

Strategic planning to Improve Quality Services for Educational Institute

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Abstract

Strategic planning is a collaborative process for defining how we intend to collectively achieve vision of success. It analyzes organization's weakness, obstacles as well as strength and opportunities for its growth. We have designed a utility tool which is web based. Target group of organization is educational institutes offering formal programs. Goal of this application is to design and implement a web application which will considerably reduce the field work required in strategic planning process. It will help the facilitator to monitor and control all the steps of strategic and management of educational institute such as Industrial training institute, polytechnics and engineering college by interacting with all stack holders.

I. Introduction to Strategic Planning [1, 2 & 3]

Strategic planning web application supports a continuous, participatory and systematic process of clarifying the organization's direction, that is, its mandate, mission and vision, assessing its internal resources in terms of its strengths and weaknesses and its external environment in terms of its opportunities and threats, setting its objectives and identifying viable strategies. It collects the feedback data from all stakeholders and based on that feedback we can analysis the SWOT process. This SWOT report is useful for decision making of thrust area, goals and projects. This web application includes provision to decide a mandate statement, mission statement, SWOT analysis report, thrust areas, objectives, goals, and an action or implementation plan and work plan for particular thrust area for each institute. Mandate is a brief description of what the organization must do and is permitted to do by the legitimate higher authorities in their formal statements, policies and communications.

Table 2.1 - SWOT Analysis

Strengths	Internal things we have that are good or do well
Weaknesses	Internal things we do not have or do not do well
Opportunities	External factors that may help in the achievement of our Mission.
Threats	External factors that may be barriers to achievement of our Mission

The mission statement indicates organizational purpose, the general services it will provide to respond to the needs of its stakeholders and a declaration of its core values. SWOT analysis consists of the following two activities: An assessment of the organization's internal strengths and weaknesses. An assessment is opportunity and threats posed by its external environment. SWOT analysis provides a framework for strategic planning by helping for planners to identify and priorities the organization's goals and to further identifies the strategies for achieving them.

A Thrust area is an important functional area of the organization requiring change. It will be related to an important output of the organization. The questionnaire forms are design to get the online feedback from stakeholders of institutes. Goals need to be both long-term and short-term goals; six months, one-year, three years, and ten-year goals need to be set so that the strategy for reaching these goals can be outlined in the plan. With an action plan, the goals themselves can be obtained. Without the action plan, and the measures it entails, it would be impossible to implement the plan and measure its success.

II. Necessity

In the past thirty years, strategic planning has become a standard part of managerial thinking and practice in the business world. However, only recently, the public and non-profit organizations have become aware of the benefits of strategic planning. It enhances an organization's capability to proactively anticipate the changes needed, cause the changes and manage them. Strategic planning is the most suitable approach to manage an organization which operates in a changing environment. The changes may result in offering new programs and services as well as modifying the organization's systems and processes.

III. Objective

Strategic planning web application tool will enable an organization to clarify its future direction, establish priorities and make decisions across levels and functions in order to serve its stakeholders effectively, efficiently and responsibly. It helps to improve the quality system of the organization. This process is for individual improvement as well improvement of Organization.



Figure 1.1: Strategic Planning Process

Implementation

Strategic planning optimizes the use of an organization’s resources to deal effectively either its circumstances in order to continue to achieve and surpass its mission. A model for carrying out strategic planning in technical education institutions is shown in figure 2.2 Steps in Strategic Planning Process for Institutes [3 & 4]

Strategic planning Vs Long range planning: Strategic planning and Long Range Planning for organizations are often used synonymously. However, they differ in the following four fundamental aspects.

Table 1.2 Long Range Vs Strategic Planning

ASPECT	Long Range Planning	Strategic Planning
1.Basic for planning	Internal Environment	External and Internal environment
2.Methodology	Linear	New Shifts in Direction
3.Stakeholder involved	Senior Manager top-down approach	All staff ,customer bottom up approach
4.Frequency	5 years	Continuou s

