



Role of Universities in the Regional Development
(RURD)

Training Kit

Based on materials provided by EU project partners



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Does your university have a strategy?



<https://www.menti.com/kqjdmd373k>

Or

www.menti.com (code: 2416 1437)

The implementation process

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Why a strategy planning?

- Rapid changes require more critical assessments and innovative solutions
- Adaptability and agility are critical to success
- Setting up priorities, objectives and being aware of the available and required to achieve them
- The process...
- The document...

Formal strategic document vs. strategic objectives

- Strategic document
 - Formal strategy published and adopted by the university
 - (Hopefully) followed by action plan and clearly disseminated among the lower management and staff
- Clear strategic objectives (without strategic document)
 - There is clearly communicated main objectives on what needs to be done (high quality in teaching, expected level of scientific publication, etc.).
 - There is no strategic document

Core components of the Penn State University' strategy

The Fundamentals

- Penn State's vision and mission statements, and institutional values

Six Foundations

- Integral to all that we do and everyone's responsibility to sustain

Five Thematic Priorities

- Key areas of strength and growth in teaching, research, and service
- Potential for meaningful impacts in the Commonwealth and beyond

Three Supporting Elements

- Pieces of equal importance required to achieve desired outcom

Source: PenState, 2016

Elements of Oxford university's strategy

- Scope
- Mission
- Vision
- Education objectives and priorities
- Research objectives and priorities
- People / Staff / Human Resources
- Partnerships / Collaborations / Cooperation
- Resources / Finance

Source: Oxford University, 2018

Strategic planning process



Source: PenState, 2016

Strategy planning types

- **Top-down**
 - Divergent, expectations based approach for aligning of the activities of the units.
 - The university bodies develops the priorities, objectives and actions based on research and analysis.
- **Bottom-up**
 - Convergent, capacity based approach for aligning of the objectives of the units.
 - The university bodies develops priorities, objectives and actions based on the units' plans.

Strategy implementation responsibility layers

- **Committees**
 - On University level: Per topic / key priority
 - On faculty/unit level
- **Management**
 - Rector, vice-rectors for the related topics
 - Deans, vice-deans for the related topics
 - Institute / Department heads

Getting and keeping everybody on board

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Create sense of ownership

- To keep people on board they need to know and feel that they are making a difference
- Include them in the development process
- Keep them informed on the progress
- Show gratitude
- Keep asking them

Channels and approaches – Internal stakeholders

- Survey, interviews, roundtables and/or workshops to collect their ideas and to really implement them
- Regular pleasant events to inform them on the new developments (planes and results)
- Regular information (newsletters, e-mails, etc.)
- Connection of the strategy plan with their tasks planning

