

The External Global Environment is Changing Strategic Planning for Research

*Elliott Kulakowski¹, Ian Carter², Allen Muyaama Mukhwana³

1. Research Administration and Management Strategy Group, 2. Carter Research Navigation, 3. African Academy of Sciences

Research institutions engage in strategic planning activities every 3 to 5 years. This activity is generally overseen by the vice president of research. Through a strategic planning committee, the institution's research mission and vision are reviewed and they examine the strengths and weaknesses in their own research programs. The committee also looks to the external environment to identify opportunities for new avenues of research and threats to ongoing activities and funding. However, the changing external research landscape is changing faster than ever; making long range planning nearly impossible. This session will examine the fast-paced changing impact on research by examining the political, economic, social, technological, demographic, and legal (PESTD) changes that are occurring. The session will provide concrete examples of how PESTDL is making it more difficult for institutions to create strategic plans that last for more than a year or two, and where to invest internal funds. The impact of PESTDL also is felt by research faculty as funding is more uncertain, graduate student and post-doctoral fellows training programs are in jeopardy, and international collaboration efforts with developed countries and low and middle income countries (LMIC) are less certain potentially less sustainable.

Keywords: Strategic Planning, PESTDL, Impact on Research