On the Strategic Management of the Colleges and Universities

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Abstract: Currently, to strengthen the macro-planning, make a success in top-level design, do a good job planning the implementation and performance evaluation, is the requirement of the colleges and universities to implement the scientific concept of development and education development strategy, and is also the need of the colleges and universities to accelerate its own development. Strategic management as an important means and tool for the development of higher education must be the important choice of the colleges and universities to promote the scientific management. This paper discussed the meaning of strategic management, analyzed the necessity of the colleges and universities promoting the strategic management, and put forward several routes of advancing the strategic management.

Key words: Colleges and Universities, Management Thought, Strategic Management, Scientific Management

1 Introduction

Strategic management as a management ideology, in our country, can be traced back as early as the Warring States period. Sunwu was thinking of China's ancient strategic management representatives, the book "The Art of War" in the strategic management of thinking is a profound subject. However, at that time the ideas of strategic management were mainly applied to the military field. In Western countries, the strategic management of thinking began between the late 19th century and early 20th century, in the subsequent development of constantly evolving strategic management theory. The theory has been widely used at what profit organizations in the business community and non-profit organizations in colleges and universities. The United States is the world's first holding strategic management techniques used in the field of higher education of the country. It can be said that the development of American higher education to have today's achievements, with its emphasis on strategic management are inseparable. At present, China's higher education is forwarding from great of higher education to Power of higher education. The main task of colleges and universities face is to improve quality, strengthen management, and make special features. In order to achieve the scientific management, colleges and universities need to actively promote the management reform, and carry out strategic management.

2 The meaning of strategic management

2.1 Put forward the concept of strategic management

First proposed the concept of strategic management is Ansoff U.S. entrepreneurs, who in his book From Strategic Planning to Strategic Management (1976) first put forward the strategic management. Subsequently, he gave a definition to the strategic management in his book Strategic Management Theory (1979), considered that the strategic management was a series of management business with a combination of day-to-day operational decisions of enterprises and long-term planning and decision-making, was also the application of strategies to manage the entire enterprise. This definition later becomes broadly representative of the understanding of strategic management. But the scholar in America of Steiner is a representative from a narrow understanding of the strategic management. He believes that strategic management is a strategic management process, refers to the strategy formulation, implementation, evaluation and management control, is making a long-term strategy and implements this strategy, including strategic analysis, strategic choice, strategic planning and implementation, strategic evaluation and control.
2.2 The meaning of strategic management

Clearly, more than on the strategic management of a broad or narrow sense is the understanding of the main purposes of the business, but along with the strategic management in colleges and universities, foundations, research organizations, such as the extensive use of strategic management has gradually formed a relatively understanding of consistency. At present, the general view that strategic management is the organization for long-term survival and development, with full analysis of the external environment and internal organizational conditions, based on the identification and selection of the strategic objectives of organizations, and targeted for the implementation and realization of plans, which rely on the organization internal capacity planning and decision-making will be implemented, as well as in the implementation process to assess and control a dynamic management process. As can be seen, the strategic management watching the strategy formulation, implementation, evaluation and control as a complete process to be managed, this process aims to improve the effectiveness and efficiency; The substance of strategic management is to enable organizations to adapt to changes in the use of the environment and improve the overall optimization of the degree of organization, attention to organizational long-term, stable development. From this we can infer that the strategic management typically includes strategic planning and implementation, strategic evaluation and so on.

3 The analysis of colleges and universities to promote the strategic management

3.1 It is the inevitable requirement of taking the initiative to push forward the strategic management to adapt to changes in the external environment, and actively respond to the competition

Since entering a new century, China’s colleges and universities are facing the external environment has undergone profound changes. Firstly, the government and regulatory policies of colleges and universities made a series of adjustments, especially in the financing aspects of the focus and intensity of change; Secondly, the traditional colleges and universities is increasing competition in the quality of teachers, students, educational resources, etc. At the same time, as a result of private colleges and universities, independent colleges and other non-traditional colleges and universities is exacerbated by the emergence of various types of competition between colleges and universities; Finally, students and parents have begun to place increasing pursuit of quality education resources from the original “be on the university” to “have a good university” now, and on the enjoyment of the right to know the school management, management and supervision requirements are also expanding. Under such circumstances, any college and university can no longer be as in the past for its own survival, development and future of the peace of mind. Colleges and universities must face up to environmental changes, changes in management thinking and behavior, to seek newer and more effective management. Strategic management as a new management style, just to meet the actual management of the colleges and universities, become a response to environmental change, to face an inevitable choice for competition.

