STRATEGIC PLANNING AT THE STATE'S EDUCATION INSTUTITIONS SERVING "OPEN AND DISTANCE EDUCATION", WHICH ARE OF NONPROFIT CONCERN

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ABSTRACT

In conventional education process, there have always been certain obstacles throughout the human history. From that point of view, "Open and Distance Education" are the ones which are much more sensitive to quality and to the dissemination of knowledge to society as well as having certain advantages in getting over matters rather than in-class processes. In our country, for public institutions, the vitality of "strategic planning" has recently been recognized and established as a legal substructure. Besides, organizations and educational institutions of the government, which legally offers "Open and Distance Education" without any profit concern, are also responsible for creating a strategic guide-line. A process established by Bryson for public institutions, "A Ten-Step Strategic Planning Process" could be used in those strategic planning of the educational institutions of the government, which are of nonprofit concern, to ease strategic thought and organizational momentum by their administrators in on attendant, careful, and logical way.

Keywords: "Open and Distance Education" system, "A Ten-Step Strategic Planning Process" for public and nonprofit institutions.

INTRODUCTION

Today, ever-changing individualistic affairs with society and knowledge have inevitably reshaped his qualifications as well. Moreover, the phenomenon of knowledge boom has also altered functions of knowledge in man's life and society as well as his productivity and gaining perception. Contemporary society has also gained a remarkable momentum in function and structure, which means that all that criteria has not only affected the basic model of education for some time but caused radical changes as well. As a result, a number of educational system have appeared ranging from "Conventional Education" to "Open and Distance Education" which is more sensitive system in reaching more people as well as their advantage to overcome obstacles and more sensitive than conventional in-class process (Eroglu, 2002). Today, the service of "Open and Distance Education" is performed in two ways (Isman & Karsli & Gunduz, 2002):

> ➢ **open and distance education universities**
> ➢ **private or state faculties offering open and distance education.**

Similarly, there are a large number of "Open and Distance Education" schools in the USA, Canada, Australia and in many other countries. In Turkish Education System "Open and Distance Education" service is largely offered by the state's nonprofit education instutions (at primary, secondary and higher education levels). The leading institutions in that way are the state universities and those of The Ministery of National Education. The Faculty of Open Education and open education high schools and primary schools are striking examples of that. In addition, The Services of "Open and Distance

Education" are largely offered by private instutions which are run with profit concern in Turkey and especially in the world.In the processing of "Open and Distance Education" system, there are certain education material, such as printed materials, TV and radio broadcasts, audio-visual techniques, telephones, faxes, telexts, individualistic education, video conferences and computer-based education conditions. Country mainly choose materials (what to use and how to use) by taking their own feasibilities and conditions into consideration (Ulutak, 2002).

AN EFFECTIVE CHOICE IN FURNISHING EQUALITY
IN OPPORTUNITY AND CAPABILITY: "OPEN AND DISTANCE EDUCATION"

The right of education has conventionally been idendified as one of the leading human rights ranging from pre-school education to university education consistent with the individual's capacity. According to Ulug (2000), equality in opportunity means education to be close to the individual, clear, and objectively accessible by all sides of the society in lines of foresighted terms. In the meantime, the term "equality" is the case of offering educational opportunities to all individuals equally. It is also categorised in the stage of disseminating the common standards to the whole country level and the equality in education cost for all individuals (as cited in Selvi, 2002).

In conventional education, there have often been global barriers to overcome. As for Turkey, the leading ones are mostly related to insufficient capacity of education instutition and distance locations. Briefly, Turkey, as a developing country, is incapable of meeting her educational demand consistent with the ever growing population. When it comes to the juvenile in the country, today, only a third of the young generation who wish to attend university could get such an opporyunity in Turkey. Such obstacles mentionad above are mainly caused by insufficient number of education instutition, locations or academic staff etc. Moreover, there are a large number of people who couldn't unfortunately access education services properly due to their occupation, family responsibilities, or being older than their counterparts in classical education (Tasbasi & Aydin, 2002; Aydin, 2002). Those terms naturaly lead to inequality in education for individuals. The case also incures expected benefits of education to stay at minimum level. More, it brings about a profound negative effect on social-state criteria in the country.Whatever education model is chosen, there are mainly three substantial parameters to follow in the chosen process:

> - knowledge's reaching the targeted group (i.e.students) by the teaching staff (the teaching process),
> - the staff's answering the questionsraised by the individuals in the targeted group (interactive education & questioning),
> - the assessment process to check how much the individual has learnt (assessment & evulation).

