

STRATEGIZING THE UNIVERSITY DEVELOPMENT

Extension of functions of HEIs and their role in society led to strengthen the requirements for competent managing the HEIs activities. In recent years, demand in ukrainian market of higher educational services began to decrease (due to demographic problems, as well as to simplified access to study in foreign universities). Under the circumstances, the role of strategic planning of HEI activities significantly grows. On the other hand, it has not always able to guarantee the achievement of strategic objectives. Under difficult conditions that dynamically changing shortcomings of conventional strategic planning in HEI are becoming visible. There is practically no monitoring how successfully strategies and programs implemented. But the biggest drawback is cutting business structures and public organizations from HEI strategic planning process. Despite declarations current situation in higher education limits most universities in choosing the strategic management tools. The volatility of external conditions, especially legislative and socio-economic ones, requires to consider them during the developing and implementing HEI development strategy. Therefore, for University's development goals implementation, it is necessary to use strategic planning as integrated management toolkit.

Strategizing [1] is based on system concept of holistic multilevel and multiforme process system of development with internal structure encompassing and unifying all strategic process components (including objects of strategic planning, subjects of strategic planning, strategic institutions, strategic stakeholders, results of strategic planning – integrated, holistic and interrelated operational strategies of objects at different levels. [2]

Unlike traditional strategic planning (as a set of methods and tools), strategizing represents a single continuous process of developing and implementing the main program documents for the strategic planning of development (concepts, strategies, programs) [2]; and combines programme and project tools for strategy development (conceptualization, forecasting, scenery, modeling, planning, designing, programming, monitoring, etc.) and mechanisms of strategic management.

The strategizing differs from strategic planning by some fundamental ideas [2]: 1) need to systematically consider all the factors that affect strategy development and strategy implementation processes; 2) building a mechanism for integrating current activities into the implementation of strategic plans; 3) dynamic adjustment of strategic plans taking into account new conditions (continuity of strategy construction) and

results of their implementation; 4) using the new methods and planning tools that poorly applicable to traditional strategic planning (foresight, mapping, etc.); 6) actual requirements for modernization of strategic planning due to weak feasibility of strategies of different types and levels; 7) intention diversely to systematize different tools of managing development with different time horizons, etc.

Reviewing the papers devoted to strategizing, we observed that numerous works (Bochkareva & Samarcev, 2009; Cybatov, 2015; Knjazeva, 2012; Kotov, 2016; Kuharskaya, 2012; Maracha, 2008; Mjasnikova, 2012; Safina, 2014; Shedko, 2015; Yushkova, 2016 and others) focused on regional aspect. According to our subject we defined quite numerous efforts of implementing components of strategizing in higher education context (Bujor, Saritas & Warden, 2011; Dmytriv & Kotsyv, 2015; Efimov, 2013; Rzaev & Rzaeva, 2007; Shevchenko, 2014; Todosijchuk, 2008 and others).

Strategizing the university development is recommended as new approach to managing the university and to form university development strategy, due to following issues:

need to incorporate HEI development strategy into a higher-level strategies (National strategy of development of education in Ukraine 2012-2021, strategy of sustainable development “Ukraine 2020”, strategy to achieve an European higher education area, etc.);

need to consider how many groups of stakeholders impact on designing the university development (state, business entities, students and their families, civil organizations, etc.);

need to consider changes in external environment (social and economic conditions, law conditions, political conditions and others) that especially important for contemporary Ukraine);

need to establish mechanism how to implement university development strategy and to adapt all HEI operational mechanisms for tasks of implement HEI development strategy;

need to establish an effective mechanism for monitoring and controlling the implementation of university's development strategy.

These problems can be solved by strategizing.

Rationale how strategizing the marketing policy of development of higher educational institutions was developed and presented by A. Dmytriv & O. Kotsyv [3]. But marketing policy is one of the components of university's development strategy.

