

# The Impact of Strategic Planning in Achieving Sustainable Tourism Development, Al-Mustansiriya School as a Model

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## ABSTRACT

The researchers aim there Present to Testing effect of strategic planning as an independent variable its dimensions(**strategic vision ,Objectives Strategy, main and secondary services**) in achieving sustainable tourism development in Al-Mustansiriya School as an approved variable through its dimensions (economic dimension, environmental dimension, social and cultural dimension) for a sample of senior leaders in the Ministry of Culture, Tourism and Antiquities, as 60 questionnaires were distributed to (**general managers , assistant general manager, heads of departments, officials of the people**) and the problem centered on research Through the following main question (Does the improvement of tourism development in Al-Mustansiriya school need strategic planning) and the researchers used a set of statistical methods, most notably (the arithmetic mean, standard deviation, correlation coefficient, regression coefficient) while using ato search A group of statistical programs and the statistical analysis showed a number of conclusions, the most prominent of which is that the management of the Al-Mustansiriya school is keen to involve members of society in developing its economic policy by paying attention to their opinions and suggestions.

**Keywords:** *strategic planning; sustainable tourism development; Al-Mustansiriya School*

## INTRODUCTION

Sustainable tourism development (TD) is latest tourism concept that emerged as a result of rapid growth in tourism demand and resulting problems in most developing countries, which led to increased pressure on natural, economic and cultural environment of tourist destinations as a result of increased consumption of natural resources , thus damage to environment and societies due to basic association of tourism with The environment has shown interest in adopting principles of sustainable development in field of tourism, as tourism has become an effective development sector in many developed , developing countries because of ability to support, revitalize rest of economic sectors. Therefore, (TD) has received great attention when formulating national development strategies in many countries as it stands It is also on agenda of many conferences, international organizations concerned with sustainable development. Strategic planning is an important intellectual approach, one of most important administrative approaches due to its role in helping tourism organizations(TO) to succeed, persist, overcome risks to which tourism organizations are exposed in their surroundings in terms of possibility of exploiting opportunities, benefiting from strengths to face threats, address weaknesses SO, be pioneers performance, communication. In order to, succeed effectively, thus strategic planning has a role in achieving (STD), Al-Mustansiriya School is one of most important tourist , archaeological sites in Iraq because it has a competitive tourism advantage with presence of various tourism components in addition role of tourism in addressing problems facing society in present , future, (STD) is one of important trends in tourism emerged as a result of negative changes in tourism environment(TE) recently (STD) is one of the important trends in tourism that emerged as a result of negative changes in (TE) recently (STD) is one of important trends in tourism that emerged as a result of

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negative changes in (TE) recently (STD) is one of important trends in tourism that emerged as a result of negative changes in the (TE) recently Sustainable tourism development is one of the important trends in tourism that emerged as a result of negative changes in the tourism environment recently The Al-Mustansiriya School is one of most important tourist , archaeological sites in Iraq because it has a competitive tourism advantage with the presence of various tourism components, in addition to role of tourism in addressing the problems facing society in present , future. (STD) is one of important trends in tourism that emerged as a result of negative changes in Recent (TE)The Al-Mustansiriya School is one of most important tourist , archaeological sites in Iraq because it has a competitive tourism advantage with the presence of various tourism components, in addition to role of tourism in addressing problems facing society in present and future. (STD) (STT) is one of important trends in tourism that emerged as a result of negative changes in Recent (TE)

## RESEARCH METHODOLOGY

### Research Problem

The tourism sector faces some obstacles , determinants that require treatment , improvement, especially social, economic, environmental aspects. It needs strategic planning as it is an important vital variable in the life of tourism organizations in general and sites. archaeological In particular, Given importance of strategic planning and its effective role for all (TO) in achieving (STD) for organizations, so this study tries to push organizations to Increased interest in strategic planning of its operations , therefore the main problem Searched embodied through the main question(Is there a need to improve (TD) in Al-Mustansiriya **(To Strategic Planning)**).

