

# **Scenario Planning:** *Purposes, Processes, and Perspectives*

## **Presenters:**

**Margie Smith-Simmons**  
Chief of Staff, Office of the Chancellor

**Stephen P. Hundley**  
Senior Advisor to the Chancellor for Planning and Institutional Improvement  
Professor of Organizational Leadership

## **Moderator:**

**Mark Volpatti**  
Associate Vice Chancellor for Auxiliary Services



# Plan for Attendee Engagement

- We will have periodic times when we ask you to provide a brief response in the **chat pane** to a question or prompt we give you
- Throughout the session, please register any questions in the **Q&A box** at the bottom of your screen; we will address these later in our time together



# Session Learning Outcomes

Upon completion of our time together, participants should be able to:

1. Identify the purposes of scenario planning;
2. Deploy this approach in times of both crisis management and routine operations;
3. Engage stakeholders in the scenario planning process; and
4. Use tools and resources in your local context.



# What is a Word or Short Phrase (4-5 words) you would use to describe Scenario Planning?

- Think about the answer to the above question
- In the **chat pane**, record your brief answer
- We will provide a brief recap of some of the major themes recorded from the chat pane



# Scenario Planning Defined

- Scenarios are considered a valuable tool that helps organizations to prepare for possible eventualities; makes them more flexible and more innovative
- Scenarios are outline of some aspects of future; allows one to move forward from the actual to the future situation
- Frequently used by leaders to articulate their mental models about the future in order to make better decisions
- Scenario planning presents all complex elements together into a coherent, systematic, comprehensive, and plausible manner
- Source: Amer, M., Daim, T. U., & Jetter, A. (2013). A review of scenario planning. *Futures*, 46, 23-40.



# About IUPUI and Indiana University

- IUPUI is a large, public, urban-serving, complex campus:
  - 17 degree granting units / IU and Purdue degrees / ~30,000 students
  - 51 years old (officially) / 7,000 faculty and staff / “anchor institution” in Indy
  - \$1.6B annual operating budget / RCM model / decentralized structure & culture
- IUPUI is a campus of Indiana University:
  - IU enterprise has 9 campus locations throughout State of Indiana
  - IU is one of the largest employers in Indiana
  - IUPUI’s efforts need to be derived from and aligned with broader IU strategies



# Timeframe and Activities

| Timeframe                                     | Activities                                                                                                                                                                                                                                               |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wednesday, April 15, 2020                     | <ul style="list-style-type: none"><li>IUPUI Scenario Planning process and information is communicated to Task Force Chairs and Members</li><li>Task Force Chairs reach out to their Task Force Members and begin establishing meeting schedule</li></ul> |
| Monday, April 20, and Tuesday, April 21, 2020 | <ul style="list-style-type: none"><li>Stephen Hundley and Margie Smith-Simmons meet with each Task Force Chair to answer questions/clarify the process</li></ul>                                                                                         |
| Friday, May 1, 2020                           | <ul style="list-style-type: none"><li>Task Force Chairs meet to share progress, ask questions, and determine initial gaps/overlaps between areas of responsibility</li></ul>                                                                             |
| Friday, May 15, 2020                          | <ul style="list-style-type: none"><li>Scenario Planning Reports are due to Stephen Hundley (<a href="mailto:shundley@iupui.edu">shundley@iupui.edu</a>) by 5:00 p.m.; this is a firm deadline</li></ul>                                                  |
| Friday, May 22, 2020                          | <ul style="list-style-type: none"><li>Task Force Chairs meet to discuss Scenario Planning Reports</li></ul>                                                                                                                                              |
| Throughout June 2020                          | <ul style="list-style-type: none"><li>Scenario Planning Reports are reviewed by Chancellor's Cabinet and other campus stakeholders to inform decision-making for AY 2020-21</li></ul>                                                                    |
| Throughout Summer and Fall 2020               | <ul style="list-style-type: none"><li>Task Force Chairs and Members are available, as needed, to meet and update Scenario Planning Reports based on changing circumstances</li></ul>                                                                     |



