

# ADVENTIST STRATEGIC PLANNING EDUCATION: ONLINE

By: Lawrence G. Downing, Khin Mg Kyi and Bob Krone

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**Forward:** Dr. Khin Mg Kyi, Dean of the School of Business at the Pacific Adventist University, Port Moresby, Papua New Guinea, found himself without a professor for the Strategic Planning portion of the *Course BD503.3 Strategy, Operational Planning, and Project Management* in his *Post Graduate Diploma in Leadership and Development (PGDipLD) Master in Leadership and Development Degree Program (MLD)* scheduled to begin August 4, 2014. He e-mailed Dr (Pastor) Larry Downing in California, USA asking for help. Dr. Downing had been one of his professors in his Ph.D. program at the Adventist International Institute of Advanced Studies (AIAS) in The Philippines. Larry met with long-time La Sierra University faculty colleague Bob Krone in Fallbrook, California ten days before August 4<sup>th</sup>. Bob said “*You and I could do it online.*” Larry proposed it to Dean Kyi who said “*We’ve never done that but let’s try it.*”

The online experiment to introduce twelve professionals involved in their Masters Degree studies in Papua New Guinea to the complex realities of Strategic Planning; to do that in five intensive days of study – August 4<sup>th</sup> through August 8; and to do so with the professors 6,894 miles away with untested technology was the challenge that Drs Downing, Khin, and Krone accepted. How, and how well, that happened is the subject of this essay. The essay closes with our personal reactions and thoughts about the process and the implications distant leaning has for Papua New Guinea and for global Adventist graduate education.

**Lawrence G. Downing, D.Min., Khin Mg Kyi, PhD. And Bob Krone, PhD**

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## **Introduction:**

**TO:** Pacific Adventist University Scholars, Course: 4-8 August 2014 “Strategic Planning Segment”, Post Graduate Diploma in Leadership and Development (PGDipLD) and Master in Leadership and Development Degree Program (MLD).

**FROM:** Lawrence G. Downing, D.Min. & Bob Krone, Ph.D., Instructors  
**SUBJECT:** Introduction to Strategic Planning Segment, August 4 – 8, 2014

This is our introduction to you scholars registered in the subject course. The last five days of your course are dedicated to Strategic Planning. It’s a huge and complex academic subject so you will be given an overview and assigned two reports and one paper. Assessment of your class and written work will account for 40% of your final course grade.

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The Downing – Krone Team has decades of experience in SDA academics. Our resumes and curriculum vitas are available to you. The course segment will be administered online, basically by e-mail and Skype. The schedule will be:

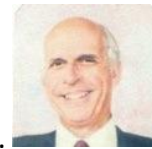
| <b>Week 3: 4 – 8 August 2014 Strategic Planning</b>                      |             |             |   |                             |  |  |
|--|-------------|-------------|---|-----------------------------|--|--|
| <b>Online learning with Dr Krone and Dr Downing; Facilitator: Dr Kyi</b> |             |             |   |                             |  |  |
| <b>Day</b>   | <b>Time</b> | <b>Lect</b> | <b>Lecture topic</b>  | <b>Other classes</b>        | <b>Assignment<br/>s</b>  | <b>Reading</b>                               |
| Sun 3  |             |             | Final Examination for the first two segments                            | Independent study           |  |  |
| Mon 4  | AM          | E-Mail      | Course Overview and Strategic Planning Model                            | Drs Downing And Krone-email | <i>Prof-Students Interaction</i>   | Krone Paper, "SP &Pareto Optimum"            |
|  | PM          | E-Mail      | Strategic Planning Model  | Drs Downing And Krone-email | Report #1- "Why I want to Improve Strategic Planning at 'X'", Due Tue AM | <i>Krone Paper, "SP &amp;Pareto Optimum"</i> |
| Tue 5  | AM          |             | Review Reports #1, <i>The Strategic Planning Process &amp; Benefits</i> | Drs Downing And Krone-email | <i>Prof-Students Interaction</i>   | <i>Krone Paper, "SP &amp;Pareto Optimum"</i> |
|  | PM          |             | <i>Values Analysis</i>  | Drs Downing And Krone-email | Report #2- "Draft Design of Final Paper", Due Tue AM                     | Library References                           |
| Wed 6  | AM          |             | <i>Task Forces for Research</i>   | Drs Downing And Krone-email | <i>Prof-Students Interaction</i>   | Library References                           |