"Open and Distance Education" removes the mandatory that the student and the teaching staff clome together sometime in the process which is a must of classical face-to-face education. The most remarkable difference between open & distance education and classical education is that individuals could complete their education (ranging from primary school, secondary education, pre-bachelors degree to master's degree and docroral degree or even occupational courses) without leaving their daily routines. Moreover, "Open and Distance Education" method is a model which is performed in conditions where academic staff and individuals are physically remote to eachother, by using auxiliary mechanisms such as letters or electronic equipments etc. Meanwhile, it is an education model which benefits from schools' indoor areas at minimal level or never. The main three dimensions of it are economy, technology and efficiency. Course contexts in the former "Open and Distance Education" model reached at all to individuals by mail-service while today electronic base is mostly preferred

. Ever advancing technology allow such a lot of advantages over "Open and Distance Education" such as double way interactive courses, process supported by multi disciplined conditions or cost effectiveness. The effective use of technology also decreases cost of "Open and Distance Education" (Yasar & Gultekin, 2002; Ozmen & Gediz, 2002; Erisen & Kilic & Pelit & Vural, 2002; Demir & Kaya, 2002; Girginer, 2002; Isman & Karsli & Gunduz, 2002).

"Open and Distance Education" provides vital contributions in eliminating unequality in education system. Moreover with multiple interaction rather than one by one"Open and Distance Education" allows social-learnig to come true in the class to a remarkable extent. In addition, ever increasing use of internet and computers makes educational programmes to be followed up instantly and more closely all over the world. As result, "Open and Distance Education" gets more and more globalised in that way.

WHAT IS STRATEGIC PLANNING?
WHY IS STRATEGIC PLANNING SO VITAL
FOR INSTITUTIONS WHICH ARE OF NONPROFIT CONCERN?

Over the last two decades, the world has undergone a large number of alterations, the leading of which is that the central education in the past has drastically left its place to more independent instutions or (may be private) corporations while new systems, which are   more competitive, dynamic and open to alterations, have succeeded the former economic   systems with centralized   control mechanisms. What's more, the gap between state instutions, private sectors and the ones which are of   nonprofit concern has steadily been disappearing. The perpetual   changes and ever increasing environmental instability have urged all instutions (state and private ones) to make a policy consistent with strategic thinking and acting, which means that strategic   planning has emerged   so as to meet those requirements (Bryson, 1995; Simsek,
(http://www.mebnet.net/duyurular/seminer/STRATEJIKPLANLAMA.pdf).

According to Gucluol (1994), just like the need to an effective planning, the developing a strategy of in planning is an obvious requirement. While the phrase "stategy" was formerly regarded as a military concern, it has steadily been placed in administration from the second half of twentieth century. To sum up, strategy is the direction and an action plan determined by administration to realize the given targets or it is a plan or a model connecting the leading targets of the organization with its policy (Thompson & Stickland, 1984; Amstrong 1993). The approachment to strategic planning is based on the principle that figures out negative points preventing the main targets, and futuristic trends of those negative points as well as their probable action ways. Strategic planning is also a process which clearly determines where the instutition or   corporation wish to be in five, ten or more years, and it is a long running plan with its vision (YOK, 1994; Nartgun, 2000; Tufan, 2000).

Bryson (1995), drawing on Olsen ve Eadie (1982) I define strategic planning as a disciplined effort to produce fundamental decisions and actins that shape and guide what an Organization is, what is does and why it does it.
According to Bryson   (1995: p. 9) *clearly, strategic planning is no panacea*. As noted, strategic planning is simply a set of concepts, procedures and tools designed to help leaders, managers and planners think and act strategically. Used in wise and skillful ways by a "coalition of the willing", strategic planning can help organizations focus on producing effective decisions and actions that further the organization's mission meets its mandates and satisfy key stakeholders. But strategic planning is not a substitute for strategic thinking and acting. Furthermore, strategic planning is not a substitute for leadership.

In addition, strategic planning is not synonymous with creating an organizational strategy. Strategic planning aims to find out answers three substantial questions:

- ➢ **Where are we?**
- ➢ **Where do we wish to get?**
- ➢ **How will we reach there?**

The aim of strategic planning is not to eliminate the possible risks or instability in future and not to figure out what to do in future to shape it but to determine what to do today to get the future. Strategic planning process begins with the persuasion of people or instutitions at key quarters in the organization or out in decision making. Missions, values, policy predetermined-targets in a strategic planning are related to one another. The relation, therefore, is perpetually to be updated consistent with the changes around the organization. What's more, strategic planning urges the administration to think beforehand systematically while it allows the organization to be ready for unexpected changes, and re-established the inner and outer image of the organization, as well.