3.2 It is the only way to continuously upgrade quality of teaching and the education level of school

At present, the colleges and universities want to achieve from the extension of the development to the connotation of development, facing the main task is how to improve the quality of education and teaching, the ability of knowledge innovation and school level, Better services for economic and social development. The completion of this task falls on the ultimate end result that whether formed an effective management mechanism. Because colleges and universities whether can improve the quality and enhance the characteristics and make a breakthrough of the levels, mainly depends on the ability to significantly enhance the academic status, and the level of teaching and research depends largely on the level of teachers, depending on whether the university will provide teachers with a "make the best use of each, as far as possible with efficient use of its" institutional mechanisms. Among them that the relationship closely, it is necessary to do a good job planning development, implementation, evaluation and other key aspects of strategic management, and truly achieved the change of internal management of colleges and universities from the operation management to the strategic management, as to form an effective management mechanism.
3.3 It is the inevitable move of improving the existing deficiencies in strategic planning and raising the level of management

At age 80-90 during the 20th century, many colleges and universities especially a number of research universities began to formulate development strategies to promote school development as a priority, set up the schools in charge of research and planning long-term development strategies or the Policy Research Office of Development Planning, established “five-year plan” or the “Platform for a decade” at the core of the three that strategic school development planning, discipline and team building planning, campus construction planning, established strategic goals, strategic focus and strategic measures for school development. However, the school strategic planning still exist a number of shortcomings. One is not enough scientific planning, the planning objectives is not difficult to measure and implement decomposition; Second, planning implementation and enforcement is inadequate, lack of planning the implementation of performance assessment and monitoring; Third, the implementation of the outcome of planning and resource allocation is not directly linked to, resulting in inadequate planning authority; Fourth, the objectives and measures of the development plan did not translate into macroeconomic policies, leading to planning policy guidance was inadequate. The emergence of these issues mainly because on the ideas of the management is not really changed from the "operation management" to "strategic management" and in the management model did not materialize from the "things management" to "macro-control", therefore, often because of the lack of "macro-control" means, methods and tools, and the reversion to the original "centrally managed" mode. Therefore, it is the inevitable move in order to improve the level of colleges and universities that promoting strategic management and establish the concept of "strategic management", promoting the management model change to the strategic management.

4 Ways of improving strategic management in universities

It is delightful that the colleges and universities have paid attention to the strategy and strategic planning recently. However, it exists in universities that the strategic planning is hard to carry out because strategic planning and strategy implementation disjoined, that is, we still stay on the former, do not understand and handle these questions from the strategic management, and not combine with its key links including strategic planning strategy implementation and strategy evaluation. Therefore, we should explore actively the ways of improving strategic management to make it play an important role in universities’ modern management and become an inevitable choice to their scientific development.

4.1 Deepen understanding strategic management and establishing its realization

To realize deeply the strategic management is the preconditions of its realization establishment, and we should grasp its three keys. First, its basic purpose is using the external opportunities to defuse or avoid the threats, and it focuses on the effects on the structure development with external environment changed. Its purpose is to connect the institutions’ future with the foresting environmental change and make resources acquisition faster than its consumption to complete their missions. Second, an accurate location is the basic premise of the strategic management. Colleges and universities’ location is how to definite their own identities and statuses during their running. Only the university establishes its identity and status, it can definite its initial strategic target during the implementation to ensure its directivity. Third, its basic desire is to realize the excellent development of individual aspects. To any universities, their resources are limited and not lead at all fields and majors, so the universities must discard some weak fields and majors, and try their best to develop their strong points to achieve their excellent development.

