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Nota di contenuto	Foreword; Definitions; Preface; Synopsis; 1 Introduction ; 1.1 Intended Beneficiaries of this Guide; 1.2 Objectives of this Guide ; 1.3 Approach of this Guide ; 1.4 Organization of this Guide; 1.5 Further Development and Refinement ; 2 Why Planning Is Essential for Universities in Developing Countries; 2.1 Trends in Global Higher Education ; 2.2 The Context for Higher Education in Developing Countries; Strains on Resources; Technology-Driven Education; 2.3 Evolving Expectations of Higher Education in Developing Countries ; Employment and Earning Potential Access and the Problem of MassificationRelevance of Teaching/Learning and Research; Accountability for Results; Implications for Universities in Developing Countries; 2.4 The Benefit of Planning for Universities in Developing Countries; 3 Strategic Planning; 3.1 Institutional Mission, Vision, and Values; Mission; Vision; Core Values; 3.2 Gathering Information about the University ; Environmental Scans; Detailed Analysis Reports; SWOT Analysis; Gap Analysis; Appreciative Inquiry; 3.3 Interpreting the Results; Level 1: Correct Weaknesses and Pursue Opportunities Level 2: Identify Intersections of Internal Characteristics and External Forces3.4 Establishing Aims, Goals, and Strategies ; 3.5 Integrated Planning; Example: Strategic Plan; 4 Program Planning; 4.1 Education

Philosophy; Balancing General, Core, and Elective Courses; Assessment; Class Sizes; Academic Staffing Strategy; Faculty/Student Interaction; Internships and Practical Experience; Student Research Requirement; Classroom Technology; Co-Curriculum; Research Integration; Example: Curriculum Review; 4.2 Academic Program Plan; Modifying Existing Programs; Forecasting and Comparing Costs  
Discontinuing Programs Niche and Specialization ; Sustainability of Teaching; Availability of Learning Materials; 4.3 Academic Support Services Plan; Monitoring Applications Through Registration; Pricing Strategy; Admission Review; Record Keeping and Transcripts; Measuring Results; Satisfaction; Academic Organizational Structure; 4.4 Student Development Plan; Residential Living; Dining; Sports and Physical Fitness; Community Building; Service to the Community; Health Services; Counseling ; Life Skills; Alcohol and Drugs; Sexual Risk and HIV/AIDS; Learning Support  
Career Planning and Placement Culture and Ethnicity; Example: Residence Life; 4.5 Research Plan; Research Facilities; Ethical Considerations and "Institutional Review Boards"; Enforce Publication; Team with Other Institutions; 5 Resource Strategies; 5.1 Development Plan; New Income; Strategic Partnerships; Self-Sufficiency; Cost Cutting; Office and Job Clarity to Improve Efficiency ; Investment in Staff; Business Strategy; 5.2 Human Resources Plan; Labor Market Analysis for Types of Positions; Strategies to Improve Morale and Motivation ;  
Manuals and Policies  
Effective Job Descriptions and Evaluations

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