As a result, a strategic planning system is to be designed in a way consistent with each organization's characteristics (Armstrong, 1993; Bryson, 1995).

The environments of Public and non-profit organizations have become not only increasingly uncertain in recent years but also more tightly interconnected; thus, changes anywhere reverberate unpredictably-and often chaotically and dangerously- throughout the society. This increased uncertainty and interconnectedness requires a threefold response from Public and non-profit organizations (and from communities as well) (Bryson, 1995: p 1).

- ➢ **First, organizations must think strategically as never before.**
- ➢ **Second, they must translate their insights into effective strategies to cope with their changed circumstances.**
- ➢ **Third, they must develop the rationales necessary to lay the groundwork for adopting and implementing their strategies.**

Strategic planning can help leaders and managers of public and non-profit organizations think and act strategically. The essence and its vital function, for the instutitions in our country, have recently been recognized and a legal body has steadily been established. Certain legal terms built –up for the state's instutitions regarding "Fiscal Administration and Controlling Code for State Instutitions", registered with 5018 dated 12. 10. 2003 and put into effect on 01.01.2005.

Thorough the new code, public instutitions all over the country are now obliged to prepare their own development plans, build up their own futuristic visions and missions, determine exclusive strategic aims and measurable targets, measure their performance consistent with pre-determined asssessment (DPT, 2006). It is now a legal obligation that the state's intutititons at "Open and Distance Education" service, which are of nonprofit concern, are to build up their exclusive strategic plans.

THE STRATEGIC PLANNING OF THE STATE'S INSTUTITIONS SERVING "OPEN and DISTANCE EDUCATION" WITHOUT PROFIT CONCERN

"Open and Distance Education" literature, studies concerning strategic planning and development have recently gained a momentum. Daniel (1996) and Bates (2000), by emphasizing the importance of developing a technology strategy process and its possible results (as cited in Girginer, 2002). For state instutitions and ones which are of nonprofit concern, Bryson (1995) advises "A Ten-Step Strategic Planning Process" consisting of ten steps which are related to oner another with a complementary function. The ten steps are as fallows:

1. **Initiate and agree upon a strategic planning process.**
2. **Identify organizational mandates.**
3. **Clarify organizational mission and values.**
4. **Assess the organization's external and internal environments to identify strengths, weaknesses, opportunities and threats.**
5. **Identify the strategic issues facing the organization.**
6. **Formulate strategies to manage these issues.**
7. **Review and adopt the strategic plan or plans.**
8. **Establish an effective organizational vision.**
9. **Develop an effective implementation process.**
10. **Reassess strategies and the strategic planning process.**

"A Ten-Step Strategic Planning Process", advised by Bryson (1995) for state instutitions as the ones which are of nonprofit concern, could also be used at "Open and Distance Education".

Initiate and Agree Upon A Strategic Planning Process
The beginning is the most important part of the work. PLATO

The purpose of the first step in the strategic planning process is to develop amng key internal decision makers or opinin leaders (and if their support is necessary fort he success of the effort, key external leaders as weel) an initial agreement about the overall strategic planning effort and main planning steps. This represents a kind of "*plan to plan*". The support and commitment of key decision makers are vital if strategic planning and change are to succeed (Steiner, 1979; Bryson, 1995). The ones at the level of administration at the state's nonprofit "Open and Distance Education" instutions consider strategic planning as a mandatory to take the instutition to further point rather than only a legal resolution.

Identify Organizational Mandates
The organization faces up to certain formal and informal responsibilities, which means the obligation of performing all things formal and informal. Such things are usually laid down in laws, regulations and governing statutes. At this stage, it is mandatory for an organization to determine what to do or not. The main purpose of the second step is to clarify the nature of the organization and certain outer factors expressed in laws or in some other way. For this reason laws, regulations and governing statutes are to be reviewed inasmuch as many organizations may not beaware of their responsibilities although they think they are, or they regard many so-called things are true. As a result of inadequency in the the things they are not supposed to do at all or they may miss certain opportunities by restricting themselves too much (Bryson, 1995; Simsek, http://www.mebnet.net/duyurular/seminer/STRATEJIK0PLANLAMA.pdf).

That state's educatioanal instutitions, which are of nonprofit concern, put "Open and Distance Education" into effect is of a great emphasis in strategic planning process.

