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Validity Analysis on the Implementation of the Strategic Plan in W University

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Abstract. The purpose of strategic planning is to allocate resources. It can promote the development of universities. It is necessary to use validity analysis on the school strategic plan execution. Quantitative analysis revealed that the staffing condition can influence the validity on the implementation of the strategic plan much more than other factors. The operating mechanism in the universities is the most important element. In order to increase the percentage of the implementation rate in strategic planning. We should establish a strong command system to improve system efficiency. Enhance the efficiency of the operating mechanism. In the process of carrying out the strategic plan, we should keep a close eye on the development goals and ensure the successful realization of the plan objectives with concrete and feasible operational methods.

1. Introduction

Strategy strategic plan is a thinking process that the school leaders clarify the possibilities of the future development of the university and make it a reality. A university with high quality must have a clear and vibrant educational goal, so it is impossible to meet all requirements of everyone. We need to make a choice under a large number of requests that should be take into account. When we do not know what we should do and what we should not do, we require strategic plan. It is necessary to determine the direction of strategic plan and then make the choice. After the formulation of the strategic plan, the effect of implementation can not be directly measured. Can the strategic plan be well implemented in colleges? What are the basic elements and effects of planning implementation? This is what this paper will analyze.

2. Validity analysis

We select W university as a sample to explore the effect of planning completion. We assume that four factors have an impact on planning implementation. They are staffing condition factor, level setting factor, responsibility and power structure factor, operating mechanism.

Through the data collation the following table shows the minimum, maximum, mean, standard and deviation of each questionnaire and its dimensions.



Table 1. Descriptive Statistics

	Minimum	Maximum	Mean	Standard	deviation
Staffing condition	7.00	24.00	18.0213	3. 32307	6
Level setting	4.00	15.00	10.7564	2. 18330	4
Responsibility and power structure	3.00	16.00	12. 3535	2. 85633	3
operating mechanism	4.00	14.00	11. 6846	2. 42687	3

As we can see from the above table, Staffing condition gets 18.0213 mean value that is the highest. Level setting only gets 10.7564 mean value that is the least one. There are some problems with the process of making and implementing the strategic plan.

Firstly, we are lack of strategic plan power in universities. It is lack of the autonomy to run a school. The external force is stronger than the strength of the internal side, so the long-term strategic plan is lack of interests and motivation. Therefore, many universities in the process of strategic plan use the idea that the leaders determine what to do. People from strategic plan department write text, but the actual work is rarely linked to the strategic plan of the school, leading to the strategic plan becomes a decoration hanging on the wall.

Next, the strategic plan is lack of scientific organization. Even if some people really want to implement plans. But due to the lack of considering in the preparation of the school strategic plan. The implementation of the various departments of the functional departments of the docking program, or only having strategic plan but no special strategic plan, departments and faculties holding strategic plan but nothing to follow, it is not surprising that the plan is difficult to implement.

In addition, the implementation of strategic plan needs innovation on institution. Government departments do not take the strategic plan of universities as the basis for the allocation of resources, which is the main reason for the University plan to become a mere formality. Therefore, it is necessary to reform the mode of resource allocation, making the higher education resource allocation strategic plan associated with the college, that is to say, according to the plan to carry out the allocation of resources. At the same time, we should standardize the approval procedure and legal status of the strategic plan, and we should supervise and evaluate the strategic plan of Universities, which the United States, Japan and other developed countries have done.

Furthermore, the strategic plan and implementation are lack of organizational support. After the education-administration department arrange the strategic plan work, it neither implement regulation, nor review. Because there is no organization to coordinate and organize the University is strategic plan in the higher education administration department, although the strategic plan and preparation is perfect, it can hardly be avoid that no one is interested in the strategic plan and implementation.

Finally yet importantly, the strategic plan and implementation does not have monitoring mechanism. The department, which makes the strategic plan generally, don't take care of the monitoring of the strategic plan. Other departments do not know who is responsible for the strategic plan and implement the process of monitoring, so that the implementation of the strategic plan is just a formality, and we will never revise the plan when we find it has problems in the implementation of the process on time.

