

# DEVELOPMENT OF STRATEGIC MANAGEMENT IN UNIVERSITIES

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## ABSTRACT

Rapid increase in the number and the capacity of universities in the world and Turkey in recent years with the globalization requires the taking of strategic decisions in the administrative sense. Taken these decisions need to be taken for managerial efficiency is the most important steps in the universities. This study been mentioned strategic management of universities in the world and the necessity of change by considering the historical development in Turkey.

**Introduction:** In this study, strategic management in the world and making the historical development of literature in Turkey, the current status of the strategic management of universities in Turkey are examined. Universities in developed countries; information from the production, development and culture of future generations, up to the transfer process, providing the training in terms of scientific and personal skills. In this sense, universities are the most important organization affecting the future of society. In this regard, global competition has grown well in all areas and there is a need for qualified manpower.

The rapid rise of globalization, together with the number of universities in the world and in Turkey in recent years and the capacity required to take strategic decisions in the administrative sense. This decision will be the most important steps to be taken for administrative activities in universities. University of the strategic plan, management structure and functioning in Turkey in terms of applicability to reveal.

**Keywords:** Strategy, Strategic Management, Strategic Management in the University Strategic Planning

## Development of Strategic Management in Higher Education Institutions

### World Development:

Strategic thinking is there since the 1800s, the presence of 1765't steam machine, Adam Smith's 1776 "wealth of nations" in his book and 1789 to raise public awareness with the French Revolution, shows social change and technological progress. Short-term, long-term and collective planning activities between the years 1950-1965, part of the strategic business and strategic planning activity is known to increase in importance in the 1970s (Akgemci and Güles, 2010). Taylor 1930 's on events in the year and has worked for the rapid development and engineering estimates. Organizational structure development, demand-driven production has emerged in the orientation 1945's year. In 1951, Newman initially Referring to the importance of the strategy 'is. (Feurer-Chaharbagh of: 1995.11-12) .

In the 1980s years "Industrial Organization Theory" of competition is the judges and the years was made the sectoral analysis. Indeed, according to this theory to determine the strategy of the business and they are located in the building industry to get the upper hand in the competitive environment and external factors have emerged the need to keep in mind. (Akgemci and Güleş, 2010) Sorbonne 'also made in 1998 in Italy, France, Germany and England as a result of their meeting of Education Ministers of the Bologna Process has laid the foundation. In 1999, the aim was to bring the European system of higher education in signing of the Bologna Declaration to a better level. In this regard, the Lisbon Strategy adopted in March 2000 "the European Union, better jobs and making the most competitive knowledge-based economy and showing sustainable economic growth with social cohesion," he summed up (Froment, 2006, p. 9).

Razaev Bologna Process (2010) is sort them into the following headings:

"Comparable higher education diplomas and / or degrees to create, move to the two-tier degree system, including higher education, undergraduate and graduate, to build a system that

can be transfer of credit [European Credit Transfer System (ECTS)], to encourage academic mobility in Europe for quality assurance in higher education ' also to enhance cooperation, develop the European dimension in higher education and to promote lifelong learning, to increase the interaction between higher education institutions and students, makes it attractive European Higher education Area, to establish a synergy between the European Higher education Area and European Research Area."(p. 772)

Strategic management is implemented by the first US universities. America 1970 in s strategic management has used as an effective management tool. European countries in the same year also started to use the strategic management approach and universities in the 1990s, both Europe and the United States in terms of the number has increased steadily (Luhang et al., 2003, p.54).

#### **Developments in Turkey:**

They adapt to globalization by showing a continuous change and development of public administration. Indeed, public administration, to take the decision of making some improvements and changes within their own with the impact of these developments has become mandatory (Öktem and Kocaoglu, 2010: 79).

According to this development in the world of public administration development it has been passed in Turkey. Public administration, with the adoption of the Republic made determinations about the situation by means of foreign experts prepared reports for the organizational development field, and suggestions were made to these identified. After 1960, he made the first innovation work TODAIE (Institute for Turkey and Middle East Public Administration) by the Central Government Organization Research Project. Each ministry and, in some organizations "Administrative Development Committee" and in some ministries and agencies "Organization and Methods Unit" have been made in the proposals for the establishment (Parlak, sobacı, 2005: 329). 2003 issued in December "5018 Public Financial Management and Control Law" since 2005, entered into force as of 2006. According to this law as mandatory public institutions shall make strategic plan (YÖK, 2007).

#### **INVESTIGATION OF STRATEGIC PLAN 2014-2018 ONDOKUZMAYIS UNIVERSITY**

Period 2014-2018 within the framework of higher policy documents and legislation on the subject in the preparatory process of the second strategic plan, other universities and institutions considering plans applicable in the countries and regions in need are prepared by considering the wide angle. Ondokuzmayıs University of SWOT analysis made in a detailed way, has been shown objectively the current situation, opportunities and threats were tried to be specified. Stakeholder analysis before entering into many levels of interaction has been shown to detect revealed the positive contributions made by considering the planning process. Ondokuzmayıs University of SWOT analysis made in a detailed way, the current situation has been shown in an objective manner, the potential opportunities and threats were tried to be expected. Ondokuzmayıs vision and mission of the University Strategic Plan 2008-2014 took place as follows (OMU, 2014: 07,09)

**Mission:** Investigating, learning and resolves the vanguard, to train individuals to entrepreneurs and value; To improve the quality of scientific research and innovative features; to provide services to senior stakeholders.

