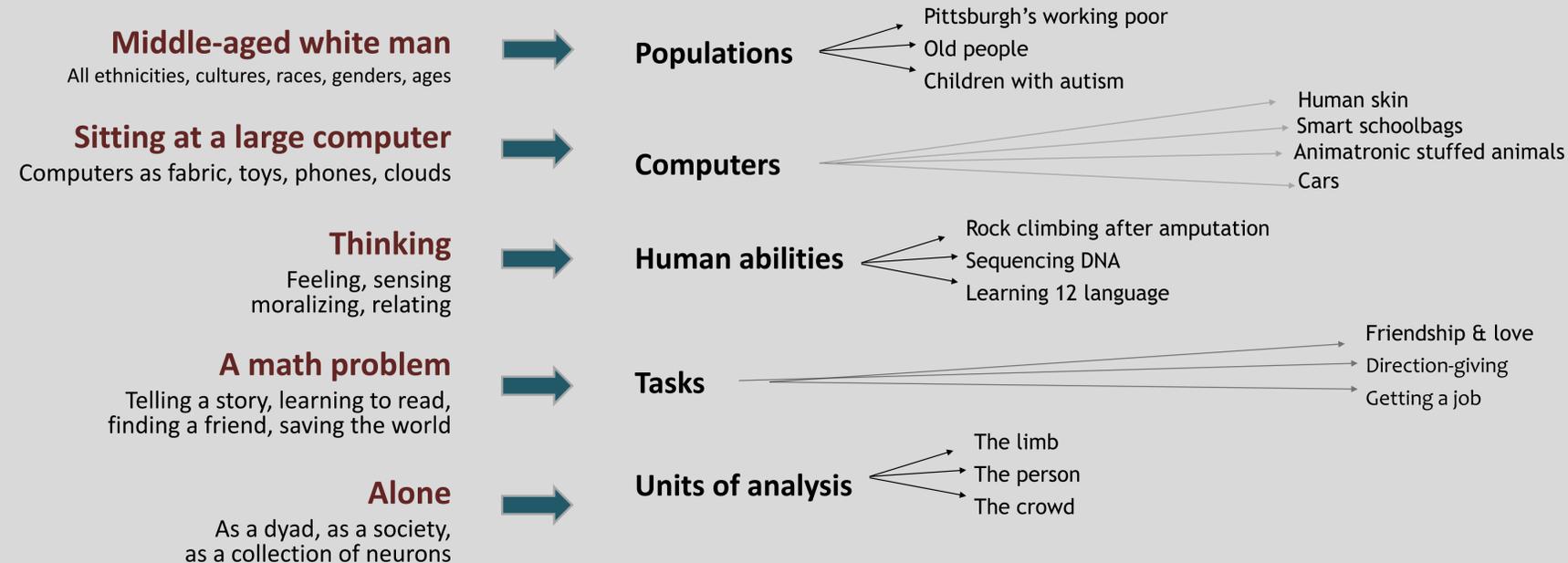


Why do strategic planning in academia?

- Design new programs & enterprises congruent with departmental Values, Mission and Vision.
- More easily describe path to success for students, staff, & faculty.
- More easily establish priorities, as individuals & as organization
- Set ambitious goals in line with priorities.
- More easily describe where one stands with respect to other organizations in the field, on the basis of a better understanding of the *culture of the organization*
- More easily define *the future of the organization*

A New Conception of the Human, the Computer, & Everything in Between



Why now, & why the HCII?

- HCI's leadership position eroding as field of HCI develops, & graduated students become competitors
- Start-up mentality (24 hour work-days, "no rules, no plans" approach) of young department not sustainable
- Competition for students, faculty & funding increasingly fierce
- Top academic institutions facing disruptive changes in technology, funding availability, and cost structures
- External Advisory Board in 2002 and 2008 ask the HCII to determine the future of the field – to design HCII 2.0

Lessons Learned

Resistance to Strategic Planning process

- An orientation to discipline as the principal professional identification may lead to faculty scepticism about the planning process.
- Antipathy to hierarchy, & embrace of intellectual autonomy can hinder strategic planning
- Lack of organizational levers requires leading strategic planning process through influencing, consensus / community building, heavy reliance on trust and collaboration.
- Consensus is important to ensure that people feel their voices are heard; however it can result in 'regression to the mean' – short-term & safe ideas for future.
- Resilience, ability to determine underlying individual and organizational drivers, to build and sustain relationships to evoke emotional engagement are key skills in this environment.

Alternative Paths to New Vision

- Strategic planning can serve as input into chair's construction of vision.
- Challenge is getting consensus around phrasing and moving forward on subsequent actions

Founding Vision of HCI

"The hope is that, in not too many years, human brains and computing machines will be coupled together very tightly and that the resulting partnership will think as no human brain has ever thought and process data in a way not approached by the information-handling machines we know today" (J.C.R. Licklider, Mar.1960)



HCII 2.0: The Vision

Deep knowledge of how people play, work, learn – alone and in collaboration with others, with computers, and with other people mediated by technology.

Deep ability to design technologies that support human thinking, feeling, relating to and through technology.

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The science of a middle-aged white man sitting at a large computer thinking through a math problem alone