

The Proposed Strategies for Higher Education Institutions and their Role in Sustainable Development

A Study of the Opinions of a Sample of Administrative Leaders at Zakho University

بعض الاستراتيجيات المقترحة لمؤسسات التعليم العالي ودورها في التنمية المستدامة دراسة

لآراء عينة من القيادات الادارية في جامعة زاخو

Sultan Ahmed Khleaf

ا.د.سلطان احمد خلف النوفل

Administrative Technical College \ Northern Technical University, Mosul

الكلية التقنية الادارية / الجامعة التقنية الشمالية - الموصل

Sultan1962ahmed@ntu.edu.iq

Nidal Ali Suleiman

م.نضال علي سليمان رشيد

nidhal.ali@ntu.edu.iq

Adel Muhammad Abdullah

ا.م.د.عادل محمد عبدالله الطائي

College of Administration and Economics
Mosul University

كلية الادارة والاقتصاد / جامعة الموصل

adel_mohamed@uomosul.edu.iq

تاريخ تقديم البحث: 2024/03/19

تاريخ قبول النشر: 2024/04/16

المستخلص :

هدفت الدراسة الحالية الى بيان علاقات الارتباط والاثر بين الاستراتيجيات المقترحة (استراتيجية التحكم بالموارد واستثمارها بشكل منتظم , استراتيجية الافادة من تجارب الاخرين , استراتيجية ذات طابع تطلعي , استراتيجية وقائية – علاجية) لمؤسسات التعليم العالي وبين التنمية المستدامة (البعد الاقتصادي , البعد الاجتماعي , البعد البيئي) على مستوى جامعة زاخو وقد انطلقت مشكلة الدراسة من تساؤل فحواه :

ما طبيعة الدعم الذي تقدمه الجامعات في مجال التنمية المستدامة وعلى نحو يجعل من هذه المجالات اساساً لتأمين الطموحات والتصويب الفعلي تجاه المستقبل ؟ واعتمدت الدراسة الحالية الاستبانة كأداة رئيسة لجمع البيانات من عينة بلغ حجمها (50) فرداً من القيادات الادارية علماً ان حجم المجتمع بلغ (500) اي ان نسبة تمثيل العينة لمجتمع الدراسة بلغت (10 %) وتم تبني المنهج الوصفي التحليلي في التعامل مع البيانات وقد استعان الباحثان بعدد من الادوات الاحصائية باستخدام البرنامج الاحصائي (SPSS , Vr24) وتوصلت الدراسة الى جملة استنتاجات ابرزها وجود علاقة ارتباط وتأثير بين المتغيرات قيد الدراسة على مستوى المنظمة المبحوثة وتقدمت الدراسة بجملة مقترحات .

الكلمات المفتاحية: بعض الاستراتيجيات المقترحة , مؤسسات التعليم العالي , التنمية المستدامة , جامعة زاخو

Abstract

The current study aimed to discovering the correlation and impact between the proposed strategies for higher education institutions and sustainable at the level of the University of Zakho. It identifies the nature of the support provided by universities in the field of sustainable development and in a way that makes these areas a basis for securing ambitions and actual correction towards the future. The current study adopted the questionnaire as a main tool for collecting data from a sample of (50) members of administrative leaders, noting that the size of the community reached (500), meaning that the percentage of the sample representation of the study population amounted to (10%) and the descriptive analytical approach was adopted in dealing with data The researchers used a number of statistical tools using the statistical program (SPSS-VR24). The study reached a number of conclusions, most notably the existence of a correlation between proposed strategies for higher Educations Institutions and sustainable development as well as these proposed strategies impact sustainable development at the organization surveyed level of organization surveys and the study presented a number of recommendations.

Keywords : Some Proposed Strategies , Higher Education Institutions , Sustainable Development , University of Zakho

Introduction

Universities serve as a real hub for everything positive in life, which propels them to lead and take the lead over others. They receive inputs and carry out tasks that qualify them for a number of outputs that have a tangible action in the field; in other words, they are nourishing and supportive as well as truly supportive of others; they receive, issue, activate, support, mobilize, and confront; in other words, they were not just formal mediators but also fundamental organizers; their movement is continuous to the point where they transform cases of information poverty into enrichment opportunities and they grab the chance to make contributions. This is an acknowledgement of its supportive role for all things related to sustainable development because it is a topic based on the historical record of organizations and on the desired and intended and targeted by the administrative leaders in those organizations and a holistic perspective that indicates the dialectical relationship between the past and the present, as well as the future, i.e. the development of serving current generations and taking into account subsequent generations and in the framework of advancing the economic, social, environmental, and legal aspects. It operates by pushing and raising potential energies and invests mental energies in ways that make it the pioneer. Consequently, the present investigation has incorporated multiple axes in accordance with the subsequent context.

The first axis: study methodology

First, the study methodology

1- The problem of the study

Universities exercise their tangible action in reality in a way that makes them export centers just as they are import sites. This issue almost reveals its actual reality as open systems, but the problem they face goes beyond the limits of their capabilities and is represented in the presence of some shortcomings and deficiencies in the areas of sustainable development, and in a way that puts them in front of a difficult challenge. It cannot be ignored or overlooked.

