



Concurrent Session C
Monday 31 August
1.30pm – 2.20pm

Session 7

Technology Assisted Strategic Planning in a Complex Environment; A Global Experience in a Multi-State University

Dilawar Grewal, Liz Bare

The University of the South Pacific, LH Martin Institute

Dr. Dilawar Grewal is the Vice President for Administration at the University of the South Pacific (USP), headquartered in Suva, Fiji. His portfolio includes HR, IT, Libraries, Policy, Planning & Quality and Commercial. His KPIs include the responsibilities for institutional monitoring, developing mediations, and engaging technologies to ensure success for USP's Strategic Plan 2013-2018. Dr. Grewal is a graduate of Texas A&M University and The Ohio State University. With nearly 25 years of experience in higher education, he has held leadership positions in IT, Research Administration, Policy and Planning.

Spanning 12 countries, with 14 campuses, the University of the South Pacific is one of two regional universities in the world. As such, it has multiple stakeholders with diversity of national and educational agendas, faces challenges from emerging institutions in some nation states, competes in international markets and more than most other universities, is exposed to the impact of climate change. Its computer networks cover 33 million square kilometres. Significantly, USP has a wide global outreach. Unlike other multi country universities it operates as a single entity, with common academic programs delivered in each country, common policies and a single administrative infrastructure. Over many years, USP has used strategic plans to drive and measure improvement. The 2013-2018 Strategic Plan is geared towards transforming USP from a good to excellent university. Technology plays an integral role in monitoring, advancing, and adapting the University's activities in its mission of becoming an excellent university.

In any environment strategic plans may quickly become irrelevant and disregarded. This presentation describes USP's successful approach to strategic planning in a socially, financially, technologically and culturally diverse environment; the systems, automation and processes it uses to ensure that individual effort and resource allocation are aligned to strategy; how reporting mechanisms, technology and change management ensure the Plan is kept alive; how regular monitoring allows for rapid adaptation of the plan to emerging circumstances; and strategies remain vibrant.