

# A PROPOSED STANDARD TRAINING MODEL FOR THE MEASUREMENT OF STRATEGIC PLANNING ACCORDING TO THE MEASUREMENT UNITS OF SIX SIKMA

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**ABSTRACT:** *The lack of educational institutions as well as non-governmental scientific criteria is applied to all Iraqi minutes including quality standards, in particular, ISO 9000 to ISO 2000 standards making the deans of the faculties fail at the level of strategic planning and then not being able to develop training programs suitable for upgrading the performance of planning. This is the first study of the researcher's knowledge and Iraqi Ministries of State that includes a model of the Six Sigma as a universal standard of quality to elevate their output in order to access high-quality education. The Six Sigma is defined as a set of modern management methods and proven analytical tools and techniques of monitoring and reporting institutions applied to form breakthrough improvements in problem-solving and in another concept that the standard Six Sigma is the process producing less than 3.4% of defects or mistakes per a million errors. The researcher has adopted the goal of performing a descriptive analytical research; the study population consists of Deans of faculties at State universities in Baghdad in 2017-2018 academic year; a random sample has been selected and the number of respondents (n=20) (associate Deans) may give a measure of access to search results as well as making honesty and consistency. Delphi method has been used to achieve the answer and get a deal and then put the researcher's proposed training program in the form of questions answered by Deans in order to measure strategic planning based on the Six Sigma standard; Light answers of Sigma Brig are the appropriate responses.*

## RESEARCH PROBLEM

In light of the rapid development and growing competition among the educational institutions, it has become necessary to use the strongman standard system to assess the strategic planning of the deans for strategic planning accompanied by this development [1]. Everyone knows that all the infrastructure of the whole country have been ruined and destructed in 2003 and the education sector has had a large contribution where various forms of buildings, universities, institutes, research, and scientific study centers and public library buildings were exposed to looting and sabotage. This process adds an extra burden on this important and dynamic sector [2]. From here, strategic planning has become urgent for successful institutions of higher education and this has been confirmed in a study [3]. In its recommendations, it has referred to the need to emphasize administrative leaders in universities to develop strategic plans and development programs and cooperation for their implementation [4].

The first scientific conference has also stressed the ongoing administrative sectors for the period of 23-24/10/2013, on the need for continued research on palaces of visions and objectives for strategic planning and the lack of development of criteria to measure the success or failure of this layout. This is because it leads to increase the organizational effectiveness. The core problem educational administration faced is weak strategic planning standards, which must be exercised by those leaders as a knowledge institution and not a traditional educational institution for anyone. The problem faced by the strategic planning will inevitably affect the output type [5].

That lack of educational institutions in Iraq to apply rigorous scientific standards and the quality standards, in particular, ISO standards from 9000 to 2000 make it fail in its performance in the strategic planning and then not being able to develop appropriate training programs to upgrade planning; so that this post is highlighted by creating a standard way to contribute to the raise of the reality and push forward strategic planning. as they suffer from the loss of a normative system that would put it in the right place to find out the truth, whom in a minute subject can slide into training courses for their development and then push them forward with precision.

Therefore, this study is the first Iraqi study (The researcher's knowledge) on all State Ministries and it makes a proposal for module describing the Six Sigma as a global standard for quality in order to raise the level of the output of any institution.

## Research Importance

The importance of research is that higher education institutions of great importance embodied to represent the basic rules aiming to develop economical and social community playing an important role in the economic and social growth, ensuring continuity and survival of society as active and effective units working with each other, then planning and development of individuals and enabling them to exercise their business at best. Hence, they need a management leadership at a high level of efficiency; and a clear strategic vision has enabled it to coordinate the efforts of workers to achieve the targets with a high degree of effectiveness [6]. The University Administration has significant responsibilities for the advancement and development of universities, and it cannot function successfully if not depending on the functions of basic administrative processes and strategic planning capacity, experience, and skill that empowers this administration to influence the subordinates to achieve its goals [7]. The importance of strategic planning stems in the role this concept plays at the level of institutions of higher education and educational leadership allows to know the foundation and its mission and goals as well as dividing the opportunities and threats faced by the organization and coordination of efforts to reduce the risk of threats and the implementation of successful strategies in order to achieve its objectives. The strategic planning occupies a prominent place in the scientific management and shows and sets the administrative process path strategy in any organization to refine this institution policy and employ all dimensions to create performance performed in order to achieve the objectives of the foundation [8]. Therefore, it gives all institutions a special care to improve the quality level of the performance of their employees; since it affects the output type of many qualitative programs appeared and highlighted in the total quality management programs [9]. It also appeared many institutions

that have been adopted and strengthened in quality projects, notably ISO international standards certification institution, in the same frame of the Six Sigma to help develop the overall quality of the sober scientific method in measurement, analysis, development, and monitoring [10].