Which prompted it to think carefully, not within the limits of what is immediate and actually existing, as much as the situation requires turning to the future, because proving its identity and securing its existence is determined in light of its interaction with the future and its ability to approve everything related to it in the areas of sustainable development. Therefore, the problem of the current study was defined as follows: -

What is the nature of the support that universities provide in the areas of sustainable development through the strategies proposed for them, in a way that makes these areas a basis for securing ambitions and actual guidance towards the future?

2- The importance of the study

The importance of the current study emerges from the actual preoccupation of the researchers and their passion for the topic of sustainable development, which is based on a fundamental idea (we serve ourselves just as we secure the future for our generations), which made them move within the folds of this idea, not with the intention of presenting terminology or singing with names, as much as it secures their mental ability to delve into it without a frequency such that the vitality of sustainable development is revealed through the cases of support provided by universities as support centers and in light of a set of proposed strategies that the researchers proposed in light of this study

3- Objectives of the study

The objectives of the current study were determined as follows:

- Providing a theoretical presentation of the variables of the current study (some proposed strategies for universities, sustainable development) within the framework of what the researchers presented in this regard.

- Diagnosing the proposed strategies at the level of their actual reality and indicating the nature of his contributions.
- Explaining the reality of sustainable development through the dimensions that explain it?
- Determine the correlation and impact between the proposed strategies of higher education institutions and sustainable development at the level of the organization under study.

4- Study of Model

The study adopted the hypothetical scheme below the hypothetical scheme:

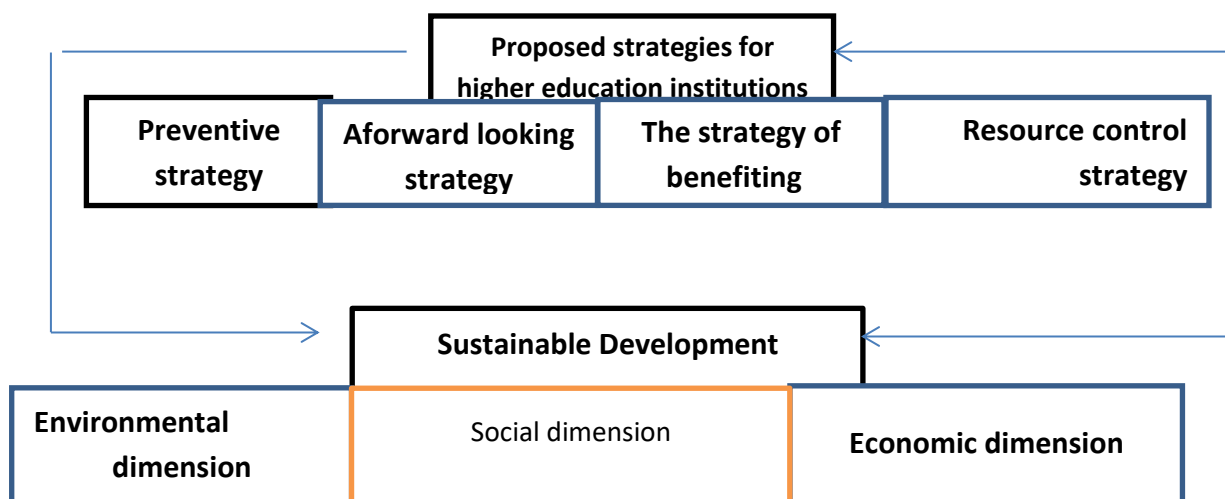


Figure (1) The study of model

Study hypotheses 5-

There is a correlation between the proposed strategies for

First hypothesis: educational institutions and sustainable development at the level of the organization surveyed

second hypothesis : The proposed strategies for higher educational institutions leave their effects on sustainable development at the level of the organization under study.

6- study of methodology :

This study depend on The descriptive and analytical approach was adopted to reveal the role played by the proposed strategies of educational institutions in sustainable development, noting that the adoption of this approach provides an intellectual space for researchers to present their ideas according to scientific contexts.

7- Collecting of Data The questionnaire form is the main tool for collecting data on the subject under study and the questionnaire covered two parts, the first was devoted to expressing the proposed strategies for higher education institutions, noting that each strategy covered by a set of paragraphs, and the second is represented with the dimensions of sustainabale development as a dependent dimension has centered paragraphs of each dimension with a set of paragraphs and the questionnaires are distributions with many arbitrators with specified of business administration and their comments were taken in to account and modifications were made that's motivat the researchers depends it with our study as well as the questionniare underwent astaability test and re-stabilty test and this was the result was similar in the percentage (72%)

