

# An Effective Organizational Structure to Implement Strategic Plans in Higher Education Institutions

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**ABSTRACT:** Strategic decision areas, within which a university has to think, include its basic mission; the targeted stakeholders to be served; the goals and objectives to serve the needs of its clientele; the programs and services offered; its geographical domain; and finally, its competitive advantage over rivals. These factors have to be followed by the examination of the use of institutional resources, governance/decision-making structures (the concern of this paper) and the maintenance/development of the institution's human resources.

Organizing is the process of arranging resources (people, materials, technology *etc.*) together to achieve the organization's strategic goals. Saudi institutions now operate within a much greater competitive context within its national, regional and international rivals. As a result, they need to incorporate a greater education, research and community services orientation into their strategic planning process to acquire a competitive advantage over their competitors. So, these institutions are passing through a number of changes in the dimensions of their missions and visions that necessitate the establishment of suitable reliable vehicles (structures) to facilitate the adoption and control of those changes. This paper assesses the organizational structure (a vehicle) that handles the strategic plans implementation and control at KFUPM, as a representative of KSA higher education institutions, and proposes an amended one.

**KEYWORDS:** Higher education institutions; Strategy implementation and control; Organizational Structure.

## 1. INTRODUCTION

Organizations need to consider the reasons for their existence and how they intend to achieve their objectives over a specific period of time. Considering those objectives, a strategy has to be formulated. A vital starting point for strategic considerations is the formulation of a mission statement, a vision for the future, while, considering the external environment and the organization's potential competitive edge [1].

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