



THE IMPACT OF THE STRATEGIC VISION STATEMENT ON PROMOTING SUSTAINABLE DEVELOPMENT PRACTICES IN IRAQI UNIVERSITIES / A FIELD STUDY IN A NUMBER OF PUBLIC AND PRIVATE UNIVERSITIES IN BAGHDAD

Lecturer: Zahraa Saad Sabri

Zahraa_saad1@ijsu.edu.iq

University, Imam Ja'far al-Sadiq

Lecturer: Zainab Mohammed Abd

Zainab_mohammed@ijsu.edu.iq

University, Imam Ja'far al-Sadiq

Lecturer: Sabah Mohammed Obaid

Sabah.mohammed@ijsu.edu.iq

University, Imam Ja'far al-Sadiq

Article history:

Received: 24th February 2025

Accepted: 20th March 2025

Abstract:

The research aims to test and know the impact of the strategic vision in achieving and supporting sustainable development practices in a number of public and private universities in Baghdad, by finding a solution to the basic problem that was formulated with the following question (Does the strategic vision affect the achievement and support of sustainable development practices?). The research has great importance in drawing attention to the importance of stating the strategic vision and its nature and knowing its impact in achieving and supporting the application of sustainable development practices. It is necessary to work on establishing an organizational culture among the research sample regarding the importance of stating the strategic vision in achieving many advantages and directing efforts towards the best and most profitable practices. Thus, the main hypothesis of the research was formulated, which aims to find both the correlation and influence of the research variables, namely (there is a significant statistical effect of the strategic vision on sustainable development). To test these hypotheses, field research was adopted, which was applied in a number of public and private universities in Baghdad. Data was collected based on a questionnaire form, and the research sample amounted to 70 individuals from department heads and their assistants, professors and employees in the universities of the research sample. Statistical methods were adopted, which are: Using the programs (EXCEL 2010), (SPSS V 26) , and (SMARTPLS 4), this data was analyzed in order to calculate the coefficient of variation, standard deviation, and correlation coefficient, and to test the research hypothesis. The research results showed the existence of a significant correlation between the strategic vision and sustainable development, and the existence of a significant impact of the strategic vision on sustainable development.

Keywords: Strategic Vision, Sustainable Development

THE INTRODUCTION: The strategic vision reflects the level of awareness of university presidents of the surrounding environment and their reactions to developments and changes within it. The vision is one of the most important matters related to the choices of universities and what they want to be and achieve in the future. Therefore, presidents must realize the importance of sustainable development for the success of their colleges. However, we find that only a few universities have taken serious steps in implementing sustainable development practices and integrating them into their operations. This is due to the fact that universities do not have a clear vision, especially regarding the field of sustainable development. It is also due to the lack of consensus on who is responsible for developing and implementing these practices within universities. It is also due to the fact that the majority of universities are simply not committed to sustainability. Short-term profit pressures replace development practices, and sustainability efforts are slowed down or marginalized . Therefore, management and organizational infrastructure must work to eliminate these obstacles that prevent the implementation of sustainable development practices in universities. Sustainability must appear in the



college vision. Universities must pay attention to what the vision and values look like and clarify the desired future of the college, not just keeping it on paper, as the vision provides an intellectual framework for the college's strategy. By defining the strategic direction and providing a conceptual map of how the college will move from its current reality to its desired future state.

Chapter One: Research Methodology and Previous Studies

Chapter One: Research Methodology

1. Research problem

The research problem was represented in whether the college's strategic vision, as an independent variable, enables the college to achieve sustainable development. Can the vision statement have an impact and be linked to practices that aim to achieve this type of development in universities, and to what extent is this impact? Thus, we see that the research problem stems from its specific question, which is (Does the strategic vision affect the achievement and support of sustainable development practices?), from which a number of sub-questions branch out, which are:

- a. How much interest do public and private universities have in their mission statement?
- b. What are the benefits of adopting sustainable development practices in the research sample universities?
- c. What is the level of impact of the strategic vision on adopting and implementing sustainable development practices?

2. The importance of research

The research gains its importance by finding a solution to the problem that was presented, the research elements that were addressed, the benefits achieved from its application, and the extent of its contribution to the research sample's adoption of sustainable development practices and the development of the reality of these universities, the research sample, as follows:

- a. Explaining the importance of strategic vision, as it is considered one of the most important means of competition at the present time, due to its role in achieving a sustainable competitive advantage.
- b. The research deals with its variables by studying them through presenting the theoretical aspect of these variables and clarifying their importance. And its dimensions.
- c. This research provides decision makers with information that enables them to recognize the importance of applying sustainable development practices in developing and supporting society in a modern way.

3. Research objectives

In light of its problem and importance, the research aims to achieve the following objectives:

- a. To reveal the nature of the impact of the strategic vision on the development and implementation of sustainable development practices.
- b. To know the level of awareness of senior management in universities and employees of the strategic vision statement and sustainable development.
- c. To know the extent of the research sample's interest in the research variables represented by the strategic vision and sustainable development.

4. Research hypotheses

The research adopted the following main hypothesis:

Main hypothesis: There is a statistically significant effect of strategic vision on sustainable development.

5. Research methodology

The research relied on the descriptive and analytical approach using statistical methods in order to reach accurate results. This approach is distinguished by its comprehensive view and the combination of describing the case with its analysis.

