

“The Strategic Partnership to Strategic Leadership of Upgrade Higher Education Quality (Global Perspective)”

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OPEN ACCESS



P - ISSN 2518 - 5764
E - ISSN 2227 - 703X

Received:8/12/2019

Accepted:24/12/2019

Abstract

The higher education has become an enterprise integrate system that described as knowledge society, the essential part in its electronic and virtual format in the shadow of globalization challenges with its various dimensions . Until the logical ryles about a strategic partnership between the Iraqi higher education establishments and their international equivalent ones Strategic windows should be invested for the purpose of enhancing the quality of higher education in a sustainable way. This forms a challenge before the international education leaders on the social, operational and establishment's level to determinte knowledge gap, observing, diagnosing and processing in the present and future, expecting and targeting. Then, choosing the strategic partnership depends on the leadership awareness of the idea and philosophy of partnership as bases to engineer methods of applying and activate its future rules, in continuous improvement in the quality of higher education and putting back the trust to participate in building the knowledge mind workers. Until their survival became a basic request for their sustainability as a result of losing their civilized pioneer role in serving their strategic partnership through managing alliances and networks iCloud systems





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Introduction

The international and global higher education environment is witnessing dramatic and progressive changes in the nature of opportunities and challenges, and whatever connects strategic competition a way to the leader's strategic of the Iraqi higher education to think sensibly in its present and future position. As the measure of success for the higher education is related to the economies of education, such as investment, cost, economic and financial returns but appeared a clear change and emphasizing the interest on knowledge economy and society and what is attached to them of various fields which give thinking system, cognitive system and learning's priority for success measurements with excellence on competing leaders or approaching them in a challenger's tone, respondent and checker to their strategic movement. The comprehensive quality of higher education and whatever connects with it such as strategic features in cost, knowledge, value, good well, and adherence has become the real problem, and his matter has expanded to include curriculums to upgrade it. [Werach, (2009)] [Adair, (2011)] [Andersen & Schrisder, (2020)].

Objectives

The objectives [Balogun & Hailey (2020)] can be dividing into specific expected results such as:

- 1- Explain the root of the quality perspective of upgrade higher education.
- 2- Describe the strategic partnership, philosophy, future roles, and applying method?
- 3- What dimensions had been used to identify the strategic partnership and quality sub changes?

Leadership belong to strategic partnership :

To achieve what is stated and analyze its expected results, it hinges on visualizing the strategic leadership in Iraq higher education that responsible belief arising from the realities of the strategic partnership, idea, philosophy, and ethical role in achieving the upgrade in the quality of high education and comprehensive visualization with many fields and dimensions. [Balogun & Ireland, (2020)] Then responding to the expected social responsibility from the outcomes from the international conference for higher education in Iraq, the research will try to layout a bundle of valuable ideas about the strategic partnership scenario and its role in the upgrade of comprehensive quality for higher education and as follows:

First: The idea of strategic partnership and the quality of higher education.

Second: The philosophy of strategic partnership and the quality of higher education.

Third : Future roles and applying methods.

[Black & Gregersen (2003)] [Bocij, etal (2019)].



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First: The idea of strategic partnership and the quality of higher education:

The idea of strategic partnership and its expected results is connected in the context of globalizing higher education and that is being attracted by creating a balance between the independence of Iraqi universities, building its privacy and between the openness and interaction with global experiences, especially the pioneer ones, which considered reference competitive basis to the quality to those universities, and an essential element which marks their future paths, near or far away.[Boudreau et al , (2007)] [Bryer , etal (2011)] . This goes in line in explaining both my ideas, the strategic partnership and the quality of higher education as follows; -

A. Strategic partnership idea:

The strategic partnership represents one of the most popular strategic alliances and its use in the field of global higher education. Its spaces vary with varying challenges, opportunities, capabilities, tangible and intangible materials available, provided, and expected, and the ruling language for the behavior of the strategic leadership between the Iraqi and international higher education establishments. It is an established equation based on two parties, they are first party which contains universities that carry excellent status in choosing their majors and designing their curriculums and attracting the knowledge makers brains and facilitate the infrastructure, electronic knowledge material systems, and its knowledge capital is derived from theories and models and the measurement tools and the standards of application. Hence the second party consists of Iraqi universities where their leaders are thinking about rebuilding them and activate those sides as a result of comprehensive situation and the consecutive disasters which surround them.[Burnes ,(2018)] [Burnes ,(2009)] Until their survival became a basic request for their continuation as a result of losing their civilized pioneer role in serving the party that has uninterested with it. This gives signs to the inevitability for some leaders of higher education to look for the idea of strategic partnership for the rationale below: -