Clarify Organizational Mission and Values
The present thought concerning the clarification of mission is largely based on Peter Drucker's searches and writing in 1970's. Drucker says "an instutition's name could not be explained through its statutes or the terms in its establishment declaration but explained its mission.

The instutition will merely make it possible for the organization to put forward mission and targets clearly and to make a clear definition of the." By expressing those words, Peter Drucker's discusses that the question "what is your job?" is to mean "what is our mission?" (Drucker, 1994).

The continuation of an organization in the long-run and getting fruit from its activities could only be performed only with a clear, well-focused and joint mission. Otherwiae, it will be bound to lose its reality and meaning.

Mission, in other words, clarifies an organization's purpose, or why it should be doing what it does; vision clarifies what the Organization should look like and how it should behave as it fulfills its mission. The organization's mission means "a shared value" and "a joint belief."

To get achievement an organization will also need a great deal of belief including all its activities and policy which are vital to follow up firmly. An organization will also have a vision making its way and missions clear (Robbins, 1984; Peters & Waterman, 1987; Bryson, 1995). The definition of mission urges the management to clarify its service area. An agreement, on the other hand, on a certain mission is likely to increase the staff's contributions.

A mission statement is a declaration of organizational purpose. Mission statements vary in length, but they are typically short- no more than a page and often not more than a punchy slogan. They should also be inspiring. The actual statement should grow out of discussion aimed at answering six questions (Bryson, 1995: p 75-78).

1. Who are we?
2. In general, what are the basic social or political needs we exist to meet, or what are the basic social or political problems we exist to address?
3. In general, what do we do to recognize, anticipate and respond to these needs or problems?
4. How should we respond to our key stake holders?
5. What are our philosophy, values and culture?
6. What makes us distinctive or unique?

The state's education instutitions serving "Open and Distance Education", which are of nonprofit concern, have taken over certain crucial duies, which could be listed as a following (Ozmen & Gediz, 2002; MEB, http://egitek.meb.gov.tr/egitek/tanitim.html):

➢ making education easy, i.e giving education opportunity the those who are restricted due to time and place,
➢ decreasing cost of education by serving more individuals,
➢ alleviating the matter of qualified individuals in society by hiring qualified and experienced staff at their branch to teach big numbers,
➢ giving ecucation opputunity to disabled individuals who can't get a face –to-face education.
➢ connecting the term "education & teaching" with the term technology, i.e furnishing educational conditions allowing effective practises.

The state's education instutitions serving "Open and Distance Education", which are of nonprofit concern, it should be checked which poits have already been taken over beforehand as duties in the organization. Besides, new duties are to be clarified consistent with recent changes and development in present cinditions.

Value could be defined as the tendency to prefer a state to another one, and they are also source images to appreciate vehaviours.

Values, besides, point to desired and undesired conditions by identifying what individuals regard as crucial.

Values in an organization are the clarifying inhibitiors of the works of staff, source of qualifying and assessing their activities. *Organizational values* (Basaran 1982; Ercetin 1993; Akat, Budak & Budak 1994; Randle, 1998 as cited in Terzi, 2000):

> ➢ **Performance standards which are regarded as vital to success, organizational beliefs concerning behavioural applications to the staff or customers, criterias, which are taken on by the staff, regarding desired and undesired behaviours.**
> ➢ **Achievement is the source allowing to assess, quality, judge the staff's applications and activities. It is also one of the leading factors in understanding behaviour.**
> ➢ **Organizational values are larger and concrete spectrums. Besides a norm couldn't be regarded as legitimate so long as it doesn't stem from cultural values what transforms a norm into an assessment or a criteria is cultural values.**
> ➢ **They refer to certain hypothesis lying in the organization's culture as there might be opinions in common peculiar to desired and undesired points. Besides, it functions to clarify the base characteristics of the organization along with mandatories of the staff to get eventual success.**
> ➢ **Organizational values, what is more, play an important role in determining of the individual promotion in the body. If accelerating of production is to be a must, it will be critical that the best ones among the staff should wish to work at search & development units in the organization.**
> ➢ **Organizational values mostly become slogans such as "I would rather lose my money than lose the customer's trust."**

Values, on the other hand, the states education instutions serving "Open and Distance Education", which are of nonprofit concern, could be lied down as following (MEB, http://egitek.meb.gov.tr/egitek/tanitim.html)