Six Sigma is one of the most important methods for measuring the performance through reducing output defects by standard deviations from the average value of the opportunities associated with tasks [11]. This study not only applies the Six Sigma to productive enterprises, but it is also applied to the service institutions such as health, education, and administrative institutions, as this is the software programs assessing them accurately and efficiently and with high efficiency. They are interested in reducing spoilage and waste output quality through reducing costs and increasing the satisfaction of society [12]. Six Sigma represents a great program to obtain a qualitative leap towards quality; hence, the importance of searching through educational leaders understands the philosophy of Six Sigma and how it works and its usefulness. Now, and I try to do research for a proposed program based on a simple explanation of this concept in order to expand the horizons of knowledge and help develop their working methods and bring them their gains.

#### **Research Objectives**

The present study is aimed to develop a standardized training module proposal for Six Sigma as a standard for measuring the level of strategic planning for the deans to raise their education quality level.

#### **Research Restrictions**

The current research associates were determined by Deans of Faculties of universities in Baghdad for the school year of 2017-2018.

#### **Research Definitions**

**First: Strategic planning:** [13] group activities and works expected to be performed by the institution are taking into account as a range of opportunities and external threats faced by enterprises in the meantime, any strategy refines the enterprise policy and employs all dimensions to create a successful strategy to achieve the objectives of the foundation [13, 8]. A systematic approach to Orientalize future possible and potential educational prospects and getting ready to face her diagnosis possibilities and projected alternative strategies and design decisions on implementation and follow up [8] [13] will develop a long-term strategy for that education system or educational institution as well as developing plans ensuring the maximum possible use of the resources and expected to achieve strategic goals [13].

**Second: Six Sigma** [14] is a set of modern management methods and proven analytical tools and techniques of monitoring and reporting institutions, which meet to form breakthrough improvements in improving performance and problems [14, 15]. A methodology for solving problems is the most effective solution and it improves the organizational and planning problems [15, 16]. Defining the concept of Six Sigma statistical aspect is the process that produces less than four and three defects or errors per one million errors [16].

#### **Literature Background (Theoretical Framework)**

##### **The concept of Strategic Planning**

Strategic planning is the future control arrested among the different activities in an integrated unit and it is illustrated through distinguishing the institutions and facilitation of phenomena using formal steps in the second clearly defined results within an integrated system of steps [17]. Strategic

planning is the perception process using a set of basic ideas to design the strategy through the intersection or convergence of opportunities with threats of the external environment and the intersection is formed in a series of strategic decisions and in reality social responsibility and values [18]. Ansoff finds its model in the Ansoff paradigm called strategic paradigm; he sees the attitude ad not the perspective; he sees it as a process that transforms the institution from the current position to a position on the Ordinance targets under a series of resolutions, ranging from general to specific. Thus, all associate cooperative actions that are collaborative action will be greater than the sum of parts [19].

##### **Strategy Meaning**

It is defined as a plan, direction or method of action to achieve a goal, a corridor or bridge taking us from here to there — and consistency in behavior organization outside the quality of output that says human adopt a strategy for the country [20]. In logic, it is any perspective they look to work. It is the vision and overall message, from which, the educational institution future plans and development of methods are derived from the past to improve the future; a developed, proven and checked strategy called deliberate strategy, unless it is called an unrealized strategy and the third type called emergency strategy and all of them sometimes are not included in the strategy that is called technique strategy and it refers to the important stuff and this technique indicates activation [21].

##### **The Strategic Planning Importance**

Today, the case of scientific development of the world puts the institution to permanent standby, continuous change, and research status; and finding to keep pace with this progress and development or extends to become a sophisticated pilot institutions here, these institutions must put utmost importance to strategic planning J have a permanent status have all reached the stage of putting his planning to sleep [22].

