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Research Article

Considering the Effective Factors on Strategic Planning Successfully in University

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Abstract

In respect of the wonderful changes that is encountering them in the field of business at the organizations and in respect of, strategic planning is one of the important and essential instruments in the management and for managers, prerequisite of editing and the correct implementation of strategy for the organization to recognize the effective factors at this importance and respecting them in the process of planning, therefore, in this research was tried to rely on the experiences of managers and academic experts and the other sources, such as; books, magazines and the new articles and etc, these factors before engaging to strategic planning is identified and determined their quantity of success.

The nowadays research is descriptive, as regards functional target and collection and the information processing. This research intends to recognize and measuring the success of effective factor on the strategic planning, academic managers as regards to these factors can be implemented the correct strategy for designing and editing and implementing strategic planning correctly.

Key words : Strategic planning, information processing, academic management.

1. Introduction :

The development process of companies and industries may not be achieved without accurate programs and plans. This is the most important factor that provides development and progress in different industries.

Nowadays, economic activities in the world are performed by a combination of large, middle and small organizations. All these organizations make competitions to get success against adversaries and provide their customers' needs in market. If the strategic planning performs correctly, it can be a useful mean to success companies in the competitive market in the world, and make it strange. The effects of strategic planning in modern organizations, and believes that this is an attempt to perform the main strategies in organization and apply it

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to get the organizations goals is clear for everyone. The strategic programming is determined as a organized attempt to perform and utilizing it to achieve to the organization's goals. The strategic programming determines the organization' purposes due to its responsibilities, and recognizes the opportunities, challenges, weaknesses and strengths of organization based on environmental studies to determine and achieve more factual purposes. Applying a long – time strategic plan by managers may lead to attain positive consequences. In such a program, strategic management based of the broadness, is a response to the effect of planning in long – time and the performing of it in the framework of strategies on the contrary of usual ways which pay attention to internal factors. Such programs emphasize on the external factors, so it is considered as a tool to help to recognize and organize the future activities.

Due to complexity of strategic planning process and the special situations in each organization, regard to the importance of universities, institutes and educational centers in human's life and progress in the goals it is not easy to suggest the best way for process. Because of significance of university as a civil, educational and research organization, it plays a most important role to develop organizations and has the most efficient effect on the scientific, social, culture and political, and economic strategies in countries. Forming the modern culture and the significance development in the human's life are the result of university mostly. The university is considered as central organization to make public education in communities and to all developments and increase the quality of life. In fact, a general perspective and attitude has been appeared toward the science, knowledge and regularity in the modern world and it increases importance and priority of this organization (Samaie and Tahan, 2009). So the purpose of present study is to investigate the effective factors on success of strategic planning, and present an analytic model to recognize the effective factors on the strategic planning in university.

In this study, ten major factors in the success of the strategic plan will be reviewed as the follow: Involvement of senior management in the strategic planning process, awareness of senior managers about the importance of strategic planning, team employees participation in the strategic planning process, an organization committed to the process of strategic planning, organizational culture, strategic planning process, the organizational structure in the process strategic planning, reception staff in the process of strategic planning, changing management, strategic planning process, accurate assessment of the environment in the strategic planning process, the database and the appropriate management information systems.

By taking a look at the concept of strategic management, the necessity of using it can be realized. Amazing changes that surrounded organizations, the complexity of organizational decisions, globalization, speed of information and communication technology, all indicate the necessity of using strategic planning to address these issues most than the past. Smart managers have found that by determining and explaining long-term goals and missions of the organization they can fulfill their plans better. The organizations work better and show more appropriate response to its surroundings. It helps managers to plan and identify their future

orientations and organize and equip organization against the changes and developments of the future. This way of thinking and planning helps managers to have a clear picture of the organization and its goal and coordinate activities of organization under a single unit. Strategic thinking means mental preparation and implementation of all sections of the organization to adapt meaning or priority on environmental changes. Severe and rapid changes of external environment, the necessity of using necessitate strategic management and strategic thinking. In today's world to achieve efficient and effective strategic plans, is the main concern of both government and private industry organizations. Such an approach arises from the fact that the program is effective, helpful organizations in the competitive environment characterized by wide and sweeping changes in political, economic, and technological developments are in crisis (Hanyz Stephen J., J. translation deficit in 1376: 81).

