

Strategic Planning for Higher Education (Concept and Importance): Hamma Lakhdar University, Algeria, as a Case Study.

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Abstract: The objective of the study is to define strategic planning and highlight its importance in higher education institutions by reviewing a collection of studies and research on strategic planning in various countries. The study aims to emphasize the significance of strategic planning for each academic institution and provide commentary on them. Additionally, it aims to highlight the importance of strategic planning at Hamma Lakhdar University in light of the analyzed studies and literature.

Keywords : strategic planning, higher education, Hamma Lakhdar University.

ملخص : هدفت الدراسة الى التعريف بالتخطيط الاستراتيجي وإبراز أهميته في مؤسسات التعليم العالي وذلك باستعراض ذلك من خلال مجموعة من الدراسات والأبحاث في التخطيط الاستراتيجي بمجموعة من الدول وإبراز الأهمية من ذلك لكل دراسة والتعقيب عليهم ، وإبراز أهمية التخطيط الاستراتيجي بجامعة حمة لخضر الوادي على ضوء الدراسات والأدبيات التي تم تحليلها.

الكلمات المفتاحية : التخطيط الاستراتيجي ، التعليم العالي، جامعة حمة لخضر الوادي.

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Introduction:

Our contemporary world is characterized by a rapid pace of events and unexpected developments, with new things happening every moment. This has political, economic, social, and cultural implications, which are reflected in relevant institutions through their administrative management, financial conditions, and operational programs. In order to keep up with these changes and adapt to the current situation, it has become imperative for institutions to follow modern management methods and management programs that enable them to survive and compete. Strategic planning is essential and necessary for institutions if they want to increase their competitiveness and improve their performance. Studies have shown that organizations that practice strategic planning outperform those that do not, especially in the context of a changing environment.

The success of organizations is closely related to their orientation towards strategic planning. Researchers such as Ansoff, Harold, and Bart, Eastlake, McDonald, and others have found that organizations that practice strategic planning perform better than those that do not. According to David (2011), more than 100,000 companies fail annually in the United States, and one of the reasons for this failure is the absence of strategic awareness among their leaders or the weakness of their strategy.

Strategic planning, which is adopted by business management institutions, is aimed at seeking profit away from loss and market competition. The procedures followed help identify weaknesses and strengths, risks, threats, and competitive opportunities. Strategic planning is a term that exists in economic institutions that are concerned with business management. In other non-profit institutions, such as universities, the concept of strategic planning may be far removed, even if the terms and concepts match those of institutions managed by the state, such as higher education institutions. However, despite the central management of the state, universities have developed and produced what is outlined in the goals, mission, and vision set by the state and the supervisory authority. Many researchers and authors have witnessed the adoption of strategic planning by higher education institutions.

In his work, Ali Yahya Al-Dajani (2006) mentions that if the educational system in higher education stages is capable of building knowledge and attitudes, achieving quality in this education can only be realized through guidance and strategic planning that achieves excellence and development for university institutions.

In order for the university to adapt to the era of globalization and deal with its vocabulary, and to exclude development that has positioned itself in various sectors of contemporary life, it must undergo a comprehensive and radical change that goes beyond form to content, in order to achieve an image that is consistent with the requirements of the era (Iyad Ali Yahya Al-Dajani, p.4, 2006).

Furthermore, it is worth noting what Dr. Hassan Muktaf (2002) mentioned about the concept of strategic planning as "a systematic approach that anticipates potential and possible educational future prospects and prepares to confront them by diagnosing the available and expected potentials, designing alternative strategies, and making rational decisions regarding implementation and monitoring of performance" (p.169).

Also, Al-Awadi (2013) wrote, "Here comes strategic planning as a process to answer these critical questions for the university and develop strategic plans that suit it in light of diagnosing its internal environment in order to enhance its competitiveness. Strategic planning for the university has become a necessary requirement to seize opportunities, mitigate the impact of external challenges, and effectively utilize material and human resources, thus enabling the university to have higher capabilities in competition" (Al-Awadi, p.2013, 83).