Strategic planning has no limits to stop its search and organizational structural change method to change goals and administrative processes fluctuating with the country's strategic goals and the used objectives of educational institutions. It may not be able to measure them; the measurement needs a parking space and reviewing this ongoing planning opposed with the others puts no room to make space for internal variables (such as security, political and economic situation) to affect this plan. However, it must be said that planning is controlling all the joints of the State including the education strategic planning because it is the future optimization of human resources management and the State of all the joints [23]. It contributes to a State of change and forwards this series and the second series of good strategic planning to the State administrative and engineering sings to its oppositions. As the actual establishment and official authorities derived from the state, the complete change in organizational and structural infrastructure costs time and money to make the ongoing strategic planning to contribute to the development of State and society and all disciplines.

##### **The Six Sigma Concept**

If we want to get on your definite management, we want all pros and do not want any mistake or defect. Therefore, we need a high-quality output. The focus is on the management of the standard deviation and variance because of their paramount importance in determining the necessary data to be rendered. A decision process, especially in a scientific

assessment of the deans [24], must know the numbers and data that we accurately have and to reaffirm their validity. If the data were documented and certain, it is only through standard deviation and it also makes sure that the error amount would help improve management in the strategic planning process, i.e. if the approximate standard deviation average is a more accurate figure or vice versa, the increased ramblings will become the given inaccurate number due to inconsistent data [25].

Since the standard deviation is the square root of the variance, it is a difference measurement process if the deviation is a measure of how to symbolize the average spacing mark Sigma. Here, we have to point out that Six Sigma measure or standard is great at removing any defect or even loss of time, money or anything; because the Six Sigma has become a worldwide strategy for most institutions and disciplines everywhere. Six Sigma contains six degrees (1) to (6), which the highest one is the best in quality levels, and the lowest is the low-quality levels called errors and there are a few differences to reduce the effort involved in trying and training in order to improve performance [26].

like Six Sigma, the higher quality level reduced effort and money in handling errors and problems and that quality must be applied. The most institutions seeking to reach perfection and exemplary performance process using Six Sigma to get better results that the Six Sigma is a magic management helping know and specify the quality level and a bug, defect or problem and develop better solutions in helping keep the same degree of quality.

The Six Sigma quality levels are from 1 to 6 and (Sigma) is a Latin letter denotes the standard deviation and is the strategic process emerged thanks Motorola Company in 1987. It was known as a methodical endeavor to improve the performance quality and eliminate the wastes and defects as well as improving outcomes and determining the causes of any problem, and to remove it relied on the concept of Deming and is godfather to quality, where scientists developed the concept and spread it in all countries of the world and across disciplines to improve their output [27].

#### **The Importance of Six Sigma**

Six Sigma programs aim to make progress in the quality of the output of educational institutions, rather than waiting for years before real progress to the Six Sigma quality and output. This output naturally contributes to significant changes in the nature of society and reaching the level of Six Sigma may be a gradual and cumulative process of the foundation that arranged a new Sigma to achieve the final goal, which is to reach Six Sigma. Whenever doubled, the institution makes closer efforts for improvement and development [27].

It must be noted here that Sigma program is only suitable for small businesses and similar large enterprises, it achieves high-performance quality to achieve the progress of society at all levels through Six Sigma for education, and helps apply it to increase the satisfaction of society. As well as working within the organizational structure of society, it leads to increased incentives by increasing staff motivation to work.

#### **Six Sigma Measure of Strategic Planning**

Six Sigma measure is applied to any property of the critical characteristics of quality; and the critical characteristics of quality are important and sensitive traits from the perspective of the community, which affect the quality of outputs. In fact, any defect or deficiency in these properties significantly contribute to affect the overall quality of the outputs, when applying a model or standard Six Sigma on the administrative

machinery that means 3.4 administrators per million will not fit to occupy the position of quality management, the critical property may not find fault in those administrators who are only 3.4 percent. One might even be a drawback in the process of preparing them for the job; this particular effort could modify their behavior.

#### **Statistical Meaning of Six Sigma**

Six Sigma is a fundamental principle, and it is a standard and measure of quality that is highly acceptable. 3.4 flaw in setting up managerial staffs per one million of them; the difference between Three Sigma and Six Sigma is the standard deviation. Probability means knowing the error and defect or error in the setting. At Three Sigma the probability is 1 per 200 due to this defect or error in the setup in Six Sigma, the error rate is noticeably decreased as well as the quality ratio; and it may reach high-quality levels and represents the maximum standard for universal quality, in this case, to ensure of defect or error of 99.99966%. The quality is also high in this regard; it must be pointed out here that the Six Sigma system focuses on the preparation process and not on the output type [13].

