大學經營之策略性規劃

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摘 要

策略性規劃是用一種全新和與眾不同的方式來看組織之未來。策略性之規劃之流程如下：

- 初始之規劃階段。
- 引導組織之價值與基本原則的界定。
- 組織遠見與任務之界定。
- 用以達成任務之目標與策略之決定。
- 進行政策重要關係人之分析。
- 環境分析之準備。
- 大學組織優缺點和機會威脅之準備。
- 策略缺口之決定。
- 各單位或部門計畫之研擬。
- 詳細計畫之準備。

策略性規劃流程，除了能幫助組織內部人員瞭解未來的目標走向外，亦能協助他們更清楚的界定他們自己的角色，以及達成組織任務的貢獻，且有助於釐清為獲得優越時所面臨的挑戰與機會。

STRATEGIC PLANNING FOR THE NATIONAL TAIWAN COLLEGE OF PHYSICAL EDUCATION

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Abstract

Strategic Planning is a new and different way of looking at the future of the organization. The Strategic Planning Process (SPP) includes:

A. Initial Planning Phase
B. Definition of Values/Principles that will guide the organization
C. Defining the Vision and Mission of the organization
D. Determining the Goals and Strategies that will be used to achieve the Mission
E. Conducting a Stakeholder Analysis
F. Preparation of an Environmental Analysis
G. Preparation of a SWOT Analysis
H. Determining the Strategic Gap
I. Developing Unit Plans
J. Preparation of Detailed Action Plans

The SPP helps those in an organization understand where the organization is going, helps them more clearly define their own role and contribution in achieving the organization's Mission, and helps to clarify the challenges and opportunities involved in achieving excellence.

Introduction

Strategic planning is a fairly new planning methodology that more fully takes into consideration the organizational environment. It providles no guarantee against poor planning, nor is it a substitute for quality leadership. It is a process designed to stimulate creativity, to get people to think in new ways, and to change mind-sets. Strategic planning does not make decisions in the future, but assists in making strategic decisions in the present that will help define the future.

Initial Planning

During the initial planning phase, organizational leaders must decide whom to include in the process, how long the planning cycle should take, the level of sophistication (from simple to very detailed) of the plan, and the type of formatting to use. It must be made very clear during this phase that top management fully supports the strategic planning effort. Without that support, it is better not to engage in strategic planning at all.

Stakeholder Analysis

A stakeholder is any person or group that has a stake in the organization engaged in the planning process. Stakeholders are affected by or can affect what the organization does. These stakeholders should be listed, their expectations determined, and should be rated as to their importance to the organization. As organizations become more interdependent, stakeholders become an integral part of planning and administration. If stakeholder expectations are unknown or uncertain, some level of research is required. This can be from something as simple as a telephone call to as complex as a formal

survey. But this information is important if stakeholders and customers are to be propely served.

Values and Principles

Values are those ideas and concepts that drive the organization. They are the standards by which the organization wishes to be judged; they are what really matter to the people within the organization. These may be specibes to the organization, such as the fitness levels of graduates, or more general, such as the English competency levels of graduates.

Principles are these ideas and concepts that are fairly universal as standards of conduct for all people and organizations. Regardless of culture, there are certain principles that people seem to have in common such as honesty, fairness, and similar ideas. How these are defined within each culture may be different, but the general ideas are the same.

There are a number of ways to determine the values and principles of an organization. Given our time in history, it is probably better to gather ideas from as many people within the organization as possible (depending on size and time). The greater number of people involved, the greater likelihood that the values and principles decided on will be accepted by the whole organization.

Vision and Mission

A vision is "a realistic, credible, attractive future for the organization." A vision statement may be nothing more than a single sentence that captures the imagination of the organization. It often takes the form of a slogan (i.e. NIKE: Just Do It). Vision may be very difficult to clearly describe; it may be better to develop this last or to incorporate the vision into the mission statement.

A mission statement tells who the organization is or wants to be, whom the organization serves, what it does, and how it does it. It is short enought that

everyone in the organization can remember it (not necessarily quote it), yet long enough to differentiate the organization from all other similar organizations. The mission statement should be energizing and inspiring to the people within the organization, and should be a "living constitution" that defines organizational behavior. Mission statements are not easy to write and should be reviewed periodically to see if the wording still truly reflects the organizational identity and the values and principles.