Firstly, the Problem Statement:

In the opening speech of the Director of Wadi University, Professor Omar Farhati, in the statistical bulletin, a periodic statistical journal issued by Hamma Ldir El Wadi University (March 2022), he stated, "Our university has witnessed a qualitative leap and noticeable development in various pedagogical and structural fields. The number of students this year has reached around 29,000 students, compared to about 15,000 students in 2015. The number of students in postgraduate studies has exceeded 1,000 students, which was only 30 students in 2015. In order to keep up with this qualitative development, our university has

made significant efforts by providing structures, training, and pedagogical guidance. We have made available to students and faculty researchers 24 research laboratories and qualitative pedagogical supervision, with a coverage rate of 60% of those with the highest qualifications of a higher education professor and assistant professor. Several companies, local and national stakeholders, have achieved projects in the field of structures, laboratories, and scientific research, with 25 patents and 26 digitized scientific journals, with the university's digitization rate reaching 89% (Statistical Bulletin, 2022).

Through this presentation of the university's achievements for the year 2022, it becomes evident that it has implemented several strategies that have led to this position. However, these statistics could be the result of a clear vision, defined goals, avoidance of potential threats, addressing possible weaknesses, and leveraging expected opportunities and confirmed strengths. If this is the case, it can be seen as the application of a strategic plan. If not, it may just be a coincidence and random improvisation at work.

In light of the above, the problem of this study revolves around understanding the importance of strategic planning in higher education institutions, through reviewing a collection of literature by researchers in the field of strategic planning in higher education institutions in several Arab countries. Therefore, the following questions are identified:

1. What is the concept of strategic planning for higher education based on the conducted studies?
2. What is the importance of strategic planning for higher education based on the conducted studies?

Secondly: Study Objectives

- Establish a conceptual framework for strategic planning in higher education institutions.
- Determine the importance of strategic planning in higher education institutions.
- Uncover the reality of strategic planning at the University of Shuhada Hama Lakhder El Wadi.

Thirdly: Study Importance

- The university is a source of knowledge and thought, and a provider of several societal outputs. Without strategic planning, higher education becomes prone to coincidence and randomness, as today's standard of competition is knowledge and expertise, and the standard of development and innovation is technology and its effective utilization. In all of this, strategic planning plays a significant and effective role.
- It may benefit university officials in adopting and implementing strategic planning methodologies.
- It may contribute to the development of training programs for strategic planning to address challenges

Fourthly: Study Terminology

1. Strategic Planning

Strategic management concept has spread in recent years, because many leaders have secured their role, relevance and necessity in achieving success for institutions what their interests were, because they must ask the following questions:

- Where are we? In the present sense
 - Where do we want to get to the end of a specific period of time? I mean the future and the goals.
 - What resources are allocated to achieve what we want? In the sense of potential
 - How to get to what we want? Methods and Methods
 - When is it done? In the sense of blame time for achieving goals
 - Who will be responsible for implementing, supervising follow-up and evaluation, making decisions? In the sense of commissioning and delegation
 - What is the impact of human resources? In the sense of the effects that are
 - What database is required to measure progress? Indicators of achievement
- In order to adapt to the variables in the school environment, strategic planning involves effectively utilizing resources, exploring opportunities and challenges, and identifying strengths and weaknesses within the educational institution (Bayoumi, 2014, pp. 147-148).

Strategic planning is considered one of the most important management tools practiced by organizations and institutions today. It helps you understand

your current position and both your apparent and hidden capabilities in the market or field. It provides you with the tools to identify your competitors and where they excel or fall short. Strategic planning opens up your understanding of the dynamic and complex environment surrounding you and your organization, enabling you to deal with challenges, risks, and seize opportunities.

2. Higher Education:

According to Al-Hassani (2013), higher education is the form of education that follows and complements primary and secondary education and occupies a prominent position at the top of the educational system in general (Al-Hassani, p. 70).

