

Toolkit

FUTURE CAMPUS

VERSION 1.0

Colophon

Text and concept

Jasper van Winden, Barend Last, Iris Huis in 't Veld

Editorial staff

Gerrie van Staalduinen, Linda Bruin, Gül Akcaova

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Copenhagen Institute for Future Studies

Design & layout

Twiet Creative Marketing

SURF Utrecht

Hoog Overborch

Office Building (Hoog Catharijne)

Moreelsepark 48, 3511 EP Utrecht

+31 88 787 30 00

SURF Amsterdam

Science Park 140, 1098 XG Amsterdam

+31 88 787 30 00

SURF

surf.nl/future-campus

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Introduction

This toolkit consists of a set of methods for translating the future scenarios of the SURF 'Future Campus' project into robust strategic initiatives for campus development and innovation within your own institution.

Steps

The toolkit contains four steps with corresponding methods:

- 1. Introduction to the scenarios:** Participants use this method to familiarise themselves with the scenario archetype methodology and the four future scenarios as drawn up and validated in the project. The result is an overview of the probability and desirability of the elements in each scenario.
- 2. Devise strategic initiatives:** Use this method to devise strategic initiatives in response to the four future scenarios. These strategic initiatives form the basis for the final two steps.
- 3. Wind tunnelling:** Use this method to test the devised strategic initiatives based on all the different future scenarios. You perform a stress test. The result is a list of feedback items and suggestions for the devised strategic initiatives.
- 4. Strategic roadmap:** The final method is intended for drawing up a strategic roadmap focusing on short, medium and long-term milestones and activities to be undertaken. The result is a blueprint that can guide further strategy formulation and vision enhancement for campus development and innovation.

We advise to use one or two days to fully dive into these steps, but you can also split them into two or four shorter sessions. It is important to take enough time and not rush into things.

Objective and target group

The methods in this toolkit enable administrators to make more balanced decisions about the campus for a future that is uncertain and unpredictable. However, these decisions are not made in a vacuum. Different perspectives are crucial to make proper considerations. It is therefore advisable to involve a broad range of representatives in these activities from different fields: managers, lecturers, students, educational experts, housing, facility, timetabling, IT, audiovisual and others. Although the methods can easily be executed in a small group, for the above reasons they are designed to be executed in a recommended group size of between 8 and 20 participants.

Facilitating

To successfully implement the methods, it is essential to facilitate the sessions properly. A good facilitator creates a safe and open atmosphere where everyone feels free to share their opinions and insights. Here are some guidelines for effectively facilitating the steps in this toolkit:

- 1. Preparation:** As a facilitator, make sure you are familiar with all the materials and the objectives of each step. Understand the content of the scenarios and the background to SURF's Future Campus project.
- 2. Involvement:** Encourage the active participation of all those present. This can be done by asking open questions and creating small groups for discussion.
- 3. Time management:** Keep a close eye on the time. Indicate in advance how much time is available for each activity and let people know when time is running out. When you are aware that time is needed for reflection, don't go through things too quickly.
- 4. Feedback:** Encourage participants to give feedback on the process. This helps to improve subsequent activities.
- 5. Diversity:** Make sure that all voices are heard, not just those of the most dominant participants. Facilitate an environment where diversity of opinion is valued and everyone feels heard.

Materials

Each step requires different materials, such as worksheets that you can print out and instructional videos. All necessary materials can be found in the toolkit. Make sure to use the right format for each worksheet.

Step 1



Introduction to the scenarios

This step familiarises participants with the scenario archetype methodology and the four future scenarios as drawn up and validated in the project. The aim of this is to stimulate futures thinking, to understand the archetypes and to get to know the content of the different future scenarios. The result is an overview of all probable elements in each scenario and their desirability. This is necessary to translate these aspects into strategic initiatives in the following steps.

Necessary materials:

- Video 'Explanation of the scenario archetype methodology'.
- One explanation video for each scenario.
- The 'Future Campus' final report.
- 4x printed 'Worksheet 1 – Introduction' (A4 format).

Steps:

1. The group watches the explanatory video on the scenario archetype methodology. It is included in the toolkit. Then everyone silently reads pages 6 and 7 of the final report and discusses the scenario archetype method with each other. Is anything unclear? Are there any areas that require special attention? Are the four archetypes clear?
2. Now divide the participants into four groups of 2 to 5 persons. Assign one scenario to each group and ask each group to watch the included scenario video for their scenario. Then have the participants study the relevant scenario as described in the final report. Note: To make sure the participants understand the differences between the scenarios, they are advised to watch all scenario videos. If you have enough time, you can also choose to have each group discuss all scenarios first.
3. Give each group a printed copy of 'Worksheet 1 – Introduction' and ask them to reflect on their assigned scenario together. Explain that the intention is to talk about probability and desirability and to reflect on how the two differ from each other. Have the groups write down the results on the worksheet.
4. After a while ask everyone to reflect on the results. Briefly reflect on each scenario. What aspects are realistic for the future of the campus? What aspects are considered desirable or undesirable? And what questions or ambiguities remain?

