



Vision and Strategic Planning of University Governance

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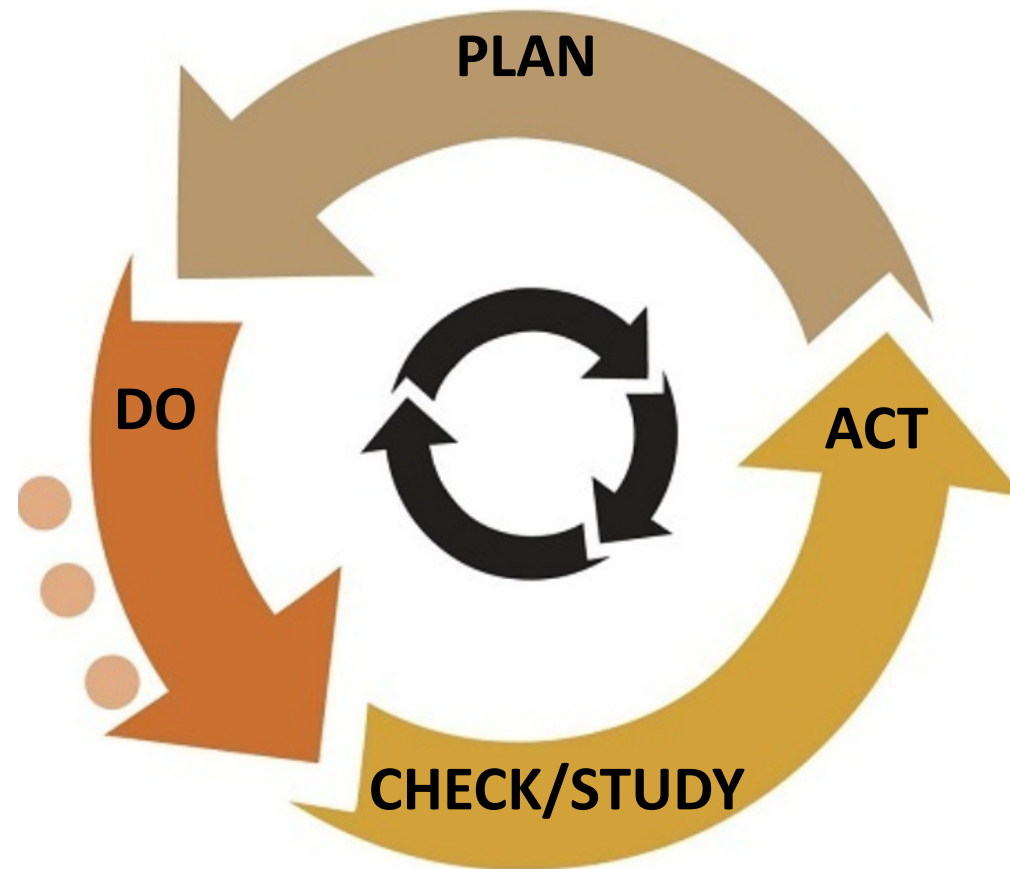


Outline

- Strategic planning in an improvement cycle
- SP Approaches
- Stakeholder involvement in SP
- Organization and coordination of SP activities
- Critical issues in SP

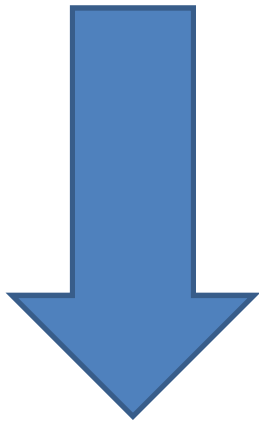


Strategic planning in an improvement cycle



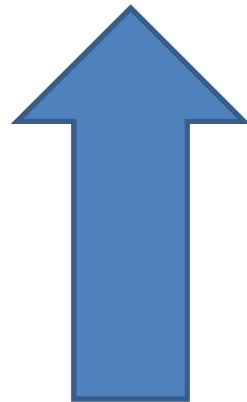
Top-down or bottom-up or ...