Many consider higher education as specialized study in universities, which should be completed within a specific duration and includes related subjects that are strongly connected. This is in contrast to general education, which precedes university education and where students study the principles and fundamentals of knowledge in almost all fields (Al-Shafi'i, p. 8).

According to the Official Gazette of the Algerian Republic, higher education is defined as "any form of training or research provided at the post-secondary level by institutions accredited by the state. Higher education institutions include universities, university centers, and external institutes affiliated with the university. Institutes and schools can also be established by other ministerial departments upon the recommendation of the Minister responsible for higher education" (Official Gazette, pp. 04-11).

3. Shahid Hama LkhedherWadi University:

Shahid Hama Lkhedher University was established in southern Algeria in 2012, after being an annex of the National Institute of Commerce in Wadi and the University Campus in Wadi affiliated with Mohamed Khider University in Biskra in 2001. Like other national universities, it is a public institution with a scientific, cultural, and professional character. It has legal personality and financial independence, and it falls under the supervision of the Ministry of Higher Education and Scientific Research. The university is responsible for higher education, scientific research, and technological development. It consists of a university board, a scientific council, a university presidency, 7 faculties, and an institute for Islamic sciences, as well as shared administrative and technical services. In the 2021/2022 academic year, the number of students in various faculties

reached approximately 29,028, supervised by 876 permanent professors. The total number of registered students in the third cycle was 1072.

Fifth – Concept of Strategic Planning:

Strategic planning is the process of studying external and internal variables that have emerged. It involves continuous decision-making based on future expectations built on information that may be available in the future. It includes setting goals, strategies, time frames, and ensuring the implementation of specific plans and programs for operations within their defined periods (Al-Adili, p. 113).

Jumaa (2012) states that the concept of strategic planning is a set of terms that express a thinking methodology that leads the organization towards the future. It has a set of characteristics, the most important of which is its focus on goals and its integration between its processes, inputs, outputs, and environment to achieve the required change and improve the organization's performance.

The importance of strategic planning in higher education lies in facing external and internal challenges represented by demographic, economic, political, social, and institutional environments.

Al-Dosari (2016) mentions that the importance of strategic planning in higher education lies in its integrated and realistic system of the work environment, where coordination and harmony are achieved between scientific departments, leadership commitment, delegation of authority, and participation of all employees to ensure their interaction during implementation, accuracy of information in data, and its stability to meet the needs of individuals and society, as well as its ability to be developed, improved, evaluated, monitored, and followed up.

Al-Kasab and Al-Zubaidi (2014) state that the importance of strategic planning in higher education lies in being a new way of thinking that encourages leaders to develop a shared and effective vision and to identify standards for continuing success that lead to covering the needs of human resources development and transformative changes towards the knowledge society.

According to Level (2007), the importance of outcome-based planning lies in being the main key to administrative competencies and the proper response to changes that affect the job market.

If we consider creative thinking as a form of planning, it is because it is a leading cognitive activity for work, as an initial concept that represents a mental map that guides work in the future. Planning is also a process of choosing different

alternatives and paths. The roots of the term "strategy" go back to the Greek origin, which means the art of leading the war. Therefore, transferring this term to the field of management means "the art of leadership and management." Strategy is a technical expression of management and planning skills, or it is the practical means that lead to achieving the desired goals (Al-Sakarna, p.54).

Seventh: The Importance of Strategic Planning in Research Literature

1-the study by Melassa Hassiba and El Amri Wafa (2018) in Algeria is mentioned.

This study was based on educational policies in educational institutions in many countries around the world that adopted strategic planning in their educational and research processes. The researchers discussed the analysis of strategic planning and its role in advancing the higher education sector in Algeria as a standard for sustainable development, keeping up with the changes in the world, through discussing a set of strategic planning principles and their importance in the higher education sector.