- 1- Benefiting from strategic, social, intellectual and knowledge capital in the distinguished global universities' leadership .
- 2- Thinking of opening educational windows (electronic and virtual) at the different higher education levels and in all majors.
- 3- Establishing a scientific electronic library by joining the database (EBSCO).
- 4- Electronic searching and writing by using the virtual party language.
- 5- Encouraging the idea of a virtual university and activate its role in building a knowledge economy.
- 6- Knowing the critical for global success factors for the distinguished global universities and studying the feasibility of Iraqi universities and take the suitable from it.
- 7- Getting the distinction by opening branches of the global distinguished universities and working on getting the necessities for their success.



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8- Investing the grants, fellowships and scholarships for distinguished students to continue their higher studies in the distinguished universities according to the methods of partnership contracts.

The previously stated rationale internal and external challenges that forces the leadership of the higher education to think deeply and consider the negotiation language for building a valuable scientific, social, economic beauty and symbolic system to be the driving and pushing force for the Iraqi universities and their creative role in making the lively, open, renewable, the deep thinker and desired future, may be the strategic partnership with its various scenarios provide the best windows in dealing with various opportunities and risks in global higher education's environment, and for the public and private Iraqi universities to get back their position and status merit and ability, as Iraq is the birth of civilization, scholars and scientists in many fields, that is not strange thing or comes within the impossible. The partnership is a window to know where is your position now (asking oneself to know the gap between the Iraqi universities and global distinguished ones (self-criticism) to provide subjective base hinged on facts and logic and not one self and closed on other's achievements, so the strategic partnership's idea is considered a strategic peace in the shadow of the higher education globalization during the third millennium [Choo & Bontis, (2002)] [Covey, (2013)].

B. The comprehensive return idea

The comprehensive return idea has attracted the interest of the university's strategic leadership and (to be able to describe its environment as quality environment, but it has become one of the reference comprehensive windows, its results points and the adherence with its accuracy, timing, compressively, and the possibility of its responsively, the area of the universities positions in the higher education environment. The quality with its importance (the mind, leadership, human resources. Institutional insistence, information, knowledge and results) and self-resources (intelligence, creativity, intuition, imagination, acting, memory and learning) and subjective (inventions, patents, quality of thinking such as theories, models, standards, measurements and programs) forms strong charismatic force that effects the changing the universities' strategic directions and aims. As the recognition became with good well and academic position for any university in the higher education globalization position limited to the degree of its adherence and applying the comprehensive quality standards and its measures. [Curtis & Cobham, (2018)]. The quality has become a motto and a symbol for universities pioneering, as it is a symbol declared and adopted by this conference. The quality idea here is a strategic plus, it is a ruling strategic value for the strategic decision systems for Iraqi universities, and the sets of information and knowledge managing systems supporting it. But the quality of higher education and the cost of its continuation or its risks connected with continuous improvement programs to guarantee its sustainability strategic which carries some risks, although it is one of the



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extreme excellences for Iraqi universities within the higher education globalization environment.[Dweck , (2017)] [Finkelsten etal , (2016)] .

Second: The philosophy of strategic partnership and the quality of higher education:

The philosophy of strategic partnership is derived from higher education philosophy and its establishments in Iraq, it is also connected with its message regarding the require knowledge society, and it is not possible for this philosophy to see the light, as thought and scenario in generalization or application in isolation to the existence of distinguished philosophy for the quality of higher education. [Finkelsten etal , (2016)] [Finkelsten etal , (2008)] . It is the vision of strategic mind in the Iraqi universities for themselves and others and determining their curriculum and the ruling assumptions for the nature of strategic queries and what it requires of realization power and in-depth awareness with the level of its submission and its good philosophical use freedom will in adopting critical and expectant philosophy for strategic partnership and the quality of higher education and what it leads to it from future estimated results achieved in good and pragmatic language and mechanical and the third belongs to the good city and what it makes from civilized good values and then the thinking should in the strategic partnership philosophy and the comprehensive return of higher education and as follows:- [Goetskh & Davis (2020)] [Hammond etal ,(1999)] .