Strategic planning at the academic environment :

Because of changing processes, other managers cannot decide to set goals based on previous experience. The last experience is not the definite guide for the future, and managers should adjust the future strategies of their universities with complete planning that was in proportion to the future's position and conditions. In recent years, the wonderful changes have surrounded the universities in the different fields, managers have noticed that determining the university's goals and missions at the time period (long – term, mid – term, short – term) could be better accomplished their acceptable programs. Because in this condition, the university can work better and show the appropriate reactions as regards its environment. Therefore, making use of complete and strategic planning has been discussed as a necessity at the university. Consequently, one of the most important of referring to strategic or complete planning at the universities is the fast movements and wonderful changes in nowadays societies. Generally, technological changes and evolutions in the world, mutual effectiveness of university and society in the shape of university's extensive and numerous communications with environment and extension of programs and their time period are fields that make the complete programming for nowadays university inevitable and essential.

The success of strategic planning :

If the strategic planning can step at the way that an organization or society is correlated with external and internal environment and creates important changes, it should effectively encounter the big impacts. Each state of the process of strategic planning encounters to these problems. If we can be taken into consideration these problems, the strategic planning will enforce successfully. Planning, management and strategic management will entail the successful change. According to stated subjects, it is clear that if strategic planning is correctly enforced at the university, this program will be successful. Although this program is successful if the following will be enforced;

- the parallelism and agreement of the strategic planning with the needs of organization;
- agreement of the organization's activities with the conditions of environmental variable;
- the improvement of process of organization's business;
- attainment of competitive advantages;
- achievement to general agreement in related to priorities of program's improvement and managerial responsibilities;
- promotion of capability of strategic thinking at the organization's managers;
- to be logical in allocating the sources at the different partitions of organization.

The effective factors at the success of strategic planning :

In related to the topic of this research , some theses' into the country and articles outside the country were prepared, that this research has been prepared by studying and using them and by consulting with experts in this area at the university, and also effective factors at the university and effective factors at the strategic planning has determined and we are going to measure the rate of success in any of them. In following each factor is presented with its related indexes.

1. The higher managers' cooperation in the process of strategy planning

To perform the strategic planning successfully, the responsibility and partnership of higher managers and users and other related individuals is important. Applying an appropriate methodology in organizations is a need and require for cooperating higher managers is so important to perform the developed programs (Roger, 2003).

Table 1. Variables and indicators of higher managers' cooperation in the process of strategy planning

Variable	Index
The higher managers' cooperation in the process of strategy planning	Support and consensus of senior officials of the university strategy
	The project team of senior executives
	Effective and appropriate space needed for strategic planning
	Identify key issues of senior management at the beginning of the project
	Key issues to senior management in terms of planning
	Exchange of information between the project team and senior management

	Monitoring senior management on project
	Senior management understanding of the nature of strategic planning
	Active involvement of senior management staff began planning to implement
	Senior management's vision for the future and potential

2. The grouping cooperation of employees in the process of strategic planning

In common, individuals who make something, protect it mostly. So in the management and head activities which the strategic planning consider as one part, the constant cooperation of all employees in different levels of organization must be guaranteed; because providing a planning is the most sensitive instruction of a organization to make changes. The managers in each organization must try to make an active setting to cooperate employees by applying ideas, skills and motivations in an appropriate way (Stephen G, translated by Kasra, 1376).

Table 2. Variables and indicators of grouping cooperation of employees in the process of strategic planning

Variable	Index
The grouping cooperation of employees in the process of strategic planning	Embed the organizational units involved in the progress of the project work
	collaborative of beneficiary managerial teams in the strategic planning process
	Training of general goals and strategies and present problems at the environment to project team.
	Training of process methodology, and frameworks of strategic planning the degree of staff's tendency to more attempting.
	Interest rates and Willingly employees to work harder
	Confidence between staff.
	To improve the collaborative moral between staff
	The feeling of faithfulness of staff with regard to organization
	Making organizational coordinating
	Index

3. Awareness of higher managers and having in formation in the case of significant of strategic planning

One responsibility of higher management in each organization is understanding of real concept of strategic planning completely. Every responsible manager must try to keep the dynamic aspect of organization base on the principles and concepts of strategic management.