In fact, it is easy to find that the implementation of strategic management is not one part of persons’ duties, but all duties from the enterprise strategic management. To promote universities strategic management, they must understand it deeply and establish its realization in all members. Now universities is in the periods from the strategic planning to its management, especially strengthen the strategic management realization of pelagic managers because that the senior leader decide the universities’ strategy and charge the universities’ direction and level, the middle leaders staff, definite
and carry out it including functional department leaders and school leaders, which plays an connection link role. Therefore, the present key of promoting universities’ strategic management is to establish its realization in all members based on understanding it deeply.

4.2 Making scientific strategic planning and strengthening the basis of strategic management

Strategic planning is global including strategic guiding ideology, strategic objective, strategic key, strategic measures and strategic stages, and it is the basic foundations to carry out strategic management, top design and system innovation. The universities must grab from the base and source, and making scientific strategic planning to promote it. First, colleges and universities must format their clear development location. Definite development location will help them recognize their positions in national development and higher education system designate the forward direction, culture their core competence and make the policy presenter executor and stakeholders understand the reformation and development together. The consensus of development direction can become a powerful spiritual tie to connect with all members to try their best for universities’ development. Location must consider three factors: social politics, economy and culture to format the clear development, realize other colleges and universities current situations and mining own advantages, and straight out their developing history and tradition. Second, colleges and universities must establish strategic objectives which have consistent longitudinal and coordination horizon. The establishment of strategic objectives is really a response on development location. The purpose of universities strategic management is to realize the optimization of their whole performances, but their overall interests are realized by the cooperation of internal various departments, so they must keep the transverse cooperation. Thus, the strategic objective will become the common pursuits of all universities. Finally, colleges and universities must keep communication during the planning. Related functional departments must guide their field and pay attention to the school base from globes, and strategy priority and general direction must be coordinated by special planning department and have a united guidance and the requirement of format standard to the contents and form planed by departments and the schools. In various sectors and departments will require a large amount of repeated communication in order to ensure coherence of planning, and to avoid conflicts and inconsistencies.

4.3 Promoting strategic implementation to ensure the sensitivity of universities strategic management

Strategic implementation is the process of transformation the strategy planning into reality performance. Strategic planning is a product of centralizing civil wisdoms and reflecting their opinions, and it embodies the degree of democracy opening and human-oriented in colleges and universities running, so the planning implementation should be conscious activities for all teachers and students. However, universities adjust the information after a planning period (five years) including some questions during the previous process and schools’ advices and suggestions because of lack of powerful dynamical monitoring, which leads to the disjunction of making planning and implementation. In order to avoid the condition and ensure the sensitivity of strategic management, universities can construct and adjust their organization structure. On one hand, establish the efficient decisions-making bodies to realize collective leadership and division responsibility solve questions in time to promote strategic implementation. On the other hand, according to the requirement of strategic planning and implementation, universities can adjust their school setting and functional departments to realize discipline-crossing in the school and strengthen functional departments to access resources.

4.4 Establishing the reasonable evaluation mechanism of strategic performance to improve the efficiency and level of strategic management

Strategic evaluation is the process of supervising its implementation and evaluating its performance systematically, including checking strategic basis, evaluating strategic performance, correct and adjust strategy, and the results can be as the reasonable basis to adjust, correct and terminate it. The purpose of universities’ strategic management is to improve their running levels and performances, and the conclusions of performance examination. Therefore, the performance evaluation mechanism of planning
implementation hooked with resources allocation can ensure the planning purpose and various factors carrying out. The evaluation mechanism includes the rules of performance evaluation time, the establishment of performance evaluation contents, its ways choice, its program regulation and its effect check. Performance evaluation is an important means of strategic management. To ensure the developing purpose working emphasis and major task of universities’ organ different departments uniform to the whole running direction, they must establish the planning evaluation mechanism which take the performance evaluation as the core to play the developing planning role in their management.

5 Conclusion

Colleges and universities need the strategic management to get a long time existence and development. It plays an important role in universities’ modern management, and will become a necessary choice to realize scientific development. During the promotion, they must establish right strategic management realization and scientific strategic planning, and promote it into practice, establish the reasonable evaluation mechanism of strategic performance and improve the efficiency and level of strategic management to promote universities all around developing scientifically.

References