Table No. (1): Measurement items for the study variables that were adopted

Variables	Dimensions	Paragraphs that express each dimension	Sources
Proposed strategies	Strategy for controlling and investing resources on a regular basis	X1-X7	c.k.prahalad & R.A. Mashelkar 2010,132-147
	Strategy to benefit from the experiences of others	X8-X11	Al-Anezi, 2014,66
	A forward-looking strategy	X12-X16	Pearce, J . Doh, J 2005,35-38
	Preventive and therapeutic strategy	X17-X20	BARONAS, A.K,&louis M.R. 1989, 89-84
sustainable development	Economic dimension	X21-X25	James R.A ldrich 1996,17 jisafu-Adjaye 2005-I
	Social dimension	X26-X30	Gossieaux & moran ,2010,65
	Environmental dimension	X31-X35	A.M. sharp, et al., 2004,93 FAo,1994,5-18

8- Sample of study

The study sample was determined for a group of administrative leaders at the University of Zakho and its size is (50), i.e. the percentage of its representation of the study population was (10%) and the sample was selected with the following reasons:

- 1- The selected organization has not seen previous studies on this topic, according to the researchers.
- 2- Support and encouragement by the researching organization to the researchers and assist them in the field of data collection
- 3- The actual role of the organization surveyed in the areas of sustainable development.

9- Statistical tools

The researchers used a number of statistical tools such as (**frequencies, percentages, arithmetic media, standard deviations, coefficient of variation, response ratio, correlation, regression**)

Second axis: Theoretical Framework

First: Proposed strategies for higher education institutions

Still delving into the field of strategies in general requires a degree of effort, addition and analysis and in a way that serves the reality that the need to delve into strategies with prejudice to higher education institutions more urgent because these institutions represent radiation centers serve society in general as they provide their outputs to all organizations, it is the researchers to propose some strategies for these institutions and in a way that secures their course and shows their contributions and this is what is represented by the following:

1- Strategy to control resources and invest them on a regular basis

The issue of resources is controversial at all levels, which put the administrative leaders in front of the issue of focusing on this subject and giving it the actual value, taking into account a fundamental point reflected in the diversity of resources as well as the varying degree of control and acquisition of what is rare compared to others, if the process of controlling specific resources and disposing of them according to intentional directions and of a purely interest-oriented nature means putting other organizations in front of the problematic either submission or search for new alternatives and can secure the case Research in its meaningful form in light of changes beyond the limits of mental abilities to the extent that they occur over the course of seconds and minutes on it

has become the process of investing resources is obligatory and in accordance with the legitimate contexts officially and legally determined and through what is the public interest and in support of the foregoing has stressed (Rashid and Jallab, 2008, 116-176) that organizations compete among themselves for resources to provide products and services and such organizations need to analyze the state of competition note that the analysis of this situation depends on (the number of organizations Competition, growth rate, degree of ethical differentiation, diversity of competitors), which provides clear indications of the importance of this strategy (resource control and investment) in the field of higher education, and here the role of self-management within these institutions emerges through a series of goals represented in increasing the efficiency and effectiveness of educational resources by reducing rigid bureaucratic procedures (Amina Seif, 2011, 35)

2- The strategy of benefiting from the experiences of others

The experiences of others in the fields of work and outside represent eloquent lessons that must be benefited from because they indicate a lot of data, whether at the negative or positive level, and here is an entrance to say that what is positive is adhered to and taking its contents because it embodies a situation that has been tested and resulted in results, which requires looking at it in the framework of investment away from blind imitation and cloning cases that do not add anything, meaning that the experiences of others prefer to be the point of access to everything that is new and contemporary and in a way It enables higher education institutions to rise and transcend in countless fields, believing in the idea that experiences in life are eloquent lessons and the sane one who deliberately benefits from them, so the process of interaction with these experiences has become something that cannot be neglected or overlooked, whatever the justifications, taking into account privacy, circumstances, nature of trends and the time factor associated with the amount of returns and the nature of the costs and burdens that are incurred, taking into account that how many experiences drowned imitators and were the cause of the loss of their identity, It is true that they are laboratory fields, but they are unknown to imitators, which requires the development of a number of criteria, including (the degree of privacy and independence, rejection of dependency, the level of acceptance, cases of resentment and the extent of commitment to ethics) (Al-Nofal, 2021, 55).

3. A forward-looking strategy

This strategy reflects the state of ambition of higher education institutions and what brings them out of the circle of dormancy to change and from decline to openness and from the pressures of environmental challenges to the ability to contain and confront and bring about positive action that enables these institutions and others to seek the additions that it makes and this requires taking into account the dynamic nature of the resources possessed by these institutions as well as the severity of the changes they are exposed to, with an emphasis on the process of adapting individuals to what organizations aspire to away from contradictions Because what is important in securing aspiration is to secure initiatives and approve sacrifices and draw the features of voluntarism and actual recruitment of all the possessions of these institutions so that the function of optimism, hope and seizing opportunities exists without hesitation and shows the behavior of the additional role, which represents the most important behaviors that contribute to raising the level of effectiveness of organizations, knowing that this behavior has a set of dimensions (altruism, conscience, Courtesies, sportsmanship, and citizenship preference) (Wright,P.M., et al.,1993,374-381).