Strategic planning in the higher education sector is an important tool for sustainable development and through the implementation of programmed in all sectors, which is the only way:

- Each university has its general framework for the composition system that sets its future directions..
- The general description is collective participation to enable university training supervisors to work to formulate a common and unified vision.
- Clarify the vision, goals and future goals of all beneficiaries and those involved in this sector.
- There is diversity in the groups of society involved in the formulation of the strategy.
- To bring about the required change, it did not seem from raising awareness of the importance of change and raising administrative efficiency.
- Comprehensive environmental survey to evaluate the previous phase and detect the strengths and weaknesses of the organization.
- Mentoring efforts and resources and investing them better,.
- Enhancing the role of governance and relevant institutions in determining priorities according to a systematic scientific study.

- Help innovate new ways and means of working that improve performance, identify areas of excavation and challenges facing the configuration system and develop appropriate solutions to address them (p. 9). 2)

2–Hadi Rashid Al-Ajmi Study (2010) Saudi Arabia:.

This study aims to learn about the degree of strategic planning application at King Faisal University and the difficulties it faces from the faculty's point of view. The study was applied to all 1338 scientific and humanitarian colleges of the University. To verify the objectives of this study, the survey was prepared and applied to the sample and the results of the study showed that the degree of application of strategic planning at King Faisal University in Saudi Arabia from the perspective of the sample is medium, The results also showed a range of difficulties in applying strategic planning at King Faisal University programmed ", consisting of routine and administrative complexity at the University, and the failure to adopt a review of discrimination and reason And the ability to choose academic leaders, and to resist change by some officials and employees of the university.

The importance of strategic planning for this study was an inventory of a group of researchers. (Hamlaoui, 1991), (Yassin, 1990), (Cook, 1994), (Hanez, 2001), (Khatib, 2003), (Kasuzi, 2005), (Aggression, 2007), (Levy, 2007). We summarize the importance of strategic planning as it results in many benefits.

We summarize the importance of strategic planning as it leads to many benefits.

- Wide streams of global variables.
- Encourages leaders to develop a shared vision for the future.
- Obtaining the best results through the optimal and effective use of available resources.
- Accelerating quantitative and qualitative change in the enterprise environment and technological change.
- Cognitive rationalization of decisions related to the best information.

3–Study of Imad al-Din Mohamed al-Hassan Ahmed (2015) Sudan:

This study was exposed to the concept of strategic planning, its cultures and strategic planning phases At Sudanese universities, University of Khartoum is an application model, focused on improving performance, achieving quality and accreditation and to learn the most important literature on the subject of strategic planning at the Sudanese and Arab University; By assessing Khartoum University's experience in planning, and then knowing the challenges that hinder it, The researcher arrived at a series of findings that there was a serious lack of strategic

planning in Sudan's higher education institutions, and its lack of sound seamstresses, foundations and standards to embrace visions, message and goal formulation.

The importance of strategic planning in institutions of higher education in the Sudan gives great importance to clarifying aspirations and objectives, harnessing the material and moral forces and harnessing the energies to achieve strategic planning objectives. It is also a reference for measuring performance in universities based on the vision, mission, purpose and objectives of university institutions. It requires the efforts and full commitment of all university workers to work towards achieving strategic planning as a whole and belief in what they are doing.

4–The study by Iyad Ali Yahya Al-Dajani (2006) in Palestine

The study aimed to identify the reality of strategic planning at the Islamic University of Gaza by analyzing the strategic plan in light of the quality standards approved by the National Accreditation and Quality Assurance Agency for Higher Education Institutions in Palestine. The research concluded that the general concept of strategic planning was highly clear to the university's management and was considered essential for achieving comprehensive quality in the university's policy. However, there were weaknesses in formulating some aspects of the mission and objectives, as well as in their future outlook and comprehensiveness. The importance of strategic planning at the Islamic University of Gaza, Palestine, lies in the interconnectedness of the organization's strategic objectives with planning, the continuous integration of internal and external environmental analysis, comprehensive consideration of organization, resources, and capacity analysis, integrated performance evaluation of the organization from the current and future strategic position, increasing work efficiency away from improvisational expectations, and planning that influences market value. Since strategic planning is a mechanism for changing organizational components, it is a combination of organizational values and culture, as well as business laws in the surrounding work environment.