### Importance of research

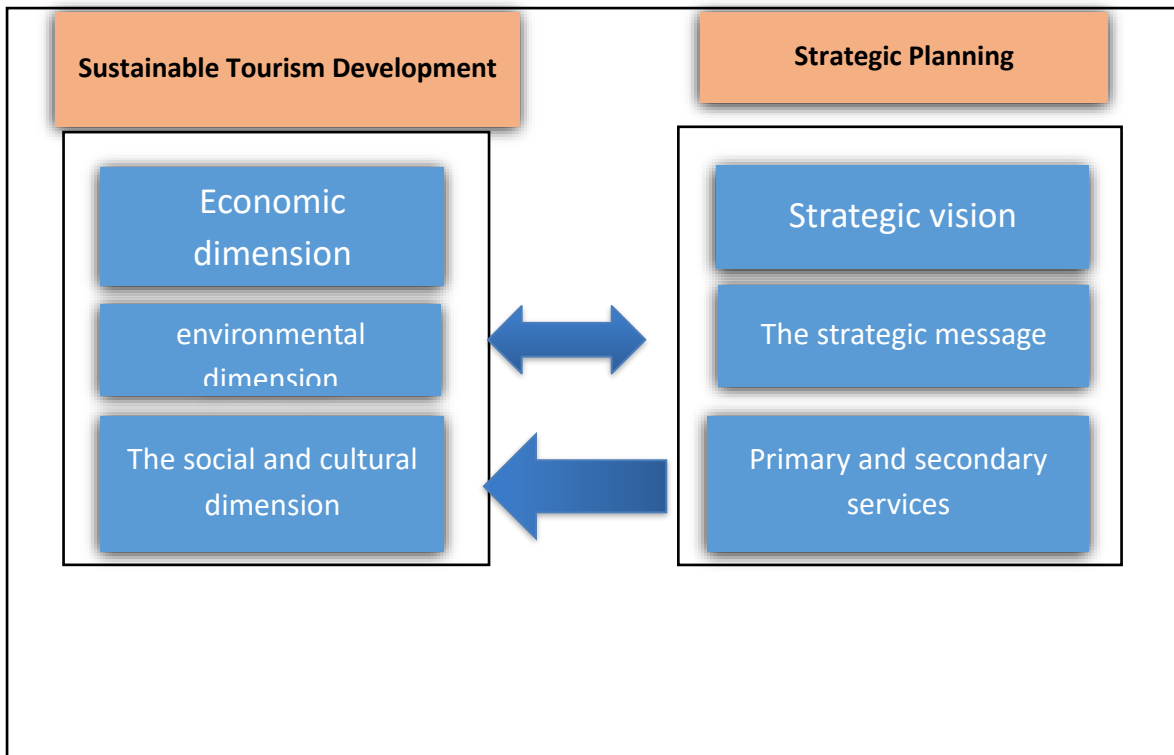
- Attachmate search Between two variables concerned with development of workers in (TO), namely strategic planning and sustainable (TD)..
- Identify main dimensions of the study variables and their impact on achieving (STD)
- Activating the role of strategic planning in sustainable (TD)..at the study site (Al-Mustansiriya School).
- Demonstrating the elements of (STD), its impact on tourism sector, highlighting it and investing it in an effective way for future (TD).
- Enabling workers in (Al-Mustansiriya School), study site, to invest strategic planning in achieving (STD)

### Research Objectives

- Know impact of strategic planning in all its dimensions in achieving **(STD)**
- Considering strategic planning as one of the important criteria in achieving **(STD)**
- Investing in the nature of relationship between variables searching the development of (Al-Mustansiriya School) study site
- Evaluation of role played by strategic planning in applying **(STD)**in Al-Mustansiriya School.

### Hypothetical scheme of research

hypothetical chart reflects an image that shows nature of influence relationships between research variables , their directions by relying on the relationships specified in research hypotheses, on basis of which independent study variable (strategic planning) was identified, which includes three main dimensions represented by (strategic vision, strategic message, main, secondary services), and, dependent variable (STD), which includes three main dimensions represented by (the economic dimension, the environmental dimension, social and cultural dimension), figure shows (1(The direction of the arrows that link the research variables, nature of influence relationships among them.



**Fig.(1) hypothetical outline of study**

prepared by two researchers

### Research Hypotheses

**H1: The first main hypothesis:(There is a statistically significant correlation between strategic planning and (STD));**

h1:There is a statistically significant correlation between strategic vision f sustainable tourism development.

h2:There is a statistically significant correlation between strategic message f sustainable tourism development.

h3:There is a statistically significant correlation between Primary and secondary services and sustainable tourism development.