The reason is simple; the final output result is obtained during operations, that the outcome of the operations is improving administrative processes and better output level [28]; however, you should be aware of the secret of the success of Six Sigma when success is not possible in numbers, but in managing the numbers and considering the Six Sigma as a road map to adjust disparity and imbalance in performance and organize information helping apply Six Sigma method which focuses on operations that may result in errors or stop, since it does not focus on mistakes but on processes that could be the source of those errors and thus prevent the error of core resources in the work of Six Sigma.

#### **The Application of Six Sigma**

Six Sigma applications pass the five sequential steps:

1. Definition: They are here identifying the problem by identifying defects and errors and accurate quantitative method of expression. Measurement process: At this point, the fundamental standards are recognized for efficiency, effectiveness and data collection with a focus on the facts contributing to identifying the causes of the problem.
2. The analytical process: Through this process, the staff can identify the causes of the problem that needs to be developed through the analysis of the collected data.
3. Process optimization: The range of activities that contribute to improving the performance in this step, it should be here to use scientific statistical tools properly.
4. Process control: In this step, it identifies the activities that contribute to the performance monitor to make sure that improvement will continue, one of the main objectives of this step is making sure not to revert to the old habits and practices [29].

#### **Academic Standards for Adoption of the Program Based on Six Sigma**

Identification of system requirements and what is required with an emphasis on international quality and standards program elements is required in setting up the program from Three to Six Sigma. These standards include appropriate teaching and learning activities and how to achieve the planned objectives and fit the practice with the curriculum, as well as giving students opportunities to observe good teaching and classroom management. Student chapter leadership skills and practice in real situations help identify the students work in a way that offers quick response and help students progress

and achieve the level of students' knowledge required for the program. Moreover, continuing professional development for faculty members and carrying out all tasks and their institutions include teaching. Research and professional development and leadership programs, accreditation and quality methodology are included in accordance with Sigma standards of five major steps:

- Principles, standards, and modification and development
- Continuous self-assessment
- External evaluation
- Decision-making and the dissemination of results
- Re-evaluation

#### **A Breakdown of This Methodology is as Follows**

- Development and application of principles as well as adjusted and developed standards: The accreditation body proposes standards, Sigma standards for accreditation and quality assurance and presents principles, standards, and application, where you benefit from the periodic evaluation process, outputs educational institution. Self-evaluation: Responsibility for self-assessment in the same school or college and be a self-assessment of the most important elements in the external evaluation process. as a viable, the objective and subjective practice circular college mean to review programs offered periodically; then, it is set the size by a Steering Committee for this purpose, all input elements are taken from the departments and Faculty members and students, and they discuss preliminary results of self-assessment to specific steps taken by the College to address the diagnosed strengths and weaknesses. External evaluation: It is the responsibility for external evaluation of quality and accreditation body, the external evaluation is performed by a competent professional Committee and the College is notified for the planned evaluation in the given period. The Steering Committee for report College self-assessment as an essential input in the evaluation of process and based on the debate between the two committees to prepare the final report [30].

- Decision-making: the draft report was discussed by the deanery recommendations dealing with both mainstream and responsible for preparing the final report and the timelines for the implementation of the recommendations contained in the report. Evaluation: Assessment supported DSR periodically, once every few years and followed the procedure based on the above division league. Furthermore, the teaching body provided the possibility to modify the criteria for accreditation and quality assurance Sigma standards based on evaluation results and related inputs [7].

#### **Previous Strategic**

Strategy planning studies

[1] study aimed to detect the availability of indicators of strategic planning in girls colleges in Saudi universities while [4] study aimed to identify the constraints of implementing strategic planning on c sponging or villages from the viewpoint of Faculty members. The research communities are all Harithi Faculty members and research society (47), Dean and Associate Dean research sample; either all Deans use [1] and [4] questionnaire to access search results and both used stratified random sample using statistical means in arithmetic – standard deviation – single MANOVA seeing statistical differences depending on the study variables or (study of Kaltham) using (arithmetic – standard deviation – t-test) and finding it in [4].

- There is a degree of strategic planning indices. There were statistically significant differences in the availability of indicators of strategic planning according to the study

variables. The fourth study obtained the following results of constraints on implementing strategic planning in large degree. There were statistically significant differences in strategic planning application constraints depending on the search variables.

#### **Previous Studies on Six Sigma**

There is no study available on the standard Six Sigma educational aspect (to the researcher's knowledge) and this study is the first study in Iraq in which the researcher has used a standard Six Sigma.