4- Preventive - curative strategy

This strategy moves according to two preventive and curative vectors, and such a movement must be organized and regular away from randomness and turmoil so that cases of limitation and identification of any restrictions hindering work to the extent of overcoming them and working their grave and such operations are not just formal offers provided as much as it requires moving according to entrances that support the effectiveness of this strategy and secure its impact within the framework of starting from the preventive foundations and paving the way for preferring what is

therapeutic and we do not want to end it Cases of leaching only as much as we want to eliminate any microbes, and this means activating control of all kinds so that solutions and treatments are interactive and overlapping and do not give way to intruders (Al-Nofal, 2022, 126), so it indicates a state of awareness, perseverance and determination at all levels so that higher education institutions are actual centers for drawing such a strategy and others, just as they are places of implementation and application of them and according to directions that recognize the future and confirm that sufficiency with everything that is preventive may not be enough with the intention of penetrating into What is therapeutic, which means that the paths that roam in its space are closer to the difficulty to the extent that it is impossible to limit their effects, and here a serious challenge arises for universities, which is reflected in how to approve cases of harmonization between these overlaps within the framework of common values. (AL-Nofal, 2019, 39).

Second: Sustainable Development

The subject of sustainable development is a prominent event in the field of business to the extent that international conferences and seminars came successively about it and in a way that secures the consolidation of this topic effectively and determine the dimensions embodied for its being and concretely in light of the reality of technical surges as required by changes and behavioral modifications, so the researchers found an entrance to determine the dimensions of sustainable development according to the proposals of some researchers

The concept of sustainable development emerged for the first time in the report of the World Commission on Environment and Development in 1987, where the report defined sustainable development as that development that meets the needs of the present without compromising the ability of future generations to meet their needs (Arabi, Samiha, 2019, 125).

Moreover, the term sustainability has political, economic and environmental contexts, i.e. it can be seen as a derivation of the term sustainable development and consists of three dimensions: environmental, economic, and social. (Rosen & Kishawy, 2012, 155)

Pearce et al., 1989, 37) described it by focusing on the assets of natural capital and not decreasing over time, while the World Commission on Development and the Environment has defined sustainable development as development that meets the needs of the present without compromising the share of future generations and their capabilities.

Third: Dimensions of sustainable development

The term sustainable development covers a set of interrelated and integrated dimensions, which are defined as: (Remigijus et Autres, 2009, 23)

1- Economic dimension

The importance of this dimension is evident through its active role in accelerating the development process at all levels and in a way that brings it out to the widest scope so that it exceeds what is specified, and this is an actual reference to overcoming cases of deflation, inflation and recession and starting with premises that penetrate these cases, as well as providing effective ways and methods to deal with them transparently and credibly, and this embodies the idea of efficiency and effectiveness in investing economic resources so that the economic cycle keeps pace and absorbs the existing developments in the global environment, and this requires an in-depth study that brings out what is latent of capabilities in favor of economic trends that still require attention and care not at the level of planning and drawing scenarios as much as it requires the need to submit proposals and then approve the adoption of them if they meet ambitions and keep pace with the dynamics of reality in all its protrusion and we should behind that embody the economic dimension of the future ambitions of higher education institutions according to the function of development and progress with the actual invocation of everything that regulates this function according to moral foundations so that fairness is indicated and respect is recognized and purity is achieved Within the framework of loyalty and consistent with that, (AL- Nofal, 2019, 104) stressed

that the economic dimension stems from an issue in the minds of development pioneers, which was represented by (the best use of today's resources should not be less than the real income that must be secured in the future).

2- Social Dimension

This dimension takes its actual extent when it secures the control courts for the social aspects of human resources worldwide so as to evoke changes in the demographic structure, the age pyramid of individuals, taking into account the standard of living and the existence of gender disparity in terms of needs and trends, coupled with the type of pressures that individuals fall under due to outdated social customs and traditions that have nothing to do with reality, which crystallizes the idea that sustainable development remains sterile in the absence of attention to social factors because the essence of this The dimension means starting from the nature of the social nature of human resources, which has become the process of achieving its rights is inevitable (WCED, 1987,572), and this provides the issue of sustainable development identity, value and realism of its claim as a vital necessity in a world that has been necessitated by inevitable changes that took it out of the limits of traditional to contemporary so that sustainable development has become the appropriate entrance to achieve what all humanity aspires to, despite the restrictions and limitations of a frightening nature, because sustainable development needs clean management that secures its achievement. In a way that serves the current generations as well as taking into account the needs of subsequent generations, and this issue is almost critical because each generation of human resources has specificities and in a way that is likely the importance of proactivity, breadth of vision, accuracy and comprehensiveness, and within the framework of the strategic direction, which represents one of the practices of strategic leadership that allows the leader the opportunity to approve this direction without any pressure on others. (Olaka, et al., 2017, 318)

3. Environmental dimension

The environmental dimension constitutes an effective axis in the field of sustainable development and in a way that makes it the basis for emotional closeness with the environment and taking it friendly so that the concerns revolve around cleanliness, preservation and maintenance from any cases of abuse or damage caused to it by humanity and this imposes the right to protection because any infringement on it came as a result of the attempts of humanity intentionally or unintentionally, as well as that the environment was created before man, so it is better to take care of it and to refrain from any transgressions on it and this It means the development of controls regulating the process of interaction with it and an objective vision that secures its borders without any violations, whether the case is related to waste or toxic gases, etc., which means that the environment has endured the mistakes of humanity, so the case requires a reconsideration of dealing with it according to a holistic perspective that puts it within the scope of precedence and here is a reference to the adoption of the idea of clean management as an entrance to achieve sustainable development, i.e. clean minds and clean hands indicate clean behavior, which represents an access factor towards sustainable development (AL- Nofal, 2021, 49-50)

The process of paying attention to the environmental dimension stems from its close link to the concept of sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs, taking into account the improvement of living standards, achieving a better life, rational use and control of resources, which have become an essential element in environmental management and other areas of human activities (Abdul Ghani, 2013, 156).