5–Study of Samir Sharaf and Walid Amer (2011) Syria:

The study was to build a model for the strategic planning stages of the University of Tishrin based on a set of strategic planning literature. The sample study was represented by the university's administrative and academic staff. and the focus of this paper was on the feasibility of applying the stages of the planning process by the sample study, The results were that the degree of application of the

strategic planning process by the sample is average at all stages, and there are no differences between the Academy's administrators.

The importance of strategic planning has not been cleared because the degree of application of the strategic planning process is medium, and the degree of application has not reached a high degree, but the current practice is based on long-term planning, which indicates that the University exercises the planning process but is not in accordance with the stages of the strategic planning process.

6– Study of Mohammed GhneimSalim 2015 Saudi Arabia:

This paper examined the reality of strategic planning practice at Jazan University in Saudi Arabia from the point of view of teaching staff and identified their knowledge and difficulties limiting the University's ability to practice it, Based on the prescriptive approach of applying its questionnaire, the results have shown that the level of strategic planning practice falls within the acceptable range but falls short of good practice, which means that efforts are being made by the University's management in this framework but needs to be further developed.

There is also a difference in application between colleges and no differences attributable to the variable type or academic rank The researcher also stopped at a range of difficulties experienced by the University of Jazan in applying strategic planning.

This study reflects the importance of strategic planning at the University of Jazan in the Kingdom of Saudi Arabia by identifying and recommending the causes that hinder planning practice.

7– Study of Kamal al-Ajmi Hamid Abdel-Nabi (2021) Egypt:

The reality of strategic planning for Egyptian universities in the light of quality standards and its roots from the Islamic perspective, the importance of strategic planning for Egyptian universities is as follows:

Relying on the principle of total quality management in defining the goals set by university colleges for achieving them as a primary principle. Linking faculty plans to the University's plan, which is moving in its direction, identifying the needs of the University's staff, Aligning the objectives with the surrounding variables and creating a correlative relationship between the objectives and programmes of all universities and the rules, objectives and curricula of public education; proactively exploiting the resources allocated to the university, in order to create a reflective relationship between the tripartite database of graduates,

scientific research and social services, Between what the local, regional and global market demands with all its advantages, measuring and evaluating performance in universities dynamic implementation and positive decisions, Plans are adjusted on the basis of quarterly evaluation reports to modify activities and make appropriate decisions, to determine the regulations and rules governing the implementation of the strategic objectives budget ", mobilizing financial resources to implement the proposed strategic plan to determine the necessary budget.

8– Zakaria Mohamed Ahmed et al. (2021) Study Chad:

This study addressed a range of proposals for strategic planning development at the University of N 'Djamena, Republic of Chad. Researchers were interested in addressing the availability of strategic planning requirements and detecting its constraints at the University of N' Djamena. The result was that strategic planning indicators, and the degree of availability of its requirements, were average from the faculty's point of view.

9–Rashad Said Gaid Hassan Majli (2018) Yemen:

Objective of the research: To diagnose the reality of strategic planning in Yemen's public universities and then study and analyze the most prominent challenges/constraints of strategic planning and identify the most important causes thereof, To build a proposed vision to help academic leaders prepare strategic plans by diagnosing the reality of preparing university plans The research results were that most of them had no strategic plans and no traditional plans. Due to weak competencies, capabilities and expertise in both aspects of planning, programme development and activities and costing on the one hand, and poor motivation towards planning by the leaders of public universities. The research also presented a proposal for the preparation of strategic plans for Yemen's state universities.

