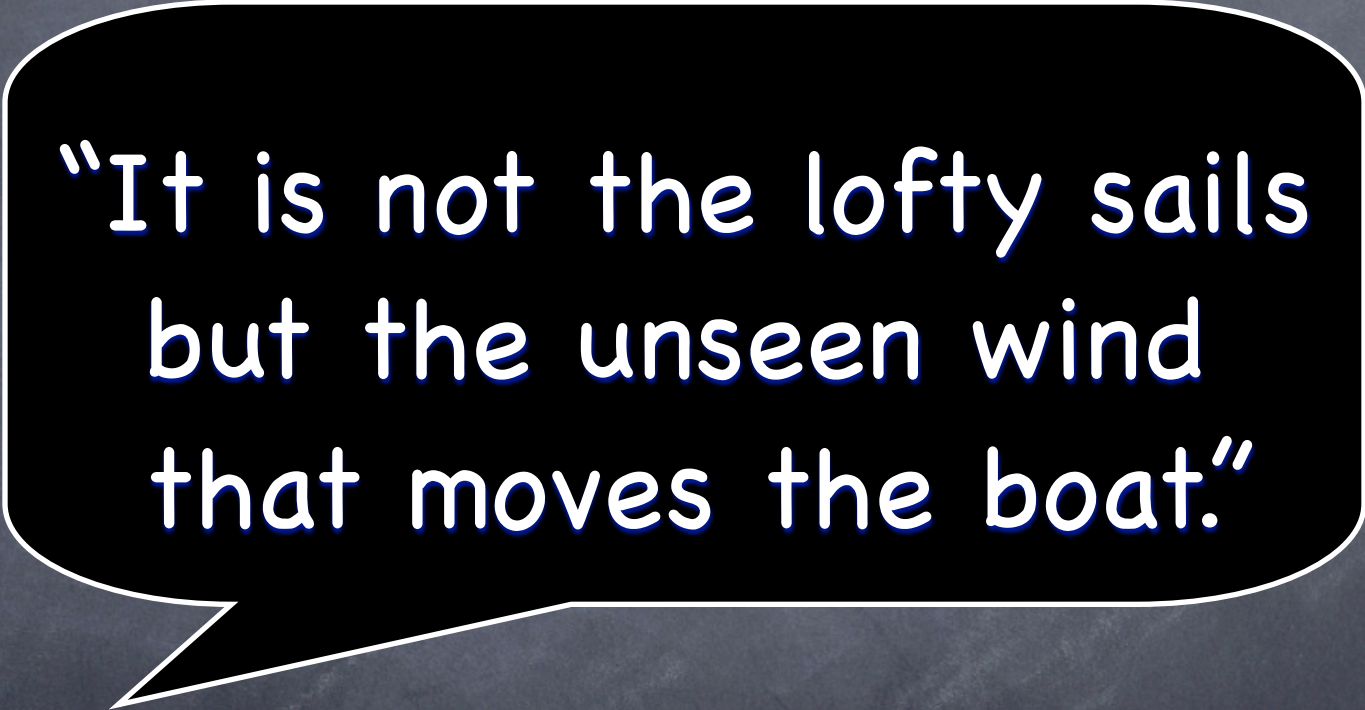
Figure 1

The Role of External Analysis in Strategic Planning



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

Module 2: The Environmental Scanning Process

- ✓ Identifying critical trends
- ✓ Identifying critical events

What are the most critical trends that define the context within which institutions in Malaysia will function in the coming decade?

Definition of a TREND

- ✓ Social, technological, economic, environmental or political characteristics estimated/measured over time
- ✓ General direction of change
- ✓ Gradual and long-term

Operational Definition of Trends

- ✓ Objective
- ✓ Subjective
- ✓ Must be measurable

What are the most critical trends that define the context within which institutions in Malaysia will function in the next 10 years?