> ➢ **Through the approachment peculiar to sharing of knowledge and achievement. It is believed that development will be perpetual and systematic**
> ➢ **Mutual respect, collaboration and communication are crucial factors which should be put one step ahead in internal and external affirs of an organization.**
> ➢ **Joint responsibility for developing total quality in education should be regarded as a social duty.**
> ➢ **A condition which is based on mutual productive, healthy affairs and a trust feeling which both the staff and other instution should like to have.**
> ➢ **The term "quality" is to reach a level, in production and service, beyond the customer's expectations.**
> ➢ **It is also known that differentiation is richness in variety; therefore creative and exclusive works are to be supported.**
> ➢ **Promises given to the society and the individual are certainly to be kept.**
> ➢ **Besides, health affairs and the state of collaboration could only develop in conditions based on mutual-trust feeling and individuals try to appreciate eachother through emphaty.**
> ➢ **The role of assessment and evulation in organizational development is realized to be crucial and therefore administration with database is a must.**
> ➢ **Not being part of the matter but the solution should necessarily be taken into consideration as well as a perpetual and systematic perception for advancement.**

The state's education instutitions serving "Open and Distance Education", which are of nonprofit concern, the core values consisting duties must not contradict with the duties themselves.

Assess the Organization's External and Internal Environments to Identify Strengths, Weaknesses, Opportunities And Threats

So it is said that if you know others and know yourself, you will not be imperiled in a hundred battles, If you do not know others, but do know yourself,
you win one and lose one, If you do not know others and do not know yourself,
you will be imperiled in every single battle
SUN TZU

To respond effectively to changes in their environments Public and non-profit organizations must understand their external and internal contexts. The purpose of step, therefore, is to provide information on the organization's strengths and weaknesses in relation to the opportunities and threats in faces. Strengths and weakness are usually internal and refer to the present state of organization, while opportunities and threats are typically external and future oriented. In analyzing of inner-environment; input concerning sources, durationin terms of strateg, and the performance, namely output, and analyzing of the organization is put into effect. As a result, the analyzing process will inevitably lead the organizations durable and weak sides to be clarified. Analyzing of the outer –environment is important to perceive the changes and developments occurring outside and inside the organization, and they get idle when they couldn't establish necessary strategies, and they get closed to changing for the instutions whose history is full of remarkable achievement, the risk is rather serious (Simsek, http://www.mebnet.net/duyurular/seminer/STRATEJIK%20PLANLAMA.pdf Bryson, 1995;).The information obtained at that stage will act as a fundament for "pinpointing of strategic issues.

Weak and strength points of nonprofit state instutions serving at "Open and Distance Education" which are instinctively determined by SWOT analyzing will certainly play a remarkable role in defining clearly strategic problems, opportunities and threats stemming from outside element, and in finding out the right strategies to solve those problems. Strength points of "Open and Distance Education" performed by nonprofit state's education instutions are likely to be as following (Onur, 2002; Erisen & Kilic & Pelit & Vural, 2002; Emre, 2002):

> ➢ The creating of educational opportunity for the individual at any age, time and condition which is needed, as a result, the full providing of "educational eguality" which couldn't be performed by conventional education.
> ➢ The contributing of bringing up individuals whose learning habits are consistent with our age, who are open to devote himself to education philosophy.
> ➢ The providing of "education opportunites" with individuals in big groups.

On the other hand, weak points of "Open and Distance Education" performed by nonprofit state's education instution are likely to be as following (Erisen & Kilic & Pelit & Vural, 2002; Serter & Cekerol, 2002):

> ➢ An obscure definition of target behaviours and a weak context preparation.

> ➢ Lack of academic staff, physical conditions, and source in education.

Probable opportunities presented by "Open and Distance Education" given at nonprofit state's education instutions (Emre, 2002; Turkoglu, 2004):

> ➢ Ever increasing number of individuals demanding education and insufficient conditions to meet the demand.
> ➢ A globally adopted principle in education: "the meeting educational needs of individuals"
> ➢ Per-system and per-unit expenses are relatively low.
> ➢ Ever declining prices at computer sector and low cost of Net access may be important opportunities as well as ever-advancing technology, interactive course, multi-disciplined applications.

Probable threats resulting from "Open and Distance Education" performed by nonprofit state's education instutions (Scott, 2002; Kellner, 2002; Erdem, 2004):

> ➢ Speedy change in computer technology.
> ➢ The weakening of state's social wing with globalization which means the lessening of income of instutitions serving "Open and Distance Education."
> ➢ The appearing of "*digital divide*" between nonprofit state education instution serving "Open and Distance Education."