**H2: (crowned Relations hip impact Same Indication morale for strategic planning in investigation sustainable tourism development)**

and emerge from it hypotheses High School And following:

h1: There are relationship impact Same indication morale for strategic visioning (STD)..

h2: There are relationship impact Same indication morale for the strategic message in (STD).

h3: There are relationship impact Same indication morale For primary and secondary services in (STD).-

## THEORETICAL FRAMEWORK

### Strategic planning

#### Concept of strategic planning:

Strategic planning, which has developed over several decades, is a critical component of the strategic management literature (Brews & Purohit, 2007:66). Strategic planning is usually used as an approach in formulating the strategy and includes organization's mandate, mission, analyzing the organization's internal and external environment, identifying strategic issues, formulating goals and plans to address the problems facing the organization (Bryson, 2004:23), and is one of the most important elements. The success or failure of any organization because it determines work mechanism, its details, its cost, the exact time of completion, and the human and mechanical needs (Al-Samarrai, 279: 2004), defines strategic planning as "a set of procedures and administrative decisions that are considered as future action plans through which organization's performance is directed in long run Al-Taweel (Thomas, 2000:7), while it was defined as "a set of decisions and actions through which organization is linked with its external environment to achieve its desired goals" (Daft, 2003:12), while (Druker, 2003:2) sees that it "A continuous organizational process to confront external opportunities and threats, meet them with internal strengths and weaknesses, with the aim of performing the organization's mission and achieving its goals.

#### The importance of strategic planning:

Strategic planning is a systematic process that seeks to achieve a clear vision about the future of something in order to translate it and transform it into goals. Therefore, it is very important in the work environment and one of the most important administrative operations carried out by organizations, especially tourism ones, so we will determine its importance (Mohr, 2017:15). ), according to the following:

- Contributes to development of an actual strategic plan according to a specific time frame. Contributes to the design of its steps.
- Setting goals, then linking them with the administrative organization function.
- It helps to define general tasks of the organizations, especially the tourism ones, and to focus on their results.
- Participate in the development of standards and programs that can be applied to the work system.
- It contributes to supporting the departments, especially the tourism ones, in achieving effective leadership for all parts of the organization to control the work, determine the fate and objectives of organization.
- Determine and provide requirements to improve performance and achieve growth and progress of (TO).
- Ensuring the link between the organization's mission and objectives.
- Defining and formulating the strategic goals and objectives of the organization.

#### Strategic planning goals:

We review the most important objectives of strategic planning as stated by (Kafacu, 2016:13), (Al-Rashidi, 2020:3)

- Crisis management support is based on preparing for unexpected changes.
- Optimal investment of available resources and energy in order to make organizations, especially tourism ones, more effective.
- It faces all challenges through the available possibilities and options and reduces the threats that affect the work of organizations, especially the tourism ones.
- It works to define ways for society to achieve its goals, taking into account the potentials and opportunities available to clearly define future visions.
- He charts the future of the organization, especially the tourism one, and states its long-term purpose.

#### Dimensions of strategic planning:

**Strategic vision:** The strategic vision is defined as focused words that aim to give an adequate perception of the organization and what it intends to be in the future and is important to express the organization's strategy (Daft, 2003: 4). Its importance is magnified through its decisive role in organizational activities as well as its dynamic link in reflecting the values and aspirations of the administration. Binterests (Lefter, 2013: 819)

**Strategic message:** The strategic message is one of the important elements on which organization is based, as it expresses the purpose or goal of the organization's existence and is considered as the framework that distinguishes

the organization from other organizations in its field of activity, which reflects the fundamental reason for the organization's existence and its identity, and it is more specific than the vision, as it includes several questions from it Who are we , and what we do, and where we are heading, and how to achieve this, and when defining the strategic message of the organization, it must be acceptable to all its members and enjoy the credibility of senior management (Idris, Morsi, 99: 2015)**(Primary and secondary services**

## STD

### Concept of STD

(TD) is an integral part of the national development of all countries, as it is based on a national plan that includes all sectors, and includes planning for all tourism facilities according to the principle of maximizing returns. Therefore, (TD) in countries with tourism potential seeks to invest natural , human potentials combined, or individually to cover Levels of demand for the internal and external tourism sector (Hasnain, 2006: 23), And be seen (821:Beeton, 2005) indicates that sustainable tourism development works on community development from a social , anthropological perspective, as it is represented in how to manage natural resources of communities , for archaeological , historical sites to achieve luxury Economic those communities and preserve natural capital and social , cultural, while pointing) (Ogechi & Igbojekwe, 2013) It is the main reason for using the concept of sustainable tourism development is for the purpose of preserving , developing tourist areas in the long term without any harm or deterioration, whether to the environment or society ,It is known as tourism development It is development economic and social its is a process that allows achieving development without the deterioration or depletion of those resources on which it is based .Angelevska-Najdeskaa & Rakicevik (2012: 211).) In the same vein see Nagarjuna & Lilith, 2019: 789). as it is Environmental conservation practices through community participation, environmental orientation, and other conservation activities