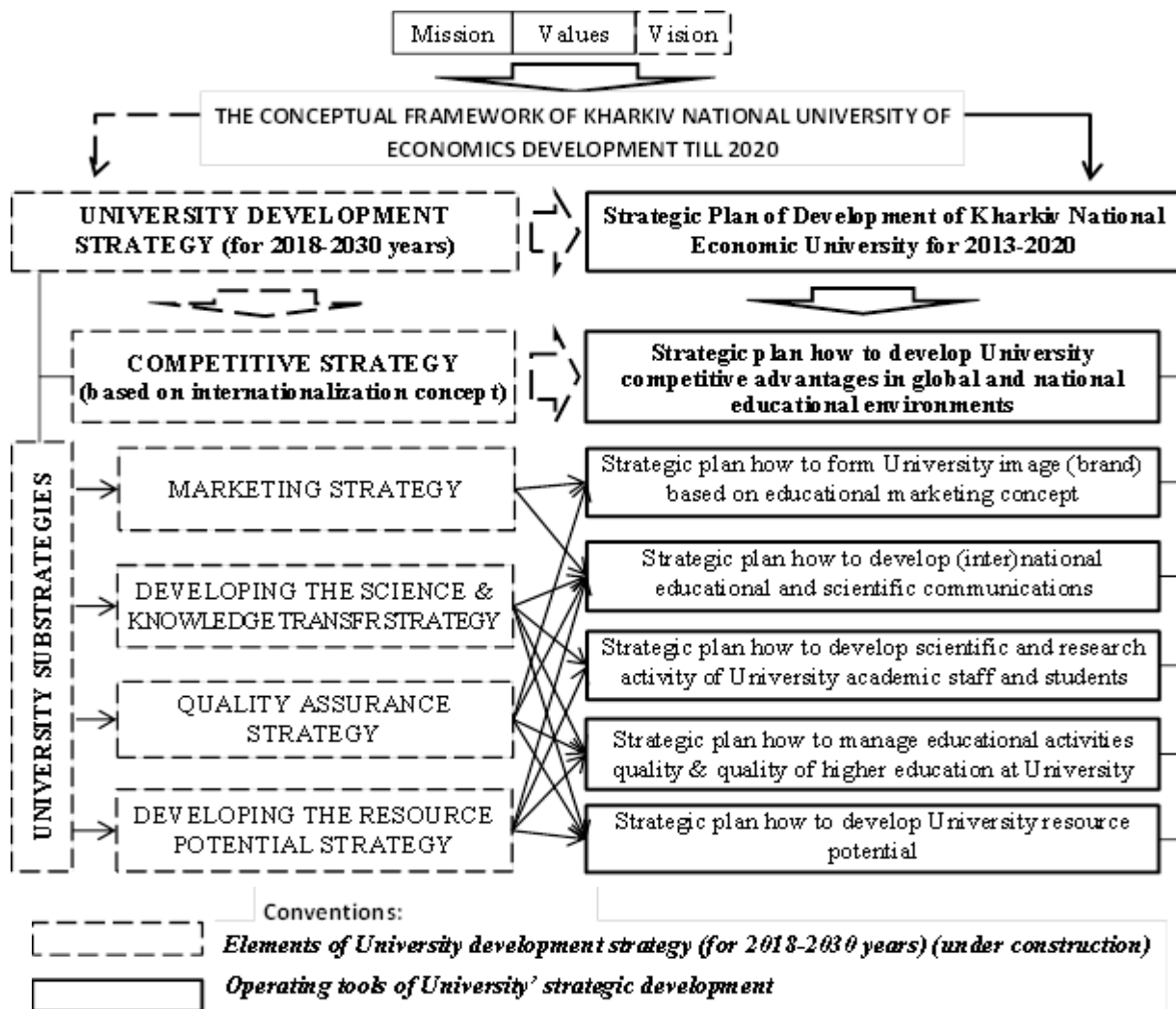


Fig.1. University strategic development toolkit
Source: Author own development.

Evaluating regulatory and methodical readiness (Simon Kuznets Kharkiv National University of Economics) to establishing and implementing the HEI development strategy (based on strategizing concept) we can draw the following conclusions:

1) currently the University has developed and implemented (Fig.1): The Conceptual Framework of Kharkiv National University of Economics Development till 2020 [4]; Strategic Plan of Development of Kharkiv National Economic University for 2013-2020 [5]; Internationalization Strategy (strategic plan how to develop University competitive advantages in global and national educational environments (available at site); tools for strategic and operational planning, monitoring,

self-evaluation (developed under the applied research, in particular, “Planning, monitoring, self-assessment of higher education institution activity and development”);

2) taking into account changes in priority areas of development it is necessary to establish university development strategy and implement new edition of strategic plan of development (Fig.1):

3) special attention should be paid to establishing tools for forecasting, to building development scenarios and its modelling.

It will allow to effectively implement university development strategy and to successfully integrate University into European higher education area.

References

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