In other words, the higher management must provide an appropriate atmosphere and effective situation to get the strategic planning. Also, it must go in a line to get the correspondence between the organization of determined planning and the organization's characteristics (Piers and Robins translated by Khalili Shavarini, 2001).

Table 3. Variables and indicators of awareness of higher managers and having in formation in the case of significant of strategic planning

Variable	Index
Awareness of higher managers and having in formation in the case of significant of strategic planning	To hold the different planning for the organization's managers to inform them from the knowledge of strategic planning
	accepting the importance of strategic planning at the organization's success.
	Authority of strategic thinking between the organization's high managers
	The scientific level of high managers from the knowledge of strategic planning
	The level of skill of high managers at the strategic planning process

4. Accepting staff on strategic planning strategic

planning process that usually leads to widespread and profound changes in the organization, is controversial resistance and difficult process. So the reception staff and through partnerships with influential and decisive (Shani: 1383).

Table 4. Variables and indicators of Responsibility in the process of strategic planning

Variable	Index
Responsibility in the process of strategic planning	The appropriate training of staff to acquaint with the process of strategic planning.
	To collaborate the staff in the process of strategic planning.
	Holding the meetings between project team of strategic planning and staff to removal of ambiguities
	Designing the motivational system to acquaint with the process of strategic planning.
	To explain the assigned responsibilities for the staff

5. Responsibility in the process of strategic planning

Having responsibility in an organization means the supply employees in the process and perform of their duty have it. Individuals who are responsible forgetting to a part if strategic planning, should responsible completely. In fact the managers; responsibility consider as a necessity (berous Ansy, Langdon ken, translated by Alimirzaee, 2003).

6. The organizational structure in the strategic planning process

Successful implementation strategy greatly depends on the extent of its activities divided, organized and coordinated the organization's strategy and the possibility of success increases when the structure is consistent with the organization's strategy. Research shows that organizations that are more varied organizational structures have more success (Freeman; Astvnr, translators Parsaeian; Arabi: 1375).

Table 6 variables and indicators of organizational structure in the strategic planning process

The organizational structure of the strategic planning process	<ul style="list-style-type: none"> - Work dividing is one of the causes of success in strategic planning. - Ways of doing in the strategic planning process - Control of the organization's strategic planning process. - Access to information on staff and operational level - Assign responsibility and authority to staff
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7. The Organizational commitment in the process of strategic planning

It means that the way of performing matters in organization for employees determined. Also, it is a clear and equal concept in organization which observe among all members and show the common and fix features distinguishes the organization from other organizations. On the other hand, the organizational culture determines the social identity of each organization (Robins, 1991).

Table 7 variables and indicators of cultural organization in strategic planning process

Variable	Index
Organizational commitment of the	Allocate sufficient resources to carry out projects of strategic planning
	Reliable and high-class sponsors and project managers in strategic planning

strategic planning process	Project control by senior management to resolve potential conflicts between different units
	Co-managers and key project from beginning to end

8. The change management in the process of strategic planning

The change management means that provides powering organization and individuals to accept new responsibilities in future. According to many managers who were successful in effective organizations, it is the base of resistance and won in the process (Len, 2004).

Table 8. Variables and indicators of change management in the process of strategic planning

Variable	Index
The change management in the process of strategic planning	Provide the necessary training to managers on the importance of the strategic planning process at relevant sections
	The level of management participation in strategic planning process
	Involving personnel in parts of the strategic planning process

9. The data bases and the information systems in appropriate management in the process of strategic planning

The evaluation of previous performances, and considering the present and future setting is one of the main steps in the process of strategic planning which summarized in the audit of organization setting. The main principle in the strategic management is that organizations try to determine strategies to get the external opportunities. And a viding to the effects resulted by the external treats or their decreases (Hansi, 1991).

