

## **Effect of Strategic Planning on the Performance of Higher Educational Institutes**

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**ABSTRACT:** *The study addresses the impact of strategic planning on the performance of higher education institutions implementing it on the Blue Nile University in the period between 2013 -2015 , the primary objective of this study was to examine the impact of strategic planning on the performance of higher education institutions, to achieve this objective the study used the descriptive ,analytical and historical approach, as the study is based on data and information from secondary sources such as reference and books.A questionnaire was distributed to a selected sample of the study population of Blue Nile University. The study concluded that, planning in all its stages, types, and levels, has an effect on the performance of the higher educational institutions. The study concluded that, planning in all its stages, types, and levels, and data availability have an effect on the performance of the higher educational institutes.The study concludes that planning stages, its fields ,types and levels, have an impact on the performance of higher education institutions.*

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### **I. INTRODUCTION**

Planning is considered the basis for the success of educational institutes .The success of those institutes and their coping with economic changes depend on its efficiency to carry out administrative functions, and in their ability to make future plans, and get rid of the obstacles, (Abdurahim,1998).

### **II. THE CONCEPT OF PLANNING.**

In business, planning is defined as the method that decision-makers will follow in executing the work and taking decisions, it includes information and policies. It also means a choice of options and goals to be achieved. Planning is the administrative activity by which the organization's current circumstances are analyzed in order to reach the required future goals. The planning of these concepts shows that the planning process means the formulation of the goals that the organization aims to realize in the short term or medium term or the long term. The statement means to realize the Targets set (Ibrahim Habib of God, 1998. P. 55) Vibrante planning aims planning to do business efficiently and effectively, and there are a lot of things to rationalize the planning process but also make it mandatory in accordance indispensable, One of these justifications are internal and external environment of the institution and planning the basis of administrative functions change Because planning is the first administrative functions in organizations as well as cope with emergency conditions when developing plans (Fayez Al Zoubi, slaves, 1997, p. 7).

### **III. STAGES OF THE PLANNING PROCESS**

Any institution that seeks to realize a goal or set of goals and so that the institution can achieve those goals to develop a plan to achieve the goals, to be successful for the plan to pass a number of stages during the preparation, before putting the plan to be the institution of a process of prediction and access to information can pivot them and Forecasting need information not predict without information and predict which lacks is only predicted Information there is a big difference between the forecast and the Forecasting expectation depends on the information and the expectation depends on guesswork and intuition, many see that planning is only the plan, but the plan is to put the stage of planning at this stage is converted inputs and private information to the plan are often middle management levels in the organization are concerned to develop plans and not the upper levels of management plans by the approval process and approval from senior management is planned projects do not take official described only when approved by senior management and put them into practice the plan is approved by senior management in the organization is informed involved in the process implemented to carry out the completion of its work according to the plan and that all their actions and adapt their business in order to ensure implementation of the plan ,the plan keeps futile if they are not implemented and is required in the plan so easy to implement if given a bit of freedom and the field testing of those in charge of implementation must follow up implementation of the plan by senior management to know appropriate plan or not appropriate extent of it during the implementation process show the strengths or weaknesses or gaps and thus has to be stemming administration if I've found suitable kept her and I found out some of the weaknesses or gaps must work to be adjusted so as to be most suitable 0 (ibid., p 71-73)