Step 2



Devising strategic initiatives

Have the groups use step to devise strategic initiatives in response to the four future scenarios. These strategic initiatives form the basis for the following steps.

Necessary materials:

- 4x completed worksheets from step 1.
- 4x printed 'Worksheet 2 – Strategic initiatives' (A4 format).

Steps:

1. Start by dividing the participants into four groups as in step 1 or keep the original groups. These groups pick up on the scenario they used in step 1.
2. Prepare 'Worksheet 2 – Strategic initiatives' for each group and briefly introduce the purpose of the activity: devising strategic initiatives based on the scenarios.
3. Give the groups time to have a brainstorming session on the possible strategic initiatives addressing the likely and desirable elements of the scenario they have explored. You can use a flipchart or post-its for this.
4. Once the brainstorming phase is complete, have the groups cluster their results. They discuss the coherence and relevance of each initiative.
5. Ask each group to vote on the initiatives they find most important. The aim is to select three to five strategic initiatives. Each of the chosen initiatives is then clearly noted with a brief explanation on 'Worksheet 2 – Strategic initiatives', so that the intention and rationale behind each initiative are clear.
6. In conclusion, each group presents its selected strategic initiatives to all the other participants for some final reflection.

Step 3



Wind tunnelling

In step 2, you worked on strategic initiatives. In step 3, you test these initiatives using all future scenarios from the 'Future Campus' project. This is a way of assessing whether they will really have the intended effect. In other words, it determines whether they are robust or need to be fine-tuned.

Necessary materials:

- 4x completed worksheets for 'Worksheet 2 – Strategic initiatives' from work approach 2.
- 4x printed 'Worksheet 3 – Wind tunnelling (A3 format)'.

Steps:

1. Shift all devised strategic initiatives on 'Worksheet 2 – Strategic initiatives' from step 2 to a next group that has dealt with a different scenario. All groups therefore keep their own scenario, and only pass on their list of devised strategic initiatives.
2. Give each group a printed copy of 'Worksheet 3 – Wind tunnelling'. Each group now assesses the highest priority strategic initiative based on their own relevant future scenario, using all previously identified internal and external factors.
They indicate for each initiative whether the initiative will achieve the desired effects within their scenario (good), will not unfold well (bad), or needs adjustments in order to succeed (provided that →). Have the groups write down feedback and suggestions in the appropriate field. Repeat steps 1 and 2 until everyone has received their own strategic initiatives again.
Note: You can also choose to have several strategic initiatives analysed. In that case, all you need to do is print out and distribute several copies of 'Worksheet 3 – Wind tunnelling'.
3. At the end of the work approach, after all assessments have been received, each group writes their final conclusion on the strategic initiative analysed in the evaluation section at the bottom of the sheet. This is an important step that combines all input from the different scenarios and describes the strategic initiative as robustly as possible.
4. You may want to conclude with a plenary reflection on the results. Have each group briefly present their analysed strategic initiative, and have other groups ask clarification questions.

Step 4



Strategic roadmap

This final step is intended for drawing up a strategic roadmap for each strategic initiative, which serves as a blueprint for further strategy formulation.

Necessary materials:

- The completed worksheets for 'Worksheet 3 – Wind tunnelling' from work approach 3.
- 4x printed 'Worksheet 4 – Strategic Roadmap' (A3 format).

Steps:

1. Hand out 'Worksheet 4 – Strategic Roadmap' to each group. Have each group develop their analysed strategic initiative (or initiatives, if several have been devised) and write this down on this new worksheet. They go through the following steps:
 - a. Hold a group discussion on what the ideal end result of this strategic initiative would look like. This is written down in the dedicated box on the right-hand side of the worksheet. What is the optimal outcome if the strategic initiative is successfully implemented?
 - b. Now work your way back: first determine what interim results are relevant in the short, medium and long term for the end result, and what milestones are associated with these.
 - c. Identify the quick wins for each time perspective and enter them on the worksheet. Some actions or results can be achieved relatively quickly and easily to contribute to the greater goal.
 - d. Then reflect on possible challenges or obstacles for each time perspective and also enter them on the worksheet. This helps with preparation and planning.
2. Now have each group present their analysed strategic initiative and developed strategic roadmap to each other. Encourage people to ask critical clarification questions. Explicitly reflect on the sequence and coherence. It may even make sense to compare different strategies in a subsequent phase and to integrate them more.
3. Conclude by reflecting on the next steps. What to do next? Discuss the results, which can now serve as a blueprint for further enhancing the strategy for campus development and innovation. How do we translate these? How can we integrate them? How can we ensure coherence?



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