

A glowing lightbulb is the central focus of the image, set against a warm, golden-yellow background. The lightbulb is illuminated from within, creating a bright glow and casting a soft shadow on its base. The overall aesthetic is professional and inspiring, suggesting a bright idea or a strategic vision.

STRATEGIC PLANNING FOR HIGHER EDUCATION

by
R. HENRY MIGLIORE, PH.D.
Professor Emeritus
Northeastern State University
Broken Arrow, Oklahoma
President, Managing for Success
Jenks, Oklahoma

STRATEGIC PLANNING FOR HIGHER EDUCATION

- The following slides are based on the book *Strategic Planning for Private Higher Education* (The Haworth Press, 1997).
- By completing the tasks that follow, you will help your institution develop a strategic plan.
- Page numbers in parentheses refer to this book.

YOUR PRESENT UNIVERSITY PURPOSE/MISSION STATEMENT (pp. 51-69)

- Sample university purpose/mission statement
- **Oklahoma State University**
 - Oklahoma State University is a land-grant university that focuses on people and opportunity, is endowed with a sacred trust: to develop and transmit knowledge and culture, the light of today, to our students and society, the light of our future. Our success in this endeavor will require the concerted efforts of OSU faculty, staff, students, alumni, and supporters. With focus, determination, and mutual respect, we shall make OSU the University of Choice in Oklahoma.
 - Our purpose must hold that we commit to excellence in this endeavor. The citizens of Oklahoma expect nothing less from us, and working together, we shall meet their expectations. We are the stewards of a cherished institution: “Oklahoma State—The University of Choice in Oklahoma.”

MISSION STATEMENT WORKSHEET

- *With your institution's Statement of Purpose and Mission Statement in mind, write a Mission Statement for your unit that indicates your unit's specific role in fulfilling the institution's purpose and mission.*
- *Review your Purpose/Mission Statement to see if changes are appropriate.*
- *The following list of questions should be helpful.*
- *If your institution has already formulated a Mission Statement, please check it against these questions.*
- *A "no" answer to any question probably means the statement should be reworded (pp. 65-66).*

10 Mission Statement Objectives

1. Does it clearly state the function of the institution?
2. Is it distinct from the other statements?
3. Is it short, to the point, and understandable?
4. Is it continuing in nature?
5. Does it state to whom your institution is accountable?
6. Does it identify the primary student?
7. Does it identify primary student market segments?
8. Does it identify scope: international, regional or local?
9. Does it communicate a commitment to the local community market segments?
10. Does it address integrity and ethics?

EXTERNAL ENVIRONMENT ANALYSIS WORKSHEETS (pp. 106-109)

- *Look for trends—what is going on now and how this relates to past trends that have influenced your institution's performance. List **key opportunities and threats** for each of the following environmental sectors:*
 - GOVERNMENT
 - ECONOMY
 - TECHNOLOGY
 - SOCIAL TRENDS

 - STUDENTS
 - FUNDING SOURCES/SPONSORSHIP

 - COMPETING EDUCATIONAL INSTITUTIONS

Evaluate your external analysis:

- Have you listed several international/national trends that affect the institution?
- Have you listed several local trends that affect the institution?
- Have you identified trends unique to your institution?
- Have you listed several of your most important competitors? What is distinctive about them?
- Which competitors are growing, becoming stronger?
- Which competitors are declining?
- What are the successful ones doing to cause their growth/vibrancy?

Evaluate your external analysis: cont'd

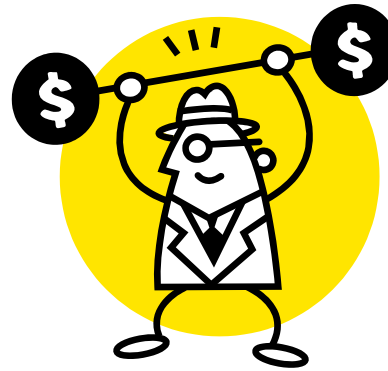
- Is there a motivation problem? Is it centered in one segment of the institution or is it broadly felt?
- Is your current strategy defined? Is it based upon a strategic plan? Is it working?
- How efficient are operations? Where could improvements be made?
- What is your synopsis of the current management situation? How strong are your managers? Are there obvious weaknesses?

INTERNAL ANALYSIS WORKSHEETS

- MANAGEMENT AND PLANNING SYSTEMS (pp. 109-112)
 - *Use these questions to help you prepare your strengths and weaknesses list for the management and planning systems portion of your institution's operation:*
 - *Do you have a strategic planning system?*
 - How does it work?
 - Is the structure of your institution allowing effective use of resources?
 - Is control centralized or decentralized?
 - Are performance measures and information system controls in evidence? What are they?
 - What staffing needs do you have?