### Importance of STD

**(TD)** contributes significantly to comprehensive development on a large scale, in addition to generating more opportunities for the target community. Policies that promote (SD) goals are necessary to confront the threats and risks facing the future of tourism .The importance of (TD) as mentioned(Tubb, 2003: 477); (Al-Kamri, 2012: 105),(Tien et al, 2019:82)

- Contribute to improving the tourist experience as a result of repeated visits and improving the life of the host community and the natural environment.
- Help to sustain tourism, natural resources, tourist sites and different cultures.
- Contribute to balancing the needs of tourists, tour operators, host communities and the environment.
- Maximize the effects positivity aspects of tourism Economic social and culture, and reduce their negative effects.
- Not harming the environment and preserving the ecological frameworks, avoiding the negative effects of extensive tourism development and taking care of the natural resources and cultural heritage of the host communities..
- Developing environmental awareness of tourists, workers and local communities about environmental issues and involving them in making tourism development decisions.

### Dimensions of STD:

**Economic Dimension:** Sustainable tourism development plays an essential and important role by ensuring that damage to the environment is minimized and by providing an incentive The economist which promotes the preservation and protection of Ceron & Dubois, 2003:54),Therefore, it is the main reason for the development of the tourism industry and its boom is the dimension The economist which has an impact on the development of the local community Kafle, 2011:28-29). (Al-Kamri, 112:2012) explained that the distance economist Supports sustainable tourism development by providing resources extra For income, such as selling local products, and increasing purchasing power, It has between bothdeh et al, 2017:19)) that there are many direct and indirect economic benefits of tourism to the local community, including employment, improving living standards and health, educational opportunities, promoting arts and crafts, and environmental awareness in local communities .,In the same vein, both(262: Fabić & Jurdana, 2018) indicated that the local government plays a very important role in tourism planning, and in achieving the goals of sustainable tourism development.

**The environmental dimension :**The environment is the cornerstone for the survival and development of tourism and its development in the long run, as tourism policies should take the environmental aspect into account, and not be built

on the economic and technological side only, and the formula for tourism development requires natural, cultural and social integration, and ecotourism represents a set of ideas and broad lines, It is not a new type of well-known tourism, as it aims to preserve the cultural, archaeological, natural, health and religious heritage and all its elements of “forests, desert, mountains, mineral waters, plants, animals and birds” according to long-term plans to generate comprehensive tourism that is friendly to the environment (Al-Amiri, 2021: 130), The environmental dimension includes anticipating the negative effects of tourism on the environment and working to control these negative effects of tourism projects to reduce their impact on the environment Cernat & Gourdon (2007: 3)), by providing information to tourists about the proper behavior that must be followed in tourist destinations to preserve the natural environment (Dhiman & Dubey, 2011:48). , both explained(Wondirada & Ewnetub, 2019:2) that tourism through its environmental dimension leads to Recovery eco-system, and ease tensions and conflicts over resource use by avoiding impacts Economic that help destroy the environment.

**The social and cultural dimension:** Activating the role of society in all its segments, including the local population, aims at tourism coexistence with other tourists for resources, division of areas to ensure appropriate tourism development to bear the capacity of the ecosystem, infrastructure, and improvement of means of transportation and continuous communication, and tourism establishes recreational facilities that enable local communities to use them, In addition to local and international visitors, as tourism encourages and contributes to preserving archaeological sites, historical areas and buildings, especially societies that have sufficient awareness, as developed tourism allows communication and broader understanding between groups and peoples from different backgrounds, as well as showing the importance of cultural and natural resources for the social and economic well-being of societies (Al-Amiri, 2021: 129), and each of (Dhiman & Dubey, (2011:48) indicated that the social and cultural dimension includes the contribution of tourism to the promotion of local traditions and culture, by providing information to tourists about the culture and traditions of the local population in a particular place, and helping the local community to maintain their attitude towards tourists and preserve traditions. Local culture and local heritage protection, he added (Al-Kamri, 2012: 112)The social dimension preserves cultural identity, develops local communities, distributes benefits fairly, and respects oneself by creating awareness of the local heritage.

