بسم الله الرحمن الرحيم
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Strategic Planning in Higher Education Institutions

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Dedications and Acknowledgements

This book is dedicated to our students who have challenged us to learn how to teach and to share what we have learned; they have taught us never to stop learning and sharing what we have learned. This book is also dedicated to our families who have borne both the thick and thin of life's dramas with us; without their unquestioned love, this book would not have been completed.

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To ALL, our readers, a big thank you

Preface

This book aims to bridge the gap between preaching and practice in Strategic Planning in Higher Education Institutions (HEIs). As academics, we have been preachers of management theories and concepts but, when it comes to the real world of practicing what we profess to know well, it is surprising that preaching and practice often diverge. Management principles are simple and straightforward to teach but when these principles are put into administrative or management practices in HEI, we do not fare that well in comparison to remaining within the safe zone of teaching.

This is normally the case facing most Higher Education Institutions (HEIs) as they move forward on quality drives which are both turbulent and never-ending journeys of continuous improvement. These journeys can be managed, however, if they are planned and, if planned, they can be better measured based on the mission and goals of the position that it is the institution's intention to achieve and sustain. This is basically management through measurement. In this management, it is necessary first to plan the desired outcomes; these then become the measures of achievement in terms of fulfilling the envisioned dreams. This is strategic management applied to managing Higher Education Institutions.

As Professor Dr. Abdullah Al-Othman, the Rector of King Saud University, mentioned in "Dare to Dream" regarding his dream of placing KSU on the global education map, this book has also been written with a dream in mind: how strategically to manage a Higher Education Institution. This book has therefore been written with the aims of: 1) developing a framework for the strategic management of HEIs by adapting the fundamentals of business strategic management and planning, and 2) developing a simpler framework for the analysis, formulation and implementation of strategies based on the "capabilities and position" perspectives used throughout this book.

Thus, it is hoped that this book will be useful to education industry practitioners in developing strategic plans that can be implemented successfully. It is also hoped that the perspectives used here will help such practitioners address issues regarding strategic capital assets (i.e. the human, information and organizational assets), of HEIs.

This book would not have been realized without the dreams of the Rector of KSU to whom this book is dedicated. We have learned a great deal from the KSU family and from our Asian counterparts whom we thank for the inspiration of our work.

There are many others we would also like to thank: our Deanship, our friends and colleagues, our stakeholders, but most of all, our families. This book is also

dedicated to everyone who strives always to learn and who dares to dream, especially our dearest students who challenged us to learn from them in order to teach better.

As a final note, in writing this book, there are still opportunities for improvement as we are still continuing to learn, improve and innovate. Thus, last but not least, we would like to learn from your input and hope that you find this book of great use in the management of your HEI or your school or even yourself. We thank everyone who has contributed in one way or another, by exploring, learning and growing together, to make this book a success and a reality.
Thank you.

Teay Shawyun and Mansour Al-Shehri

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