6. Hypothetical research plan

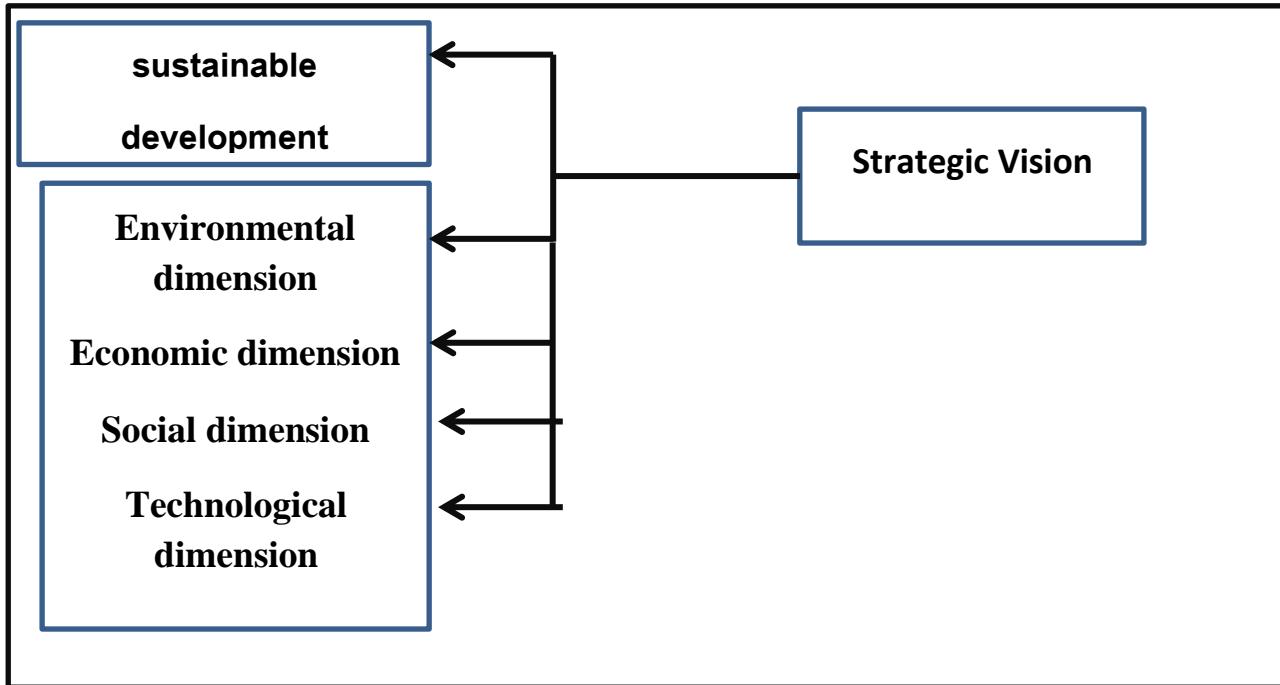


Figure (1) Hypothetical research plan

7. Research limits

- Time limits: The time period in which both the theoretical and practical aspects of the research were prepared extended between (2024-2025).
- Spatial boundaries: The research was applied in a number of governmental and private universities in Baghdad.
- Human boundaries : It includes 70 individuals from the senior leadership in the universities, the research sample .

8. Data collection methods

- Theoretical aspect: In order to obtain this aspect, the researcher relied on Arabic and foreign books, university theses, academic dissertations available in libraries or published on the Internet, articles, periodicals, and research.
- Practical aspect: In this aspect, the researcher relied on the questionnaire form in order to obtain data and information related to the research topic to choose to accept or reject the hypotheses. It included (20) questions, and the validity of the questionnaire form was tested by presenting it to the arbitrators to benefit from those notes, which enriched the paragraphs of the questionnaire and its scientific soundness. The final version of the questionnaire was prepared, in addition to distributing (...) questionnaires and obtaining (...) usable questionnaires, and (..) questionnaires that were neglected due to their invalidity.

9. Approved statistical methods

EXCEL 2010), (SPSS V 26) and (SMARTPLS 4) were adopted to calculate the coefficient of variation, standard deviation, correlation coefficient and test the research hypothesis.

Section Two: Previous Studies

1. Study (Gurley, et.al, 2014).

Mission, vision, values, and goals: An exploration of key organizational statements and daily practice in schools	Study title
Mission, Vision, Values, and Goals: Exploring key organizational statements and daily practices in schools.	Study problem
Examine the implications of college preparation programs designed to equip school leaders to effect meaningful school improvement and change focused on developing a shared mission and vision.	Study objectives



Explore participants' reports on the impact of mission, vision, values, and goals on their daily practices, provide and compare mission, vision, values, and goals statements to models of strategic planning and continuous improvement planning for the school from the organizational improvement literature.	Study methodology
Primarily qualitative methodology (i.e., content analysis) questionnaire form	Study tools
	The most important results

2. Study (Brandli , et.al, 2018).

Sustainability in Higher Education Sustainable Development Policies as Indicators and Preconditions for Sustainability Efforts at Universities: Fact or Fiction ?	Study title
Sustainability in Higher Education Sustainable Development Policies and Preconditions for Sustainability Efforts in Universities: Fact?	Study problem
To study and analyze the widely held belief that sustainable development policies are necessary for universities to successfully engage in sustainability issues.	Study objectives
Examines the evidence currently available to support this belief stated in the problem.	Study methodology
A mixed-methods approach was used, ranging from document analysis, website analysis and interviews.	Study tools
Survey form	The most important results

3. Study (Filho , et.al, 2019).

The Role of Planning in Implementing Sustainable Development in a Higher Education Context	Study title
The role of planning in implementing sustainable development in the context of higher education	Study problem
The many recurring problems and barriers to achieving the SDGs in universities are directly or indirectly linked to planning shortcomings that constitute a major obstacle to the implementation of sustainable development.	Study objectives
There is a significant need to foster a better understanding of how planning can help higher education institutions become more successful in implementing sustainable development.	Study methodology
Survey	Study tools
Survey form	The most important results

4. Study (Constantine , et.al, 2020).

Perception, Awareness, Acceptance and understanding of NEUST-sic Community towards its Vision, Mission, Goals and Objectives	Study title
Awareness, acceptance and understanding of the campus community of the University of Nueva Ecija of Science and Technology towards its vision, mission, goals and objectives	Study problem
Study and analysis of the perception, awareness, acceptance and understanding of the campus community of Nueva Ecija University of Science and Technology San Ysidro towards its vision, mission, goals and objectives of the programs offered (VMGO)	Study objectives
To identify the extent of acceptance, understanding and awareness of the research sample of the vision, mission, goals and objectives of the University of Nueva	Study methodology



Descriptive and quantitative analytical Survey form	Study tools The most important results
--	---

