

Strategic Management for Program Lead Staff Members



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What is STRATEGY?



Strategy consists of the competitive moves and business approaches that managers are employing to compete successfully, improve performance, and grow the business.

Outline



- ❧ Types of Strategic Management Models
- ❧ Concurrent Enrollment Strategic Management Model
- ❧ Situation Example

Strategic Management Models



SWOT Analysis

STEEP Model

Spider Diagram

S.W.O.T. Analysis



Strengths

What does our program do well?

Weaknesses

How does our program struggle?

Opportunities

What ideas or ventures could be explored?

Threats

If changes are made, what could hurt our program?

S.T.E.E.P. Model



- ❧ Evaluate various external factors impacting the Program
- ❧ Used as a stand alone or in conjunction with other models
- ❧ Includes:
 - ❧ Sociological
 - ❧ Work patterns, gender roles, population change
 - ❧ Technological Factors
 - ❧ Economic
 - ❧ Environmental
 - ❧ Political (and legislative)

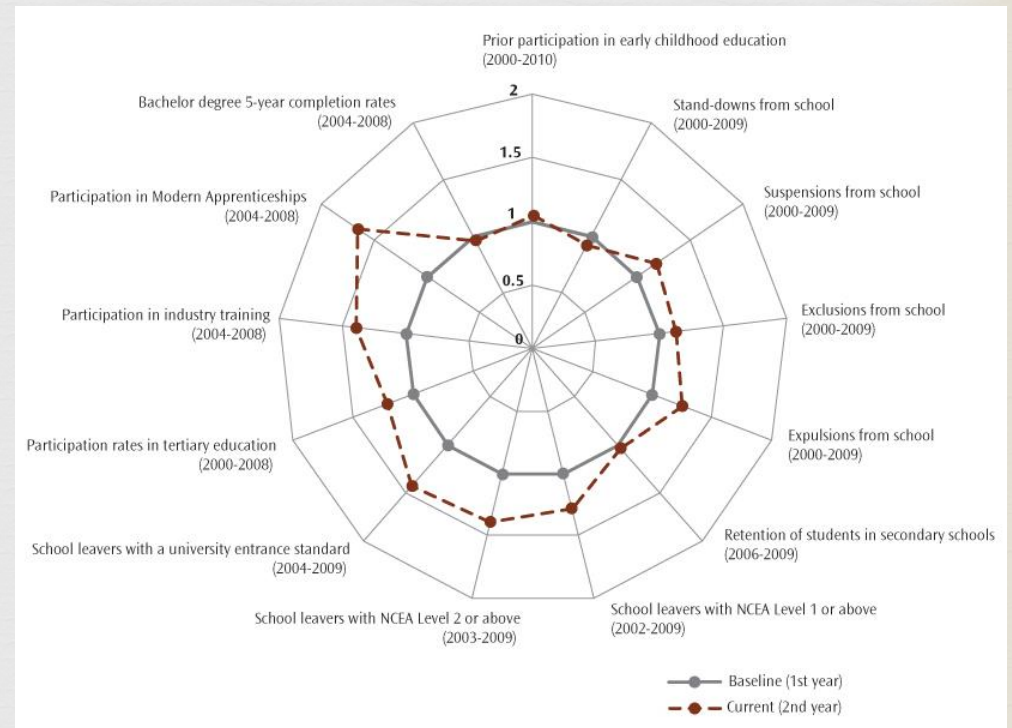
Spider Diagram



Used with complex business & organizational problems to help see where the issue needs to be fixed.

Create Survey Monkey or survey for program feedback

Only as good as the information gathered



Concurrent Enrollment Strategic Management Model



Inspiration
Business Model
Operations
Alternatives & Criteria
Execution

Inspiration



- ❧ Provide a decision that aligns with the Program.
- ❧ What is the reason behind what you do?
 - ❧ Core Value
 - ❧ Core Purpose
- ❧ Example:
 - ❧ Dual Enrollment Program: Provide opportunity to high school students to help them prepare for college.
 - ❧ University: Provide an opportunity of recruitment for the University.

Business Model



Program's Story

Geography/Location

- Where is it located?

Sustainability

- How secure is your Program?

Product

- What are you selling?

Clientele/Customers

- Who purchases your product?

Industry Context

Competitors

- What are they doing?

Trends

- What is happening nationwide?

Opportunities

- What is available?

Operations



Resources

- Customer Base
- Technology

Processes

- Decision Making
- Customer Relations
- Communication

People

- Skills
- Compensation
- Organizational Structure
- Corporate Culture
- Training

Alternatives and Criteria



☞ Alternatives

- ☞ Identify at least three options.
- ☞ Must be mutually exclusive.

☞ Criteria

- ☞ Determine the measuring stick to help choose the alternative most appropriate for your program.

Execution



- ❧ How can this be implemented?
- ❧ Is there leadership available for execution?
- ❧ If you are making a recommendation:
 - ❧ Who is the decision maker?
 - ❧ What information does the decision maker need to make the decision?
 - ❧ Is the decision maker ready to make the decision?
 - ❧ Who are the other stakeholders?