Nominal Group Process

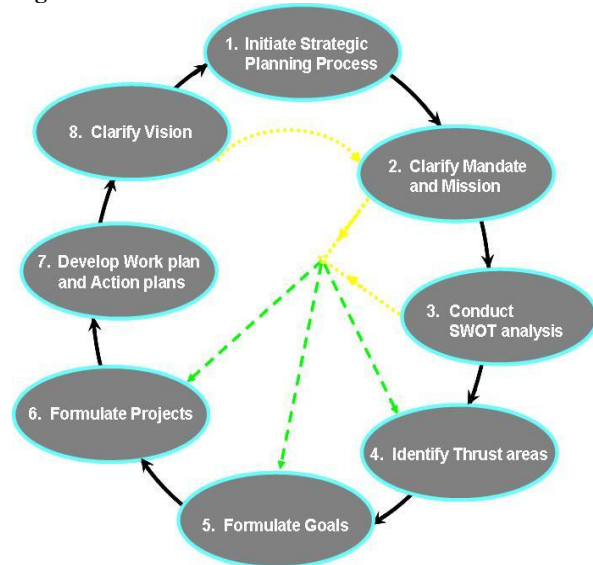
It also supports Nominal Group Process. User can provide own priority for Project, Thrust area. Based on the priority submitted it will prepare a final draft of prioritized list of project, thrust area of Institute.

Process to Improve Quality of Organization.

- Step 1: Initiate a strategic planning process
 - Activity 1: Agreeing on a strategic planning process and committing to it
 - Activity 2: Constituting a strategic planning group
 - Activity 3: Training the members of the

- strategic planning group
- Step 2: Clarify organizational mandate and mission
 - Activity 1: Clarify the mandate
 - Activity 2: Clarify organizational mission
- Step 3: Conduct ‘SWOT’ analysis
- Step 4: Identify thrust areas
- Step 5: Formulate goals
- Step 6: Formulate projects
- Step 7: Develop work plan and action plan

Figure 1.2 SP Process



Operational Guideline for Strategic planning

Functionality design: In this phase the functionality necessary to implement Strategy planning’s explain in detail. Login Form is use to access the online software with specific rights given to specific user. Users are

- 1) Admin user is having rights to create a profile of particular institute that wants to design a Strategic plan. It also having authority to create a facilitator, faculty of Institute, for Strategic plan. The master entry like Designation, branch can be done by using this user.
- 2) Facilitator user is a main user who having following rights for designing a strategic plan.
 - New post: It is use to create a new post/designation as a master entry for particular institute to which facilitator belongs.
 - New course: It is use to create a new Course as a master entry for particular institute to which facilitator belongs.
 - New department: It is use to create a new Department as a master entry for particular institute to which facilitator belongs.
 - New thrust area: It is use to create a new Thrust Area as a master entry for particular institute to which facilitator belongs.
 - New faculty creation: This form is use to create a new faculty user.

New student/alumni creation: This form is use to create a new student user and alumni.
 New guest creation: This form is use to create a new Guest user.
 Strategic planning group formation: This form is use for SPG Group formation of particular organization.
 Mandate group formation: This form is use for Mandate Group formation of particular organization.
 Mission group formation: This form is use for Mission Group formation of particular organization.
 Mandate validation: This form is use to validate a mandate statement posted by
 Mandate groups of respective institute.
 Mission validation: This form is use to validate a mission statement and core values posted by mission groups of respective institute.
 SWOT question entry: This form is use to enter a question and respective answer choices that can be yes/no Or Multiple choice or descriptive type.
 SWOT question Bank Posting: This form is use to select an number of question for a particular user as question bank set.
 Question analysis: This form is use to analysis an feedback submitted by all user of particular institute.
 Interview schedule: This form is use to schedule an interview of higher authority.
 Interview: This form is use to conduct an interview of particular interviewee on or before scheduled date.
 Thrust area identification: This form is use to identify a probable thrust area.
 Goal statement: This form is use to identify and enter an appropriate goals and goal statement of respective thrust area.
 Project formation: This form is use to create an appropriate project for particular goal. For every goal their can be number of projects to accomplish the task.

ACTION PLAN

Thrust area :

Goal :

Project No. & Title :

Project Leader :

Indicators of Success :

Tasks	Who (Primary responsibility)	Start	Finish	Cost (In Rupees)			Other Sources
				Institute Name			
				Honorarium	Material	Miscellaneous	
Total							

Figure 1.3: Action Plan

Action plan: This form is use to design a detail action plan for particular Projects under respective Thrust Area.

Work plan: This form is use to display a detail work plan schedule of particular thrust area. It displays a time frame for every project.