Chapter Two: Theoretical Framework

Chapter One: Theoretical framing of the strategic vision variable

First: The concept of strategic vision. A vision statement is usually considered what an organization will look like in the future and what will happen if its goals are fully achieved. A vision statement should usually be brief, clear, future-oriented, flexible, challenging, general, and attractive. A vision statement often includes the organization's guiding beliefs and principles. The purpose that comes from these beliefs A mission that aligns with the purpose that also drives the organization toward the desired future. (Houts, 2022:9) Strong leaders have a clear and compelling vision of where the organization should go, and they communicate this vision eloquently to others within the organization in terms that motivate people. They continually articulate their vision so that it becomes part of the organization's culture. One of the main tasks of leadership is to give the organization a sense of direction. (Hill al, 2020:31) The vision is a picture of what the organization wants to be. In general terms, what you want to achieve. Therefore , the vision statement expresses the ideal description of the organization and gives shape to its intended future. In other words, the vision statement directs the organization in the direction it wants to be in the coming years. The decisions and actions of those involved in its development must be consistent with it. It is a picture of what the organization wants to be. In general, what you want to achieve (Hit , et.al, 2020: 18) An organizational vision is a broadly defined, "inspiring, comprehensive, and long-term" goal that represents an emotionally driven orientation (DESS, et.al, 2019:24) , as it is intended to describe "who we are" as an organization . (Barletta, 2020:1).

Second: Vision, goals and objectives. In order to ensure coherence in the strategic direction, it is necessary to: All stakeholders strive to achieve common goals and objectives by defining desired outcomes . Moving forward becomes much easier. Otherwise, when no one knows what the organization is trying to achieve, individuals have no idea what to work towards. Organizations best express priorities through stated goals and objectives, which form a hierarchy that includes the organization's vision, mission , and strategic objectives . Strategic objectives tend to be more specific and provide a direct means of determining whether the organization is moving towards broader, overarching goals . A vision also has a longer time horizon than a mission statement or strategic objectives. (DESS, et.al, 2021:23) , Figure (2) shows the hierarchy of goals and its relationship to two characteristics: general versus specific and time horizon:

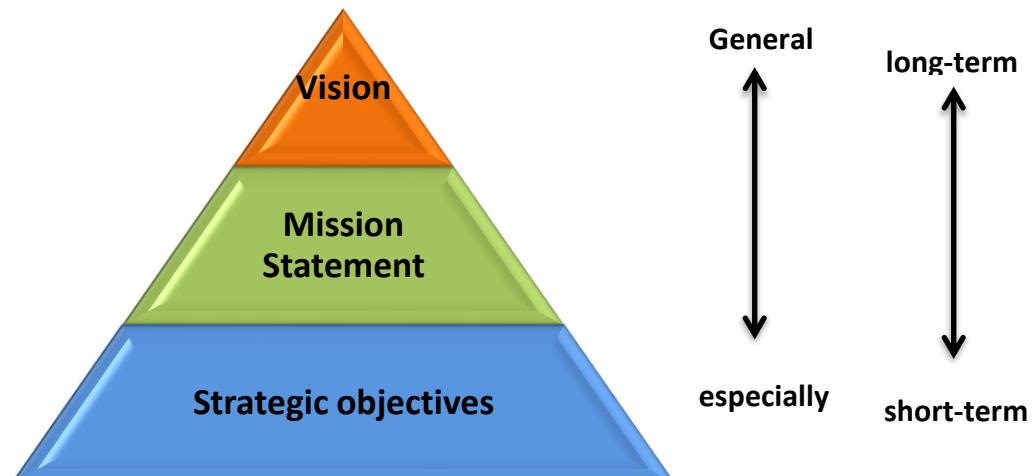


Figure (2) Hierarchy of goals

Source: Prepared by the researcher



Third: The importance of strategic vision and its relationship to performance. The importance of the strategic vision statement can be determined by a number of points as follows (Muhammad and Muhammad, 2022: 190):

1. Strategic vision plays an important role not only at the start-up stage of an organization but throughout its life cycle. The vision represents the guiding piece that explains to everyone who needs to understand and realize what the organization is and what it is trying to achieve .
2. It works to determine the direction in which the organization wishes to move, the goals it seeks to achieve , and the areas of necessary activities and strategies that achieve this .
3. A vision represents a long-term direction that enables planners to reschedule and manage changing plans. It also shows what the organization actually wants to accomplish .
4. Defining organizational objectives and translating them into goals in a way that makes cost, time and performance measures quantifiable and controllable.
5. Availability The strategic vision is a great opportunity for its developers to obtain the necessary assistance from all managers in the organization, as it ensures consensus among the organization and employees on the purpose and establishes an appropriate organizational climate for work and provides the desired challenge for other administrative levels.

It also appears sometimes that the vision statement and the company's performance are related to each other, as it is likely that there is a positive relationship between the vision statement and the company's performance under certain conditions according to (Rothaermel, 2019: 17) and the result is : she that statement Vision Effective maybe that puts basis that maybe attic formulation strategy Create feature Competitive, as follows :

1. Be Vision directed about Customers
2. It is done investment Owners interest Internals in Defining the vision.
3. Compatible Structures organizational like system Compensation with statement vision The company .

Fourth: Characteristics of a good strategic vision. A good strategic vision has a number of characteristics that can be summarized according to (Nofan and Al- Rubaie , 2023: 345) as follows:

1. Focus on the future: The vision represents the ideal mental image of the desired future state. It does not only reflect the organization's present , but is also linked to the future it seeks to achieve.
2. It must be clear : The vision must be clear and understandable to everyone. It must not be so brief that it becomes a mere slogan that does not express its essential elements , nor so long that it becomes a complex description of the organization's philosophy and strategic planning .
3. To be ambitious and challenging: The most important characteristics The ideal vision should be so ambitious and challenging that it is difficult to achieve without being impossible.

Section Two : Theoretical Framework for the Sustainable Development Variable

First: The concept of sustainable development. Sustainable development in general is a combination of the three social, economic and environmental goals that political objectives entail, as sustainable development is improving the quality of all aspects of life for today's generation without causing negative effects on the lives of future generations . Pirouz , et.al. 2020:1) , and it is defined as development that meets the needs of the present without compromising the ability of future generations, as it aims to meet the basic needs of all and provide everyone with the opportunity to achieve their aspirations for a better life. With the aim of bridging the gaps between environmental, economic and social concerns, sustainable development represents an ambitious agenda that seeks to ensure that "no one is left behind" (Agbedahin, 2019:2) . Sustainable development is also defined as current actions, implemented to achieve goals that do not harm future development. It is a prevailing strategy that attempts to meet the needs of current stakeholders without compromising the local community's resources, interests (Tien , et.al, 2020: 43).