# Task Forces Involved in Scenario Planning

1. Steering Committee
2. Health and Safety Practices
3. Enrollment Implications
  - a. New Student Summer Programs (Orientation, Bridge, etc.)
  - b. Resident and Non-Resident Students—Undergraduate (Domestic)
  - c. Resident and Non-Resident Students—Graduate (Domestic)
  - d. International Students and Online Programs



# Task Forces Involved in Scenario Planning (continued)

4. Student Affairs
5. Academic Programs
6. Diversity, Equity, and Inclusion
7. Research Activities
8. Auxiliaries
9. Community Engagement, External Affairs, and Development



# Scenario Planning Process

- IUPUI engaged in campus-wide scenario planning exercises to address the implications of COVID-19 on our stakeholders, programs, and operations
- This involved select colleagues from several areas who were part of Task Forces to plan for our continued response to this pandemic
- Involved more than 120 faculty, staff, students, and administrators from across campus; a ‘diagonal slice’ of the institution
- Twelve Task Forces, each representing a specific domain of responsibility, were charged to address several questions for each scenario



# Scenario Planning Process

- Task Forces submitted a **Scenario Planning Report** comprised of a **Scenario Planning Matrix** along with a **2-page Executive Summary** outlining overall key issues, priorities, and unanswered questions for their particular area of responsibility
- A Steering Committee coordinated activities across all Task Forces and liaised to the Chancellor's Cabinet, Council of Deans, Indianapolis Faculty Council, and IUPUI Staff Council; on an as-needed basis, each Task Force sought input from additional IUPUI stakeholders
- Information produced by each Task Force was synthesized, summarized, and prioritized by the Steering Committee and shared with the Chancellor; this included identifying interdependencies between each Task Force



# Scenario Planning Process

- Each Task Force Chair held regular meetings and outlined duties, responsibilities, and deliverables of Task Force Members; Task Force Chairs met on a periodic basis to share information and identify gaps, overlaps, or areas where greater coordination is needed
- IUPUI's Chancellor and Executive Vice Chancellor & Chief Academic Officer provided periodic updates to the IUPUI campus community concerning Task Force progress and outcomes, including how information gleaned from this process was used in preparing for the future
- Ultimate outcome of Scenario Planning provided administrators—at both the campus- and unit-levels—the ability to use information to guide decisions, allocate resources, and plan for various contingencies



# Scenarios Under Consideration

- Scenario 1: Return to Face-to-Face Teaching
- Scenario 2: Hybrid – Face-to-Face and Online Fall, Spring Face-to-Face
- Scenario 3: Fall Online and Spring Face-to-Face
- Scenario 4: Fall Face-to-Face back to Spring Online
- Scenario 5: Entire Academic Year Online



# Questions Guiding Each Scenario

1. What are the most *important priorities to consider or maintain* in this scenario?
2. What are the most *important actions to take* for this scenario?
3. What are the likely *hurdles to overcome* during this scenario?
4. What are the *human resource implications* for this scenario?
5. What are the *fiscal implications* for this scenario?
6. What are the *facilities implications* for this scenario?
7. What are the *technology implications* for this scenario?
8. Which *stakeholder groups (internal/external)* need to be engaged in this scenario?
9. What are important *messages to communicate* before/during this scenario?