A. The strategic partnership philosophy:

The strategic partnership philosophy is pioneering, and its roots are knowledge, it is concentrated on the future without ignoring the present, it has various interests, its assumptions have many dimensions.[Hugos & Hulizzky , (2011)] The strategic leadership for the Iraqi universities must believe in the strategic partnership philosophy which has the following aims: -

- 1- Excellence: - This means making partnership contracts between the Iraqi universities and the distinguished international universities to establish colleges, departments or research centers alone in their characteristics and the quality in their programs and curriculums.
- 2- Virtual: - Working on the design of virtual university with the soul and spirit of the virtual team, scientifically and practically, and in different fields including higher and basic education and consultation.
- 3- Knowledge makers: - Participating in the management of strategic, social, thoughts and knowledge capitals it is the hidden power which has the will for life in the initiative, flexibility and adaptability with strategic initiatives in the distinguished international universities.
- 4- Adherence and patriotism:- It is the consciousness responsible for the social responsibility to work with real values and ethics and not fake ones. Also, the entrance of Iraqi universities in strategic projects with distinguished international universities which represents long term future adherence.



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5. **Pioneering:** - The use of the initiatives, creativity, and strategic learning language. This dictates some wisdom in managing scientific relations with the distinguished international universities.

6- **Governance:** - Searching for ways that rule the organizational work such as rules and systems subject to strategic supervision done by neutral international bodies which could be an early warning system for the stages of strategic conversion in the partnership movement between the Iraqi universities and he distinguished international universities.

The aims already mentioned reflect the philosophy of strategic partnership and its mark is the quality of higher education with its different branches and various dimensions, and that is the habit of the leading strategic mind for the educational establishments in Iraq.[Jelassi & Enders ,(2008)] [Jelassi & Enders (2010)] .

Third: The philosophy of the quality of higher education: -

Here emphasizing the philosophy of comprehensive quality with strategic dimension, which means that the bases the governance values to its aims directions and strategic behavior. Also, it is impossible to visualize the philosophy of comprehensive quality separated from the higher education philosophy according to connective logic between the whole or part. The quality philosophy within social logic, the scope of the Iraqi universities participation in building the knowledge society and the participation to prepare the economic, scientific, cultural, ethical and legal infrastructure.[Shank & Govindarajan ,(1993)] [Tidd , (2012)] . The quality philosophy carries many directions forms the complete picture for the comprehensives of the quality of education which could be diagnosed in the following directions: -

1- **Emergence:** - Which means building and establishing the comprehensive system for quality by benefiting from excellent knowledge from the strategic memory of the distinguished international universities like, ready programs and various ISO standards and its application results.

2- **Symbolism-** The leaderships of Iraqi universities must believe the lecturer is a symbol and the student are a symbol and its motto is a symbol and its resultant thought is a symbol that governs the value of patriotism and the belonging spirit for the renewable energetic and civilized future.

3- **Mind:** - Is connected to the quality of lecturers and the quality of higher education leadership in their horizon, operational and operational and whatever they possess of capabilities and skills in attracting the not familiar from the quality of the distinguished international universities and translate it to a will and action that makes economy and the knowledge society.

4- **Progression:** This means the continuation of improvement policy in resources of self, subjective quality and its type already stated which leads to making a distinguished change in the position of the Iraqi worldwide.



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These directions form in whole or part in its interactive relationships a sign for the philosophy of higher education quality in Iraq, it is a strategic and challenging aim facing its leadership in the present and the future and continuously. It is a window searching for superiority and distinguished success.[Wheelen et al , (2020)]

Third: The strategic partnership and the quality of higher education: -

The idea of strategic partnership and the quality of higher education and philosophy forms the base of strategic thinking for the Iraqi universities' leadership by the scenario intentionally, aiming and by choice. Also, the prediction with the scenario results and its finances and returns, then estimating the scenario cost and its risk and value.[Render et al , (2019)].It is possible to describe the strategic partnership and the quality of higher education scenario in the following diagram: -

Main Dimensions	Sub Dimensions
Strategic thinking in Partnership and quality	*Strategic aims *Strategic investment Directions. *Strategic choices.
Strategic predictions in partnership and quality	*Strategic results *Strategic finance *Strategic returns.
The valuation of the strategic Partnership and quality	*Strategic costs *Strategic risks. *Strategic values
Application	*Information Technology *The Knowledge Society. *Electronic management.