Third : practical Framework

This framework is determined in the description and diagnosis of the variables of the study through the dimensions embodied therein, as indicated below:

First: Describe the dimensions of the proposed strategies for higher education institutions at the level of the University of Zakho

1. Describe the strategy of controlling resources and investing them regularly and diagnostic.

The data of Table (2) indicated that (79%) of the respondents agreed that the management of their organization adopts alternative options to take note of any changes from the property of that organization and that was with an arithmetic mean (3.960) and a standard deviation (1.194) and a response rate (70%) and this is supported by the respondents' agreement on the use of the organization's management of the resources in its possession to the extent that it recruits tangible resources in a way that confirms its identity This is what was disclosed by the agreements of (78%), which provides starting points that the management of the organization determines its priorities through its resources as well as it differentiates Between resources in the light of a set of criteria so that they have the opportunity to adopt a set of priorities in the field of investment This is explained by the answers (62%) and the arithmetic mean (3.640) and standard deviation (1.366) and the response rate (73%), knowing that this indicates its movement to try to outperform its competitors.

Table (2): Frequencies, ratios , arithmetic means, standard deviation and response ratio to the paragraphs of the strategy of controlling resources and investing them on a regular basis

#	Paragraphs	Response Rate	Standard deviation	Arithmetic mean	I strongly agree	I agree	Neutral	I don't agree	Strongly disagree
1x	Duplicates	79%	1.1945	3.960	20	18	6	2	4
	Ratios				40.0%	36.0%	12.0%	4%	8%
2x	Duplicates	70%	1.34377	3.5200	16	12	8	10	4
	Ratios				32.0%	24.0%	16.0%	20.0%	8.0%
3x	Duplicates	78%	1.17526	3.9200	19	19	3	7	2
	Ratios				38%	38%	6%	14%	4%
4x	Duplicates	72%	1.12486	3.6000	11	19	12	5	3
	Ratios				22%	38%	24%	10%	6%
5x	Duplicates	64%	1.26636	3.2200	8	16	11	9	6
	Ratios				16%	32%	22%	18%	12%
X6	Duplicates	73%	1.3666	3.6400	18	13	7	7	5
	Ratios				36%	26%	14%	14%	10%
X7	Duplicates	72%	1.3384	3.6200	17	14	6	9	4
	Ratios				34%	28%	12%	18%	8%

2. The strategy of benefiting from the experiences of others

The data of Table (3) showed that there is agreement among the respondents on making the management of their organization the previous lessons mainly to deal with the new facts amounted to (72%) and an arithmetic mean (3.720) and a standard deviation (1.229) and a response rate (74%) That is, it adopts the idea of the experiment the largest proof and this indicates its continuous examination of the history of other organizations in an actual way This is indicated by the answers of (64%) of the respondents and an arithmetic mean (3.740) and a standard deviation (1.139) and a response rate (75%) and this reveals the review of the organization's management of its reality through the education curves of others This is what was decided by the answers (66%) and the arithmetic mean (3.800) and standard deviation (1.261), and this is clear indications that the respondents' approval to adopt the strategy of benefiting from the experiences of others came within medium ranges that confirm the tangible direction with a positive orientation of the University of Zakho in this regard.

Table (3): Frequencies, ratios, arithmetic means, standard deviation and response ratio to the paragraphs of the strategy axis to benefit from the experiences of others

#		Response Rate	Standard deviation	Arithmetic mean	I strongly agree	I agree	neutral	I don't agree	Strongly disagree
8X	Duplicates	74%	1.2295	3.7200	14	22	4	6	4
	Ratios				28%	44%	8%	12%	8%
9X	Duplicates	66%	1.15069	3.3200	6	22	7	12	3
	Ratios				12%	44%	14%	24%	6%
10	Duplicates	75%	1.13946	37400	15	17	10	6	2
	Ratios				30%	34%	20%	12%	4%
11	Duplicates	76%	1.26168	3.8000	19	14	9	4	4
	Ratios				38%	28%	18%	8%	8%

3. Describe and diagnose a forward-looking strategy at the University of Zakho

The data of Table (4) revealed that the management of their organization sets its priorities on the basis of the future that it aims to seek, this is what was approved by the answers of (72%) of the respondents and an arithmetic mean (3.900) and a standard deviation (1.147) and a response rate (78%) Then comes an agreement (68%) of the respondents regarding the readiness of the management of their organization to everything that secures the aspirations of workers within the framework of mobilization cases for various techniques in favor of Matrum application This is explained by the answers of (68%) of the respondents, which supports its attempts aimed at upgrading as it confirms its bet on winning in this field of work What was agreed upon by (64%) of the respondents with an arithmetic mean (3.640) and a standard deviation (1.208) and a response rate (73%) and this explains to the researchers the existence of a closer orientation to the mediator in the field of adopting a strategy of a forward-looking nature at the level of the university field of study.