#### **Al-Mustansiriya School:**

In a place close to the shrine of Imam Musa Al-Kadhimi bin Imam Jaafar Al-Sadiq (peace be upon them both) in Al-Kadhimiya in Baghdad) and the completion of the building of the Al-Mustansiriya School in the year 631 AH. Precious books that dealt with scientific, religious and literary sciences. The establishment of the Al-Mustansiriya School, which is the culmination of a course in the development of knowledge institutions in Baghdad. (Kazem and Al-Taif, 254: 2017)

#### **School scheme:**

Al-Mustansiriya School was built in the form of a rectangle with a length of 105 meters and a width of 44.20 meters. It expands on the southeastern side to reach a width of 48.80 meters, so the total area is 4836 square meters.(Dean, 1979:120: ), and through the description of the school’s plan, it appears that the school building has an open courtyard in the middle of it known as the courtyard, which is rectangular in shape, 62.40 meters long and 27.40 meters wide. Following the courtyard in terms of area is the prayer house, the school mosque, which is located next to the southwestern side that overlooks the Tigris River, and it takes A rectangular shape, the length of the qibla wall is (22) meters, and the width of the mosque is (5.90) meters. This mosque overlooks the courtyard with a façade consisting of two huge pillars, each of which is six meters long and 2.40 wide .meter And between these two pillars and the two walls on both sides, three large pointed arches were placed facing the aforementioned façade. Then the attention is drawn to the large halls located in the southeastern side, which number seven halls, most of which are rectangular in shape, and preceded by a towering gallery, its length is 33.80 meters, and its width is 1.40 meters. On the northern side, we find halls There are fewer in number than what is on the southern side, including two large halls at the western corner that are rectangular in shape, and there are two large halls on both sides of the entrance to the building (Al-Adhami, 1980: 70)In addition to that, there are three large iwans, two of which are located inside the building and overlook the courtyard.X 5.60 meters approximately, and the area of the southern iwan is 7 X 6 meters. The third iwan is located outside the building behind the northern iwan, and it is the iwan of Dar Al-Qur’an from Al-Mustansiriya annexes. It is similar to the previous two iwans. The school has small rooms and rooms on the upper and ground floors, and they are squared in a constructive way, and I placed them in the form of four groups in each corner of the school (Amin, 2009: 49).

#### **School reputation and importance:**

The construction of the Al-Mustansiriya School was so magnificent and precise that historians counted it as having not been built on the ground better than it, and the school has a special importance in terms of planning, as it is one of the



buildings that still exists to this day, and it is the first university in the Islamic world concerned with teaching the sciences of the Qur'an and the four schools of thought Arabic language, medicine, pharmacy and mathematics. Its importance is highlighted by the fact that the Abbasid caliph, Al-Mustansir Billah, was the first to innovate the monthly salaries that are distributed to teachers, students, jurists, and employees (Ma`ruf 55:1971). He made it a focus of attention for visitors, and many kings, sultans and travelers visited it, as the King of Damascus, Nasser al-Din, visited it at the invitation of Caliph al-Mustansir Billah in 633 AH. Prince Rukn al-Din Ismail bin Badr al-Din Lu'lu' visited it in 634 AH. Sultan Abaqakhan bin Hulagu visited it in 672 AH. He also visited it in 740 AH. Allah al-Qarawini, was visited by the Turkish traveler Evlia Chalabi in 1058 AH.

#### **A future vision for the sustainable tourism development of Al-Mustansiriya School:**

The strategic planning of Al-Mustansiriya School is one of the main priorities by developing strategies and plans to protect the cultural heritage of the school and to benefit from the values of its resources economically, socially and environmentally through the tourism industry. Providing job opportunities and expanding the base of the national economy, so the development of the Al-Mustansiriya School stems from the fact that it has an ancient civilizational and cultural history. Therefore, planning for the sustainable tourism development of the Al-Mustansiriya School usually takes into account the identification of obstacles facing the planning process before proceeding with the implementation of development plans. hinder the development process.

