

# Operational implementation of university strategy

RURD: Session 3

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# Introduction

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**Institute of International Management, FH JOANNEUM University of Applied Sciences**

- Senior Lecturer (FH), since 2018
- EU project development and management, research, development of study materials
- Coordinator of the [GREENOVET](#) project
- Coordinator of the [KnowHub](#) project

**Faculty of Mechanical Engineering, UKIM in Skopje (2011 – 2018)**

- Teaching and research assistant
- Promotion and students admissions, data protection officer
- Development of curricula and quality self-assessment

**National Centre for Development of Innovation and Entrepreneurial Learning  
(2009 – 2019)**

- Co-founder, Head of operations (HR, financial management and controlling)
- Project management, business consulting

# Strategy? How you understand it?



<https://www.menti.com/kqidmd373k>

Or

[www.menti.com](https://www.menti.com) (code: 2416 1437)

# Agenda

- The implementation process
- The key stakeholders
- Getting and keeping everybody on board

# Objectives of the session

- To share ideas on the process of implementation of the university's strategy
- To discuss about good practices and tips for locating and activating key stakeholders
- To share additional tools and methods for activation of key stakeholders and for keeping them enrolled

# Does your university have a strategy?



<https://www.menti.com/kqidmd373k>

Or

[www.menti.com](https://www.menti.com) (code: 2416 1437)

# *The implementation process*

# 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*

# 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!**

# Thank you for your collaboration!

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