|       |      |  |   |                                |                                      |                       |
|-------|------|--|---|--------------------------------|--------------------------------------|-----------------------|
|       | PM   |  | <i>Future External Enviroment</i>               | Drs Downing<br>And Krone-email | <i>Prof-Students<br/>Interaction</i> | Library<br>References |
|       |      |  |   |                                |                                      |                       |
| Thu 7 | AM   |  | <i>Internal Capabilities &amp;<br/>Barriers</i> | Drs Downing<br>And Krone-email | <i>Prof-Students<br/>Interaction</i> | Library<br>References |
|       | PM   |  | <i>Moral Leadership &amp; Ethics</i>            | Drs Downing<br>And Krone-email | <i>SP Papers</i>                     | <i>Downing Files</i>  |
|       |      |  |   |                                |                                      |                       |
| Fri 8 | AM   |  | <i>Strategic Planning<br/>Summarized</i>        | Drs Downing<br>And Krone-email | <i>SP Papers due</i>                 |                       |
|       | PM   |  |   | Depart or rest                 |                                      |                       |
|       | Even |  |   | Rest                           |                                      |                       |
|       |      |  |   |                                |                                      |                       |

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### **The Schedule Summarized:**

**Day 1: Monday, August 4<sup>th</sup>** Larry and Bob had sent their resumes and CVs...Class began with a prayer. Class members introduced themselves. ...Bob's Strategic Planning journal article had been sent to act as first reference. Course requirements were discussed with special attention given to the selection of a research subject and the research status reports and the theory and models for Strategic Planning. The LSU first Strategic Plan served as a major relevant model. The class concluded with an introduction of the Research Design Outline. Students work individually during the evening.

**Day 2: Tuesday, August 5<sup>th</sup>**. Students introduce their ideas for the focus of their Strategic Planning Project for the course and the design for their future research and analysis. More discussion on theory, models and examples of Strategic Planning.

Attention to the one-page Research Design Outline. Beginning of one-to-one Skype discussions between the individual students, Larry and Bob. The recommendation by Larry and Bob to Khin to invite the PAU administration, faculty, staff and students to the Friday morning student presentations of their research design. Students work individually during the evening.

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**Day 3: Wednesday, August 6<sup>th</sup>** A focus during class on the importance of Research Titles, Research Questions and defining the scope of the research. Beginning discussions on methodology for both primary and secondary research. Presentation of principles of effective presentations to decision makers. Emphasis that the Friday morning exercise is a simulation of what will take place when a project is presented before decision-makers. Pointers for how to design the presentation to concisely summarize the subject, the problems, the methodology, the findings, conclusions and recommendations for their decision. Students work individually during the evening.

**Day 4: Thursday, August 7<sup>th</sup>** A mix of one-to-one communications between individual students and Larry and/or Bob, where all class members could see and hear the discussions. Bob and Larry provide short responses to questions. The give-and-take are designed to assist the students complete their Research Design Outlines for tomorrow morning's presentations.

**Day 5: Friday, August 8<sup>th</sup>** -Chart with names of students, presentation titles, research questions and e-mails, if they agree. We could invite readers to become members of Ideas Unlimited Focus Groups for the students who select to use the method. It would be primary research with professionals anywhere on Earth.

**Note to reader from Larry and Bob: The Guidelines for all nine sessions were provided in advance. The following one for Session #9 is illustrative of them all.**

**TO: Pacific Adventist University Scholars, Course BD503.3, "Strategy, Operational Planning and Project Management," 4-8 August 2014 "Strategic Planning Segment", Postgraduate Diploma in Leadership and Development (PGDipLD) & Master in Leadership and Development Degree Program (MLD).**

**FROM: Lawrence G. Downing, D.Min. & Bob Krone, Ph.D., Instructors**  
**SUBJECT: Introduction to Strategic Planning Segment, August 4 – 8, 2014**

## **GUIDELINES FOR SESSION #9, Friday AM , August 8**

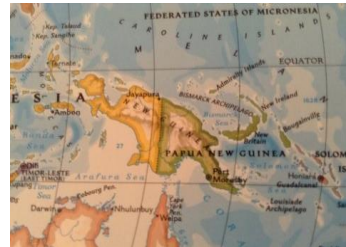
### ***"Strategic Planning Presentations"***

## PRAYER FOR TODAY ... PAU Scholar

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1. The BD503.3 Course Members will each present the status of their Strategic Planning Studies in concise outline form.
2. PAU Faculty, Staff and Students will be invited as guests
3. Ten-minutes is the time allotted for the formal presentation followed by a few minutes of audience questions and comments.
4. It would be great if you could arrange a videocamera coverage
5. Your written papers will not be due until Saturday evening. Follow Larry Downing's guidelines .
6. You will have two or three samples from Larry and Bob for presentations.
7. And we look forward to post-course communications with you all.