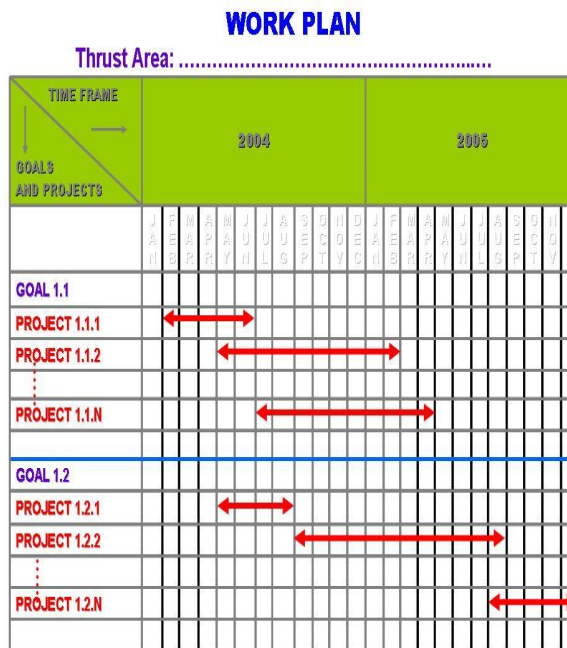


Figure 1.4: Work Plan

3) Faculty user is having following rights for designing a strategic plan process.
 New student/alumni creation: This form is use to create a new student user and alumni.
 New guest creation: This form is use to create a new guest user.
 Feedback form: this form is use to provide a feedback against question bank available for faculty.
 Mandate draft: This form is use to make an entry of mandate statement of particular mandate group against that faculty is allotted.
 Mission draft: This form is use to make an entry of mission statement and core values of particular mission group against that faculty is allotted.
 4) Student and alumni user is having following rights for designing a strategic plan process.
 Feedback form: This form is use to provide a feedback against question bank available for student and alumni stakeholder.
 Mandate Statement: This form is use to displays mandate statement of Institute.
 Mission Statement: This form is use to displays mission statement of Institute.
 SWOT: This form is use to Display the Strengths, Weakness, Opportunity and Threats of particular institute.

IV. Coding

To design this online web application following Microsoft based technologies are used:

1. Microsoft Visual Studio .NET 2005 for designing front end windows. [3]
2. Relational Database- SQL Server 2005 as a Backend for designing a Database which includes various Database Tables and Store Procedure to store the important online information submitted by stakeholders.

Mapping of Strategic Planning

We are using social network to discuss Mandate and Mission associated with particular Organization. We have local network as well global for finding out threats. Hence educational institute able to improve quality based on strategy planning locally with local as well globally

Profit based organization are able to map these competencies and they can implement it within the organization. Manager can use this application to improve the productivity of person by taking face to face questions answering session based on SWOT. Manager is going to check first the mandate of that organization and compare with the abilities.

The organization can open Quality assurance center which is going to map the productivity of student based on his experience on listed mandate and mission in specified organization. These are available on this web application; which gives the direction to Quality assurance center of origination to improve the quality of services and quality of experience.

Applications

This web application is applicable to all technical educational institutes wherein strategy planning is essential to implement. Common stakeholder can access this application and able to post their feedback regarding institute. Even it can applicable to profit based organization.



Figure 1.4: Login window

This application is available on <http://www.sp4institute.com>. Any organization can use this application to improve the quality of services. It is fully automated software to perform all task of strategic planning. It will also guiding a user step by step.

Conclusions

This web application is easily accessible to faculty, student, alumni, guest, and facilitator of institute. This will help to get a feedback in a limited time span from all stakeholders which are useful to conduct SWOT analysis. Based on this SWOT analysis institute can able to find out probable thrust area and able to prepare an action plan and work plan for achieving it. This web application is automizes SWOT analysis process which reduces human errors and enhanced the quality of organization.

Strategic planning report with long version and short version is available online.

According to the research goals, the following problems were formulated and solved:

- Investigating the outlines of strategic planning objectives.
- Putting into practice the analysis of basic requirements to the strategic planning information system.
- finalization of universal web application implementation for the goals of strategic planning.

Future scope of this web application is useful for all educational institutes which can draft their own strategic plan. Our next aim is to implement it in regional languages so that common stakeholder can easily accessible to it in their mother tong. We also plan to implement it for profit based organizations.

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