Variable	Index
The culture structure in the process of strategic planning	Provide new ideas and effective suggestions to solve problems on behalf of employees in the strategic planning process
	The order of individual goals with organizational goals in the strategic planning process

	Risk tolerance level staff in the strategic planning process
	Degree of unity in the process of successful strategic planning
	Manage relationships with subordinates
	Control the rate of successful strategic planning process
	Reward systems based on employee performance

Table 9. Variables and indicators of data bases and the information systems in appropriate management in the process of strategic planning

Variable	Index
The data bases and the information systems in appropriate management in the process of strategic planning	Access to accurate and timely management information systems and databases across the University
	Accepting the importance of database and information systems management in the strategic planning process
	Adaptation strategies related to information systems strategy macro or company

10. The environmental and correct evaluation in the process of strategic planning

The role of data and information is considered as a necessary role in the manager of organization. If the data setting is more precise, clear, coherent and systematic, so the managers must manage it like other sources (MC Lood, 1996).

Table 10. Variables and indicators of environmental and correct evaluation in the process of strategic planning

Variable	Index
	Assess the strengths and weaknesses of the company in the field of technology
	Assess the strengths and weaknesses of the company's economic
	Assess the strengths and weaknesses of the company's social

The environmental and correct evaluation in the process of strategic planning	Assess the strengths and weaknesses of participating in the political and legal context
	Past performance evaluation
	Identify general trends related to the economic, commercial and corporate activities
	Examine the legal issues
	Due to global competition at the University
	Identify the priorities and interests of stakeholders
	Identifying technological trends on campus
	Assessing the strategic advantages of university
Examine the legal issues	

5.Strategic planning process :

Strategic planning can be described as an organizational action and organized action for making essential decision and implementing the activities that forming the nature and orientation of organization in the framework of rules and regulations. Strategic planning process consist of analysis of situations, last and present operation and capabilities of organization, the method of controlling the programs and operations of organization, to predict the future situations and operations, and making use of techniques to reach the goals of organizations.

6.The success of strategic planning :

The success of a chainmen the concessions over 60% of any components that fulfilled the programming process and take effect on the success of strategic planning (Hamidzadeh, 1388).

Table11.Statistical measure of the success variable participation of senior management in the strategic planning process

The higher managers' cooperation in the	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	Support and consensus of senior officials of the university strategy	7.30	2.00	27.39	81.11
	The project team of senior executives	7.02	0.52	7.40	78.05

Effective and appropriate space needed for strategic planning	7.11	3.04	42.74	79.00
Identify key issues of senior management at the beginning of the project	7.41	2.24	30.22	82.33
Key issues to senior management in terms of planning	7.33	2.07	28.24	81.44
Exchange of information between the project team and senior management	6.66	2.06	30.93	74.00
Monitoring senior management on project	7.48	1.94	25.93	83.11
Senior management understanding of the nature of strategic planning	6.45	2.12	32.86	71.66
Active involvement of senior management staff began planning to implement	7.91	1.48	18.71	87.88
Senior management's vision for the future and potential	7.38	1.62	21.95	82
Final	7.02	0.52	7.40	78.05

The above table shows the average index, standard deviation, Coefficient of Variation and the degree of success of variables, the first column shows the average data of any variables, the second column is standard deviation that shows the distribution of conclusions inside the average, variance standard, shows the ratio of standard deviation to average that is shows with percent and states the percent of variances in fact.

In this section, the goal of evaluating is the standard of success, if the degree of success for variable will be 60, can say that variable is success but the success have ranges, if the degree of success of variable be 60 – 70, that variable have 10 success, if the degree of success be 70 – 80, that variable have mid – success and if the degree of success be 80 – 90, that variable have high – success and if the degree of success be 90 – 100, that variable has complete success (Hasanzadeh, 87).

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 75/05 that is middle – success.

