

## **Rethinking Strategy in Higher Education: An Approach Driven by Stakeholders and Competencies**

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### **Resumo**

Strategic planning in higher education institutions faces growing complexity as universities operate within increasingly pluralistic environments and under mounting societal expectations. This study proposes and applies a structured processual method for strategic planning, grounded in Stakeholder Theory and the Resource-Based View, that systematically integrates stakeholder interests with organizational competencies. Moving beyond fragmented approaches, the method advances a coherent, participatory framework that can be adapted to diverse institutional contexts. The University of São Paulo, a leading higher education institution in Latin America, serves as the application case, demonstrating the method's operational feasibility within a large, decentralized system. By combining stakeholder mapping, competencies identification, deliberative workshops, and strategic consolidation, the planning process resulted in the articulation of core competencies and institution-wide strategic objectives aligned with mission-driven priorities. The study contributes to the literature by offering a replicable and adaptable planning model that links internal capabilities to external expectations, reinforcing institutional legitimacy and strategic coherence.