Larry Downing, [lgdowning@sbcglobal.net](mailto:lgdowning@sbcglobal.net)  
Bob Krone, [BobKrone@aol.com](mailto:BobKrone@aol.com)



## PAU STUDENTS AND THEIR RESEARCH SUBJECTS

- Ballai Ludwina**, *“How to Increase Funding that the AHS Receives to Operate its Health Programs.”*
- Humasibow, Jonnis**, *“Madang-Manus Mission Adventist Primary School Student’s Poor Quality Academic Performance in the Annual National Grade Eight Examinations.”*
- Kanaku, Stephen**, *“The Local Mission’s Response to Attract and Retain Quality Teachers for its Primary Schools.”*
- Koi, Rex**, *“The PAU Campus Churches – English and Pidgin: Creating a System to Introduce Non-Adventists to the Adventist Environment.”*
- Koito, Medley**, *“Leadership and its Impact on Teacher Performance.”*
- Kokinai, Rictor**, *“Investigating Factors that Influence Teacher Absenteeism in Seventh-day Adventist Secondary Schools.”*
- Kokinai, Rictor**, *“Investigating Factors that Influence Teacher Absenteeism in Seventh-day Adventist Secondary Schools.”*
- Mesia, Patrick**, *“Improving Strategic Planning for the Youth Engagement and Livelihood Project (YELP) so that the Key Project Outcomes are Achieved*  
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*By 2016 and Sustained Beyond.”*

**Potang, Segal**, *“How would the Value of Love for God in School be Improved for Staff and Students?”*

**Sauka, Tars**, *“Improving the Strategic Planning of Gulf Provincial Administration”*

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**Tarakoa, Donald**, *“Investigating Factors Affecting Pastors’ Performance in Bougainville Mission”*

**Tau, Kove**, *“How to Educate Young People and their Parents to have Healthy and responsible Attitudes Toward Sex and Sexual Behaviors”*

**Yambe, Peter**, *“Investigating the Cause of Clergy Decline within the Tolai and Massau Ethnic Groups in the New Britain New Ireland Mission, Papua New Guinea”*

### **Comments by Dr. Khin Mq Kyi**

Papua New Guinea is known as “ a land of the unexpected”. Anything can happen anytime unexpectedly. What transpired as our students participated in the strategic management intensive was something beyond our expectation. The outcome, despite limited facilities and technology, was amazing!

we had been desperately looking for an expert from overseas to teach strategic planning segment of the course BD503.2 Strategy, *Operational Planning, and Project Management*. I contacted Dr. Larry Downing, who was my professor at Adventist International Institute of Advanced Studies (AIAS), Philippines some years back, to suggest someone who could come to the University and deliver the segment. The response from Larry was not very promising. The business schools he contacted had no available faculty. The solution to our dilemma came when Larry visited with Dr. Bob Krone, his long-time friend and La Sierra University faculty colleague. Bob suggested the brilliant suggestion that he and Larry could do a distance learning class. Larry and Bob did a tremendous job in preparing our twelve scholars to be able to come up with a strategic planning proposal each for their respective organizations within a five-day period through SKYPE and email correspondences. The climax was on the last day of the class when the scholars presented their proposals in a classroom equipped with limited videoconferencing facilities. The presentations were very proficient and informative. Among the audience were PAU Deputy Vice-Chancellor Professor Tracie Mafileo and Director of Post Graduate Program Dr. Lalen Simeon. They were greatly impressed by the amount of accomplishment the scholars achieved within a short period of time.

The distant learning experience was an eye opening for PAU faculty and leaders whose teaching methods have only been face-to-face, on-campus learning for the past many years. PAU is now looking at installing advanced videoconferencing equipment in some of its classrooms. The combination of videoconferencing and Moodle (or any other e-learning platform) will give opportunity to students in PAU to receive learning from great Adventist scholars living overseas who are willing to share their expertise and skills.

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Credits go to Larry and Bob for giving birth to this creative suggestion and proving that the idea worked in PAU. We thank God for inspiring people with helpful ideas for the betterment of our institution. To Him be the glory!

Page | 7 **Comments by Dr. Lawrence Downing**

One of the fundamental lessons learned from the Pacific Adventist University on-line class experiment is that it worked. I felt connected with the students and found that Skype provided the elementary process necessary for long-distance learning. This experience demonstrated the feasibility of conducting specialized classes in any part of the world from any part of the world that has access to modern communication technology. The student progress was satisfying. The economic advantages significant. The model has particular application to short-term, defined subjects that bring together professionals in a given field to interact with other professionals in similar fields of study

**Addendum by Pastor Downing.** What follows is directed toward those who are involved with pastors and ministry, but perhaps applicable to others, too. The process we have experienced this week has direct application to bible study and sermon preparation and delivery. Consider what we have emphasized: *select what you want to do or the need you wish to address. Understand what it is you want to do. State well, in simple language, what you say you want to do. Discard those aspects that do not support what you want to do. Put your conclusions in short, clear form that leads to action/response. Say it in a short, concise way.*

Isn't this what preaching is about? It is possible that what wish to communicate in a sermon can be said in 20 minutes in a form even a child can understand. Tell you what I think would be fun and beneficial: Adapt what we did in this class to sermon delivery. Invite pastors to join via Skype or other system to dialogue about hermeneutics and homiletics and consider how we can be more effective preachers.