Model 1: The strategic partnership and the quality of higher education
 [Werbach , (2009)] [Smith & Hitt , (2005)] [Townsend , (2011)]



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The idea of strategic partnership and its philosophy is regarded highly internationally event the heart of the strategic relationship between the Iraqi universities and the distinguished international universities. Hence the partnership is considered a future window to activate the quality of higher education as an idea and international philosophy which means upgrading to quality standards of accredited higher education from international bodies, also the scenario is the connective incubator to all partnership interaction and quality, as it is not possible to think of the aims for quality and its directions and choices without the international surrounding and challenges for the strategic partnerships., as well as achieving a kind of connectivity between the strategic prediction results and its finance resources and expected returns and what it leads to improvements and goes in the path of higher education quality in Iraq on the social, comprehensive and operational level. As well as hinging the estimate the budget for the strategic partnership and quality instead of the precision in valuing the costs, risks and strategic values to both. The wisdom of leadership in higher education does not stop at engineering the design for the strategic partnership and quality but extends to preparing the organizational, supporting and helping structures on applying the scenario and the essential one is to give priority for investment in the fields of information technology, knowledge society, electronic management and strategic information systems which includes strategic abilities support systems and expert system in the field of higher education in Iraq interacting according to subjective and sensible bridges with its international fields. [Turban & Volonina , (2019)] [Turban etal , (2020)]

Fourth: Future roles and application tools: -

The future roles for the scenario of strategic partnership and quality translate as the strategic tasks for the leadership of universities and higher education establishments in Iraq and as follows: -

1. The consciousness of the strategic leadership for higher education in Iraq for the position of Iraqi universities in the space of the distinguished international universities higher education according to an accredited international standard, which will help in diagnosing the strategic gaps in the reputation of the higher education outlets and its quality and its level of participation in building the knowledge society and change the Iraqi economy into a knowledge economy.[Marrill , (2010)] [Morrill ,(2010)] [Newlands &Hooper , (2008)] [Noe etal , (2020)].
2. Choosing the idea of strategic partnership in supporting to the idea of higher education quality and considering them an essential and decisive matter and no possibility to postpone thinking in their aims or hesitating in preparation the requirements for their application through the partnership and quality's scenario, either thinking, prediction, valuing and applying.[O'Meara &Petzall ,

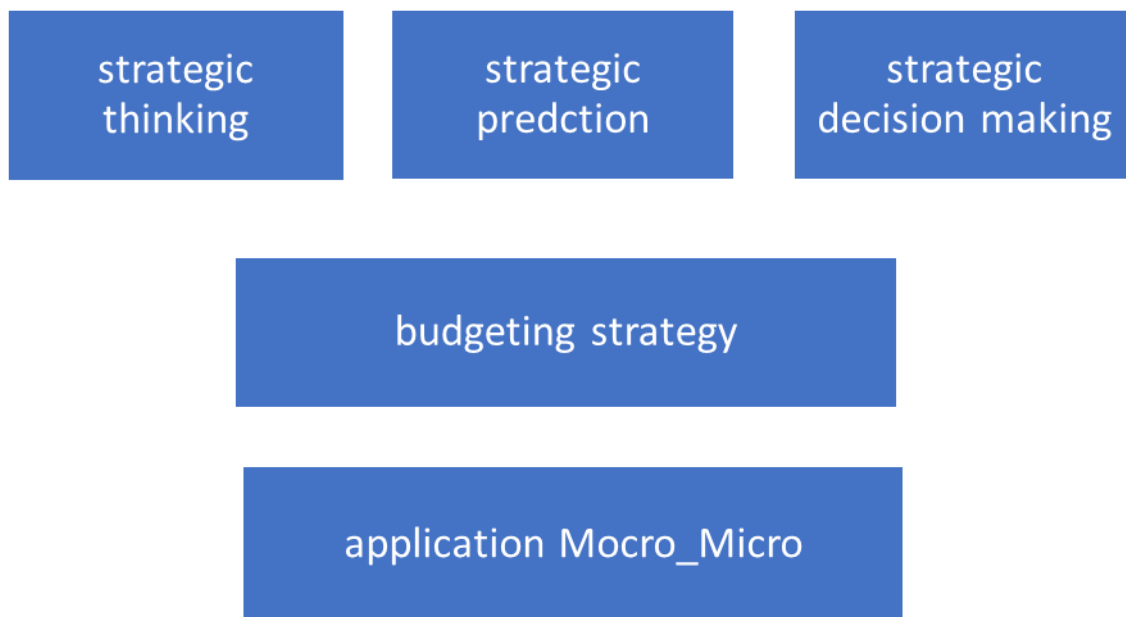


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(2013)] [Peyton , (2004)] [Pietersen , (2010)] [Pieteron , (2010)] [Ralston &Wilson , (2006)][Render etal , (2020)] .