List the strengths and weaknesses of your management and planning systems:

- Strengths



- Weaknesses



FINANCIAL RESOURCES

(pp. 112-113)

- *Use these questions to help you prepare your strengths and weaknesses list.*
 - Describe the current financial situation of your institution.
 - Do you have regular financial statements prepared? (How complete are they, are they accurate, are they distributed on a timely basis to everyone having approval authority for an account?)
 - What tools would be beneficial in the analysis (year to date, comparison to a year ago, trends, debt analysis, income analysis, expenditure analysis, comparison to budget)?

FINANCIAL RESOURCES

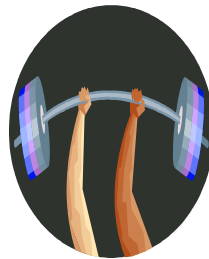
(pp. 112-113)

- Are there pro forma statements for revenue centers, such as each department/school?
- What tools would be beneficial in the analysis (year to date, comparison to a year ago, trends, debt analysis, income analysis, expenditure analysis, comparison to budget?)

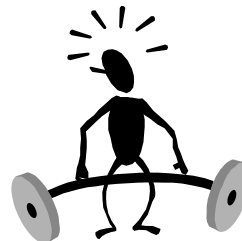
FINANCIAL RESOURCES ***(pp. 112-113)***

- *Now list the strengths and weaknesses of your financial resources:*

- *Strengths*



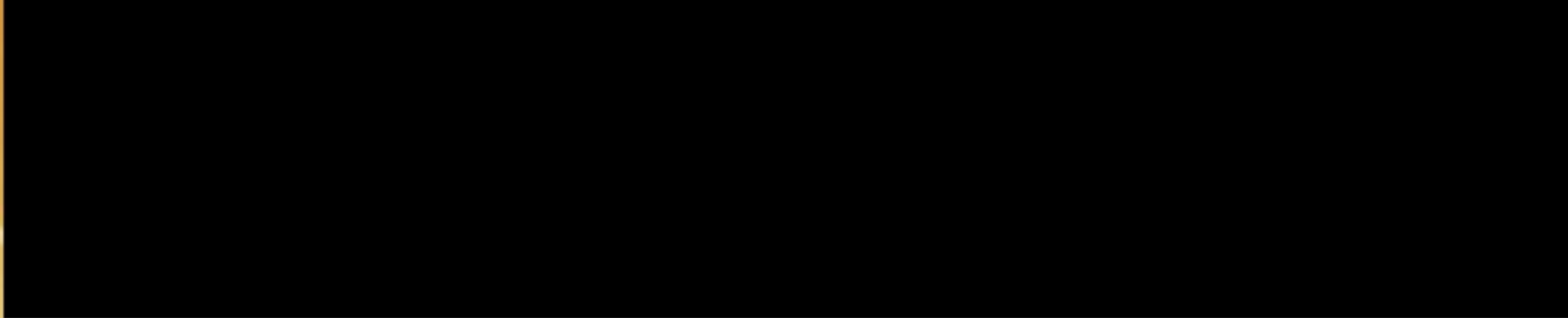
- *Weaknesses*



MARKETING RESOURCES

(pp.113-115)

- *Use these questions to help you prepare your strengths and weaknesses list for the marketing portion of your institution's operation:*
 - *Does your institution have established written marketing policies?*
 - • *Have you established a written marketing plan outlining what you will and will not do?*
 - • *Have you identified your potential students in the written marketing plan?*
 - • *Have you identified your current and potential funding sponsors (beyond tuition)?*



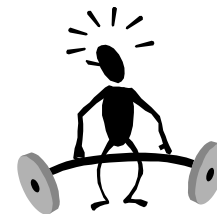
MARKETING RESOURCES

- *Now list the strengths and weaknesses of your marketing resources:*

- *Strengths*



- *Weaknesses*



OPERATIONS OR SERVICES RESOURCES (pp. 116-117)

- *Use these questions to help you prepare your strengths and weaknesses list for the operations or services portion of the institution:*
 - *What are your operations capacities? (How many students can your institution accommodate. What is an acceptable rate of use?)*
 - *What is the age and condition of your facilities?*
 - *What is the age and serviceability of existing equipment (including computers)?*
 - *What quality control systems are in place?*

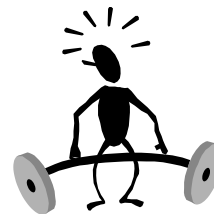
OPERATIONS OR SERVICES RESOURCES

- *Now list the strengths and weaknesses of your operations or services resources:*

– *Strengths*



– *Weaknesses*



OPERATIONS OR SERVICES RESOURCES

Next, evaluate your internal analysis:

- How many students is your institution currently serving? (How does this compare to a year ago, a term ago, three years ago?)*



DEVELOPMENT OF ASSUMPTIONS (pp.117-118)

- *Based on your responses to this point, list the major assumptions on which you can base your strategic plan.*

WORKSHEET FOR WRITING VISION STATEMENTS FOR YOUR UNIT

- **Our model book, *Strategic Planning for Private Higher Education*, introduces the concept of vision statements as follows:**
- The vision for an institution is a collection of what the institution might be someday if the dreams and aspirations of those in leadership positions were to reach fruition. The vision might include alternative paths the institution might follow and thus not be internally consistent. The vision might include things that few if any of the leaders think will really come to pass in the way in which it is described today. That might be because of changing technology or changing laws that make it difficult, if not impossible, to have a very clear view of what the details in that part of the vision might be.
- A vision might be developed through use of the brainstorming technique. A vision can include contributions of what a number of different people think. Some of the ideas produced through such a process might overlap or even conflict. The vision statement will need to deal with issues of conflict but does not have to include hard and fast decisions about these issues. (pp. 51-52)
- ***Based on the above description from the text, write vision statements for your institution***

ESTABLISHING OBJECTIVES AND KEY RESULT AREAS (pp. 119-147)

- For this exercise we will use the following terms as defined in the book *Strategic Planning for Private Higher Education*:
 - "'Key Result Areas' are an institution's general topic of action in its strategic plan; within each Key Result Area, there are 'objectives'—the specific areas of action—and 'strategies'—the detailed activities that implement those areas of action" (p. 120).
- Further explanation on page 123
- *Development of Organizational Objectives* page 120

OBJECTIVES WORKSHEETS (pp. 144-147)

It would be to your advantage to read, at a minimum, pages 126-143 before completing the following Objectives Worksheet.

- **DEVELOPING OBJECTIVES:**
- *To what do your institution's objectives need to relate—students, faculty/staff, academic programs, funding, or all four? What about other Key Result Areas?*
- *What needs to happen for your institution's programs to be successful? In other words, how many people need to enroll, graduate, publish, obtain grants, obtain employment, etc.? When do you want these things to happen (give specific date)?*

OBJECTIVES WORKSHEETS

- *Now write your objectives.*
- *Use the information developing objectives to write statements of your objectives for each Key Result Area.*

OBJECTIVES WORKSHEETS

- **TESTING OBJECTIVES:**
 - Is each statement relevant to the purpose/mission of your institution?
 - Does each statement provide a challenge?
 - Is each stated in objectively measurable terms?
 - Do you have a specific date for completion?
 - Does each statement contribute to a balance of activities in line with the institution's strengths and weaknesses

OBJECTIVES WORKSHEETS

- *Test the institution's objective/goal-setting process:*
 - Is there a clear process of setting goals and objectives?
 - What are your institution's goals and objectives for the current planning year?
 - Is there clear evidence that goals and objectives are written at the institutional level and at the school/college/department level?
 - Does your institution's goals and objectives have a clear relationship to vision/mission/purpose?

DEVELOPING STRATEGY AND ACTION PLANS (pp. 149-176)

- *The Action Plan places Key Result Areas, Objectives, Strategies, and Action Plans into perspective with each other and helps you develop the interrelationships among plans at each institutional level. It helps goals come to life with appropriate action.*
- *It would be to your advantage to read, at a minimum, pages 150-159 and the section entitled "Action (or Operational) Plans" on pages 169-175 before completing the following Strategy Development Worksheet and Action Plan.*

DEVELOPING STRATEGY AND ACTION PLANS

- **STRATEGY DEVELOPMENT WORKSHEETS** (pp. 177-180)
 - What are your institution's distinctive competencies? What do you do well that makes you different from similar institutions at other higher education institutions?
 - What market segments should you select to match your institution's skills and resources and constituents' needs in those segments?
 - Do you have the skills/resources to pursue several segments or should you concentrate on one segment? Are the financial sponsorship and funding opportunities of that segment large enough to sustain the institution and to allow for growth?

DEVELOPING STRATEGY AND ACTION PLANS

- *Develop your positioning statement:*
 1. Distinctive Competencies
 2. Client Segments Sought
 3. Services Offered
 4. Promotion Orientation
 5. Financial Support Levels
 6. Growth Orientation

DEVELOPING STRATEGY AND ACTION PLANS

- *Develop your overall strategy for each major program (p. 179):*
 - *Growth*
 - *Stability*
 - *Retrenchment*
 - List Pros and Cons for each

Performance Potential Matrix

To assist in determining growth stability and retrenchment, use the performance potential matrix.

Migliore, R. Henry. (2000). Strategic Planning and Management for the New Millennium, p. 64-68.