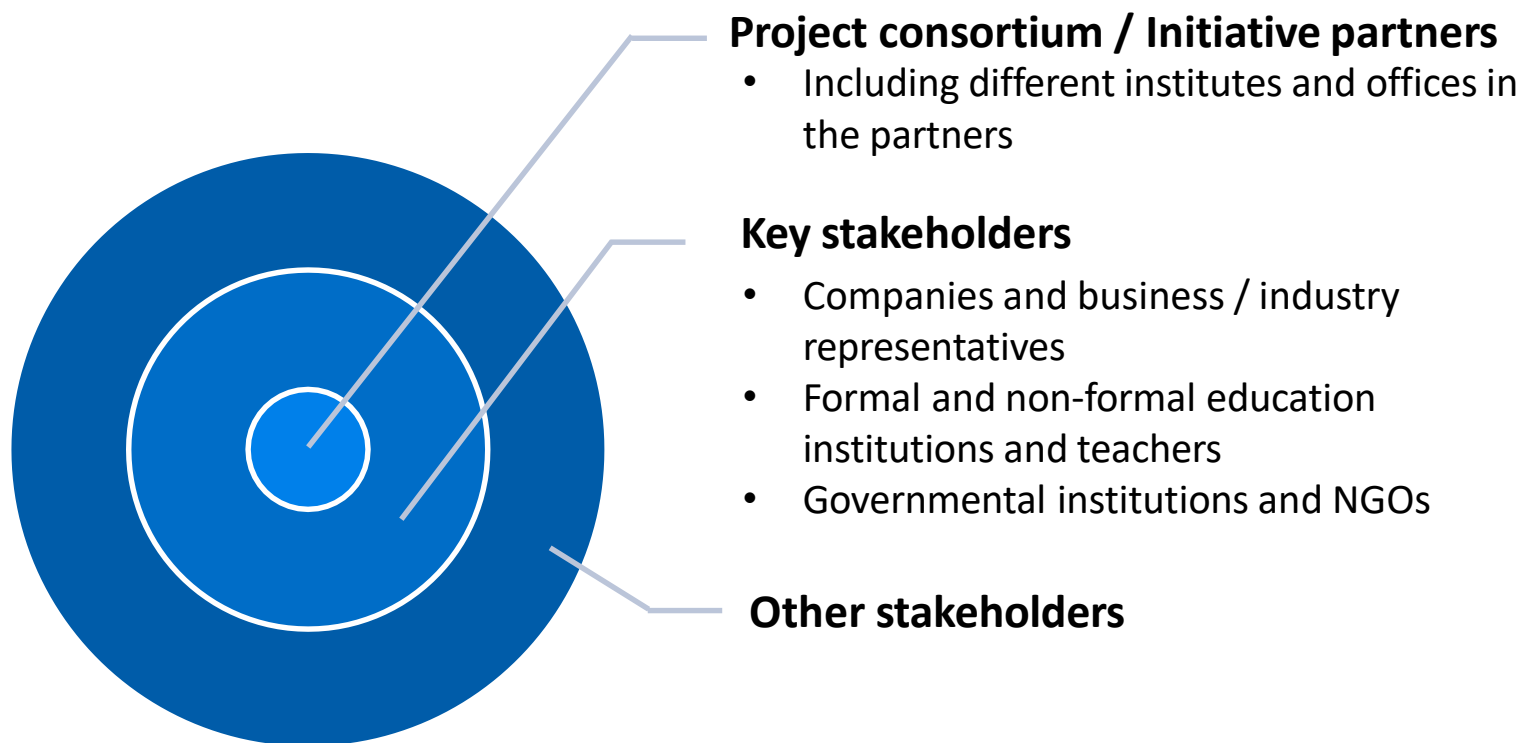
Channels and approaches – External stakeholders

- Survey, interviews, roundtables and/or workshops to collect their ideas and to really implement them
- Regular information (social media, newsletters, etc.)
- Events (alumni gathering, industry partner meetings / conferences...)

Steps for success

- Communicate the plans
- Connect the strategic goals to the everyday activities
- Keep stakeholders active and close
- **Plans will not be precisely implemented, but planning is crucial!**

Main stakeholders (example)



Types of external stakeholders

- **National**
 - Companies
 - Governmental institutions
 - Non-governmental organisations and associations
 - Research (supporting) organisations and donors
- **International**
 - EU agencies, bodies and delegation
 - Partner universities

Identifying key stakeholders

- Assumption: Internal key stakeholders are well known
- Select **divers group of representatives** from each type of internal stakeholders
- **Organise workshop(s)**
 - Moderate the workshop explaining the scope of the intervention
 - Define the groups of external stakeholders
- **Create database of stakeholders**
 - Ask all units and all internal stakeholder types to propose “nominees”
 - Collect contact info, relevance, responsible person to contact them

Mobilizing key stakeholders

Preparation process

- **Create collaboration platform**
 - Offer services for certain types of stakeholders
 - New relevant initiative (hub, centre, or a network)
 - Donor funded project
- **Invite the relevant key stakeholders through the most suitable contacts**
 - Former classmates and teachers
 - Business representatives (chambers, clusters, etc.)
 - University / unit top management

Mobilizing key stakeholders

Implementation

- **Organise event (workshop, roundtable...)**
 - Provide active participation
 - Clearly present their role in the future
 - Provide them with opportunity to make a difference
- **Keep them engaged**
 - Form relevant body where some of the key stakeholders will meet regularly
 - Provide services that bring value to them
 - Keep them in the loop

Create self-perpetuating eco-system

- **Assure joint interest of all stakeholders (internal and external)**
 - Create value for all
 - Keep the ratio of engagement vs benefit positive for all
 - Keep them regularly engaged
- **It is like riding a bicycle, if it stop moving it will fall**
 - This refers beyond perpetuating – following changes of society, needs and behaviours need to be embedded in the systems