According to Kellner (2002), a "digitial divide" have appeared between the ones having information technology and the ones who don't have it. Briefly, "Digital divide" is a term to express the gaps resulting from the ones who have information technology in the society and modern economy and the ones who don't have it. The USA Trade Department launched reports in July 1999 claimed that digital divide has been strongly related to the ever-increasing competence.)

The state's education instutitions serving "Open and Distance Education", which are of nonprofit concern, the aim target is to benefit from opportunities and strenght functions by using SWOT analyse system. Besides, weaks and threats points must be transformed into strengths ones and opportunities, as well.

Identify the Strategic Issues Facing the Organization

According to Bryson (1995: p 104) identifying strategic issues is *the heart of the strategic planning process*. The most remarkable cause urging organizations to strategic planning is the mission loaded and to realize it in the best way. However, organizations should overcome certain strategic problems facing them, one of which could be defined as following (Gardner & Rahlin & Sweney, 1986 as cited in Can, 1996): "obligations, missions, values, the level of production & service, customers, financial body are leading political choices affecting the organization and the management" an agreement, also, an strategic matters are likely to be inhibitors of an organizational overhaul. A number of benefits ensue from the identification of strategic issues. (Bryson 1995: pp 105–107):

Attention is focused on what is truly important

The importance of this benefit is not to be underestimated. Key decision makers in organizations are usually victimized by the "eighty-twenty rule." That is, key decision makers usually spend at least 80 percent of their time on the least important 20 percent of their jobs when this is added to the fact that key decision makers in different functional areas discuss important cross-functional matters with one another, the stage is set for shabby organizational performance.

Benefit is that attention is focused on issues, not answers

All too often, serious conflicts arise over solutions to problems without any clarity about what the problems actually are. Such conflicts typically result in power struggles, not problem-solving session.

The identification of issues usually creates the kind of
useful tension that is necessary to prompt organizational change.

Organizational rarely change unless they feel some need to change, some pressure or tension- often fear, anxiety or guilty-that requires change to relieve or release the stress. Strategic issues that emerge   from the juxtaposition of internal and external factors can provide just the right tension to focus the attention of key decision makers on the need for change.

Strategic issue identification should provide useful
clues about how to resolve the issues identified

By stating exactly what in relation to the organization's mission, mandates and internal and external factors (or SWOT) makes an issue strategic, one also gains some insight into possible ways the issue might be resolved.

If the strategic planning process has not been "real"
to participants up until this point, it will become real for them now

As the organization's situation and the issues it faces becomes clear, as the consequences of failing to face those issues are discussed and as the behavioral changes necessary to deal with the issues begin to emerge.

There have been so many strategic problems facing nonprofit state education instutions offering "Open and Distance Education" (Erisen & Kilic & Pelit & Vural, 2002; Aydin, 2002; Serter & Cekerol, 2002.

> ➢ Slow and insufficient structural organization against changes occurring outside environment.
> ➢ Not a clear and occurate definition of "target behavious" and a weak context.
> ➢ Not widespread certificate programmes get for those who wish to broaden mind and also few stable programmes consistent with "Open and Distance Education" at mastering degree.
> ➢ Troubles with inaccurate number of academic staff, source and physical conditions.
> ➢ Searches in Turkey into "Open and Distance Education" applications are not at satisfying level and stusies of general model suggestions or defining the present situation are not performed. Meanwhile, experimental studies are also much for away from satisfying.
> ➢ Substructure of the internet service systems in the country which are clearly critical to pass the "Open and Distance Education" to whom concerned, is at insufficient level.

The state's education institutions serving "Open and Distance Education", which are of nonprofit concern, should as be taken into consideration that the stage definitions of strategic problems is the most crucial function. The most often met mistake is that reflection of the problem is considered the problem itself (i.e. so-called problem). To avoid such mistakes, the things which should be regarded as strategic problems must indispensably be analysed in the correct way.

Formulate Strategies to Manage These Issues

Bryson (1995: p 130) according to a strategy may be thought of as a pattern of purposes, policies, programs, actions, decisions and/ or resource allocations that define what an organization is, what it does and why it does it.