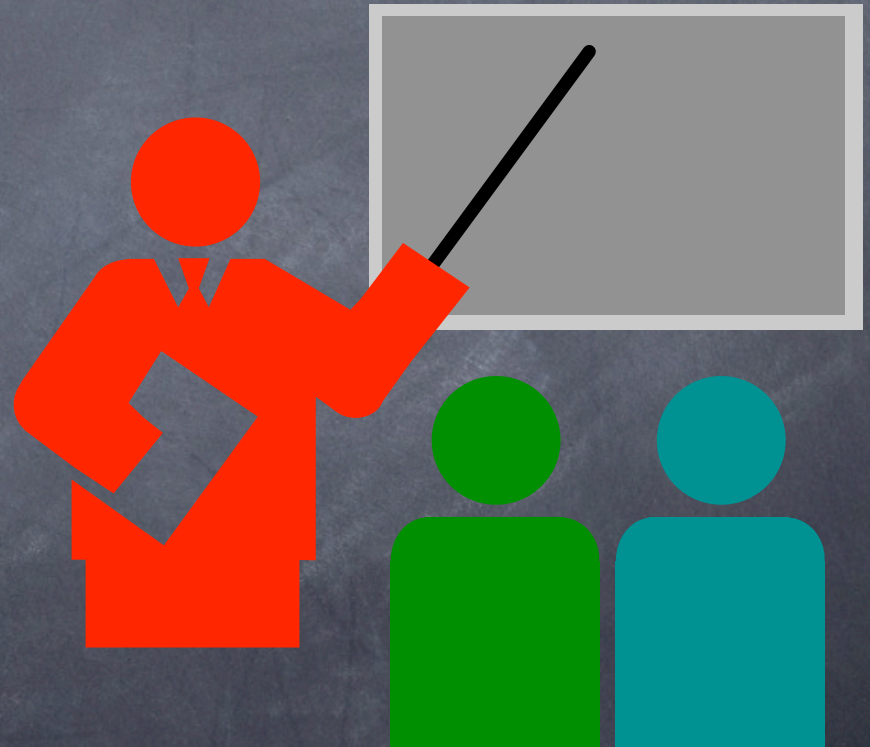
Nominal Group Technique

- ✓ 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



Trend Statements

- ✓ Only one idea per statement
- ✓ Can include forecast
- ✓ Remember: *measurable*
- ✓ Purpose: guide data collection
- ✓ Remember difference between trends and events

Prioritize Trends

- ✓Vote for four trends
- ✓One vote per trend
- ✓Put vote at beginning of trend statement

Group Reports

Five Most Critical Trends

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 colleges and universities in Malaysia ?

Prioritize Events

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

Select five events.
What are the signals
that these events
could occur?

Group Report

- ✓ Five most critical events
- ✓ Signals that each event could occur

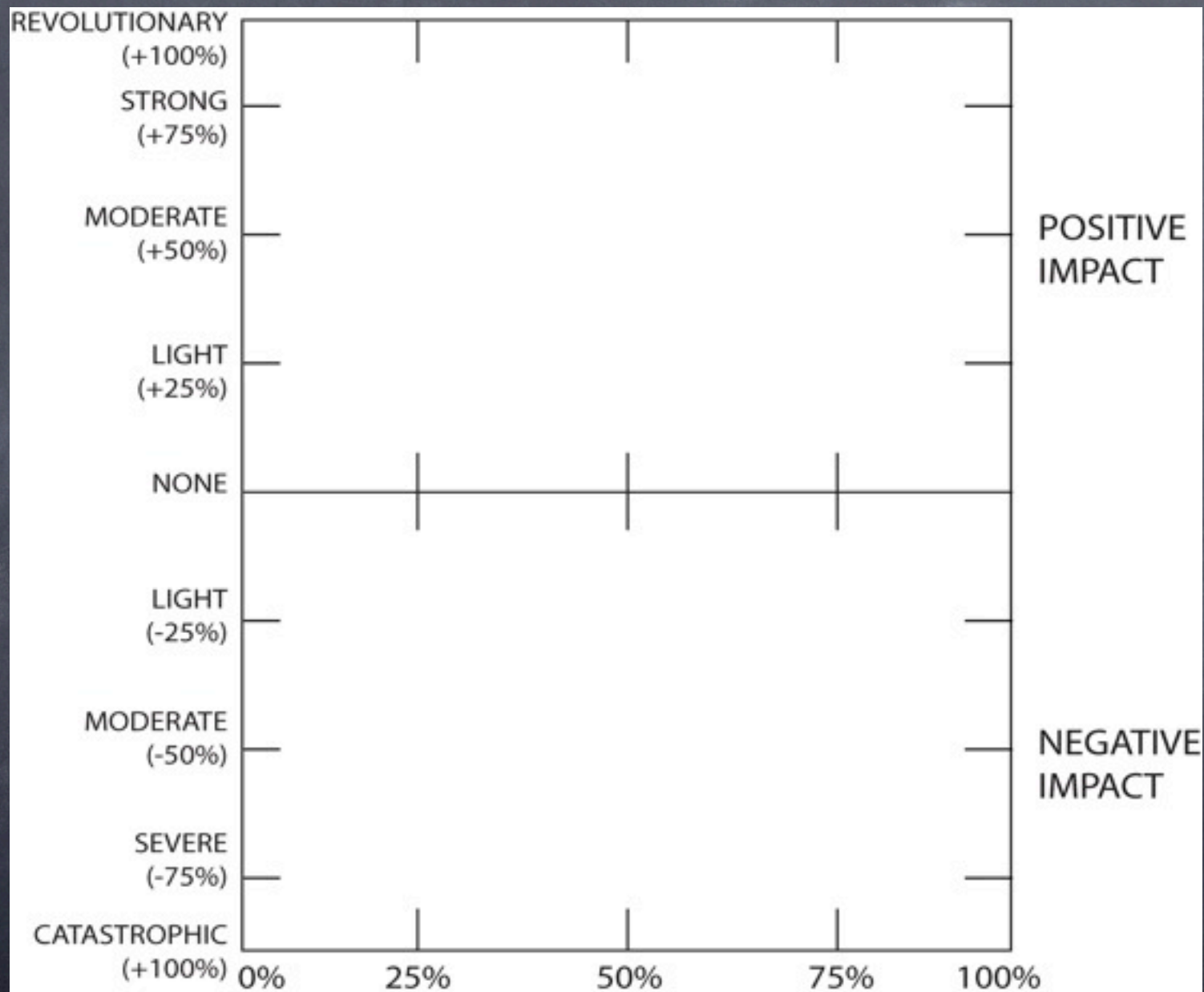
Assume The Event Occurs . . .

