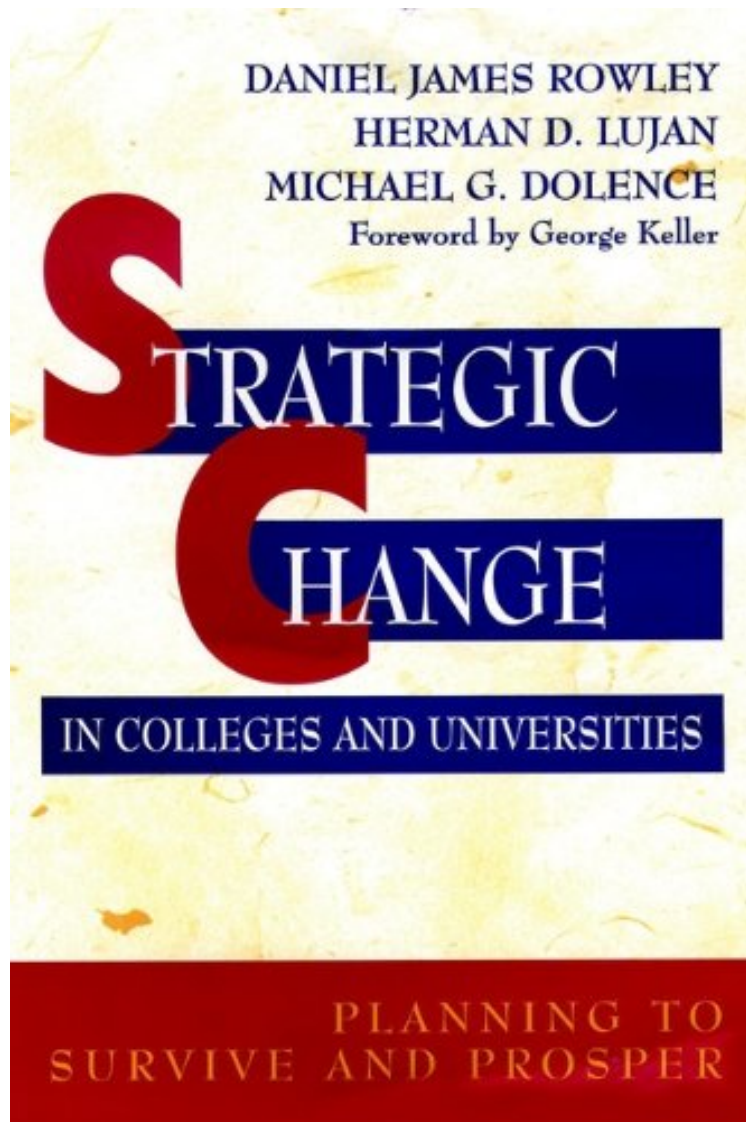


[Ebook free] Strategic Change in Colleges and Universities: Planning to Survive and Prosper

Strategic Change in Colleges and Universities: Planning to Survive and Prosper

Daniel James Rowley, Herman D. Lujan, Michael G. Dolence

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This detailed guide outlines a strategic planning approach uniquely suited to the academic environment and proven effective in numerous institutions around the country. The authors address the complex nature of stakeholders and conflicting purposes in an academic setting. Their approach leads to, rather than starts from, the institutional mission statement, and includes realistic methods of negotiating the political barriers that often obstruct the development of a strategic plan and its implementation. This informative book is particularly effective when used with the companion workbook *Working Toward Strategic Change*.

"This book is the best guide to strategic planning I have read. It raises provocative questions about institutional governance, direction setting, and survival in an era of unprecedented change and it details the questions to ask, the data sets to consider, and the pitfalls to avoid. . . . A 'must read' for any campus prior to developing its own strategic planning process." --James B. Appleberry, president, American Association of State Colleges and Universities (AASCU) "Rowley, Lujan, and Dolence transforms a top-down strategic planning process commonly used in business into a participatory model appropriate for colleges and universities. A well researched model for strategic planning that is grounded in the real world." --Laurence W. Mazzeno, president, Ursuline College "Strategic Change in Colleges and Universities provides not only a conceptual framework, but also the methodology for helping any college or university adapt to shifting conditions, improve its competitive advantage, and position the institution for a better future." --Steve Jonas, vice president for administration, Sinclair Community College "This book brings rare insight to the issues, promises, and pitfalls of strategic planning in colleges and universities today. The use of case studies and the rich experience of the authors illuminate the critical dimensions. I highly recommend reading it before kicking off your next strategic planning process." --Philomena Mantella, vice president for enrollment management and student life, Pace University

From the Inside Flap

In *Strategic Change in Colleges and Universities*, the Rowley, Lujan, and Dolence show how the strategic planning process can lead to more constructive and effective change within the college and university environment. Solidly grounded in theory, this practical book builds on the authors' experience of successfully implementing an original strategic planning approach on a variety of campuses in the United States and Canada. This powerful model works well in the wide range of higher educational settings, provides a consistent framework that unifies all levels involved, and is effective in keeping diverse groups of decision-makers focused on the most important elements of the organization's success. The authors outline, step by step, a strategic planning process that is uniquely tailored to the needs of academic settings where multiple constituencies require a more collaborative planning approach than is used in corporations. *Strategic Change in Colleges and Universities* is filled with illustrative examples that clearly show how the authors' strategic planning principles, which they describe as a "strategic planning engine," work in practice. The book also discloses practical and realistic methods of navigating the political land mines that often obstruct the development of a strategic plan and its implementation. Offering clear directions on the many components of a successful implementation strategy, the authors show how to encourage communication, gain the backing of top leaders, and develop campuswide support. This collaborative model of strategic planning which (unlike other approaches used in academe) results in rather than starts from the institution's mission statement. Each campus applies the same principles, developing its own method of planning to match its institution's particular needs and characteristics. *Strategic Change in Colleges and Universities* is written for those charged with strategic planning--presidents, chancellors, vice presidents, Details a strategic planning approach that has proved effective in institutions across the country. The authors address the complex nature of stakeholders and conflicting purposes in an academic setting.

From the Back Cover

Strategic Change in Colleges and Universities outlines a strategic planning approach uniquely suited to the academic environment and proven effective in numerous institutions around the country. The authors developed a ten-step approach to strategic planning that addresses the complex nature of stakeholders and purposes in an academic setting. Their approach leads to, rather than starts from, the institutional mission statement, and includes realistic methods of negotiating the political barriers that often obstruct the development of a strategic plan and its implementation. This informative book is particularly effective when used with the companion workbook *Working Toward Strategic Change*.