3. Creating some kind of harmonization between the direction of the strategic partnership philosophy (excellence, virtual, knowledge workers, adherence, pioneering and governance) and the direction of the philosophy for higher education (emergence, symbolism, the mind and the upgrade). This blending prepares high flexibility in the responsiveness of higher education leadership.[Ktoppentory , (2020)] [Krajewski etal , (2020)] [Kogon etal , (2015)] [Jones ,(2020)] [Johnson etal ,(2019)] [John ,(2009)] .

4. Forming a team of experts and from different majors from the Iraqi universities and distinguished international universities and working in the partnership virtual team language and participating in the design of strategic partnership and the quality of higher education scenario according to a road map with dimensions as thinking, prediction and strategic valuing and as follows:



Model 2 : The road map for strategic partnership and the quality for higher education scenario [Laudon & Loudon (2020)] [Laudon & Loudon (2019)] [Laudon & Loudon (2020)] [Robbins &Judge , (2016)] .

5. Supporting the scenario and preparing the financial and human facilities away from the familiar legal framework to apply violation and lessening the effects of different economic, legal and social restrictions in Iraq.[Heizer &Render , (2020)] [Hill , (2019)].



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6. The strategic adaptability in the structure of Iraqi universities which means taking note of flexibility and the speed of responsiveness and reengineering the operation and design in benefitting from the savings which the scenario of the strategic partnership achieves and doing some kind of balance between the returns and estimated costs for it. [Hill & Lineback (2019)] [Hougaard & Carter (2018)] [Jashapara , (2011)] [Jashapara , (2019)]

7. The sureness of considering subjective signs in attracting leaderships and qualifications, also the belief in the radical change in the philosophy of higher education in Iraq, providing that relies on information not speculations. [Balogun & Hailey (2020)] [Bocij , etal (2019)] .

8. Establishing a section in the higher education ministry and departments in every university and college addressed (strategic partnership projects) with exceptional staff and with large financial support to be the observation eye for whatever is new, and visualize and draw the partnership and quality, thinking, predicting and appreciating. [Bryer , etal (2011)] [Marrill etal , (2010)] .

Finally, there is no value of the scenario idea and its philosophy and it is not possible to be a tool for upgrading the quality if the strategic partnership does not govern the mind language and the symbol of patriotism, as a choice, application, known, diagnosed, present and expected and prospective future. [Peyton , (2004)] [Wheelen etal , (2020)].

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الشراكة الإستراتيجية للقيادة الإستراتيجية لتطوير جودة التعليم العالي (منظور عالمي)

أ.د. نعمه عباس الخفاجي / كلية الادارة والاقتصاد / جامعة بغداد

المستخلص

أصبح التعليم العالي نظام دمج المؤسسات الذي يوصف بأنه مجتمع المعرفة ، والجزء الأساسي في شكله الإلكتروني والافتراضي في ظل تحديات العولمة بأبعادها المختلفة. إلى أن يواصل المنطق المنطقي شراكة إستراتيجية بين مؤسسات التعليم العالي العراقية ومكافئاتها الدولية ، يجب استثمار النواقد الإستراتيجية لغرض تحسين جودة التعليم العالي بطريقة مستدامة. هذا يشكل تحدياً أمام قادة التعليم الدوليين على المستوى الاجتماعي والتشغيلي والمؤسسي لتحديد فجوة المعرفة ، ومراقبة وتشخيص ومعالجة في الحاضر والمستقبل ، وتوقع واستهداف. ثم يعتمد اختيار الشراكة الإستراتيجية على إدراك القيادة لفكرة وفلسفة الشراكة كقواعد لهندسة أساليب تطبيق وتفعيل قواعد المستقبل ، وفي التحسين المستمر لجودة التعليم العالي وإعادة الثقة للمشاركة في بناء عمال العقل المعرفة. حتى أصبح بقائهم على قيد الحياة طلباً أساسياً لاستدامتهم كنتيجة لفقدهم دورهم الريادي المتحضر في خدمة شراكتهم الاستراتيجية من خلال إدارة التحالفات وشبكات أنظمة iCloud