#### **IV. TYPES OF LOPLANNING**

Plans are put in place to cover a long period of time, some may wonder about the duration of these plans, but it is difficult to formulate a standard time of a fixed long-term plans. Because what is a long-term plan for the institution may be short-term or medium to another institution and long-term planning requires more surprising operations depends on more information and a detailed because the internal and external environment are exposed to changes during the long period. So it should be a long-term plans contain a broad plans, medium-term planning - not be possible to identify a specific period of the medium-term plans but this depends on the nature of the institution and the nature of their work and often covering a period of more than one year and not more than five-year term Plans medium emerges from plans long-term and consistent with it. All plans must be preceded by predicting even be realistic and workable and inaccurate medium-term plans are more detailed than the long-term and less general, short-term planning - the plans cover a relatively short period of time may not exceed one year. Examples include budgeting plans usually have detailed plans and cover all aspects of the work in the enterprise, despite the prediction of the process necessary for short-term plans, but he needs to be the size that long- and medium-term plans, because things are more well-defined in the short time, depending on the nature of planning activist ,here it may be planning a financial planning which is about plans it specializes in the financial aspects in terms of providing capital sources and methods of disposition of funds, planning and financial ratios and wanted and the return on investment desired, while the economic planning is often used by the state governments in order to improve the economic situation and upgrading the country's economy Planning by area Usage - divided into unique plans to use a reusable and plans, Plans unique divided into programs and budgets. Software is a combination of strategies, policies, rules and measures under discussion - Usually have programs of their own budgets, and budgets is a plan showing the expected results formulated in terms of numbers, and features the discretionary budget as a regulatory tool in addition to being the planning and budget tool fall under the short-term plans, because they are usually formulated financial figures were for a period of one year or less has an be budget be half or a quarter of annual according to the nature of the entity (Fayez Al Zoghbi, Mohammed Ibrahim slaves. Pp. 74-77)

#### **V. PLANNING LEVELS**

The relationship between the levels of administration and a number of managers can be explained by the extent of the planning being done by managers: Those who are in the upper levels will pay attention to a long-term strategic planning plans, while those in middle management will care about how far short considered plans while preoccupied with the first level of management and operational plans daily.(Sonia Bakri p.)

##### **Planning difficulties**

The planning process faces some difficulties which hinder its efficiency. The main difficulty is that are concerned will resist and kind of change. The plans might cause some change that will affect the employees, they depend on their own experience in carrying out the work ignoring the methods described by the plan, they also think that it will limit their creativity and initiative. The financial cost, the time, and the effort, all matter in the planning process which can be a burden on the institution's budget.

Also the lack of information matters in Planning is to be completed in the future and until it is planning for the future properly must provide sufficient information on the future and thus the lack of information is sometimes an obstacle to finding a successful plans in the, situation to confused between the plans and projects of the plans are still many workers do not differentiate between studies and projects plans that are approved the Plans must be adhered to, the approved plans and that workers executed as for the nature of the work planning characterized the planning process as being closest to the object-oriented undisturbed and therefore the completion of insubstantial things is really much more difficult than finding the insubstantial things, the nature of the planning process you need to take a lot of things inside and outside the facility (ibid., P 71-82)

##### **Benefits of Planning.**

The Planning is essential to the success of any business process, whether on the level of individual or collective as it serves a number of the most important the benefits the Institution can appearance competition from institutions as well as the appearance of changes and emergencies and help in coordination between the departments of the project, it is known that the plans be placed when the entity authorized to specific prepared, as well as the number of those who have the authority to issue the plans and the plans identify bodies, departments and sections concerned with implementation, and help unite the goals process before preparation of the plan the one who should not the business objectives and clear actual light of the objectives is drafting plans that lead to achieving the organization's goals for standardization and the removal of conflict between them, as well as a large impact in the delegate level of conflict in the organization, even though the conflict may have some positive aspects, but its disadvantages may sometimes lead to brainstorming on the project and low

efficiency, so the reduction of the degree of conflict in the organization lead to full-time workers managers essential to their business (. Ibid, p 83) well as the planning has a number of qualities is the clarity and practicality, as well as the flexibility and the balance of costs and returns and integration between plans. 246)

### **Forecasting and decision-making.**

It is the essence of the decision-making process of the administrative process as managers spend most of their time in which they try to achieve the goals of their organizations. Whether these decisions routine operational or the strategy to take an active form requires the right to predict the future and the use of quantitative and qualitative information reliable, however, the full forecast all future events is beset with many difficulties and the availability of all of the information or the facts on which management decisions need time and money, and as such, the decisions are usually in conditions characterized by absolutely certain. (Sonia Bakri p. 246)