In order to explore the relationship between the status of mechanism setting and the effect of mechanism operation, the factors of mechanism operation effect are taken as dependent variables, and the factors of mechanism setting work status are taken as independent variables for regression analysis. The tolerance and variance expansion factors meet the requirements. It is necessary to use Statistical Analysis by Questionnaires and Interviews. We use questionnaires to make statistics in the W university.

In this paper, the dependent variables y and independent variables $x_1, x_2, \dots, x_n$, and its corresponding multiple linear regression analysis model is:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

In this formula, y is strategic planning completion rate, X_1 is operating mechanism, X_2 is service personnel status, X_3 is rights and responsibilities, X_4 is staff, β_0 is the regression coefficient, ε is the standard error, $\beta_1, \beta_2, \beta_3, \beta_4$ is the regression coefficient, ε is the standard error, The results of regression analysis are as follows:

Table 2. Multivariate Regression of Institution Settings and Operation Effectiveness

operation effect of mechanism	The factors entering the equation	R ²	Beta	t	Sig.
Efficiency	operating mechanism	.210	.275	6.4666	.000
service capability	personnel status	.064	.247	4.2133	.000
collaboration ability	rights and responsibilities	.05	.122	2.6551	.001
strategic capability	staff	.094	.465	3.0452	.000

It can be find from the above table that each factors affects the strategic plan by control the operational effect of institutions. The most significant impact is operating mechanism that have 21%.at the same time, the rights and responsibilities factor only have 5 percent.

The power structure and operation mechanism affect the overall effect and efficiency of the operation of the organization, while the service capacity is mainly affect by the staffing and operational mechanism. The structure of responsibility and power influences the strategic capability, and the strategic capability is mainly affect by the responsibility and power institutions and operational mechanisms in the universities.

We should judge whether the strategic plan be put into practice or not. An active strategic plan has three characteristics. First, self-advertising. The school has done a lot of work, and did well in some aspects. At this time, the role of this plan is to promote the development of the school, unify the whole school's thought and report to the superior. Second, strive for resources. There is a gap between the existing resources and the goals, with the help of strategic plan, the ideological understanding of the unified teaching and administrative staff, to reach a consensus and to the higher authorities to show the strategic plan, to strive for resources. Third, seek development. This kind of strategic plan is really, what we want to do. A lot of domestic universities management is experience management, based on the successful experience of the past; going forward may not be a big problem. Although it is difficult to innovate, it saves more effort. However, if you want to get out of the experience management, towards scientific management, there must be rigorous strategic plan, supporting resources and powerful safeguard mechanism. According this idea to make a plan, we almost want to put it into practice.

When we judge whether a plan would like to implement, the following four points are the basis:

Firstly, whether should we evaluate the previous round of strategic plan before the preparation of strategic plan assessment. There is a case: at the beginning of 1990s, a university's planes useless in several rounds of development after it completed for a variety of reasons, in several rounds of development. Many years later, a new leader wanted to make innovations, so he organized relevant departments to prepare a new round of strategic plan. The leader did not get information from his followers that there had been a plan for many years until the plan is adapted and put into practice, which was similar to the present one, and the difference is only in the name of an organization. Later the leader transferred promotion, and soon the strategic plan has changed completely.

Secondly, whether there is a resource allocation. No strategic plan for the protection of resources is meaningless. However, we can be unable to judge only from the strategic plan itself. So, how do we judge it? It is not difficult. As long as we put together he school's budget and strategic plan, and put together the annual settlement if possible. It will be clear at a glance that what is only to be written but not to be done, and what is only to be done but not be written.

Thirdly, whether there are assessment indicators. Some universities only rely on the subjective conjecture, to locate the school in the international first class or domestic first class, but there is no refinement of the assessment indicators. If we do such strategic plan, it is likely to change to the next round of strategic plan, and it does not care about whether the goal of the old plan will achieve or not.

Therefore, strategic plan without evaluation indicators is an ideal guide type. It will not have a substantial impact on the development of schools.

Fourth, whether there is a protective mechanism. The school's development is that having a rule but does not comply with, so strategic plan is on paper and hung on the wall. The actual operation of the school is in the charge of leaders. Although sometimes there are decision-making procedures, there is always one person or a small group making the decision finally? We should let professional people supervise the implementation of the plan and make the strategic plan always run in open and transparent environment. Anyone who tampers with the strategic plan must be responsible for it. People will not implement the plan, which lacks of above conditions, or it is difficult to achieve.