- ✓What are its implications for higher education in Malaysia ?
- ✓What should Malaysia n institutions do?

Module 3: Strategic Forecasting Tools and

✓ Probability Impact Chart

✓ Impact Networks



PROBABILITY THAT THE EVENT WILL HAPPEN

PROBABILITY IMPACT MATRIX

<i>Level of Impact</i>		<i>Degree of Probability</i>		
		<i>Low</i>	<i>Medium</i>	<i>High</i>
<i>High</i>		High Impact/ Low Probability		High Impact/ High Probability
<i>Medium</i>				
<i>Low</i>		Low Impact/ Low Probability		Low Impact/ High Probability

Impact Network

- ✓ Identify potential impacts of key events on future developments
- ✓ Impacts can be positive and negative
- ✓ Question is one of possibility
- ✓ Impacts are ordered: first order, second order, and so forth

Impact Network

- ✓ Event
- ✓ First-order impacts connected by single line
- ✓ Second-order impacts connected by double line
- ✓ Feedback loops

Module 4: Environmental Scanning as a Strategic Operational and Planning Tool

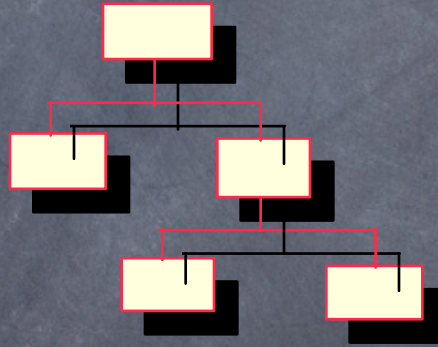
Why Do Environmental Scanning?

- ✓ Provide early warning
- ✓ Connect external with internal environment
- ✓ Translate this connection to institutional management and planning
- ✓ Promote a futures orientation within the institution

Barriers to Effective Scanning

- ✓ Organizational structure
- ✓ Lack of champions
- ✓ Takes time and energy
- ✓ May not be seen as relevant/
important to academic mission

Module 5: Establishing an Environmental Scanning System



Scanning models

- ✓ Irregular
- ✓ Periodic
- ✓ Comprehensive (e.g, University of Georgia)

Getting Started

- ✓ Decide scanning model
- ✓ Conduct interviews
- ✓ Initial workshop
 - ✓ Scanning models/environments
 - ✓ Develop initial database
 - ✓ Use elementary futures tools

Getting started (con't)

- ✓ Establish Environmental Scanning Evaluation Committee
 - ✓ Develop criteria for membership
 - ✓ Develop scanning incentive program
 - ✓ Identify members/chair
- ✓ Recruit scanners

Training scanners

- ✓ How to use electronic bibliographic database
- ✓ How to attach digitized source material
- ✓ How to identify trends/events
- ✓ How to write scanning abstracts
- ✓ Assign information resources

Problems/Challenges

- ✓ Care and feeding of scanners
- ✓ Expense
- ✓ Maintaining commitment of seniors

Electronic Bibliographical Tools

✓EndNote

✓RefWorks

✓Zotero

EndNote Tutorials

- ✓ <http://www.library.uq.edu.au/endnote/>
- ✓ <http://www.hsl.unc.edu/services/tutorials/endnote/intro.htm>

RefWorks Tutorials

✓ <http://www.refworks.com/tutorial/>

Zotero

✓ <http://www.zotero.org/>

✓ [http://www.zotero.org/
support/](http://www.zotero.org/support/)

Summary

- ✓ Relationship of environmental scanning to strategic foresight and strategic planning
- ✓ Using elementary foresight tools
- ✓ Establishing a comprehensive