# Scenario Planning Report Template

- Scenario Planning Matrix (**see example**)
- Scenario Planning Executive Summary (~ 2 pages)
  - Brief **description** of the area of responsibility in which scenario planning occurred
  - Identification of the **key issues** facing the area of responsibility in planning for various contingencies
  - Identification of the **major priorities** facing the area of responsibility in planning for various contingencies
  - Specific **recommendations** for campus administrators/decision-makers to consider relative to the area of responsibility
  - Any **unanswered questions** from Task Force Members related to scenario planning in the area of responsibility
  - The **Scenario Planning Matrix** should accompany the Executive Summary as an **Appendix**



# Making Meaning from Scenario Planning Reports

- Submitted reports from each Task Force resulted in a lot of information to digest, consider, and prioritize
- Campus and university leadership crystalized efforts around Scenario 2, Hybrid Approach, as most likely scenario to be implemented
- Documentation and analysis framework established (**see example**)
  - Analysis of information from each Task Force
  - Provides audit trail to document recommendations back to a specific Task Force
  - Synthesis and summary of major crosscutting themes



# Crosscutting Themes: Useful in Implementation

- Audiences for Scenario Planning Reports
  - Functional areas across campus
  - Unit-specific areas
  - Ultimately, campus leadership collectively
- Crosscutting Themes (**see example**) provided a way of identifying and communicating most important recommendations that had salience and relevance to the entire campus community
- We also vested responsibility in unit leaders to make specific decisions concerning their unit's functioning



# Lessons Learned in Scenario Planning

- Executive sponsorship and broad stakeholder engagement is crucial
- Urgency in a crisis can focus people's time, energy, and direction
- Clear timeline, process, deliverables, and check-ins are needed
- How will results of scenario planning be used: By whom?/When?/To do what?
- Tensions between *consistency* and *flexibility* in using recommendations
- Context is everything; planning should reflect institutional values and culture
- Results should be *actionable*; during crisis, it cannot be a theoretical exercise



# Importance of Communication

- Leaders are often “in the know” and tend to forget that their larger stakeholder base is not part of frequent meetings about major issues
- Initial and ongoing communication is vital to keep everyone informed
- Use of multiple channels and audience engagement strategies is necessary
- Leaders may think they are communicating enough; however, end users often do not hold this same feeling
- Developing a communication plan identifying audiences, messages, timing, and media is highly recommended
- So far, feedback has been positive on our various communication efforts



# Alignment and Next Steps: IUPUI & IU

- Transition to implementation of scenario 2, Hybrid Approach
- Ongoing work in the “new normal” for foreseeable future
- Medical Response Team (policies; dashboards; mitigation testing; etc.)
- Coordination of efforts across units, functions, and campuses
- Use of existing and ad hoc groups to continue addressing our responses to COVID-19 pandemic
- Incorporating process and outcomes of scenario planning into future planning efforts at all levels



# Individual Perspectives and Recommendations

- From **Mark**: as a Task Force Chair (Auxiliaries)
- From **Margie**: as Scenario Planning co-lead
- From **Stephen**: as Scenario Planning co-lead
- From **Audience Members**:
  - In the **chat pane**:
    - Register your individual perspectives and recommendations on scenario planning
    - Identify one lesson learned from our discussion today



# Action Planning

- As we conclude, think about how you will incorporate scenario planning into your own context:
  - How can you use this approach in non-crisis times?
  - For what purpose(s) might you engage in scenario planning?
  - Whom would you involve? Why?
  - What are your next steps as a result of this session?



# Q&A / Discussion

- In the **Q&A box** at the bottom of your screen, register your questions
- We will synthesize, summarize, and prioritize questions for our discussion



# Contact us:

Margie Smith-Simmons  
[smithsim@iupui.edu](mailto:smithsim@iupui.edu)

Stephen P. Hundley  
[shundley@iupui.edu](mailto:shundley@iupui.edu)

Mark Volpatti  
[volpatti@iupui.edu](mailto:volpatti@iupui.edu)

More info:

[COVID-19 information on Office of the Chancellor Website](#)



## IUPUI Scenario Planning Matrix for COVID-19

Task Force:

Name and Contact Information of Task Force Chair:

**Directions:** Please answer all questions for each of the five scenarios that follow, being as specific, yet succinct, as possible. To ensure reporting consistency across all Task Forces, maintain the format below; feel free to expand each box and use additional pages, as needed. If a particular question is not applicable, indicate with N/A. Use the *Executive Summary* to provide any additional details, including highlighting or contextualizing information from this *Scenario Planning Matrix*. For guidance, please contact project co-leads Stephen Hundley ([shundley@iupui.edu](mailto:shundley@iupui.edu)) and Margie Smith-Simmons ([smithsim@iupui.edu](mailto:smithsim@iupui.edu)).