10–Tweeting bint Abdullah bin Hebdan Al–Habdan 2021:

The research paper aims to demonstrate the role of strategic planning in the development of academic leadership at the Saudi University. The researcher described the concept of leadership performance development, its requirements and impediments to performance development, the characteristics of strategic leader roles and the skills required by the strategic leader and the factors helping to prepare and develop the strategic leader, and highlight global experiences.

The researcher presented a set of elements for the importance of strategic planning at the University of Saudi Arabia:

- From strategic planning adopt ideas that help to renew the resignation with a strategic vision, ideas that help to line goals, build plans, formulate policies and evaluate them, so that the perceptions of thinking prevailing in the educational institution are consistent.
- Identifying core issues for the organization's management and direction; To make rational logical decisions, as educational leaders gain a sense of oversight, performance assessment, control over the future of the institution, and reinforce the collective sense of action, to achieve the overall objectives or interest of the institution.
- To give educational leaders high morale and institutional responsibility towards the goals and mission, in order to bring about change, with the aim of achieving the mission of the institution, helps them to logic strategic decisions taken, in order to confront current, anticipated and hoped events.

Eighth: Comment and analysis of the importance of strategic planning in higher education:

"Strategic planning in a college or university is done in a real, complex and dynamic working environment and does not represent a state of obedience that can be adjusted by specific studies or even schemes that have been in some way subjected to practical experiments. social and cultural forces ", it is surprising that the effects of measurable strategic planning have been isolated from the effects of important factors such as institutional governance, demographic changes, fluctuations in federal and government funding, competition policies, the actions of competition institutions, social and cultural forces and others. Therefore, the current empirical evidence, to the best of our knowledge, of the effectiveness of strategic planning in institutions of higher education is absolutely not conclusive. " (Doris, others 2006, 35)

- Higher Education Strategic Planning Helps Make the Future Visible
- Strategic planning in higher education helps achieve long-term environmental interaction
- Strategic planning in higher education helps achieve satisfactory economic and financial results
- Higher Education Strategic Planning Helps Effectively Plan Resources and Potential

Al-Lion (2023) stated: "The importance of strategic planning lies in its focus on the relationship between the organization and its surrounding environment to ensure its success in achieving its mission. strategic planning is critical to governance and good governance, " It helps organizations understand the needs of achieving diverse goals, long-term planning is often difficult to implement and less rewarding, and strategic planning is very important in a changing environment (Osama, 2008)

For sound management in the management of higher education institutions, there are necessary requirements that can be met through strategic planning. Where its comprehensiveness was confirmed in the analysis of the surrounding environment, which focuses on the current status of the institution through the analysis of the internal and external environment, It defines the strengths, weaknesses, opportunities and threats they face The relationship between higher education and strategic planning began in 1959 at the first official meeting of those responsible for strategic planning in higher education. When the climate of higher education seemed steadily unstable, inflation surpassed until the work published by George Keller was general. (1983) Academic Strategy, milestone, and paradigm shift towards strategic planning (Doris, others 2006, 28)

Ninth : Importance of strategic planning of the University of Hamna Lakhdar Valley, Algeria

Strategic planning for higher education is an integrated system that takes place in an accredited manner and with recognized steps. It is a system for determining the future course of university institutions and includes defining the university's mission, objectives and possibilities for achieving this and directed efforts to allocate resources. It is a system through which the University's areas of excellence are identified.