Top
Management



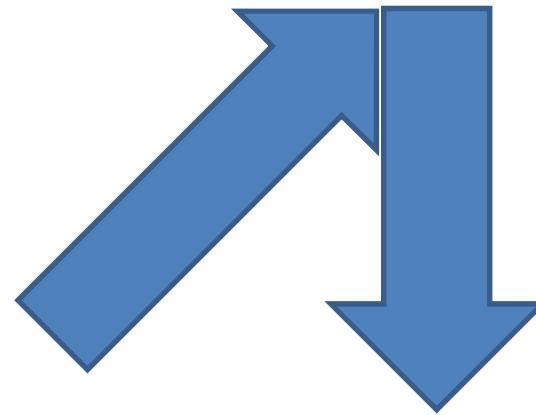
Faculties,
Departments

Top
Management



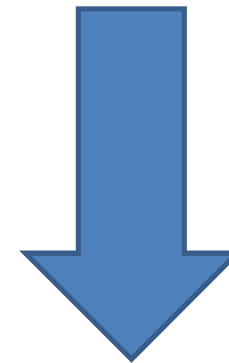
Faculties,
Departments

Top
Management



Faculties,
Departments

Top
Management



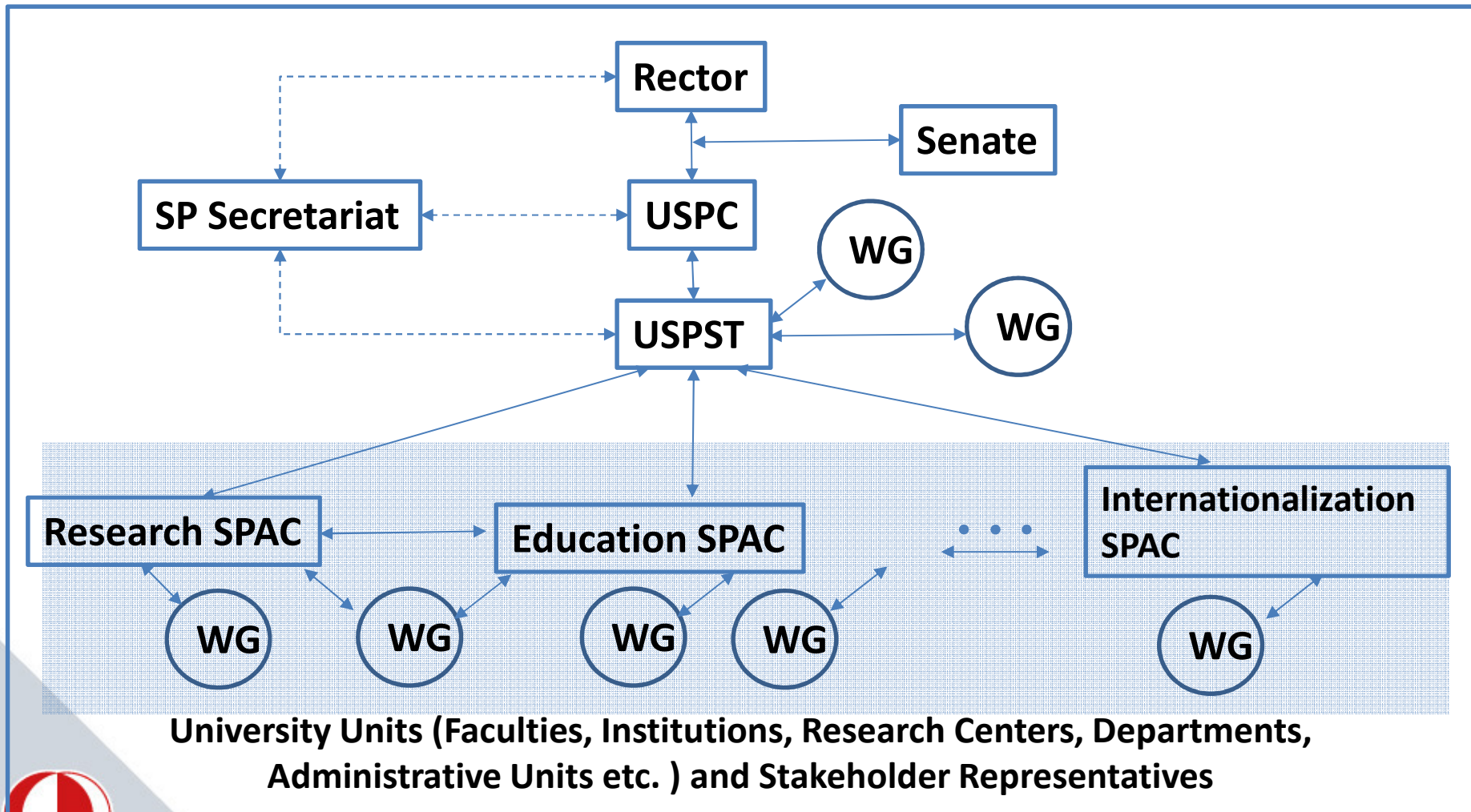
Faculties



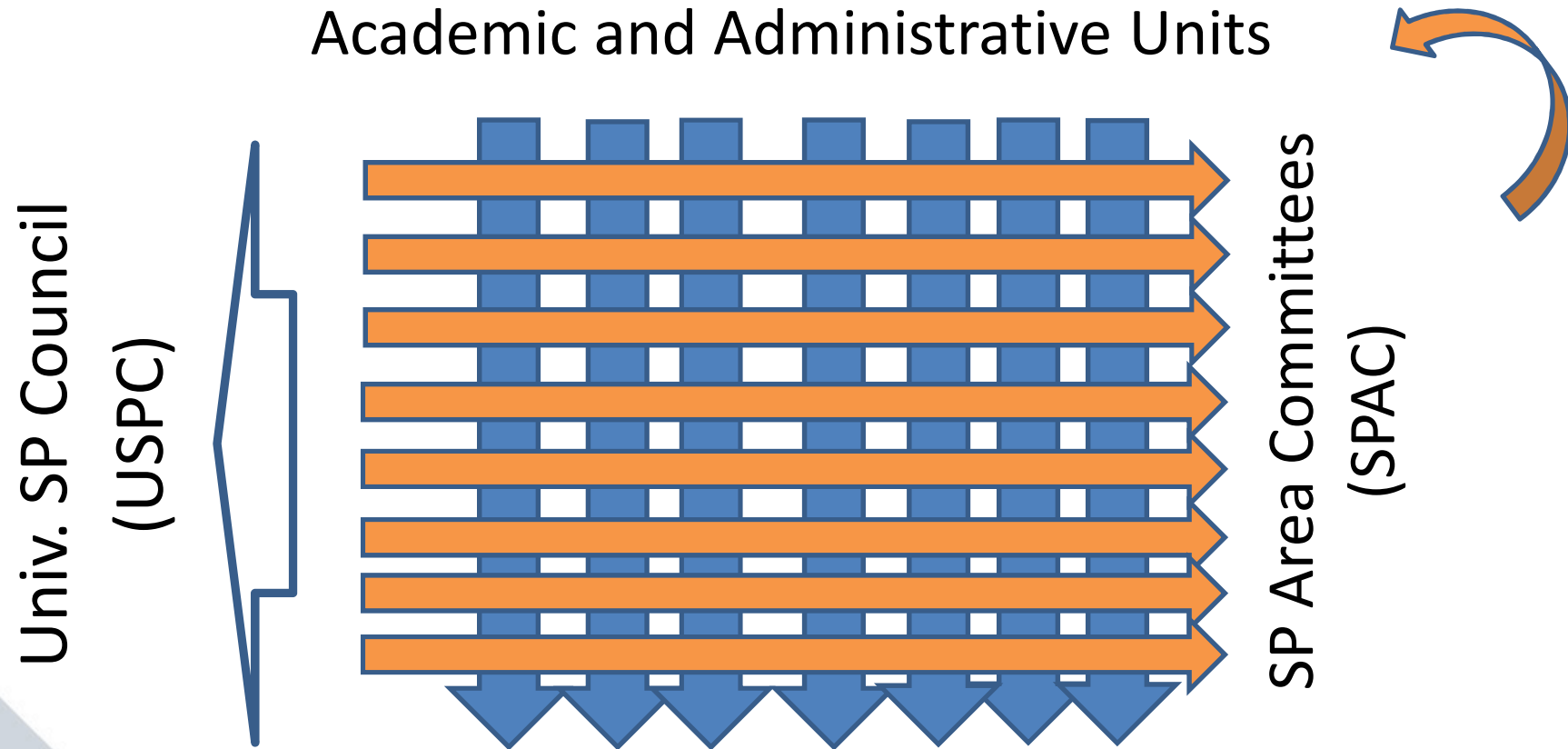
Departments



Organization for Top Level Strategic Planning

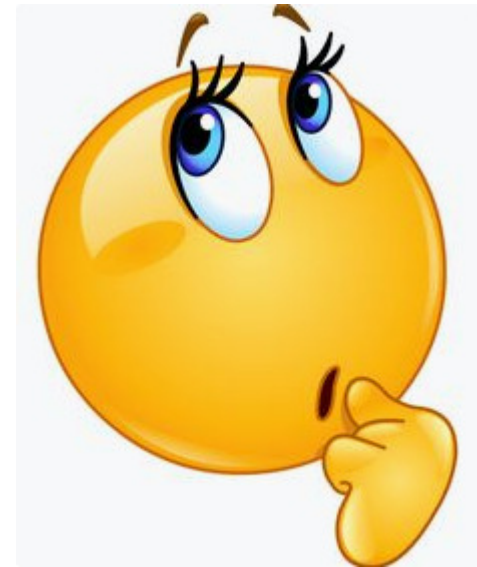


Stakeholder Involvement at Top Level SP



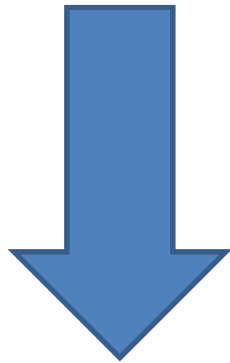
How much time to spend on SP

- a) 6 months for 5 years planning period
- b) 1 year for 5 years planning period
- c) 2 years for 5 years planning period