Second: Sustainable Development Goals/ The Sustainable Development Goals were announced in the world through the United Nations General Assembly resolution entitled (Transforming Our World: The 2030 Agenda for Sustainable Development) in 2015. The goals were designed to include economic, social and environmental challenges while ensuring their interconnectedness at the same time (Álvarez and Fernández , 2020: 3) , which were represented in the following:

1. The end of poverty in all its forms.
2. End hunger, achieve food security and improve nutrition.
3. Ensuring healthy lives and promoting well-being for all at all ages.
4. Ensure inclusive and equitable quality education and promote lifelong learning.
5. Gender equality and empower all women and girls.



6. Ensure availability and sustainable management of water and sanitation for all.
7. Ensure access to affordable, reliable, sustainable and modern energy.
8. Promote sustained and sustainable economic growth.
9. Building resilient infrastructure, promoting inclusive and sustainable industrialization, and encouraging innovation.
10. Reducing inequality within and among countries.
11. Making cities and human settlements inclusive, safe, resilient and sustainable.
12. Ensuring sustainable consumption and production patterns.
13. Take urgent action to combat climate change and its impacts.
14. Conserve and sustainably use the oceans, seas for sustainable development.
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, halt and reverse land degradation and halt biodiversity loss.
16. Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels.
17. Strengthening the means of implementation and revitalizing the global partnership for sustainable development.

Sustainable development also has several goals in relation to: B. University education according to (Farhan, 2023: 933) as follows:

1. Demonstrate awareness and concern for the economic, social and environmental interdependence of urban and rural areas .
2. Providing people with opportunities to acquire the knowledge, attitudes and skills required to protect , improve and conserve the environment.
3. Creating new patterns of behavior for individuals, society and groups as a whole towards development .
4. To enhance teaching, learning, research, community engagement and management of higher education institutions in relation to sustainable development, and to build and strengthen networks in the field of education for sustainable development in higher education .
5. Strengthening methods and processes to enable appropriate quality education, raising awareness of the importance of education, and improving the institutional infrastructure for education for sustainable development in the higher education sector .

Third : Dimensions of sustainable development The dimensions of sustainable development are represented by a number of aspects that together represent its elements as well, and according to (Batra , et.al, 2019: 37) , (Hussein, 2012: 463) added to it a fourth dimension represented by the technological dimension, as follows:

1. Environmental Factors Environmental sustainability is related to the preservation of natural capital which refers to the assets provided by the environment, such as the atmosphere, which can be renewable or non-renewable in nature. Sustainability in relation to the environment is about preserving these assets.
2. Social factors : Businesses are an important source of ensuring the protection of employee rights and employment opportunities. Businesses, as part of society, use community resources and end up depleting natural resources. Education and training institutes provide the workforce that companies need. Researchers believe that before solving environmental issues, poverty reduction is the ultimate goal of sustainable development.
3. Economic Factors : Sustainability is about maximizing well-being when viewed through an economic lens. Maximizing well-being has an impact on production and consumption that favors economic returns. Thus, in a sustainable enterprise, profits and responsibilities towards production and use of raw materials are two sides of the same coin. The distribution of income between generations is influenced by the savings that each generation provides to its successor. In order to focus on economic prosperity, economic prosperity has to be taken into consideration during planning.
4. Technological dimensions : Sustainable development requires a shift to cleaner, more efficient technologies that minimize energy consumption and other natural resources. Technological cooperation aimed at bridging the gap between developing countries and industrialized will increase productivity and prevent further deterioration in environmental quality. It is worth noting that technological cooperation demonstrates the interaction between technological dimensions and the economic, human, environmental in achieving sustainable development .

Fourth: The importance of sustainable development. Sustainable development has great importance for a wide range of aspects, as it is a link between the current and future generations, and ensures the continuity of human life, and guarantees the future generation a decent living and a fair distribution of resources within the country itself and between other countries. Sustainable development is a means of bridging the gap between developing and developed countries



social justice, reducing the illiteracy rate, raising the level of education, raising the level of national income, and providing capital (Ajbara and Akrim, 2021: 9).

Fifth: Characteristics of sustainable development. The Rio de Janeiro Summit on Environment and Sustainable Development, held for the first time in 1992, followed the Stockholm Conference on the Characteristics of Sustainable Development. The most important of which are summarized as follows (Al-Ulyah and Al-Hayasi, 2023: 707):

1. It is a development in which the time dimension is considered the basis. It is a long-term development that depends on estimating the potential of the present, and planning is done. It has the longest period of time during which future variables can be predicted.
2. It is a development that takes into account the future needs of the natural resources and the biosphere of planet Earth.
3. It is a development that places the needs of individuals first. Its priorities are to meet the basic and necessary needs of food, clothing, education, health services, and everything related to improving the quality of people's material and social lives.
4. It is a development that takes into account the preservation of the biosphere in the natural environment, whether its basic elements and components such as air and water, or the vital processes in the biosphere such as gases, for example. Therefore, it is a development that requires not depleting the natural resource base in the biosphere in order to ensure the continuity of life.
5. It represents balanced development based on coordination between resource use policies and investment priorities in a way that achieves harmony within the environmental system, preserves it, and achieves the desired development goals.

Section Three: The Practical Aspect

First: General information

Table (1) General Information

ratio	Repetitions	Sex
50.0	35	male
50.0	35	feminine
100.0	70	the total
ratio	Repetitions	the age
37.1	26	20 to 29
32.9	23	30 years to less than 40
21.4	15	40 years to less than 50
8.6	6	50 years and older
100.0	70	the total
ratio	Repetitions	marital status
37.1	26	Single
60.0	42	married
2.9	2	separate
100.0	70	the total
ratio	Repetitions	Academic qualification



25.7	18	Bachelor's
60.0	42	Master's
14.3	10	PhD
100.0	70	the total
ratio	Repetitions	Years of service
68.6	48	Less than 5 years
15.7	11	From 5 to less than 10 years
15.7	11	10 years and older
100.0	70	the total
ratio	Repetitions	College
57.1	40	governmental
42.9	30	domestic
100.0	70	the total

1. Gender:

The percentage of males and females was (50.0%) each.