### **Previous studies**

(Study: (Defifo, 2008 (entitled: "The strategic planning process: an analysis of the small colleges" in the United States. (an: process planning Strategic(analysis in small colleges .The study aimed to diagnose the strategic planning process, and its role in building a relationship of trust in the decision-making process, and the role to be played by the president of the college in the process of planned change and the role of strategic planning in the performance of enterprise development. The researcher followed the case study method, and use of individual interviews and focus groups, and analysis of documents and e-mail, and notes on the meetings, and use meaningful sample that can benefit the maximum degree, and therefore was selected two institutions from within (4004) higher education institution in the United States , according to the classification (Carnegie 2005., According to certain specifications developed by the researcher, and these institutions are (Oukinna and Cooper). The study concluded with a set of results, including: - Strategic planning helps employees to a common understanding of the institution and its future, and this depends on several factors, including: the trust between the board president, and Confidence between management and workers the use of multi-frame style of leadership (political, bureaucratic and homey and social) qualifies a high level of integrity, excellence and flexibility and expands the circle of participation through discussions of the issues and difficult decisions, which are discussed in the administrative levels lower, like as the issue of sharing the responsibility. (Digna study (2007, (titled: The reality of strategic planning at the Islamic University in light of the quality standards. Gaza study aimed to know the reality of strategic planning at the Islamic University in Gaza, through the Strategic Plan analysis, in light of the quality standards established by the National Commission for Accreditation and Quality and the quality of higher education institutions in Palestine, to achieve the objectives of the study researcher followed the descriptive analytical approach and the methodology of content analysis, have been using the questionnaire as a tool of study tools as applied to each school's community (117, (member, as the researcher held a workshop for the focus group composed of ten professors and experts from colleges and departments different, to analyze the content of the plan to concentrate on the data obtained by the researcher statistically significant, was the use of statistical packages program (spss) the study concluded with a set of results including: the ratio (89.75 (of the study population engaged in strategic planning and considered that the quality of strategic planning is a required step and important to achieve a comprehensive quality policies the university and its performance disappointment with the university administration about the quality of the halls and laboratories, and facilities associated with the activities of the plat form, where the percentage of availability of standards (17.67, (which is a good ratio approaching the average. (Study: (Werkolla, 2007) (Entitled: "The human perceptions of strategic planning: vibrant experience for the Dean of the University research community", Minnesota. The study aimed to explore the strategic planning process in higher education through the analysis described Deans live their experiences through their direct participation in it. The researcher used the descriptive and analytical approach, and the work interviews with deans, the study population is made up of fifteen Dean gave in-depth vision of the planning process, and the role of academic leadership in that ,the study concluded with a set of results, including: - The strategic thinking comes in the introduction to the process of strategic planning, and general intellectual change of identity is a primary strategy to stimulate the physical and structural conversion. - The principle of balance and participation is central, academic leadership must be integrated and continuously integrated into the strategic thinking and interaction between individuals. (Study (Potman, Maassen, 2005 (entitled: "Strategic Planning for Higher Education" (Strategic Planning for Higher Education), Holland study aimed to establish a system of higher education more diverse and flexible and adaptable depends on organizational excellence based on institutional strategic choices, and after the introduction of the new Holland planning system in higher education, as the study focused on the achievement of strategic planning in higher education institutions through independent models or distinct are: model-paced, adaptive strategy - a model for strategy interpretative model, and through descriptive and analytical approach used by researchers and the questionnaire as a tool to gauge the appropriate models. The study concluded with a