- d) 3 years for 5 years planning period



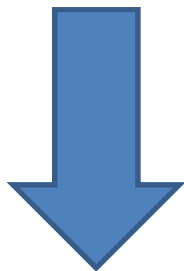
Strategic planning and deployment

Top
Management



First year

Faculties



Second year

Departments



Top Level Strategic Planning Process

EXTERNAL AND INTERNAL ANALYSIS

Where are we?



REVISION OF MISSION, VISION AND VALUES

Where do we want to go?



DETERMINATION OF DIFFERENTIATION STRATEGIES

How do we go there?



DETERMINATION OF OBJECTIVES, GOALS, STRATEGIES AND PERFORMANCE MEASURES

What do we want to achieve, when?



DETERMINATION OF BUDGET REQUIREMENTS

How much money do we need?



External and Internal Analysis

- Evaluation of past achievements w.r.t. the previous plan
- External Environment Analysis
 - Expectations and priorities of external stakeholders
 - **PESTEL** (Political-Economic-Social-Technological-Environmental-Legal developments and trends)
 - Analysis of benchmarks
 - **Opportunities** and **threats**
- Internal Environment Analysis
 - Our resources, processes, laws and regulations,
 - Expectations and priorities of internal stakeholders
 - **Strengths** and **weaknesses**



Revision of Mission, Vision and Values

- Why do we exist? (**Mission**)
- What do we want to achieve in the long run? (**Vision**)
- What **core values** do we base our actions on in fulfilling our mission?