Situation Example



Problem



Northwest Nazarene University (NNU) works with over 200 instructors across the Pacific Northwest. Due to the amount of instructors and long distance high school locations, NNU must come up with a cost efficient way to help the NNU Faculty Mentors collaborate with High School Instructors.

Program Framework



☞ Inspiration

- ☞ Christian Mission
- ☞ Student Education

☞ Business Model

- ☞ Industry Context:
 - ☞ Small location radius
- ☞ Program's Story:
 - ☞ Large location radius
 - ☞ Face-to-Face visits

☞ Operations Model

- ☞ Resources:
 - ☞ ANGEL system
 - ☞ Adobe Connect
- ☞ Processes:
 - ☞ Annual training conference
 - ☞ Review Reports
- ☞ People:
 - ☞ 22 faculty mentors
 - ☞ 200 HS instructors
 - ☞ 3 CCP staff members

Alternatives



- ❧ Use current NNU system (ANGEL) to create online groups of communication per discipline.
 - ❧ Pro: No start-up cost, easy implementation for mentors.
 - ❧ Con: No face-to-face communication, training, and support.
- ❧ Increase course offerings at long distance schools.
 - ❧ Pro: Cost effective for travel.
 - ❧ Con: Still paying travel costs.
- ❧ Stop long distance on-site visits. Focus on schools closer to the university.
 - ❧ Pro: Hopefully increase registration at local schools.
 - ❧ Con: Lose some existing partnering schools.

Criteria



- ❧ Decrease travel cost.
- ❧ Does not increase cost in another area.
- ❧ Create on-going collaboration with mentors and high school instructors.
- ❧ Require minimal maintenance by program staff.
- ❧ *Does not conflict with Inspiration.*

Selection



- ❧ Use current NNU system (ANGEL) to create online groups of communication per subject.
- ❧ Benefits:
 - ❧ No start-up cost to the program
 - ❧ Technology support in place
 - ❧ Minimal maintenance by program staff
 - ❧ Collaboration between NNU Faculty to Instructors and Instructor to Instructor
 - ❧ Provide online site to post additional course materials such as syllabi, sample tests, instructional videos, etc.

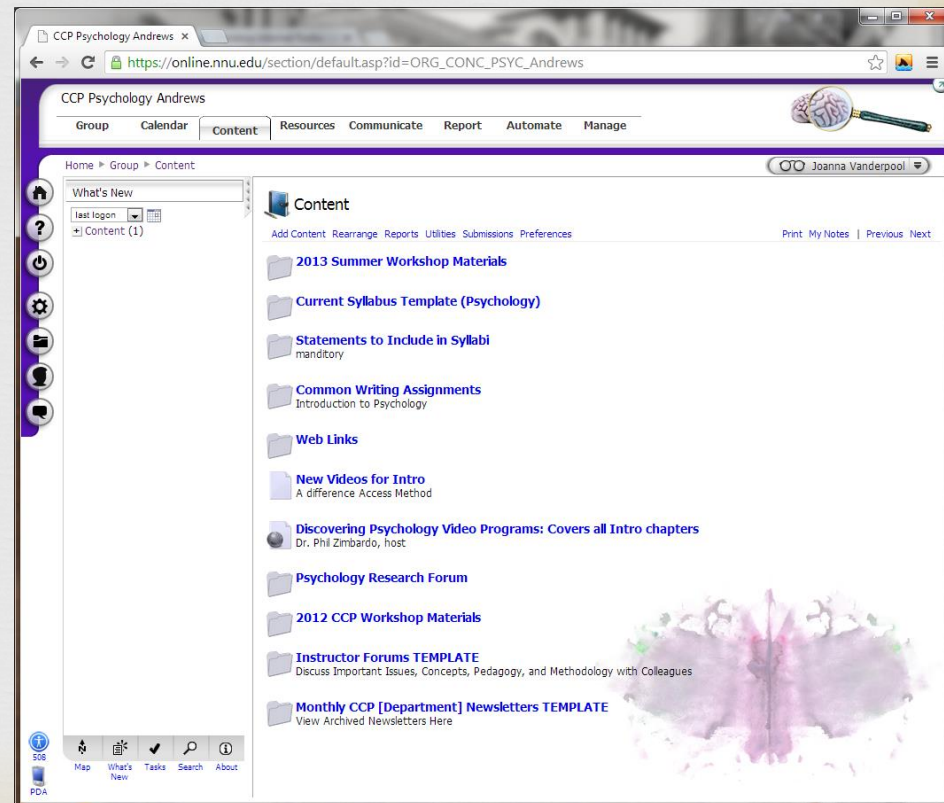
Execution



Template created by Dr. Ben Earwicker.

Training session during the annual conference for high school instructors.

Smooth implementation since Faculty currently use the ANGEL system.



QUESTIONS?



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