2. According to age group:

In the table (1) the relative distribution of the age groups of the participants is shows. According to the table, the highest percentage of participants was in the age group (20 to 29) at 37.1 % , while the lowest percentage was in the age group (50 years and over) at 8.6%.. .

3. According to academic qualification

According to the data in Table (1), it was found that (Master's) was the most common academic qualification among the sample members, at a rate of (60%), while (Doctorate) was the least common qualification, at a rate of (14.3%).

4. Experience:

Table (1) shows the relative distribution of years of experience among participants. According to the table, the highest percentage of participants had work experience of less than 5 years, at a rate of (68.6 %) , while the lowest percentage was for those with experience from 5 to less than 10 years, from 10 years or more, at a rate of (15.7%) for both categories .

Second: Rate Response

The study achieved a response rate of (88.6%), as (70) questionnaires were analyzed out of a total of (79) questionnaires distributed to the leadership of government and private colleges , which indicates a great interest in the topic presented.

Table (2) Response rate

Number of questionnaires valid for analysis	Number of unreturned questionnaires	Number of questionnaires distributed	the condition
70	9	79	number
88.6	11.4	100.0	percentage

Source: Prepared by the researcher

Second: Confirmatory construct validity



1. Strategic vision

The strategic vision scale consists of ten questions covering the basic aspects of the strategic vision variable. The confirmatory structure of the scale shows in Figure (3), where the Cronbach's alpha values coefficient and composite reliability, which exceeded (0.70), indicate the internal consistency of the scale items. the average variance extracted (AVE), which exceeded (0.50), also confirmed the quality of the convergent validity of the scale items. As shown in Table (3), the scale can be adopted in its current form to conduct subsequent statistical analyses.

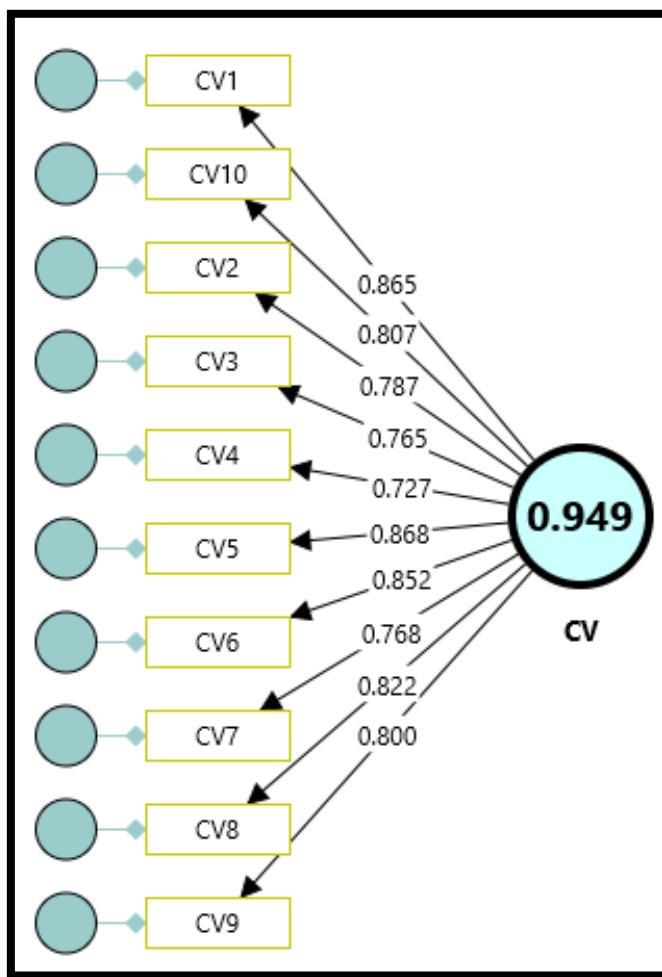


Figure (3) Confirmatory factor analysis of the strategic vision variable

Source: SMARTPLS 4

Table (3) indicates the standard estimates values that ranged between (0.868 - 0.727) at a (0.000) which is significance level which smaller than the significance level of (0.05) for all paragraphs of the strategic vision variable. The values of the (t) test also reached) For paragraphs between (9.994-7.279), this indicates that all paragraphs of the strategic vision variable are influential, which constitutes a good and sufficient indicator for adopting.

Table (3) Confirmatory factor analysis of the strategic vision variable results

P values	T values	Parameter estimates	Questions
n/a	n/a	0.865	CV1 <- CV
0.000	8.594	0.807	CV10 <- CV



0.000	8.425	0.787	CV2 <- CV
0.000	7.962	0.765	CV3 <- CV
0.000	7.279	0.727	CV4 <- CV
0.000	9.994	0.868	CV5 <- CV
0.000	9.552	0.852	CV6 <- CV
0.000	7,932	0.768	CV7 <- CV
0.000	8,815	0.822	CV8 <- CV
0.000	8,471	0.800	CV9 <- CV
0.949		Cronbach's alpha	
0.950		Composite reliability	
0.652		Average variance extracted (AVE)	

Source: SMARTPLS 4

2. Sustainable development

The sustainable development scale was measured through ten questions covering the basic aspects of the sustainable development variable. Figure (4) the confirmatory structure of the scale shows , where the values of Cronbach's alpha coefficient and the composite reliability, which exceeded (0.70), indicate the internal stability of the scale for the paragraphs. The average variance extracted (AVE), which exceeded (0.50), also confirmed the quality of the conformity to the convergent validity of the scale paragraphs, as shown in Table (4). Accordingly, the scale can be adopted in its current form to conduct subsequent statistical analyses

