

CASE STUDY OF IBC-M: STRATEGIC PLANNING PROCESS IN NON- GOVERNMENTAL HIGHER EDUCATION

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Extended abstract

Strategic planning process is a method to systematically plan the development and future of higher education institution. Strategic planning processes are considered to be a powerful tool and guideline for helping all levels of higher educational institutions develop their strategies. A strategic planning process model is a comprehensive strategic planning process that puts together Higher Education Institutions and fast growing and demanding market environment. However, the non-governmental higher education institutions like IBC-M have contradictory needs. These institutions must translate their academic excellence into added value and employment opportunities, but also to maintain the social role from their founders, and achieve financial sustainability. Higher education social responsibility is seen as a responsibility of the institution to be engaged with the local and international community in order to support social, economical and environmental development. It requests close cooperation with business community as important stakeholders (Dooris, M. J., Kelley, J. M. & Trainer, J. F. ,2004¹). Despite taking general

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Dooris, M. J., Kelley, J. M. & Trainer, J. F. (2004). Strategic planning in higher education, Wiley Periodicals, Inc, DOI: 10.1002/ir.115.
EPFL(2006)(Swiss Federal Institute of Technology, Lausanne) Strategic Planning 2008-2011, Final Version 13.02.06.

advantages of each quality project for organizations, they should consider local and organizational context, social and political constraints and limitations as well as efficiency and effectiveness (Anagnostopoulos, 2010)². By evaluating the numerous strategic planning models, considering the social role of the post conflict, donor funded institution, the IBC-M researchers have proposed the model for strategic planning in order to obtain Strategy that could be translated into Balanced Scorecard and evaluated in the defined timeframe. In that regard the proposed model of strategic planning was performed at IBC-M in order to establish the validity of the model for non-governmental Higher Educational Institution.

IBC-M is a registered not-for-profit educational foundation. It was established by SPARK with donations from the Swedish International Development Cooperation Agency, the Danish Ministry of Foreign Affairs, the Swiss Development Cooperation, DFID, the European Commission, and the Netherlands Ministry of Foreign Affairs as well as the Ministry of Education, Science and Technology of Kosovo.

It operated under the auspices of SPARK for 8 years. In that context, it was clear why the international organizations and policy making institutions have such a big role as main stakeholders.

IBC-M became a Foundation NGO (not for profit) in March 2018. That situation has urged the need for Strategic planning in order to assure sustainability and further development.

The first prerequisite is to **transform IBC-M Project goals into IBC-M College goals**. In that case the Key Performance Indicators (KPIs) will be changed from Development process indicators to Impact indicators and Sustainability indicators, as presented in Table 1. There were also proposed different options for a envisioning-High quality local college vs International business college, and hybrid-Local college with strong international involvement, Fig.1.

Table 1. Key Performance indicators for IBC-M project vs IBC-M College

IBC-M PROJECT KPIs	IBC-M COLLEGE KPIs
Development process indicators <ul style="list-style-type: none"> • Space, campuses • Cooperation agreements and curriculum development • Student intake and increase • Accreditation • Representation of gender and minorities 	Impact indicators, sustainability indicators <ul style="list-style-type: none"> • Number of students • Curriculum • Financial sustainability • Branding • Impact on economy

	High quality Local College LCC	High quality International Business School IBS	Hybrid model (in between LLC and IBS)
Value proposition	Competences Practice, business link Quality	International competences Practice, business links on international level Quality	LLC model with international component

² Anagnostopoulos, K..P. (2010). Strategic Plan in a Greek Manufacturing Company: A Balanced Scorecard and Strategy Map Implementation., International Journal of Business and Management, Vol 5, No 2,February, 2010 URL: www.ccsenet.org/ijbm

	-> employment in the region	-> employment (“Coca Cola Malaysia”)	-> employment (“Coca Cola Pristina” as well as abroad) Master with partners (soft-landing)
Business model	Tuition fees above average are possible but require strong link to business community	Higher fees and major investments (different accreditation; master courses) required – BUT: Reputation of Mitrovica	Most feasible because of strong value proposition
Gaps (service portfolio, management system)	Internships and business links	International top internships; international partners at different level (Danish partner is not IBS); Master and Bologna	Internships and business links including international level; soft-landing for master and master partnerships
Management	In place plus independence (“IBCM as college”) and leadership/enforcement	Requires substantial restructuring	In place plus independence (“IBCM as college”) and leadership/enforcement

Figure.1. Sustainability scenarios for IBC-M, after the transferring from project to college

In order to make a Strategy for sustainable development of IBC-M, the researchers have proposed the following model: Strategic planning process proposal consists of stages including 1. Situation analysis; 2. Envisioning 3. SWOT analysis; 4. Balance Scorecard and 5. Revision and Validation. After the Strategic Planning Process is completed, the detailed Business plan will set the steps and means in order to implement the Strategy.

Reference

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