set of results, including: - interpretative model is the best in the application of educational institutions higher:- The institutional concept helps to explain some of the problems faced by organizations when attempting to formulate strategies and implement them. Study: (Abbasi 0.2004 (titled: "The fact of the administrative practices of planning, implementation, and evaluation at private universities in Jordan, and its problems from the standpoint of administrators where and suggestions to address them," .aimed study to know the reality of management practices and of planning, implementation, and evaluation at private universities in Jordan, and problems from the standpoint of the administrators, and suggestions to address them, the researcher used the descriptive and analytical approach. The study concluded with a set of the most important results: The administrators estimate management practices were higher than the average to strong, and that there is no impact to the educational qualification variable, while there was a trace of experience variable. - The existence of problematic process related to the implementation of plans at universities due to poor follow-up and supervision of the implementation process by senior management. (Study (Envoy 0.2003 (entitled: "The perception of a proposal for strategic planning in higher education," the Kingdom of Saudi Arabia. The study aimed to clarify some of the differences between traditional strategic planning and planning, and the statement of some of the problems of higher education in the Arab community, the study of model kingdom in the planning of higher education through the prospectus content analysis, and provide a suggested strategic planning in higher , The study concluded with a set of results, including: - the need to develop organizational structures in the academic institutions in the Kingdom in line with the achievement of strategic planning imposed by the information age. - The adoption of strategic planning in higher education institutions, universities and university management is required methodological practices and adopt a clear strategy towards the requirements of the planning process, and most important: professional development of the employees in the field of strategic planning, (Study (Pvt 0.1999 )titled: "Strategic planning and its role in improving the capability and quality of educational systems." Egypt study aimed to identify the strategic planning method and the possibility to benefit from it in the face of problems faced by educational institutions. The study was descriptive approach and style, and then taking it to the concept of strategic planning according to the analytical method reveals its objectives, and the problems of application necessary for the effectiveness and ingredients when used in the educational field. The study concluded with a set of results, including: strategic planning provides educational institutions the main thought, which helps to identify the core issues they face, and then guide them to make rational decisions rationally. - Helps to guide strategic planning and integration of administrative and operational activities. The relationship between productivity and returns are clarified through planning and by guiding individuals within the organization. - Helps strategic planning leadership of the organization to develop a sense of responsibility towards the organization, as it is useful in the preparation of Staff of senior management, it can also increase the ability to connect different groups, on the grounds that a higher administrative technology tools, Identify the planning process in the enterprise sector and seek to verify for the quality of management in the planning process of the university under study.

**The problem can be formulated as follows: -**

- 1- Is the planning process affect the performance of institutions of higher education?
1. Are you planning levels affect the performance of institutions of higher education?
2. Are the types of planning affect the performance of institutions of higher education?
3. Are you planning stages affect the performance of institutions of higher education?

**Objectives of the study: -**

This study aims at recognizing the methods and preventive administration used in the planning process. It aims at tackling the difficulties that are faced by the higher education institutes, the thing which will raise the performance of these institutions, prepare those who are involved in planning, and cope with the different changes

**Significance of the Study**

This study sheds light on the role that institutes can play in society development by proper planning which is considered a good investment.achieves returns rewarding investors through proper planning.

**Study Hypothesis**

Planning process affects the performance of higher education institutes

Planning levels affect the performance of higher education institutes

Types pf planning affect the performance of higher education

Planning stages affect the performance of higher education institutes

**ResearchData a Collection Sources**

supports research on the following sources:

Secondary sources: the references, magazines, newspapers, websites, records, reports and organizations.

Primary sources: The use of the following primary sources: questionnaire and interviews.

**Research Methodology:**

Using the historical method in tracking the previous studies and their results, and the inductive approach in determining the nature of the problem and axes, and deductive approach in the formulation of hypotheses, and descriptive analytical method to test hypotheses.

**First: - The field study and analysis of data**

The questionnaire is a key performance for the collection of primary data - the first section a special personal data and the second section regard to the basic study of the data and which aims to test the validity of the study hypotheses and find out the relationship between hypotheses changes have been tested (50) a random sample of the study The study population (120) individuals the university has been the distribution of the number (50) questionnaire was received.

**First: - View and analyze personal data: - Table (1)**

| NO | variable              | Repetition | Ratio .100% |
|----|-----------------------|------------|-------------|
| 1  | Gender                |            |             |
|    | Male                  | 48         | 96%         |
|    | Female                | 2          | 4%          |
|    | Total                 | 100        | 100%        |
| 2  | Age                   |            |             |
|    | Less than 20 year     | -          | -           |
|    | From- 20 -29 year     | 15         | 30%         |
|    | From- 30 -39 year     | 14         | 28%         |
|    | From- 40 -49 year     | 15         | 30%         |
|    | From 50 -59 year      | 6          | 12%         |
|    | Total                 | 50         | 100%        |
| 3  | Qualification         |            |             |
|    | BA                    | 6          | 12%         |
|    | M.A.                  | 18         | 36%         |
|    | PHD                   | 24         | 48%         |
|    | Professor             | 2          | 4%          |
|    | Total                 | 50         | 100%        |
| 4  | Social status         |            |             |
|    | Married               | 32         | 64%         |
|    | Fresher               | 18         | 36%         |
|    | Total                 | 50         | 100%        |
| 5  | Functional class      |            |             |
|    | Employee              | 10         | 20%         |
|    | Teacher               | 40         | 80%         |
|    | Total                 | 50         | 100%        |
| 6  | Place of birth        |            |             |
|    | The blue Nile state   | 12         | 76%         |
|    | Sudan and other state | 38         | 24%         |
|    | Total                 | 50         | 100%        |