An Example

MISSION

METU's mission is to attain excellence in research, education and public service for society, humanity and nature by nurturing creative and critical thinking, innovation and leadership within a framework of universal values.

VISION

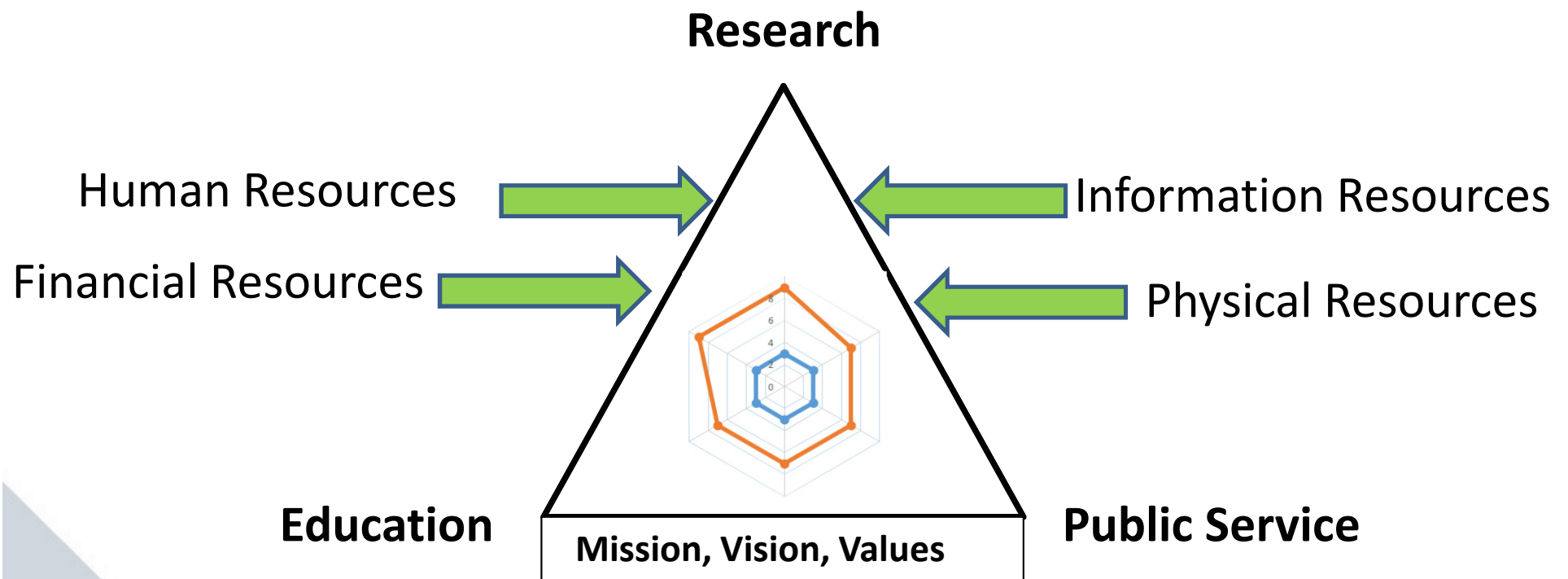
A pioneer university at international level, which transforms its region and the world.