Through the biography of the martyr Hamah Green Valley University from which we mentioned in the problematic some features Since the first seed began in 2004 through the university map, the overall objective of which was to link the system with the requirements of national development and which emerged in a fourth phase, from 1984 to 2004, included institutes, accessories and universities, Where the Institute's supplement to the State of the Valley was established, from this nucleus the start of strategic planning whose overall objective was to establish a university, In 1998–2001, there was a shift in the disciplines and formations of the

University Supplement to the Valley, the product of the Higher Education Plan Outlook 2000 based on the needs of the national economy, sustainable development requirements and the Sector Development Strategy 2000–2004, which developed general and deep development programmers for higher education leading to a new structure of facilities, programmers and management where a new educational system was adopted. In 2001, the Valley University Centre emerged with five institutes. In 2012, it became a university with six colleges. In 2015, it became seven colleges and institutes. This helped to develop: ERASMUS + and European international cooperation within the European Commission's programmers, including the ESAGOUV project "Algerian education in the age of university governance", comprising 12 Algerian, 2F and Italian universities, as well as the ARMENA project "The National Academic Alliance for Reconciliation in the Middle East and North Asia is strong" Participation of 9 universities, CAMEL–MILK milk project "Promoting the production and demand for camel milk in the Mediterranean basin"

Strategic planning at Martyr Hamah Green Valley University is an effective and friendly way to reflect the university's outlook and vision. Where were the gains achieved on the pedagogical side, research, student life and community service, was the adaptation to technological and economic and social changes. and improving efficiency and effectiveness in the delivery of educational and research services. and improving its competitive position. In its registration of numerous patents it has also been able to identify financial needs and direct investments in an effective and appropriate manner. This was only to promote collaboration and communication between faculty, management, students and community members, and to enhance the team's spirit, and strategic planning enables university leaders to:

- See the realities of the external environment of university institutions
- Mobilization and collection of all material and human potential
- Access to the University's systems and regulations
- Ability to look ahead in the light of accelerated developments
- Familiar with the foundations for determining the environment's needs
- Familiar with recent trends in management
- Multiple scientific tools are used to collect reality information and plan

Tenth : Summary

Higher education institutions, like other institutions in the disappearing economic, service and business sectors, are determined to take strategic planning as a leading management curriculum to chart the organization's future trajectories and win competitiveness challenges, and contribute to facilitating the trend towards modern management with all the ingredients of successful institutions.

Higher education organizations have become required to achieve added value to them and to the environment in which they were established not by the number of graduates or the number of disciplines but by non-traditional standards that guarantee their sustainability and the financial and market benefits for which they have eighth stakeholders' support, even though the profit they seek differs from the one sought by business organizations. Thus, institutions of higher education are practicing strategic planning just as business organizations are, identifying mission and values, setting a vision for the future, analysing external challenges and opportunities, building strengths and weaknesses, identifying strategic goals, goals and issues, developing strategic options, and setting operational objectives.

Higher education in Algeria passed several stages from 1962 to the present day "The university composition in Algeria is witnessing a marked turning point in shifts in the misunderstanding of competition. and the emergence of global classifications of universities, intellectual property rights and others..., which dictates the imperative of raising the concern for strategic planning in university institutions as an adequate umbrella procedure that will regulate the change process witnessed by the University of Algeria and make it more harmonious with the rapid and emerging internal and external environment, By adapting themselves, developing their curricula and adjusting their methods to the challenges they face on the one hand and responding to development requirements on the other by adopting long-term strategies and intervening at three core levels: inputs – processes – outputs. The need for strategic planning has increased as a result of the problems and challenges faced by the University of Algeria, which are linked to a number of considerations: "

Scientific research: which is experiencing a significant decline, a decrease in scientific research procedures, and a loss of cooperation between universities locally and internationally.

– Process of formation: typical curriculum and use of traditional methods.

– Community service: where the university suffers from a weak relationship between scientific research and development plans, and a clear separation between it and many other institutions of society. (Malas, Omari, p. 8)

Through all the foregoing, the articles and memoirs of graduation and books concerned with the reality of strategic planning in higher education institutions in Egypt, Sudan, Jordan, Bahrain, Saudi Arabia, Lebanon, Syria, Palestine

Given the importance of the international rankings of universities to empower and evaluate higher education, strategic planning has made it a foundation for the quality of its inputs, processes and outputs to create excellence and competitiveness among institutions of university education to win advanced positions that enrich the university's status and excellence (Ahmed, 2018, p. 18)

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