Table12.Statistical measure of the success variable of The grouping cooperation of employees in the process of strategic planning

The grouping cooperation of employees in the process of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	Embed the organizational units involved in the progress of the project work	7.25	1.87	٪25.79	80.55
	collaborative of beneficiary managerial teams in the strategic planning process	7.33	2.07	٪28.24	81.44
	Training of general goals and strategies and present problems at the environment to project team.	6.78	3.10	٪45.72	75.33
	Training of process methodology, and frameworks of strategic planning the degree of staff's tendency to more attempting.	7.33	1.96	٪26.73	81.44
	Interest rates and Relish employees to work harder	6.43	1.74	٪27.06	71.44
	Confidence between staff.	6.88	2.93	٪42.58	76.44
	To improve the collaborative moral between staff	7.08	2.78	٪39.26	78.66
	The feeling of faithfulness of staff with regard to organization	6.91	2.73	٪39.50	76.77
	Making organizational coordinating	7.51	2.48	٪33.02	83.44
	Final	7.05	2.40	٪34.21	78.39

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 75/39 that is middle – success.

Table13.Statistical measure of the success variable of Awareness of higher managers and having in formation in the case of significant of strategic planning

Awareness of higher managers and having in formation in the case of significant of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	To hold the different planning for the organization's managers to inform them from the knowledge of strategic planning	5.88	2.28	7/38.77	65.33
	accepting the importance of strategic planning at the organization's success.	7.08	1.49	7/21.04	78.66
	Authority of strategic thinking between the organization's high managers	7.31	1.48	7/20.24	81.22
	The scientific level of high managers from the knowledge of strategic planning	6.76	1.92	7/28.40	75.11
	The level of skill of high managers at the strategic planning process	6.96	1.61	7/23.13	77.03
	Final	6.80	0.34	7/26.31	75.55

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 75/55 that is middle – success.

Table14.Statistical measure of the success variable of responsibility in the process of strategic planning

Responsibility in the process of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	The pro pirate training of staff to acquaint with the process of strategic planning.	2.88	1.58	7/54.86	32
	To collaborate the staff in the process of strategic planning.	3.96	1.97	7/49.74	44
	Holding the meetings between project team of strategic planning and staff to removal of ambiguities	4.88	2.39	7/48.97	49
	Designing the motivational system to acquaint with the process of strategic planning.	1.55	1.12	7/72.25	17
	To explain the assigned responsibilities for	2.98	1.62	7/54.36	33

	the staff				
	Final	3.23	0.47	756.03	35

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 35/00 that is middle – success.

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 73/44 that is middle – success.

Table15.Statistical measure of the success variable of organizational structure in the process of strategic planning

The organizational structure in the process of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	Division of labor is one of the causes of success in strategic planning	4.36	3.30	75.68	48.44
	Ways of doing in the strategic planning process	5.86	2.80	47.78	65.11
	Control of the organization's strategic planning process	6.18	2.88	46.40	68.66
	Access to information on staff and operational level	5.06	3.06	60.47	56.22
	Assign responsibility and authority to staff	4.31	3.40	78.86	47.88
	Final	5.15	3.08	61.83	57.26

Table16.Statistical measure of the success variable Organizational commitment in the process of strategic planning

Organizational commitment in the process of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	Allocate sufficient resources to carry out projects of strategic planning	6.72	2.08	30.95	74.66
	Reliable and high-class sponsors and project managers in strategic planning	6.63	2.60	39.21	73.66
	Project control by senior management to resolve potential conflicts between different units	6.33	2.93	46.28	70.33
		52			

	Co-managers and key project from beginning to end	6.76	2.44	٪36.09	75.11
	Final	6.61	2.51	٪37.97	73.44

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 57.26 that is middle – success.

Table17. Statistical measure of the success variable of culture structure in the process of strategic planning

	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
The culture structure in process of strategic planning	Provide new ideas and effective suggestions to solve problems on behalf of employees in the strategic planning process	6.43	1.47	٪22.86	73.66
	The order of individual goals with organizational goals in the strategic planning process	6.73	1.61	٪23.92	74.77
	Risk tolerance level staff in the strategic planning process	6.75	2.33	٪33.03	75.00
	Degree of unity in the process of successful strategic planning	6.88	1.66	٪24.12	76.44
	Manage relationships with subordinates	7.28	2.40	٪32.96	80.88
	Control the rate of successful strategic planning process	6.98	2.43	٪34.81	77.55
	Reward systems based on employee performance	7.05	3.00	٪42.55	78.33
	Final	6.87	2.11	٪30.60	76.66

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 76/66 that is middle – success.