Goals

Goals are derived from the Mission Statement and describe more specifically what the organization wants to be or do. These should be long-term and general in nature. They should be broad enough to include options for the future, but specific enough that they provide direction distinctive to the organization. Goals should be worded in operational terms (words that describe what is desired) and are often stated in "TO" sentences, i.e. "To become the ....

Strategies

Strategies describe how the Goal is going to be achieved. Each Goal will have one or more Strategies. Like the Goals, Strategies should be long-term and general in nature. Strategies are also worded in operational terms (words that describe what is to be done) and are often stated in "BY" or "THROUGH" sentences, i.e. "Through soliciting support from....

It should be noted here that what would be created at the College level is a compass for guiding the direction of College into the future. It is not a detailed road map outlining all of the specific things to be done.

Environmental Trends

Every organization exists within many different environments. If the College is going to survive and prosper, it must understand the conditions and directions of these environments. Some environmental factors include economics, demographics, social, recreational, educational, and political. These environmental factors need to be monitored on a continuing basis, but the information is especially critical during the strategic planning process.

SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

Strengths are anything within the College that can be seen as having a positive influence on helping achieve the mission, goals, and strategies. These may include faculty, staff, budget, students, or similar items.

Weaknesses are anything within the College that can be seen as having a negative influence on achieving the mission, goals, and strategies. These may include faculty, staff, budget, students, or similar items.

Opportunities are anything outside of the College that can be seen as having a positive influence on helping achieve the mission, goals, and strategies. These may include area demographics, robust economy, more leisure time, and similar factors.

Threats are anything outside of the College that can be seen as having a negative influence on achieving the mission, goals, and strategies. These may include private colleges, economic downturn, emphasis of sport over physical education, and similar things.

Strategic Gap Analysis

Once the Mission, Goals, and Strategies have been completed, the organization knows where it wants to be. After analyzing the environmental trends and doing a SWOT analysis the organization knows where it is now. The difference between where it wants to be and where it is now is the called the "Strategic Gap." Analyzing the gap provides direction for activities that must be taken by the various organizations within the College.

Unit Plans

Unit plans need to be developed by each organization within the College, for example Student Affairs, Department of Recreational Sports, and Personnel. These unit plans will use the College Mission, Goals, and Strategies to formulate long-term goals and strategies for their specific organization. Some College goals and strategies will not apply to all organizations; some may apply specifically to one organization. The unit goals and strategies will have some of the same characteristics as the College Goals and Strategies, but will be more specific as they address organization al directions.

Detailed Action Plans

Each organization within the College should write short-term action plans using the unit goals and strategies as guides. These action plans can be for any period of time up to one year; longer does not seem to work as well. Action plans need to include what is to be done, who will do it, when it will be done, and how much it will cost. A suggested format for the Detailed Action Plan would look something like the following:

Detailed Action Plan for the Department of Physical Education

College Goal:_____

College Strategy:_____

Physical Education Department Goal:_____

Physical Education Department Strategy:_____

1. Brief statement of what is to be done:

2. Detailed list of tasks to be accomplished:
   [may include person responsible for each task]

3. Measurable outcomes expected and how they will be measured:

4. Schedule of activities:
   [schedule chart showing when tasks will be accomplished]

5. Personnel assigned to this plan:

6. Budget needed for successful completing of this plan:

7. Cooperation/collaboration with other organizations:

Note: In theory everyone in the College can trace what they do through an action plan, unit goal and strategy, College goal and strategy, to the College Mission Statement.

Evaluation

The strategic planning process should include periodic evaluation. Evaluation should be done at three levels:

A.

System: Is the planning system (and other systems) doing what it is supposed to do? Does it need to be revised? What would make the planning system more effective? Look for suggestions from everyone within the College.

B.

Programs: How are the programs aligned with the College Mission, Goals, and Strategies? Are the programs meeting customer needs and wants? What would make them better? Seek input from stakeholders.

C.

People: Do we have the right faculty and staff? Are the right people in the right jobs? Is there a need for education and training for better effectiveness and efficiency?

Conclusion

Strategic planning is not a "wonder drug" for curing organizational ills. It is a way of better planning for the future of the College. But the plan itself may not be as important as the planning process. The change in peoples thinking, the creativity and innovation, and the feelings of involvement are just as important as the document that will be produced.