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Strategic Planning and Leadership in Higher Education

Marilyn R. Shriver

M.S. in Leadership

Winter 2023

Granite State College

About Me

- New Hampshire native.
- Returned to hometown after thirty years.
- Long career as a professional fundraiser
- Why a master's degree?
- Acknowledgments



Introduction

- Strategic planning is common in business and nonprofits.
- Higher education accreditors expect strategic plans.
- 67% of for-profit strategic plans fail, (Prive, 2020).
- Only 16 out of 108 plans studied articulated clear strategy (Hosemann et al, 2021).
- What is leadership's role in shaping the plan? What practices work?

Literature Review

- Defining Strategy/Strategic
 - Competitive Advantage (Hosemann et al, 2021)
 - Continuous examination & Evaluation (Sart, 2019)
- Leadership Commitment & Credibility
- Planning and Change Management Skills
- Engaged Stakeholders
- Barriers to Successful Strategic Planning

Research

- Descriptive research study
- Eight public, nonprofit colleges and universities
- Institutional comparators to Keene State College
- Accredited by governing body that requires strategic planning
- 100 email invitations: 30 responses

Responses

Overall confidence in planning process

Inclusive (97% agreement)

Transparent (90% agreement)

Input from committee members (100%)

Slightly less confidence of necessary skills and resources

Organizational change management (76%)

Project management (77%)

Adequate resources for implementation (50%)

Adequate employee training (60%)

Competitive advantage?

Some agreement (57%)

Many would not say (37%)

Conclusion and Further Research Opportunities

- Confidence in planning process reflects well on leadership
- Lower confidence in project management aligns with research
- Competitive advantage? Say what, now?
- Opportunity to study:
 - Plan execution and results
 - Effect of professional development
 - Compulsory nature of strategic planning

References

Hosemann, A., LaGrange, C., & Zinkan, R) (2021). What makes a strategic plan strategic? *RHB*. <https://www.rhb.com/strategic-planning/>

Prive, T. (2020, October). Why 67% of strategic plans fail. *Inc. Magazine*. Retrieved November 13, 2022 from <https://www.inc.com/tanya-prive/why-67-percent-of-strategic-plans-fail.html>

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