#### **Research Procedures**

**First:** the researcher considers the discussed descriptive analytical objectives, which depend on gathering facts and information about the phenomenon and as accurate description as they really are [9].

**Second:** the research community includes the appointed Associate Deans of Faculties at State universities in Baghdad for the academic year of 2017-2018; the research sample was chosen arbitrarily and twenty have been hired as an associate researcher using the Delphi method where Deans accessed search results.

**Third:** the scale was developed based on the literature of TQM, business management, and public administration; and then it was converted for educational administration for lack of previous studies on measurement of strategic planning in educational administration according to the standard scale. The Six Sigma terms were offered to a group of specialists in educational administration to learn how to adapt their understanding.

**Fourth:** Honesty of the tool: for the installation of virtual instrument and where scale is displayed on a group of specialists, the educational administrations, deans, and assistants did not delete any paragraph but some linguistics were addressed without amendment in the meaning or purpose of the paragraph that the proportion selected 80 agreement to accept paragraph.

**Fifth:** Constancy: To reaffirm the firmness measure used in the research sample of fastness (7) members of the deans and assistants use the retail method, the halftone scale has been carefully divided into two halves. Paragraphs collection was the first half containing the individual paragraphs and second half on marital paragraphs and calculate Pearson correlation coefficient between the first and the second halves with (0.73) using the equation of Spearman correlation coefficient corrective Brown (085). This shows the reliability scale.

**Application of Scale:** The scale has been applied to two tours adopted with the Delphi method. The minimum rate of 90 agreements to accept paragraphs of the academic year of 2017-2018 are as follows:

1. First round: Deployment of standard experts group (sample) and asking them to examine each paragraph and choose the answer that represents their opinion; if Ka NET class of AC does not correspond to any of the paragraphs mentioned because in addition to codifying the proposals supposed appropriate after experts completed, answering them on each paragraph and table systems ensures repeated answer alternatives distributor scale attached to it and standard table systems and submitted to experts in the round
2. Second round: Organizing paragraphs that make a difference in opinion and do not get a degree; then, returning them to the experts and asking them to reconsider if staying in position mentions why after collecting the scale and unloading responses, in particular, paradigm, appeared unanimous approval status. The paragraphs did not get an

expert agreement in the first round, it got unanimous approval scale passages in the second round and it was added to paragraphs, which were unanimously in the first round.

**Statistical Methods:** Modification of Pearson correlation coefficient; Spearman-Brown formula to correct the obtained Pearson correlation coefficient to find consistency between the one-way hash half-tones; The Law Center ref to get search results

### **Proposed Training Program to Measure Strategic Planning among the Deans as a Standard Six Sigma**

The selected training program is a way to measure strategic planning with Deans to find weaknesses in performance according to the Six Sigma standard during their work containing: formulating program objectives challenge and suggest a program management theme and five stages.

#### **Objectives of the Training Program**

**First: the overall objectives of the training program:** giving the participants in this training program the basic skills needed to recognize the importance of the training program and how to use the standard Six Sigma to apply this standard to measure the performance of the deans for achieving the high-quality education.

#### **Detailed Objectives of the Proposed Training Program**

After days of training or training course, the trainees were expected to be able to:

- Understand the importance of standard Six Sigma
- Understand the usefulness of standard Six Sigma
- Understand the benefit of the overall quality
- Understand their role in a measure for measuring the strategic planning of Deans as the standard Six Sigma
- Develop their skills in strategic planning

#### **Targeted Training Program**

The training program is designed to give trainees the experiences of deans and Associate Deans, knowledge and skills in the definition as well as the application of standard Six Sigma skills training program:

- Organizational skills
- Technical skills
- Strategic planning skill
- Performance skills
- Decision-making skills
- Documentation skills and archiving documented skills
- **Program Management:** Program management should be under the supervision of the Faculty of education Ibn Rushd for Human Sciences since it is the first competence of the lecturer's (coach's) concerns
- **Duration and Accuracy of Program:** The program strategy proposes to implement the program during the summer holidays in hours daily training (four hours): Ted Cruises on the two periods and a break for half an hour to implement the program at a rate of four days a week for 60 days.

**Venue of the Researcher:** It proposes the program to be the venue for the training program in the following areas: College of Education Averroes of Humanities of the University of Baghdad, technical possibilities available for the program.