Could be interesting and perhaps helpful.

**Larry**

**Comments by Dr. Bob Krone.**

Something special occurred on the Pacific Adventist University Campus. It was the leadership of Dean Khin Mg Kyi that made it possible. I consider what the twelve graduate students have accomplished in the Strategic Planning Segment of your BD503.3 course was unique and innovative for Adventist Education. Dr. Downing is

best qualified to give you views on that impact . I want to tell you all what you have done for the academic discipline of Strategic Planning.

I have been active in that discipline for thirty-five years at three universities and at teaching locations throughout the United States, Asia, and Western Europe. Strategic Planning is now globally recognized as a powerful complex method for achieving improvements in businesses, industries, governments, schools, churches, hospitals, private organizations – even in families. The research designs your graduate students have accomplished will give you an insight into how Strategic Planning for a few of your Papua New Guinea problems will be addressed by your own professionals.

But there is something equally important which has been accomplished here over the past week. Strategic Planning can be the most difficult research undertaken by an organization. It creates destiny across the spectrum of families to nations. And the job of leadership is to influence it so that the destiny is positive for its stakeholders. There are many barriers and difficulties along the way. The people in this class are the ones who have the commitments, the intelligence and the capability to enhance continual improvements throughout Papua New Guinea.

Thank you for the opportunity to share in your future building. Papua New Guinea, The SDA Church and the Pacific Adventist University are fortunate to have you professionals working with them. May the Good Lord bless and keep you.

**About the Authors.** **Lawrence G. Downing, D.Min.**, has been a pastor for the Seventh-day Adventist churches in the United States for more than forty years. He was an Adjunct Professor for both the School of Business and the School of Religion at La Sierra University, Riverside, California, 1990 to 2006. His D.Min. is from Lancaster Theological Seminary. Dr. Lawrence Downing is a pioneer for the complex field of Space Faith. He is a co-author of 2006, *Beyond Earth: The Future of Humans in Space*. (Access [www.bobkrone.com/vcat\\_details/24](http://www.bobkrone.com/vcat_details/24)). He is a consultant and Member of the Board of Directors for the Ellen G. White Adventist Memorial Hospital. **Bob Krone, Ph.D.**, is currently President of Kepler Space Institute and Editor-in-Chief of the Journal of Space Philosophy. He is an Emeritus Professor of Systems Management from the University of Southern California, Los Angeles, USA; and Doctoral Supervisor for PhD and DBA candidates for the University of South Australia, 1995 to 2006. He held the Distinguished Visiting Professor position at the La Sierra University School of Business, Riverside, California, 1992 to 2007. **Khin Mg Kyi, Ph.D.**, is the Dean of the School of Business at the Pacific Adventist University, Port Moresby, Papua New Guinea. He has been in PAU since 2011. He comes from Myanmar, educated in India and Philippines, and has a passion to make a difference in developing countries.





**Skype system screen, 4 August 2014**

**REFERENCES.**

- Bob Krone, Ph.D., 2014, *“Strategic Planning for the Pareto Optimum,”* the basic text for This PAU Graduate Course.
- Lawrence G. Downing & Robert M. Krone, *“Seventh-day Adventist Education Alternative Futures,”* first published in September 2001.
- Bob Krone, October 2003, *“Building a Foundation for Moral Leadership.”* Written for the MBA Candidates at the Glendale Adventist Medical Center, the White Memorial Medical Center and La Sierra University.
- Bob Krone, 2014, *“Strategic Plan Outline,”* a model for papers and presentations.
- Lawrence G. Downing, 2014, *“Some Random Thoughts on Leadership,”* Essay for PAU students.
- Bob Krone, *“Evaluation Theory,”* essay for PAU students.
- Lawrence G. Downing, 2014, *“Values,”* and *“Values Chart,”* Essays for PAU students.
- Bob Krone, 2014, *“Advance Degree Researcher Responsibilities,”* *“Research Theory 01,”* and *“Quality Classics,”* Essays for PAU students.
- Lawrence G, Downing, *“Biblical Texts Relating to Moral Issues,”*
- Bob Krone, *“Notes on Surveys, Questionnaires and Research Methods,”* Essay of PAU students.
- La Sierra University Strategic Planning Outline, 1995.

\*\*\*\*\* END \*\*\*\*\*