

# 高等教育策略規劃的演進

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## 摘要

高等教育機構的策略規劃傳統上是以學科為基礎的系所和透過非正式的成員間一致性的認同來制定。然而，如同企業面臨環境的轉變及變換它們的規劃觀點，高等教育機構現階段也正面對競爭的環境並改變它們的運作的法則和策略。因此，高等教育機構的策略規劃變得日益重要，特別是策略規劃上不同的觀點、學派及規劃步驟的差異往往會有不一樣的策略規劃的概念及討論相關的策略規劃方法。研究發現高等教育機構策略規劃的觀點及演進。由不一樣的策略形成。本研究主要目的是藉探討高等教育機構策略規劃的觀點及演進。由文獻回顧策略規劃的概念及討論相關的策略規劃方法。研究發現高等教育機構的策略規劃主要是以政治的觀點為考量，但現階段大多機構已變換它們的策略和組織結構並轉向正式的規劃觀點，忽略了其他的策略規劃觀點及對策略制定過程的影響。本研究建議高等教育機構的策略規劃可以跟隨企業的策略規劃軌跡，採用多重的策略規劃觀點，不僅只是了解規劃人員的認知想法，更重要的是考量該策略形成的環境中，規劃人員之間的互動，文化及政治因素等的相關議題。

關鍵字：策略規劃、策略形成、資訊系統規劃、高等教育機構

# **Evolution of Strategic Planning in Higher Education Institutions**

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## **Abstract**

Strategic planning in Higher Education Institutions (HEIs) is traditionally based on discipline-based departments and informal consensual agreement among peers. However, as with business organizations facing environment changes and shifting their planning perspectives, HEIs are now facing more competition and changing their rules and strategies. The review of strategic planning in HEIs is important, as there are various perspectives, or schools, of strategic planning and each of which takes a slightly different view of the process and may consequently lead to differences in the strategy formation. The aim of this research is to explore the evolution of strategic planning and planning perspectives in HEIs. This paper reviews the concepts of strategic planning in HEIs and some selected approaches. The review suggests that the dominate perspective in HEIs is the political school and now most HEIs have shifted their strategies and structures to a formal rational one, ignoring the multi-perspectives of strategic planning and their impact on the strategy formation process. The review suggests strategic planning in HEIs may follow the track of the revolution of planning perspectives in strategic planning and take a multiple planning perspectives not only understanding the cognitions of strategists but also addressing their interactions, cultures and political issues in the situated context.

Keywords : Strategic Planning, Strategy Formation, Higher Education Institutions