**Vision:** Science and innovation in technology, training and quality in education, which is a high level of satisfaction of stakeholders in the service of a university is to be admired (OMU, 2014).

**Principles and Values:** □ Scientific □ Justice □ Transparency □ Accountability □ Stakeholder focus □ Participation □ Respect for human and values

Table 16. Ondokuzmayıs University SWOT Analysis:

Strengths :

Weaknesses:

To have a strong and effective teaching staff	To the high number of students per faculty member of the University unit
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The prevalence of bilateral agreements through student and faculty members exchanges with universities under the European Union Education	Academic studies of, low added value to the national economy
Willing and dedicated employees of the administrative staff	Overseas, the lack of joint degree programs with higher education institutions
clearly defined criteria for academic promotion of social education, and be implemented	Uneven distribution among the faculties of the number of faculty members.
Is a well-established university	forming an important part of the academic staff of the number of lecturers in some faculties
Technopark where there is a partner of the University and thus is university-industry cooperation and joint research opportunities execution	The absence of a sufficient number of research assistants.
Having a strong potential to create equity (secondary education, revolving funds, hospitals, research centers, etc.)	lack of management information systems.
Public institutions, local authorities, professional associations, to have good relations with non-governmental organizations and industry associations	
To have a large area of the university campus and the presence of different social facilities	
District of units to be developed that quality health care	
The implementation of the incentive and reward system for scientific studies and publications	
Distance Education Centre (UZEM) is an effective way of working	
The increasing number of international students	
District of units to be developed that quality health care	

Opportunities: Threats:

Increased student and faculty exchange opportunities with universities abroad	without taking into account the views of the University to increase the facilities and infrastructure provided without quota
Samsun geographical location	The decline in the trend due to low wages and be a scientist to prefer the scholarship of qualified graduates
Increased emphasis on R & D activities in our country and the budget allocated	The limited financial resources granted to the university because of the rapid increase in the number of university
Samsun is a rapidly growing and increasingly urban population	Technological developments in our country is dependent on foreign

Increased demand for distance education of our university and the implementation of distance education system	In our region, the small number of major industrial companies
increase in the need for qualified personnel in the industry and society	The limited competition opportunities for the private sector to the public
the increase of our university and industry conducted in cooperation with the community needs and demands of the consulting-guidance	the lack of incentives of the personal rights of academic and administrative staff
Of that will create new opportunities for the development of our domestic university student exchange program planned by YÖK	The frequently changing legislation and the lack of systematic
The increasing demand for international students	

Source: Adapted from Ondokuzmayıs University Strategic Plan 2014-2018.

**CONCLUSION:** Ondokuzmayıs University 1st Strategical plan for Education, Institutional Capacity-Human Resources Management, Research & Development guidance and counseling, under Social Life Contribution, 8 strategic objectives, 30 strategic identified goals and 107 performance indicators. (OMU, 2009). It's pretty much the same goals and objectives, scope, budget preparation and the plan is the unit responsible for spending units, problems have emerged in the process of monitoring and evaluation. 2014-2018 strategic plan, but few effective traceability purposes and the application and evaluation process more objective manner by setting targets was ensured. However, the strategic plan by employees is recognized as a legal obligation and innovation they are not clear enough, fit for purpose and lack of adequate information systems leads to negativity in the implementation and evaluation of strategic plans. Some of the universities in the literature survey examined the strategic plan and review the results of the strategic plan in many ways have been found to be similar. As a matter of fact, this indicator is not given as required strategic planning in Turkey, it is seen that due to the legal obligation of the strategic plan. This is the result of global developments in higher education in the international competition of university is one of the most important indicators of underdevelopment in strategic management.

Today, not enough resources are transferred to the university, preparation and implementation of the strategic plan are not given the necessary attention in front of the higher education quality education is seen as an obstacle. In general, given the importance to not only internal environmental analysis in universities, not given proper attention to external environmental analysis, is dominated by the enclosed management approach, opportunities and threats of the full can not be understood, it remains in the planning stages of strategic management, the strategic management said that does not apply in a healthy way. due to take place at the beginning of the competition element of the university's mission of information on these issues is now market conditions, vision, prepare in a more advanced understanding of strategic management objective and must show due consideration to the implementation phase. This is why come to be competitive from a global perspective, no doubt that they will be held with well-managed and the creation of a professional strategic management structure. The application of strategic management is seen as an element of a new process in Turkey rather than in terms of the importance of strategic management getirilemeyiş literally across the globe but is known to be addressed in higher education management issues from every angle. Outside the level of developed countries in accordance with the conditions of competitiveness of Turkish higher education institutions (public and immediate environment, industry) and internal (in-house) environmental analysis was performed to reconsider every aspect of the SWOT be identified aspects of strategic management, implementation of legal regulations on these issues and the right of this process managing the necessity arises.

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