Table (4): Frequencies, ratios, arithmetic means, standard deviation and response ratio to paragraphs after a forward-looking strategy

#	Paragraphs	Materiality	Standard deviation	Arithmetic mean	I strongly agree	I agree	neutral	I don't agree	Strongly disagree
X12	Duplicates	76%	1.27279	3.8200	20	14	6	7	3
	Ratios				40%	28%	12%	14%	6%
13x	Duplicates	78%	1.14731	3.9000	19	17	5	8	1
	Ratios				38%	34%	10%	16%	2%
14x	Duplicates	71%	1.24802	3.5600	10	24	6	4	6
	Ratios				20%	48%	12%	8%	12%
X15	Duplicates	73%	1.20814	3.6400	13	19	9	5	4
	Ratios				26%	38%	18%	10%	8%
X16	Duplicates	71%	1.35767	3.5600	17	12	7	10	4
	Ratios				34%	24%	14%	20%	8%

4- Preventive and curative strategy

The data of Table (5) revealed that (79%) of the respondents agreed that the management of their organization reveals cases of circumvention practiced by competitors and an arithmetic mean (4.000) and standard deviation (1.018) and a response rate (81%) and this confirms the development of various alternatives to confront the surprises that face it also confirms that it adopts the idea of attack as the best means of defense This is indicated by the answers of (74%) of the respondents and an arithmetic mean (3.940) and a standard deviation (0.934) and a response rate (79%) This means

that it addresses the negatives and works to eradicate them This is what was expressed by the agreements (72%) From the respondents.

In summary, the proposed strategies for higher education institutions were in place and activated at the University of Zakho with limits between medium to good, and this almost represents a positive trend for the university administration and employees.

Table (5): Frequencies, ratios, arithmetic media, standard deviation and response ratio to paragraphs after a preventive and therapeutic strategy

#	Paragraph	Materiality	Standard deviation	Arithmetic mean	I strongly agree	I agree	neutral	I don't agree	Strongly disagree
17x	Duplicates	81%	1.01840	4.0600	21	16	9	3	1
	Ratios				42%	32%	18%	6%	2%
18x	Duplicates	78%	1.05463	3.9000	16	20	9	3	2
	Ratios				32%	40%	18%	6%	4%
19x	Duplicates	79%	0.93481	3.9400	15	22	8	5	0
	Ratios				30%	44%	16%	10%	0
20x	Duplicates	72%	1.22708	3.6200	13	20	5	9	3
	Ratios				26%	40%	10%	18%	6%

Second: Describe the dimensions of sustainable development sustainable development at the level of the University of Zakho.

1- Description and diagnosis of the economic dimension at the level of the University of Zakho

The data of Table (6) showed that the management of their organization shows interest in keeping pace with fluctuations in economic factors, this is explained by the answers of (85%) of the respondents, with an arithmetic mean (4.260), a standard deviation (0.876) and a response rate (85%), supported by agreements (74%) regarding the endeavor of their organization's management to address any economic problems within the scope of its work within the framework of its interest in the economic cycle, this is what was approved by the answers of (72%) of the respondents, with an arithmetic mean (3.880) and a standard deviation (1.319), and a response rate of (78%), and this means tracking economic progress by identifying weaknesses. And make them criteria controlling this level of progress agreed upon by (52%) of the respondents with an arithmetic mean (3.420), standard deviation (1.230) and a response rate (68%) This means that the University of Zakho has shown remarkable interest in the economic aspects in support of the sustainable development process.

Table (6): Frequencies, ratios, arithmetic means, standard deviation and response ratio to the paragraphs of the economic dimension

#	Paraphrase	Materiality	Standard deviation	Arithmetic mean	I strongly agree	I agree	neutral	I don't agree	Strongly disagree
21x	Duplicates	78%	1.31925	3.8800	22	14	4	6	4
	Ratios				44%	28%	8%	12%	8%
22x	Duplicates	76%	1.30447	3.8200	19	18	2	7	4
	Ratios				38%	36%	4%	14%	8%
23x	Duplicates	85%	0.87622	4.2600	24	18	5	3	0
	Ratios				48%	36%	10%	6%	0
24x	Duplicates	71%	1.09190	3.5400	8	23	10	6	3
	Ratios				16%	46%	20%	12%	6%
25	Duplicates	68%	1.23040	3.4200	11	15	12	8	4
	Ratios				22%	30%	24%	16%	8%

2- Social Dimension

It is clear to us from the data of Table (7) that there is agreement between the respondents on the two paragraphs (X30), which centered on the adoption of the management of the organization for supportive methods to improve the economic aspects, as well as the case for paragraph (X28), which was summarized in the management of the organization to mark the aspects of ignorance in the surrounding environment and then followed by the agreement of the respondents to deal with the management of their organization with social ills seriously according to the answers (74%) and the mean arithmetic (3.820) and standard deviation (1.024) and the response rate (76%) and is associated with the above determination of the management of the organization For the changes taking place in the population pyramid and determines its orientations, this is approved by the answers (68%) of the respondents, in addition, the management of the organization diagnoses the social customs and traditions prevailing in its work environment, if (64%) of the respondents agree on that, and this means that the field of study is the first attention and attention to the social dimension and follow everything that would in this area.