CORE VALUES

Commitment to Campus Heritage, Cooperative Individualism, Credibility, High Academic Quality, Informed Self-Confidence, Innovativeness and Leadership , Investigative Approach, Respect for Humanity, Scientific Freedom, Sensitivity to the Natural Environment, Social Responsibility, Merit



Differentiation Strategies

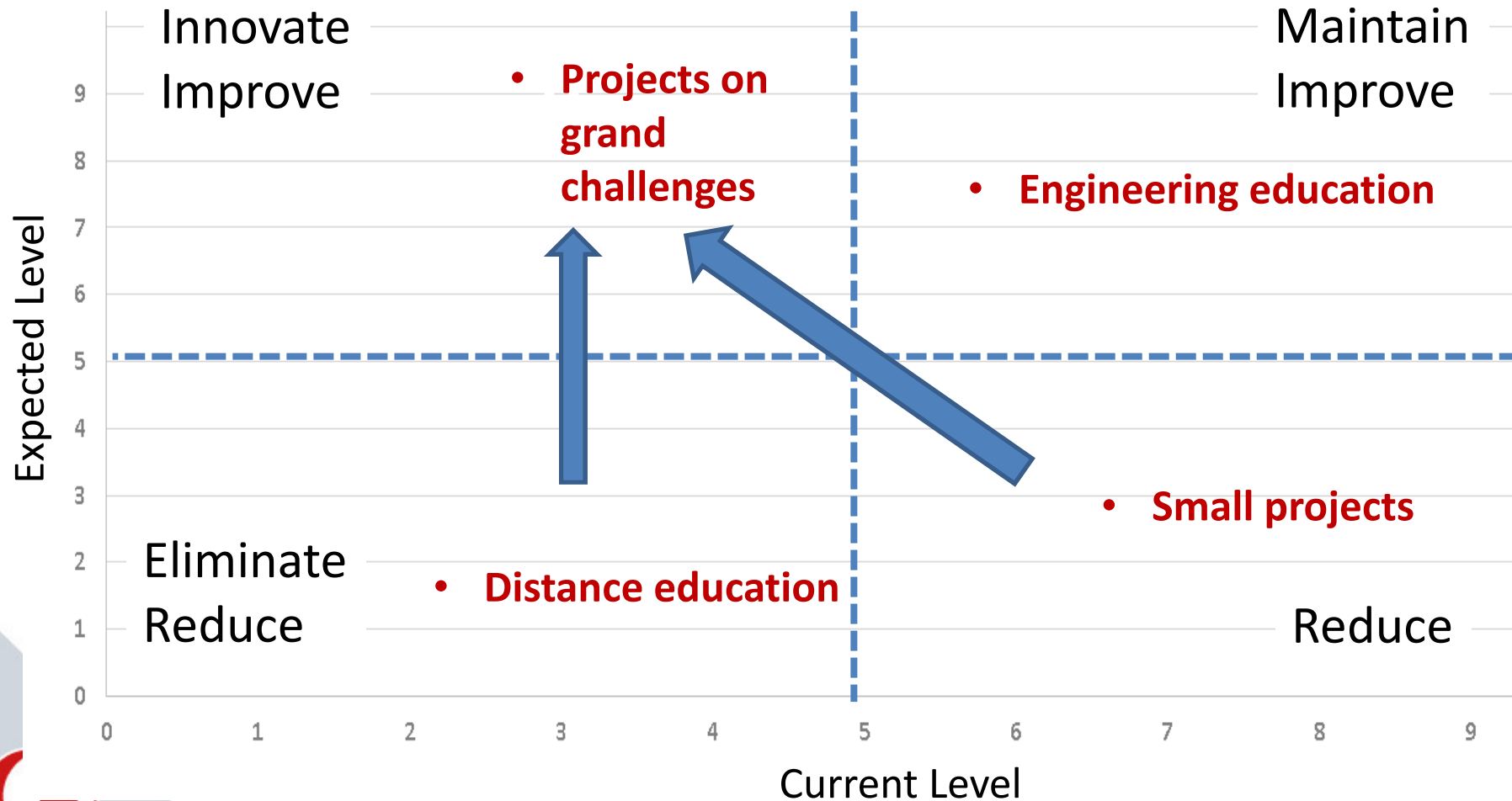


Examples For Differentiation Strategies

- Holistic/interdisciplinary approach
- Collaboration and interaction
- Strengthening basic sciences
- Strengthening resources