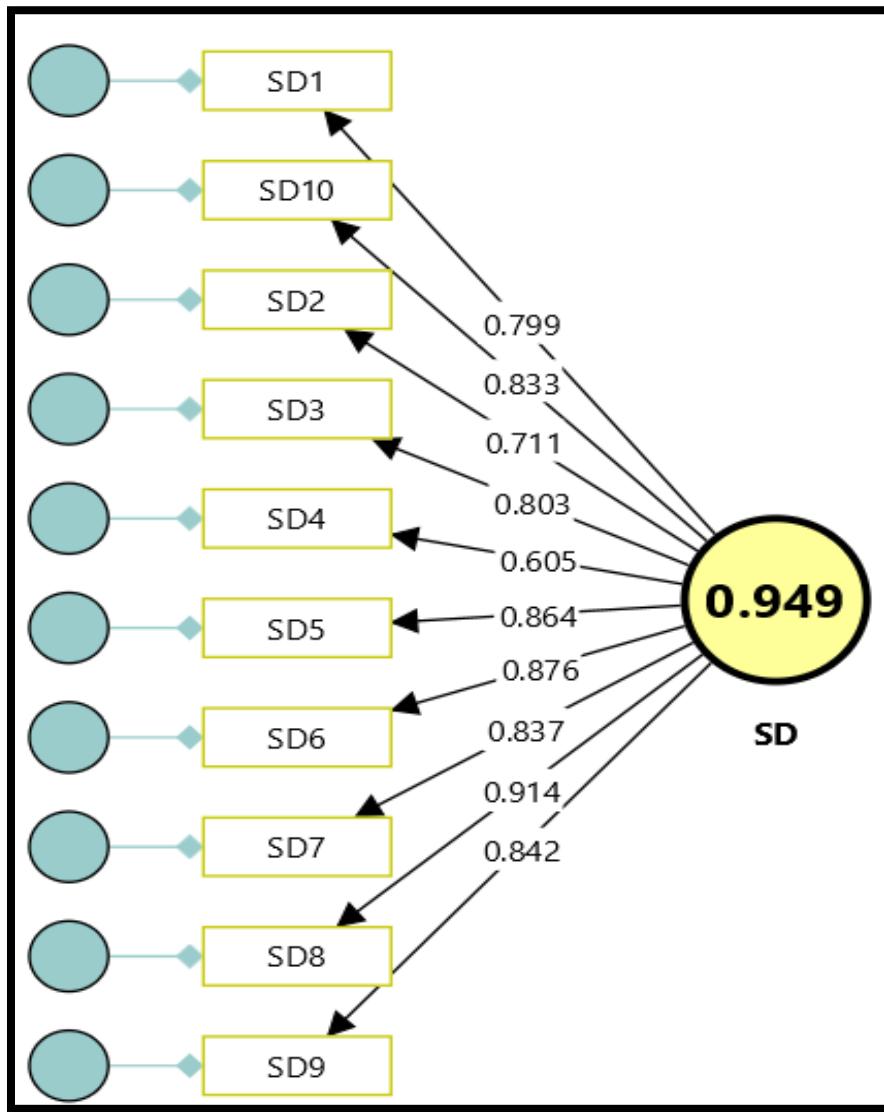


Figure (4) Confirmatory factor analysis of the sustainable development variable

Source: SMARTPLS 4

4) shows the standard estimates values, which ranged between (0.914-0.605) at a significance level of (0.000), which is smaller of the significance level of (0.05) for all paragraphs of the sustainable development variable . The values of the (t) test also reached) for paragraphs between (9.256-5.386) and this indicates that all paragraphs of the sustainable development variable are influential, which constitutes a good and sufficient indicator for adopting.

Table (4) Confirmatory factor analysis of the sustainable development variable results

P values	T values	Parameter estimates	Questions
n/a	n/a	0.799	SD1 <- SD
0.000	8.147	0.833	SD10 <- SD



0.000	6.549	0.711	SD2 <- SD
0.000	7.699	0.803	SD3 <- SD
0.000	5.386	0.605	SD4 <- SD
0.000	8.637	0.864	SD5 <- SD
0.000	8.676	0.876	SD6 <- SD
0.000	8,148	0.837	SD7 <- SD
0.000	9.256	0.914	SD8 <- SD
0.000	8,191	0.842	SD9 <- SD
0.949		Cronbach's alpha	
0.953		Composite reliability	
0.660		Average variance extracted (AVE)	

Source: SMARTPLS 4

Third: Descriptive analysis of research variables

1. Strategic vision

In Table (5) It is noted from that the highest mean was for the item " The program objectives are consistent with the university objectives ", as it amounted to (3.843), indicating a good level, with a standard deviation of (0.862) and a coefficient of variation of (22.43%). In contrast, the lowest arithmetic mean was for the item " The program objectives clearly define the expected outcomes in terms of the research and advisory capabilities of students and graduates ", as it amounted to (3.186), indicating an average level, with a standard deviation of (1.231) and a coefficient of variation of (38.65%). In general, the strategic vision variable achieved a general arithmetic mean of (3.498), indicating a good level, with a standard deviation of (0.936) and a coefficient of variation of (26.75%).

Table (5) Descriptive statistics for the strategic vision variable

trend	coefficient of variation	deviation	The middle	Questions	T
I agree	36.42	1.259	3,457	The vision clearly reflects what the university hopes to become in the future.	1
neutral	36.32	1.162	3,200	The vision clearly reflects the university's legal and educational mandate.	2
I agree	34.00	1.161	3,414	The college program objectives are clearly defined and consistent with the university's mission.	3
I agree	22.43	0.862	3.843	The program's objectives are consistent with the university's objectives.	4
neutral	35.58	1.169	3.286	The program objectives clearly define the expected outcomes in terms of competencies or technical skills of students and graduates.	5
neutral	38.65	1.231	3,186	The program objectives clearly define the expected outcomes in terms of the research and mentoring capabilities of students and graduates.	6
I agree	30.51	1.085	3,557	The program objectives clearly define the expected outcomes in terms of the students' own ideas, desired attitudes, and personal discipline.	7



I agree	29.94	1.108	3,700	The program objectives clearly define the expected outcomes in terms of an ethical nature.	8
neutral	34.84	1.184	3,400	The program objectives clearly define the expected outcomes in terms of critical thinking skills.	9
I agree	28.05	1.022	3.643	The program objectives clearly define the expected outcomes in terms of aesthetic and cultural values.	10
I agree	26.75	0.936	3,498	Strategic Vision	

Source: SPSS V.28.