A strategy therefore is the extension of an organization's mission, forming a bridge between the organization and its environment. Strategies are typically developed to deal with strategic issues; that is, they outline an organization's response to the fundamental challenges it faces. Strategies can also vary by level and by time frame. Four basic levels of strategies include the following (Bryson, 1995: p 132):

> ➢ Grand strategies for the organization as a whole
> ➢ Subunit strategies. Subunits may be divisions, departments or units of larger organizations
> ➢ Program, service or business process strategies.
> ➢ Functional strategies (such as financial, staffing, facilities, information technology and procurement strategies)

The purpose of the strategy formulation and plan development step is to create a set of strategies that will effectively link the organization to its environment. After considering the conditions and listing the decided strategies, one of them should is to be choosen as the application strategy. Decision–making mechanisms of the management, the most crucial one among its duties, start working here at that stage. The experiment and decision ability and creative thought by the management will be put into effect in decision-making. The experiment of the management will also be effective in creative thought. At decision level, a group-decision could also be preferred by taking advantages and disadvantages into consideration. Researches have already revealed that a group or a committee decision will be much more effective and futuristic. On the other when a strategy couldn't be put into effect, there is always to be a second plan ready to put forward (Robbins, 1984; Gass, 1986; Coban, 1997). Building up a body, adopted by its staff, which includes the right strategies for solutions of important strategic obstacles, is quite important in reaching a long-run success. The critical strategies, mentioned above, at state's nonprofit ecucation instutions offering "Open and Distance Education" are likely to be as following (Girginer, 2002; Erisen & Kilic & Pelit & Vural, 2002):

> ➢ A substantial analyse of economic, technology and efficiency which are the three criticaldimension of "Open and Distance Education."
> ➢ Not a technology-center in planning "Open and Distance Education" but teaching applications must be determiners of technology.
> ➢ Consideration of participants' technology skills.
> ➢ In applications of "Open and Distance Education" increasing the present rate of classes concerning computer and internet technologies.

In strategic planning of state's education instutitions serving "Open and Distance Education", which are of nonprofit concern, and in determining right strategies to solve problems, the principles being "exclusive" and "efficiency" are certainly to be taken into consideration. Moreover, in imposing the chosen strateg, "education" has to be considered as a critical means.

Review and Adopt the Strategic Plan or Plans
Strategic plans can vary a great deal in their form and content. The simplest form of strategic plan may be nothing more than an unwritten agreement between key decision makers about the organization's mission and what it should do, given its circumstances. The simplest form of written strategic plan (Bryson, 1995: p 143):

> ➢ Mission statement
> ➢ Mandates statement
> ➢ Vision of success if one has been prepared
> ➢ SWOT analysis
> ➢ Strategic issues.

> ➢ **Strategies –grand, subunit, program, service, product and business process and functional**

The task of preparing a first draft of the strategic plan should usually be assigned to a key staff person. Once the draft is prepared, key decision makers, including the strategic planning team, the governing board and possibly several external stakeholders, should review it. According to Bryson (1995: p 145) in order to gain the necessary support, key decision makers and important stakeholders must be open to the idea of change and they must be offered specific inducements in order to gain their support. The arguments and inducements must be geared to these individuals' values, interests and frames of reference, since they will choose whether or not to support the proposal according to their own judgment. The right strategy among alternative ones is necessarily to be chosen by individuals at upper levels of the management of state's nonprofit education instutions offering "Open and Distance Education." While building up main strategic plans a "B strategic plan" and its sub-ways should also be well-prepared. Besides, flexibility to variable ideas in the organization concerning the plan by its users is a critical point.

Establish an Effective Organizational Vision
The best way to predict the future is to build up it. PETER DRUCKER

Vision means idea, prediction ability, imagination and image (Redhouse, 1998). According to Bryson (1995: p 156) while it may not be necessary to have a vision of success in order to improve organizational effectiveness, it is hard to imagine a truly high- performing organization that does not have at least an implicit and widely shared conception of what success look like and how it might be achieved. Indeed, it is hard to imagine an organization surviving in the long run without some sort of vision to inspire it. Recall as well the famous admonition in Proverbs "*Where there is no vision, the people perish*" (Koteen, 1991). A vision of success might be advantageous (Bryson 1995: p 156–157):
(1)If it is to provide suitable guidance and motivation, it should probably detail the organizations;

> ➢ **mission,**
> ➢ **basic philosophy, core values and cultural features,**
> ➢ **goals, if they are established,**
> ➢ **basic strategies,**
> ➢ **performance criteria**
> ➢ **important decision-making rules**
> ➢ **ethical standards expected of all employees.**

The vision should emphasize purposes, behavior, performance criteria, decision rules and standards that serve the public rather than the organization.