- Continuing education center at the University of Baghdad

#### **Provincial Council**

- The program has been assessed to measure four areas for deans and their associates in accordance with the standard Six Sigma:

**Areas and educational credential elements in educational institutions:** An integrated educational foundation is a membership unit composed of a number of components and

parts to be taken all into consideration when attempting to evaluate them with the aim of accreditation:

#### **1. Deanship**

- What are the qualifications of the college administrators?
- Does the College Board have tools?
- Is there a clear system in college to determine responsibilities and powers?
- Does the College organizational structure show the relationship of the various departments and employees to each other?
- Does the annual planning of College Administration seek how the College reports efficiency strategic planning?
- How should we select the required records to document the objectives of strategic planning?
- How should we inform employees of the strategic planning goals?
- How is the adoption of the review or the calendar for each step of strategic planning?

#### **2. What are the teaching qualifications of faculty members?**

- What are Faculty experiences with the College's faculty development program?
- Is there a college strategic planning facilitating human relationships
- Does the Faculty make decisions on Dean?
- Are there any conflicts in College?
- Are the distribution functions of strategic planning goals formulated by the scientific and legal rules?
- How should we treat College (Dean) with faculty members?
- Does the deanship have clear procedures and just select faculty members?
- Is there a clear system of incentives for teaching in the deanship?
- Are of roles distributed between faculty members?

#### **3. Students**

- Average students per semester
- What rate of repetition students did survive at the end of the school year?
- Is the institution's program suitable to attract outstanding students?
- Does your institution have an active system to encourage students to excellence and innovation in the enterprise? NCU students teaching awards from outside the academic excellence
- Are annual fairs held for talented students?
- How to organize college students' events?
- Are facilities and laboratories available in the College library for college students' movement Cafe interiors?

#### **4. Criteria Related to the Relationship between Deans and Contributing to Community**

- Does the College contribute to strategic planning for community development?
- Does the College contribute to the output type associated with the strategic requirements of strategic planning?
- Does the College contribute to medical tests?
- How does the institution preserve and clean the environment?
- How does your institution provide optimal investment requirements for natural resources?
- How can College demonstrate match quality requirements in the output?
- How can we ensure that the planning process outputs are consistent with the approved technology, equipment and methods of work in the organization?

The trainees are trained to measure strategic planning around the questions listed under the department areas, which is the basis of work in academic leadership. They put a table divided into gradients extent available from these questions in college; hence, the grades are collected to develop the College Center and the standard deviation is placed in it by what you get as the college degree. Through these questions, you will be able to identify where the weaknesses to be addressed and then raise College from Sigma, Sigma is the highest access to the best quality and it is very accurate.

### RESULTS OF RESEARCH

For achieving the objective, the measure was applied to the research group of experts using the Delphi method with two rounds and an agreement was adopted as a minimum due to the lack of statistically significant differences in results between the first and the second rounds, as stated in the third chapter. For the explanation, it was because we saw associate Deans to the urgent need to develop a scientific perspective scale measures the strategic planning to the Deans of Faculties and their colleges that underpin progress and development of any society, and also a sense of situation reached for lack of education. Fastness combines standard system showing the place of error or where weakness as well as the continuous decline in the level of education and upbringing in case of the scientific or ethical level and its impact on the development of peoples.

To modernize the standards internationally, if implemented impartially, the true and accurate study will give excellent results that will move from one mode to another mode in community more prosperous, sophisticated and advanced speeding up the overall process of quality through quality education (Mahdi, 1997:43).

To uphold the search sample template proposed in this research, which shows how the search results get through their belief. This measure will make our colleges in the ranks of global colleges and it is going to take many negative aspects of education at a large society.

**Table 1: Results of the expert group response areas of the template**

Second round			First round			No.
Weight %	mean	Accepted number	Weight %	mean	Accepted number	Area
89.780	4.592	%91	91.08	4.681	%91	First
86.880	4.344	%91	85.860	4.212	%89	Second
90.210	4.240	%93	94.920	4.730	%96	Third
91.260	4.563	%91	91.00	90.620	%94	Fourth

### CONCLUSIONS

There is a clear sample of the desirability of the proposed template. The statistical results of the function in the research findings show how strong the proposed template is and it accurately identifies the standard vulnerabilities in strategic planning to the deans.

### Recommendations

The researcher recommends considering the Ministry of higher education in this template and searching for colleges. Such researches are emphasized because it means changing education actors from case to case.

### Suggestions

Putting the proposed paradigm according to standard Six Sigma for all joints of higher education. Conduction empirical research based on the Six Sigma standard to ensure success in all State services.

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