Table18.Statistical measure of the success variable change management in the process of strategic planning

The change management in the process of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	Provide the necessary training to managers on the importance of the strategic planning process at relevant sections	6.90	2.48	٪35.94	76.66
	The level of management participation in strategic planning process	6.65	2.08	٪42.10	73.88
	Involving personnel in parts of the strategic planning process	7.15	2.44	٪31.32	79.44
	Final	6.90	2.26	٪36.45	76.66

In respect of achieved conclusions from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 76/66 that is middle – success.

Table19.Statistical measure of the success variable data base in the process of strategic planning

The data base in the process of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	Access to accurate and timely management information systems and databases across the University	4.85	3.26	٪67.21	53.88
	Accepting the importance of database and information systems management in the strategic planning process	4.46	2.94	٪65.91	65.91
	Adaptation strategies related to information systems strategy macro or company	4.53	2.77	٪61.14	50.33

Final	4.61	2.90	%64.75	51.03
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In respect of achieved conclusion from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 51/03 that is middle – success.

Table20.Statistical measure of the success variable environmental and correct evaluation in the process of strategic planning

The environmental and correct evaluation in the process of strategic planning	Variable	average	standard deviation	Coefficient of Variation	degree of success of variables
	Assess the strengths and weaknesses of the company in the field of technology	6.73	2.21	32.83	74.77
	Assess the strengths and weaknesses of the company's economic	7.03	2.19	31.15	78.11
	Assess the strengths and weaknesses of the company's social	6.46	2.21	34.15	71.77
	Assess the strengths and weaknesses of participating in the political and legal context	6.58	2.25	34.19	73.11
	Past performance evaluation	7.15	2.91	40.69	79.11
	Identify general trends related to the economic, commercial and corporate activities	7.11	2.86	40.22	79.00
	Examine the legal issues	6.98	2.76	39.54	77.55
	Due to global competition at the University	7.06	2.47	34.98	78.44
	Identify the priorities and interests of stakeholders	7.08	2.61	36.86	78.66
	Identifying technological trends on campus	6.83	2.77	40.55	75.88
	Assessing the strategic advantages of university	7.56	2.39	31.61	84.00
	Final	39.60	4.56	20.57	77.33

In respect of achieved conclusion from the above table for evaluating success about the first variable of research is cooperation of high managers at the strategic planning process, the degree of success is 77/33 that is middle – success.

7.Conclusion :

The conclusion that was act and statistical description of research data show that variables of cooperation enchantment of managers, making and keeping team cooperation, awareness of high managers, responsibilities of employee, organizational culture, management of change, environmental correct evaluation at the strategic planning process have middle – success, and the variables of employees acceptance, organizational structure, presence of data bases at the strategic planning process did not places at the success limits and did not reach to 60 percent, so they did not take into account as a successful factors, achieved conclusion from this research is same with the last research in the field of factor's organizational responsibilities that is confirmed and take effect on above research at the university at the success of strategic planning. But this difference can be arose from the better conditions at the university, hence, strategic planning has been effective, so there is high responsibilities proportion to it, and university attempts to allocate the necessary resources for strategic planning, all of the managers cooperate to strategic planning process, hence, there is cooperation between managers and key personnel of university from the beginning until the ending of project and the project's managers control over the implement of project and solve the probable problems. All of these factors caused to success and organizational responsibility at the success of strategic planning. But the effective factors on success of strategic planning that was stated in the last researches but hasn't confirmed in the present research, can be stated the below factors; three factors that has not been confirmed; consist of; acceptance of employee, organizational structure, presence of data bases on the strategic planning process, about the factor of acceptance of employee, lack of pro pirate training in the field of strategic planning process, lack of meeting between project team and employee, lack of explain of determined responsibilities for the employee in the lack of success of employee's acceptance in this process is effective.

About the other factors, organizational structure, the lack of divided activity between the members of project, the methods for reaching the goal, the lack of achievement of employees to information and, lack of responsibility to employees are effective in the lack of success. The other factors, are the presence of data bases and information system of management that it has not confirmed and they can be arose from factors, such as, the lack of on time achievement to data bases, no accepting the importance of presence of data bases in this process, information system of management in this process, and the lack of agreement of strategies with information system.

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