The guidance offered should be specific and reasonable. The vision statement should include a promise that the organization will support its members' pursuit of the vision. Further, the vision should clarify the organization's direction and purpose; be relatively future oriented; reflect high ideals and challenging ambitions; and capture the organization's uniqueness and distinctive competence as well as desirable features of its history, culture and values. The vision should also be relatively short and inspiring. The vision should be widely circulated among organizational members and other key stakeholders after appropriate consultations, reviews and sign-off. A vision of success can have little effect if organizational members are kept in the dark about it. The vision should be used to inform major and minor organizational decisions and actions. Preparing the vision will have been a waste of time if it has no behavioral effect. The vision of state's nonprofit education instutions "Open and Distance Education" could be stated with the fallowing functions (MEB,

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[http://egitek.meb.gov.tr/egitek/tanitim.html;](http://egitek.meb.gov.tr/egitek/tanitim.html) Cetinoglu, http://www.baltas-baltas.com/kaynakdergiyazi.asp?PRI=322&SAYI=20)

> ➢ Welding "high technologies" with "Open and Distance Education."
> ➢ Supporting "Open and Distance Education" with certain reforms.
> ➢ Ever-developing it by assessing and valuing.
> ➢ Driving it with participants' contributions.
> ➢ Stimulating individual for creative-solutions.

In strategic planning of state's education instutitions serving "Open and Distance Education", which are of nonprofit concern, the establishing of "success vision" with a common participation will certainly make an easier sharing.

Develop an Effective Implementation Process

Creating a strategic plan is not enough. Developing effective programs, projects, action plans, budgets and implementation processes will bring life to the strategies and create real value for the organization and its stakeholders. All efforts get certainly in vain, if the managent couldn't move the chosen strategy to a success in adapting into programs, policies or transmitting it into other plans. Besides, it is clear that only sub-chapters could be available to the management, if all individuals in the management are not aware of the instution's strategy and their roles in the body as a whole. On the other hand, failing of some part in the plan could, unfortunately, lead the plan to fail. (Thompson, 1984; Robbins, 1984; Bryson, 1995; Coban, 1997) At state's nonprofit education instutions offering "Open and Distance Education" upper –management units should be well informed about their roles in the process because even a slightest mistake could spoilt the strategic success of the plan.

Reassess Strategies and the Strategic Planning Process

Revision of policies, strategies, plans, programs and projects for the process also mean the probable direction and actions in future. According to Bryson (1995: p 188) the strategy change cycle is not over once strategies and plans have been implemented. Ongoing strategic management must ensue to take account of likely changes in circumstances-in part in order to keep desirable strategies vital and in part as a prelude to the next round of strategic planning. Times change, situation change and coalitions change. Strategies that work must be maintained and protected through vigilance, adaptability and updated plans. Thus, ironically, changes of some sort are probably in order if you want things to remain the same. But not all strategies continue to works as well as they should. These strategies must be bolstered with additional resources, significantly modified or terminated. In either case, "What's past is prologue." However, well a strategic plan is prepared certain undesired and unexpected conditions. If essential, a perpetual control assessment mechanism should be built-up to make critical replacements in the plan. Principals at state's nonprofit education instutions offering "Open and Distance Education" should, at regular intervals, review results of the process with feedbacks to put more effective applications into ptactise.

CONCLUSION

The 21st century is under a great influence of winds of change which is felt in all fields mainly economics, politics and administration. Change, obscure conditions, oppotunuties and threatens play a crucial role in the existence of the nonprofit state organizations. The earlier an organization figures out probable opportunities and threatens and develops strategies for them, by building up its own vision, the more likely it gets a chance to be a lon-running organization and to develop itself. Otherwise, organization will essentially be at risk of disappearance. "Open and Distance Education" offerd by the state's nonprofit education instutions is a first-class system which is also globally offered by developed countries.

Moreover, they play a critical role in the eliminating of "educational unequality" in society. In globalization process owing to information technology, the state's nonprofit education instutions offering "Open and Distance Education" have recently faced serious rivals in the sector such as units offering "Open and Distance Education" on the internet and other education instutions offering. Besides, the obscurity resulting from changing process brings about sudden alterations in both outer and inner environment of the state's nonprofit education instutions.

The earlier an organization state's nonprofit education offering "Open and Distance Education" figures out probable opportunities and threatens and developes strategies for them by building up its own vision, the more probably it becomes a long-running organization. Otherwise, the organization will essential jeopardize its existence. As a result, "A Ten-Step Strategic Planning Process" by Bryson (1995) for state's nonprofit education instutions offering "Open and Distance Education" could be an attentive, exhaustive and a remarkable approachment for the organizations' management level (key decision makers) strategically thinking and making action easy in the organization.

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