2. Sustainable development

Table (6) shows the highest overall mean was for the item " The university has a systematically established sustainable development network to connect employees ", with a mean of (3.900), indicating a good level, with a standard deviation of (0.995) and a coefficient of variation of (25.51%). In contrast, the lowest mean was for the item " The university has formal procedures for joint sustainable development activities with local actors (such as NGOs, municipalities, regional government, etc.)" , with a mean of (3.057), indicating an average level, with a standard deviation of (1.250) and a coefficient of variation of (40.88%). Overall, the sustainable development variable achieved a mean of (3.427), indicating a good level, with a standard deviation of (0.987) and a coefficient of variation of (28.81%).

Table (6) Descriptive statistics for the sustainable development

trend	coefficient of variation	deviation	The middle	Questions	T
I agree	34.58	1.201	3,471	The university has a formal policy for sustainable development.	1
I agree	32.41	1.139	3,514	The university has measures in place to green the campus (e.g., energy saving programs, waste prevention and/or management plans, eco-friendly housing, etc.)	2
I agree	32.06	1.113	3,471	3. The university has procedures for integrating sustainable development issues. In the curriculum	3
I agree	25.51	0.995	3,900	The university has a network sustainable development Systematically created to connect employees	4
neutral	36.24	1.196	3,300	The University has procedures in place for staff training on issues related to sustainable development (e.g., a formal series of seminars, guest lectures, courses, etc.)	5
neutral	35.24	1.178	3,343	The university has measures to raise awareness about sustainable development (such as public events, open seminars, etc.)	6
neutral	39.64	1.314	3,314	The university has a formal policy for sustainable development considerations in procurement, contract awarding, catering and other service areas.	7



neutral	38.65	1.231	3,186	The university has formal procedures for engaging students in matters related to sustainable development.	8
neutral	40.88	1,250	3,057	The university has formal procedures for joint sustainable development activities with local actors (e.g., NGOs, municipalities, regional government, etc.)	9
I agree	33.41	1.241	3,714	The university has formal procedures for international networking on sustainable development.	10
I agree	28.81	0.987	3,427	sustainable development	

Source: SPSS V.28

Fourth: Testing research hypotheses

Test the first hypothesis

(There is a significant relationship between strategic vision and sustainable development)

Table (7) and Figure (5) show the value of the correlation coefficient between the strategic vision and sustainable development is (0.926) at a level of (0.000), which is less than the significance level of (0.05), which shows the existence of a strong correlation between the strategic vision and sustainable development. The extracted value of (Z) reached (13.339), which is greater than the value of (Z) of (1.96), which confirms the relationship. This supports the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which indicates the existence of a significant correlation between the strategic vision and sustainable development. The significant relationship between strategic vision and sustainable development indicates that improving and developing strategic vision can have a significant positive impact on increasing sustainable development.

Table (7) values of the correlation between the strategic vision and sustainable development

decision	Sig	significance	Strength and direction of the relationship according to the results	Z	R	independent variable	dependent variable
Accept the alternative hypothesis	0.000	moral	strong positive direction	13,339	0.926	Strategic Vision	sustainable development

Source: SPSS V.28

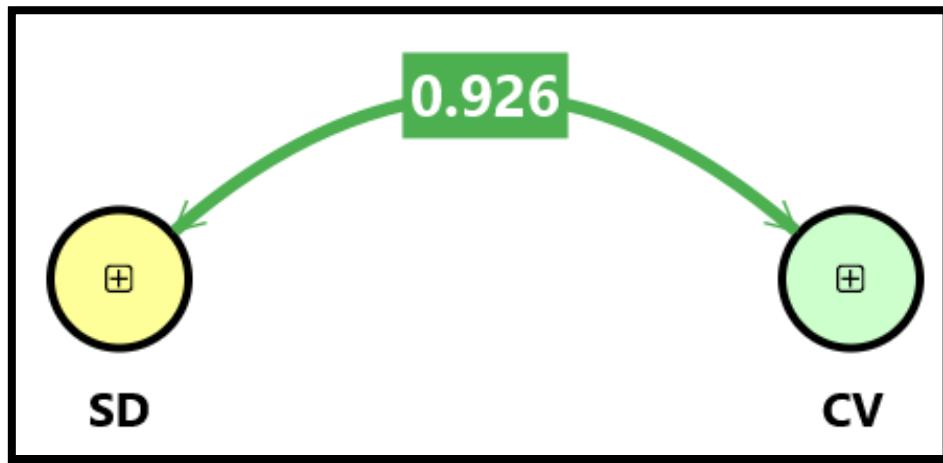


Figure (5) shows the correlation between the strategic vision and sustainable development.
Source: SMARTPLS 4

Testing the second hypothesis

There is a significant impact of strategic vision on sustainable development

From the Table (8) and Figure (6) it's clear that the calculated value of (F) between the strategic vision in sustainable development reached (410.470), which is greater than the tabular (F) value of (3.94) at the level of (0.05). This result supports the acceptance of the alternative hypothesis that there is a significant impact of the strategic vision in sustainable development. This indicates that the strategic vision has a significant impact on sustainable development, as it was able to explain about (85%) of the changes in the level of sustainable development. The calculated (t) value for the strategic vision variable reached (20.260), which is higher than the tabular (t) value of (1.984) at a significance level of (0.05), which confirms the significance of the (β) coefficient for the strategic vision. The results indicate that increasing the strategic vision by one unit can increase the level of sustainable development by (97%).