Table (7): Frequencies, ratios, arithmetic means, standard deviation and response ratio to social dimension paragraphs

#	Paragraphs	Materiality	Standard deviation	Arithmetic mean	I strongly agree	I agree	neutral	I don't agree	Strongly disagree
X26	Duplicates	71%	1.48681	3.5600	18	14	4	6	8
	Ratios				36%	28%	8%	12%	16%
X27	Duplicates	74%	1.34392	3.7000	18	16	3	9	4
	Ratios				36%	32%	6%	18%	8%
28x	Duplicates	82%	1.07381	4.1000	23	16	5	5	1
	Ratios				46%	32%	10%	10%	2%
29x	Duplicates	76%	1.02400	3.8200	12	25	7	4	2
	Ratios				24%	50%	14%	8%	4%
30x	Duplicates	79%	1.01840	3.9400	15	24	6	3	2
	Ratios				30%	48%	12%	6%	4%

3- Description of the environmental dimension and diagnosis at the level of the University of Zakho

The data of Table (8) showed that the respondents' answers to paragraph (x33), which stipulated that the organization's management deters any violations in the field of the environment, as well as sufficient conservators, and against paragraph (x35), which focused on the development of the organization's management, the experiences of other countries in the field of environmental preservation as lessons came by agreement (78%) and this was accompanied by the publication of the organization's management of environmental awareness among the workers, this is indicated by answers (74%) and an arithmetic mean (3.820), standard deviation (1.024) and a response rate (76%), noting that this was stated in The framework of the organization's management of ethical codes that serve its work environment according to the answers of (60%) of the respondents and with an arithmetic mean (3.500), a standard deviation (1.265) and a response rate (70%) This is a clear confirmation that the university under study has given emphasis to the environmental dimension according to the respondents' answers, reflecting its interest in the environment and assessing the effects resulting from this dimension.

Table (8): Frequencies, ratios, arithmetic means, standard deviation and response ratio to the paragraphs of the environmental dimension

#	Paragraphs	Materiality	Standard deviation	Arithmetic mean	I strongly agree	I agree	Neutral	I don't agree	Strongly disagree
X31	Duplicates	70%	1.21622	3.4800	12	15	11	9	3
	Ratios				24%	30%	22%	18%	6%
X32	Duplicates	70%	1.26572	3.5000	12	18	7	9	4
	Ratios				24%	36%	14%	18%	8%
X33	Duplicates	82%	1.07381	4.1000	23	16	5	5	1
	Ratios				46%	32%	10%	10%	2%
X34	Duplicates	76%	1.02400	3.8200	12	25	7	4	2
	Ratios				24%	50%	14%	8%	4%
X35	Duplicates	79%	1.01840	3.9400	15	24	6	3	2
	Ratios				30%	48%	12%	6%	4%

Third: Hypothesis Testing**1- Correlations between the proposed strategies of higher education institutions and sustainable development at the level of the University of Zakho**

The data of Table (9) revealed the existence of significant correlations between the two variables under study and the correlation coefficient was (0.410) at a significant level (0.003), which means that the process of interest in the return of sustainable development takes its effective extent with the cases of effective employment of the proposed strategies of this university and its counterparts and here is the need to activate these strategies and in a tangible manner that confirms the effective role of each of them as well as determines the importance of their synergy with each other and in a way that secures the basic pillars of sustainable development.

Table (9) Correlation between the proposed strategies and sustainable development at the level of the surveyed organization

Correlation coefficient	Proposed strategies
(0.413)	Sustainable Development
	sig (0.003)

The impact of the proposed strategies of higher education institutions on sustainable development at the level of the University of Zakho

The data of Table (10) revealed that the value of the coefficient of determination (R^2) explained the percentage of (0.171) of the changes in the dependent variable (sustainable development) due to the proposed strategies for educational institutions. This is supported by the value of (F) calculated (9.880) at a significant level (0.003) and the value of the regression coefficient ((B) comes to show us that the change of one unit in the independent variable (proposed strategies) as a basis entails an increase of (0.413) in the dependent variable (sustainable development) and supports that. The T-value is (3.143), which explains to the researcher that the proposed strategies have an impact on the dimensions of sustainable development according to the data of the field study and this is almost a reality because the proposed strategies have an impact in the field of sustainable development.