**Source:** questionnaire data. Researcher 2016

From Table 1, we find that the answers respondents by sex 100%, including 96% of males and 4% of females and this confirms that the males more than females in the university because the university to adopt the male element. From Table 1, we find that the answers respondents according to age 100% of which 30% aged between (20-29) and 28% aged between (30-39) and 30% aged (40-49) and 12% the ages of (50-59) this shows that individuals university workers aged (30-59 years) and this confirms their ability to work. . From Table 1, we find that the answers respondents by Educational Qualification 100% of which 48% and 36% PhD MA, 12% and 4% Bachelor degree professorship and this shows that more workers from the Graduate campaign. From Table 1, we find that the answers respondents according to marital status of 100% of which 64% married, 36% fresher, which proves that the stability of workers. From Table 1, we find that the answers respondents according to the grades of 100%, including 10 officers and 40 teachers and this shows that teacher ratio is greater than the number of employees and this is due to the nature of the work the University of Table (1) we find that the answers respondents by birthplace of employees by 100%, including 24% of the blue Nile state and 76% of the states of Sudan's different this shows that the university depends on the process of diversification in the appointment selection

**illustrates the study data analysis and hypothesis testing Table no (2)**

| Activity   | I totally agree |       | Agree  |       | neutral |       | disagree |       | Total  |       |
|--|-----------------|-------|--------|-------|---------|-------|----------|-------|--------|-------|
|  | Number          | Ratio | Number | Ratio | Number  | Ratio | Number   | Ratio | Number | Ratio |
| The planning process affect the performance of higher education institutions                               | 50              | 100%  | -      | -     | -       | -     | -        | -     | 50     | 100 % |
| Planning levels affect the performance of higher education institutions                                    | 50              | 100%  | -      | -     | -       | -     | -        | -     | 50     | 100 % |
| Chart types affect the performance of higher education institutions  | 47              | 94%   | -      | -     | -       | -     | 3        | 6%    | 50     | 100 % |
| Planning stages affect the performance of higher education institutions                                    | 49              | 98%   | -      | -     | -       | -     | 1        | 2%    | 50     | 100 % |
| Do you find it difficult to achieve the management of production efficiency in the educational institution | 49              | 98%   | -      | -     | 1       | 2%    | -        | -     | 50     | 100 % |

The questionnaire data. Researcher 2016

## VI. RESULTS

Analyzed private the data of the study reached the following findings, Table no (2)

1. Planning affect the performance of higher education institutions have been answered strongly agree 100%, and the analysis was concluded that the planning process affect the performance of higher education institutions that have been confirmed validity of the hypothesis
2. Planning levels answered strongly agree 100% affect performance institutions of higher education and this confirms the validity of the hypothesis
3. Chart types affect the performance of higher education institutions has been answered by 100% of which 94% strongly agree and 6% without agree This confirms the validity of the hypothesis
4. Answered the planning stages affect the performance of higher education institutions, including 100% 98% Strongly Disagree 2% Disagree without confirming the validity of this hypothesis
5. Do you think that educational institutions find it difficult to achieve productive efficiency has to answer this question 100%, including 98% strongly disagree and 2% were neutral, and this confirms the validity of the hypothesis.

## VII. RECOMMENDATIONS

1. The proper use of the available human and materialistic resources requires an administration that depends on the concepts, methods, and principles that support the planning process, the thing which will develop performance at educational institutes.
2. Decision-making at educational institutions requires the violability of data t the appropriate time. So, data, information, qualified staff, and equipment are important factors in the planning process.
3. Adopt a decentralized planning policy that will allow all the educational institute departments to set their own plans.
4. The government has to provide the necessary support and supervision for educational institutes, because this would help boost education and the country as a whole.

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