| Questions to Answer<br>(as applicable to Task<br>Force)                                  | <u>Scenario 1:</u><br>Return to Face-to-Face Teaching | <u>Scenario 2:</u><br>Hybrid – Face-to-Face and Online Fall,<br>Spring Face-to-Face |
|------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------------------------------|
| What are the <i>most important priorities to consider or maintain</i> in this scenario?  |                                                       |                                                                                     |
| What are the <i>most important actions to take</i> for this scenario?                    |                                                       |                                                                                     |
| What are the <i>likely hurdles to overcome</i> during this scenario?                     |                                                       |                                                                                     |
| What are the <i>human resource implications</i> for this scenario?                       |                                                       |                                                                                     |
| What are the <i>fiscal implications</i> for this scenario?                               |                                                       |                                                                                     |
| What are the <i>facilities implications</i> for this scenario?                           |                                                       |                                                                                     |
| What are the <i>technology implications</i> for this scenario?                           |                                                       |                                                                                     |
| Which <i>stakeholder groups</i> (internal/external) need to be engaged in this scenario? |                                                       |                                                                                     |
| What are <i>important messages</i> to communicate before/during this scenario?           |                                                       |                                                                                     |

| Questions to Answer<br>(as applicable to Task Force)                                     | <u>Scenario 3:</u><br>Fall Online and Spring Face-to-Face | <u>Scenario 4:</u><br>Fall Face-to-Face back to Spring Online |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------|
| What are the <i>most important priorities to consider or maintain</i> in this scenario?  |                                                           |                                                               |
| What are the <i>most important actions to take</i> for this scenario?                    |                                                           |                                                               |
| What are the <i>likely hurdles to overcome</i> during this scenario?                     |                                                           |                                                               |
| What are the <i>human resource implications</i> for this scenario?                       |                                                           |                                                               |
| What are the <i>fiscal implications</i> for this scenario?                               |                                                           |                                                               |
| What are the <i>facilities implications</i> for this scenario?                           |                                                           |                                                               |
| What are the <i>technology implications</i> for this scenario?                           |                                                           |                                                               |
| Which <i>stakeholder groups</i> (internal/external) need to be engaged in this scenario? |                                                           |                                                               |
| What are <i>important messages</i> to communicate before/during this scenario?           |                                                           |                                                               |

| <b>Questions to Answer<br/>(as applicable to Task<br/>Force)</b>                         | <b>Scenario 5:<br/>Entire Academic Year Online</b> | <b>Notes for All Scenarios:<br/>Unanswered Questions, Interdependencies with Other<br/>Task Forces or Areas, Additional Considerations, Etc.</b> |
|------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| What are the <i>most important priorities to consider or maintain</i> in this scenario?  |                                                    |                                                                                                                                                  |
| What are the <i>most important actions to take</i> for this scenario?                    |                                                    |                                                                                                                                                  |
| What are the <i>likely hurdles to overcome</i> during this scenario?                     |                                                    |                                                                                                                                                  |
| What are the <i>human resource implications</i> for this scenario?                       |                                                    |                                                                                                                                                  |
| What are the <i>fiscal implications</i> for this scenario?                               |                                                    |                                                                                                                                                  |
| What are the <i>facilities implications</i> for this scenario?                           |                                                    |                                                                                                                                                  |
| What are the <i>technology implications</i> for this scenario?                           |                                                    |                                                                                                                                                  |
| Which <i>stakeholder groups</i> (internal/external) need to be engaged in this scenario? |                                                    |                                                                                                                                                  |
| What are <i>important messages</i> to communicate before/during this scenario?           |                                                    |                                                                                                                                                  |