Table (10) Impact relationships between the proposed strategies and sustainable development at the level of the surveyed organization

R^2	Sig	F	Sig	T	B	Regression coefficient	Variable
0.171	0.003	9.880	0.003	3.143	0,413	2.480	X

Conclusions and representations

First :Conclusions

The results of the current study led to a number of conclusions represented by-

- 1- The existence of a positive orientation at the university field of study regarding its adoption of the proposed strategies so that the strategy of controlling resources was manifested, as the possibility of benefiting from the strategy of aspiration and within the framework of a preventive treatment strategy, which explains its increasing ambition and taking the essence of everything that is feasible and useful in the field of work.
- 2- The emergence of the dimensions of sustainable development at the university level under study, whether it comes to its interest in the economic dimension and its focus on the social dimension to take note of the environmental dimension, which explains its interest in sustainable development and its promise as a starting point to contain what is future.
- 3- The proposed strategies are linked to sustainable development in a way that reflects on the state of support between them, so that adhering to these strategies and implementing their contents means seeking sustainable development in all its dimensions.
- 4- The proposed strategies left an impact on sustainable development, which indicates the state of impact, impact, action and reactions between them at the level of the university studied

Second : Recommendations

Building this conclusions the researchers Introduced mouy Recommendation such as

- 1- Necessity of Enlargement of strategy range iu university Research with comprehensive that lead to depend of one there strategies in framework synergy and insight.
- 2- Work of making the dimensions of sustainable development, in light of this study, an entry point for employing other dimensions, taking into account other dimensions and within the framework of the moral function and the action of situational factors.
- 3- Ascertain on recruitment active and efficiency of produce strategies that contributes of enforcement sustainable development and to support of any attitudes that service future.
- 4- Work of achievement interaction between these strategies and the dimensions of sustainable development, in a way that indicates the positive role of each of them towards the other.

References:

- 1- Al-Nofal, Sultan Ahmed Khalif, 2019, The Organizational Future A vision within the limits of the possible Dar Ghaida, Jordan
- 2- Al-Nofal, Sultan Ahmed Khalif, 2020, Shortcomings in administrative work, Dar Al-Yazouri, Jordan.
- 3- Al-Nofal, Sultan Ahmed Khalif, 2021, Clean Management: An Introduction to Achieving Sustainable Development, Dar Ghaida, Jordan.
- 4- Amina Saif, 2011, Self-Management System, Amman, Journal of Education (Al-Azhar) for Educational, Psychological and Social Research (62) 34-37.
- 5- Abdelghani, Hassouna (2013) Legal protection of the environment in the framework of sustainable development, PhD thesis, Mohamed Khider University in Kasra, Faculty of Law and Political Science, Department of Law, Algeria
- 6- Boronas,A.K.& Louis ,M.R., 1989, Restorting sense of control during implementation: How user involvement leads to system acceptance, MIS Quarterly ,March.
- 7- C.K. Parahaled & R.A . Moshelker, 2010 ,Innovations Holy Grail, HBR, vol.87,NO12.

- 8- FAO ,1994, Policies for Sustainable Development , Rome.A.M.sharp, et al ,2004, Economic of social Issues Mcgraw-Hill , Boston.
- 9- Gossieux, F& morau, E.k., 2010,the hyper social organization, Mc Graw-Hill ,New York.
- 10- Hijam Al-Arabi, Tari Samiha, 2019, Sustainable Development in Algeria: An Analytical Reading of the Concept and Obstacles, Journal of Development Research and Studies, University of Bordj Bou Arreridj , Vol. 02, No. 04, , 125
- 11- J.Asatu-Adjaye , 2005 ,Environmental Economics for non-economics, world scientific ,New Jersey.
- 12- James R.Adrich, 1996, Pollution Prevention Economic Mcgraw-Hill, new York .
- 13- Olaka,H.,Lewa,P.& Kiriri,P.,2017,Strategic Leadership and Strategy Implementation in Commercial banks in Kenya.
- 14- Pearce D.W.,et al ,1989, Blueprint for Green Economy, Earthscan ,London
- 15- Rashid and Jallab, 2008, The compatibility between adaptation strategy and strategic leadership practices and its impact on customer service, Dar Al-Minhaj for Publishing and Distribution, Amman, Jordan.
- 16- Rosen,M.A.,& Kishawy, H.A.,(2012), Sustainable manufacturing and design: Concepts,Practices and needs. Sustainability, Vol.4,NO.20
- 17- Remigijus et Autres,2009,The Concept Of Sustainable Development and sustainability Scenarios , Inzinerine Ekonomika-Engineering Economics,Volume2, Numero 62,p32
- 18- Surie,G. (2017). Achieving sustainable :insights from biogas ecosystems in India. Agriculture,VOL.7,NO.2.
- 19- Pearce,J.& Doh, J, 2005, the high impact of Collaborative social initiatives , M IT sloau Management Peview,46(3)
- 20- WCED ,1987, World Commission on Environment and Development , O X Ford university PRESS and United Nation, New York.
- 21- Wrightm P.M.,et al ,1993,Productivity and extra role behavior The effect of goals and incentives of Spontaneous helping ,journal of Applied Psychology,VOL.78,NO.20.