Identifying Differentiation Strategies



A Goal Card at the Top Level

Objective	A1. Increase effectiveness of institutional development								
Goal	G1.1. Improve quality of administrative processes								
Performance Measures	Effect (%)	Current Value	2018	2019	2020	2021	2022	Monitoring frequency	Evaluation frequency
PM 1.1. Number of certified administrative units	40	5	9	12	12	12	12	6 months	1 year
Responsible Person	Prof. Gülser KÖKSAL								
Involved Units	All administrative units								
Strategies	S1.1.1. Establish a university advisory board S1.1.2. Increase administrative units with ISO 9001 certification S1.1.3. Provide problem solving and conflict management training to administrative personnel								



Deployment of the Top Strategic Plan

University Top Level	Faculty/Institute/Center Second Level	Department Third Level
Objective		
Goal	Objective	
Strategy	Goal	Objective
	Strategy	Goal
		Strategy

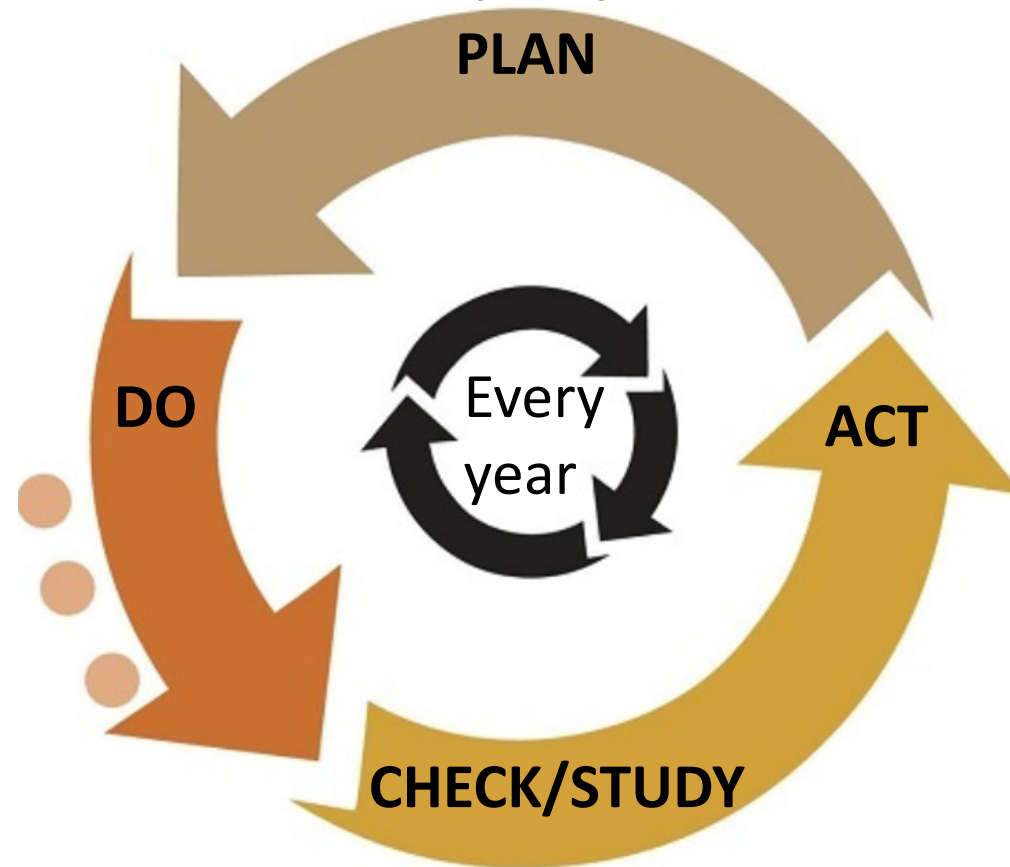


Is there life after SP?



Keep it rolling...

Every 5 years



MIDDLE EAST TECHNICAL UNIVERSITY

There are no good plans, but planning and effective assessments



MIDDLE EAST TECHNICAL UNIVERSITY