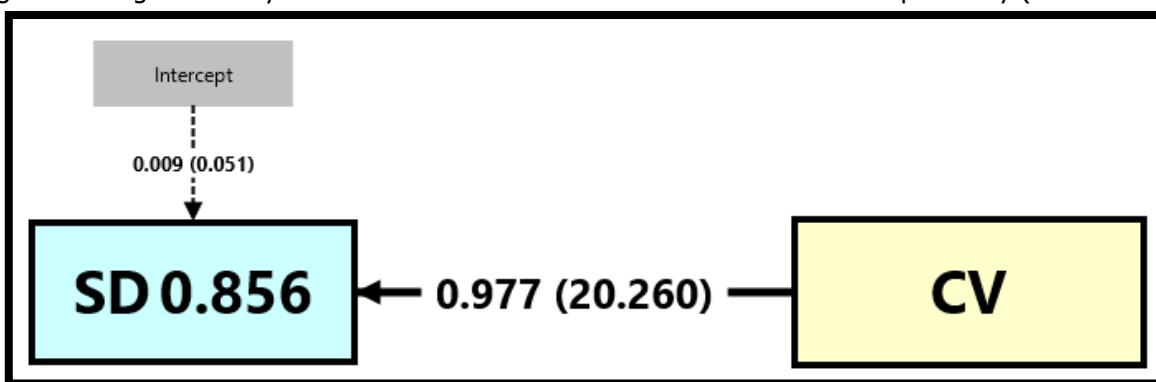


Figure (6) Analysis of the impact of the strategic vision on sustainable development

Source: SMARTPLS 4

Table (8) Analysis of the impact between the strategic vision in sustainable development

dependent variable	Sig	(F)			(t)	independent variable		
sustainable development	0.000	sustainable development	0.856	sustainable development	0.856	sustainable development	(a)	Strategic Vision



					20,260	0.977	(β)	
--	--	--	--	--	--------	-------	-------------	--

FIFTH: CONCLUSION

It is clear that the strategic vision variable, which is the independent variable, has a correlation and influence on the dependent variable, which is sustainable development. This confirms the importance of the role played by the sound formulation of the strategic vision of universities, as the vision statement must include clarity, brevity, and attention to the strategic vision that supports sustainable development practices.

Sources

1. Agbedahin, A. V. (2018) Sustainable development, Education for Sustainable Development, and the 2030 Agenda for Sustainable Development: Emergence, efficacy, eminence, and future. *Journal of John Wiley & Sons*, PP. 1-12.
2. Gurley, K., Peters, G. B., Collins, L., Fifolt, M. Mission, vision, values, and goals: An exploration of key organizational statements and daily practice in schools. *Journal of Educational Change*, 16(2), PP. 1-49.
3. leal, W., Brandli, L., Becker, D., Skanavis, C., Kounani, A., Sardif, C., Papaioannidou, D., Azeiteiro, U., de Sousa, L., Raath, S., Pretorius, R., Vargas, VR., Shiel, C., Trencher, G and Marans, R. (2018). Sustainable Development Policies as Indicators and Pre-Conditions for Sustainability Efforts at Universities: fact or fiction?. *International Journal of Sustainability in Higher Education*, 19 (1). pp. 85-113. ISSN 1467-6370
4. Filho , W.L., Skanavisb , C., Kounanic , A., Brandlid , L., Shiele , C., Paçof , A. , Paceg , P., Mifsudg , M., Beynaghih , A., Pricei , E., Salviad , AL, Willj , M., Shulak , K. (2019) The role of planning in implementing sustainable development in a higher education context. *Journal of Cleaner Production*. ISSN 0959-6526.
5. Álvarez, A. & Fernández, R. (2020). Implementation of the 2030 Agenda Sustainable Development Goals in Spain. *Journal of Sustainability*, 12(6), 2546, PP. 1-31.
6. Pirouz, B., Haghshenas, S., Haghshenas, S. & Piro, P. (2020). Investigating a Serious Challenge in the Sustainable Development Process: Analysis of Confirmed cases of COVID-19 (NewTypeofCoronavirus) Through a Binary Classification Using Artificial Intelligence and Regression Analysis. *Journal of Cleaner Production*, 12(6), 2427, PP. 1-21.
7. Hill, C. W. L., SchiLLing, M. A. & JOneS, G. R. (2020). Strategic Management an Integrated approach Theory & Cases(13 ed) . Cengage USA.
8. Barletta, W. A. (2020). Strategic Management of Research Organizations. Taylor & Francis Group.
9. DESS, G. G., McNAMARA, G., EISNER, A. B. & LEE, S. (2019). STRATEGIC MANAGEMENT: TEXT AND CASES, NINTH EDITION. Published by McGraw-Hill Education.
10. DESS, G. G., McNAMARA, G., EISNER, A. B. & LEE, S. (2021). STRATEGIC MANAGEMENT: CREATING COMPETITIVE ADVANTAGES tenth edition. Published by McGraw-Hill Education.
11. Rothaermel, F. T. (2019). STRATEGIC MANAGEMENT, FOURTH EDITION. Published by McGraw-Hill Education.
12. Houts, W. P. (2022). ASSESSING THE IMPACT OF SHARED ORGANIZATIONAL VISION AND MISSION ON ORGANIZATIONAL EFFECTIVENESS. A dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, UNIVERSITY OF WISCONSIN – MADISON.
13. Constantino , JA, Sison , MH, Gabriel, EC & Vega, TC (2020). Perception, Awareness, Acceptance and understanding of NEUST-sic Community towards its Vision, Mission, Goals and Objectives. *International Journal of Advanced Engineering, Management and Science (IJAEMS)*. [Vol-6, Issue-7, ISSN: 2454-1311.
14. Ijbara, Tahani Jamil and Akram, Ali Salim. (2021). The expected role of Libyan universities in promoting sustainable development. *Journal of the College of Education*, Issue (22), Part (2).
15. Tien , N. H., Anh , D. T., Luong , M. V., Ngoc, N. M., Duc , L. M. & Dat , N. (2020). Sustainable Development of Higher Education: A Case of Business Universities in Vietnam. *Journal of Hunan University (Natural Sciences)* , Vol . 47.No. 12, pp.43-56.
16. Hussein, Bin Taher. (2012). Local Development and Sustainable Development. *Journal of Islamic Sciences - University of Mohamed Khadir Biskra*, Issue 24 . PP . 453- 468.



World Economics & Finance Bulletin (WEFB)

Available Online at: <https://www.scholarexpress.net>

Vol. 44, March, 2025

ISSN: 2749-3628,

17. Al-Alaya, Fatiha Ahmed Hussein and Al-Hayasi, Samah Mohammed Saleh. (2023). Requirements for developing Yemeni universities in light of sustainable development goals. Al-Bayda University Journal, Volume (5), Issue (4), pp. 702-712.
18. Farhan, Abdullah Thabet. (2023). The Impact of Strategic Management on Achieving Sustainable Development from the Perspective of Academic Leaders in Yemeni Universities. Al-Bayda University Journal, Volume (5), Issue (4), pp. 923-947.