Thirdly, the form of strategic plan can implement. The open loop form. The open loop strategic plan is no evaluation index and information feedback system. This type of strategic plan describes the vision and objectives, in order to achieve the goal to make a variety of configurations. Because there is no corresponding evaluation and information feedback system, it is difficult to judge the operation condition of the plan, so the implementation exists random nature. Random modification strategic plan will bring a variety of drawbacks, and may cause the waste of funds and other issues. The open loop strategic plan leaves a hidden danger for the blind impetuous enterprising, and the result will be completely different from the expected effect. Running the University is not the same as running a company. It is impossible to have effect right now. The development of a university is a slow process, so the role of the open loop strategic plan is not great, but there is a better plan than not. At least the school have had a vision, and have made efforts.

The closed loop type. The closed-loop strategic plan and open loop strategic plan is relatively. Because of the evaluation index and the information feedback system, we can understand the strategic plan process, and make a correction to the deviation of the indexing time. The United States Beaked Mongolia and Ford Management Institute are small colleges that little people know which only has a few dozens of Full-time staffs and about one thousand and three hundred students in school. Although it is such a small college, it is the first one to win the Bade Rich Quality Award for college of business administration in America. So far, only a few famous universities have this award. It set a number of sub strategic objectives, and several operable evaluation indices. All members of the college including the community members actively participate in the implementation of the plan. In the operating environment, each indicator is green, yellow, red and green, and green represents the operation of the system. Also according to priorities make corresponding intervention, what is more valuable is that the institute according to environmental changes, to give up the graduate education. They insist on the undergraduate education to do a boutique. So we must be accompany by mechanisms to protect.

Fourthly, exploration on the implementation of the strategic plan in China's universities. Our universities are implementing the principal responsibility system under the leadership of the party committee in China. Over the years the practice has proved that, this is a very effective way. Party Committee is the core of leadership in the overall work of universities, responsible for the leadership and decision-making of the school, party committee is mainly responsible for the reform and development of major issues such as the direction of the school. School strategic plan is clearly a major matter. However, the overall supervision of the implementation of the strategic plan process is a weak link in the general university. Party committees have the responsibility, resources and ability to assume this regulatory responsibility and to be responsible for the supervision of the implementation of the plan. It is not only the responsibility of the party work, but also the support of the administration. However, the question is that party committees are the highest decision-makers. It is inevitable that they will not see things clearly or they do not want to face their own mistakes.

3. Conclusion

Combined with assessment of university. Strategic plan compilation should base on the history and reality of the construction of the school, formulates for the school's environment and the community's expectations. Each implementation of school strategic plan also has its own merits, which can highlight the personality characteristics. The problem is the evaluation of universities under the guidance of the

government and not the government issued a directive in the preparation of development strategy plan and the implementation results as an important index. Maybe this is the important reason for the strategic plan of the university to become a mere formality. If we combine the evaluation of universities with the requirements of University Strategic plan. We will not only improve the subjective initiative of the universities' evaluation and the enthusiasm of experts who evaluate and check the plan, but also respect the strategic plan of the evaluation institutions, making the strategic plan not become a mere scrap of paper to cope the check fundamentally. Pointing at the evaluation and inspection of the objectives set by the University Strategic plan, experts only need to check the goodness of fit through the school's status and the strategic plan that was set at the beginning of the year and give the evaluation. If it does not fit very well, they will give the evaluation grade of the distance from the situation to the target. It is easy to determine the rigidity index, and the flexible index can be determined by sampling survey method that the evaluation party the third party has a questionnaire, an interview or a survey. If the sampling verification is same as the school of evidence, you can take the proof of school, which can also put an end to the school issued false data and promote the construction of good faith in Universities. The assessment of Chinese universities should be design with evaluation that is more objective in order to make all people have an awe attitude toward the strategic plan.

Everyone should regard strategic plan as the life of our school, the monitoring and evaluation of the planning should run through the whole process of the implementation of the plan. It can be combined with the year-end summary and the formulation of the work plan for the New Year. The implementation of the plan can get good results. The strategic plan should really promote the development of school undertakings.

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