- The weakness of media activities in Al-Mustansiriya School, as well as the absence of its marketing role.
- The school is devoid of cultural events that would entice to visit the school and then increase the number of its visitors.
- The absence of investments and the lack of financial specialties that slowed down the process of developing the school, as it was not covered by any restoration, reconstruction and maintenance works for a long time.
- Lack of places for visitors to rest inside the school inside the school.
- Not to take tourist trips to Al-Mustansiriya School.
- Lack of administrative staff responsible for managing the school, in addition to the fact that the school suffers from the lack of tourist guides.
- The lack of a vision and awareness of the workers in the administration of the Mustansiriya School to take care of it and preserve its cultural and heritage value.

Therefore, the strategic planning process begins with addressing the obstacles through proposed future directions

#### **Suggested future directions:**

- Carrying out maintenance and restoration work periodically for Al-Mustansiriya School to preserve its walls from the inside due to the excessive moisture in it.
- Providing an administrative staff responsible for Al-Mustansiriya School and the services it needs, such as the guidance and guide service, which clarifies the importance of the school, its history, and its role in spreading science and knowledge.
- Organizing tourist trips for students of the Faculty of Tourism Sciences to get acquainted with them.
- Activating the media and audio-visual and print advertisements about the school and issuing special publications about the school in Arabic and foreign languages..
- Holding graduation ceremonies for the Faculty of Tourism Sciences in this school, being a cultural, scientific and cultural edifice, as well as being one of the largest universities in the world..
- Holding seminars and scientific conferences by the Ministry of Culture, Tourism and Antiquities to shed light on the building and its divisions.
- Organizing a photographic exhibition and book exhibitions showing the history of the school and its cultural role, especially during the days of conferences, festivals, and intellectual and scientific seminars..
- Benefit from the strategic location of the school as it overlooks the Tigris River, which can develop river tourism through the development of the river taxi project and the possibility of linking it with the rest of the tourist sites that overlook the Tigris River.

#### **Statistical focus**

It was put up Research hypotheses in the form of questions ,And the sample One of the senior leaders in the Ministry of Culture, Tourism and Antiquities ,As part of the research community to verify the validity of the assumptions or not, the tools and methods used in collecting and analyzing data on reality were identified Al-Mustansiriya School As explained in the following paragraphs:

- **The location of search :** Was selected Al-Mustansiriya Schooling the city of Baghdad to conduct the research and test its variables with the paragraphs of the approved standards.
- **Secondly Research community and sample :** represent the research community Senior leaders in the Ministry of Culture, Tourism and Antiquities, was distributed (60) a questionnaire on the selected sample from the managers, and after Marked by them, fully retrieved and unpacked in the form that serves the research project.

**Used equipment's :** Tools are supported for analysis purposes and methods following:

- The questionnaire: A set of interrelated questions were identified in a way that achieves the goal sought by the research framework The selected problem, for the purpose of obtaining data and information to obtain numerical results in which the research variables are measured, and a set of measures were used, approved after they were arranged and configured according to the requirements and directions of research, where the five-fold scale was adopted for that ,As shown in appendix.

**Questionnaire description:** It was considered the main source for measuring and analyzing questions and hypotheses and testing them towards detailing strategic planning in Al-Mustansiriya School and the extent to which it is contained and its potentiality achieve sustainable tourism development in it According to the research variables in the theoretical aspect, And The questionnaire was divided into:

- Section first: contains the independent variable (strategic planning) include (3)Dimensions Each dimension includes 3 paragraphs.
- The second section: included the dependent variable (sustainable tourism development),Which includes (3) dimensions for each of them (4vertebrae. i.e., the sum of paragraphs (21) paragraph.

**Data description and analysis methods :** Various statistical means and methods are used to obtain results during a procedure The research through which the hypotheses are tested for the purpose of understanding problems and answering the questions raised in the research through an application SPSS v23 And Amos v23: (Barakat, 2013, [www.site.iugaza.edu.ps/nbarakat-SPSS.pdf](http://www.site.iugaza.edu.ps/nbarakat-SPSS.pdf)).

#### STABILITY TEST:

**Resolution stability:** It is the tools and measures that achieve positive results and give the same results if it is re-applied several times in a row and if the patency is repeated second the measurement obtained the same results, and the stability was calculated as follows:

**Cronbach alpha coefficient Cronbach's Alpha** This coefficient is used when we want to measure the stability of the estimates obtained from tests or questionnaires that measure a subject whose vocabulary is assumed to be homogeneous. And after a will extract Factor Constancy was a value T Greater (0.60) means acceptance of the stability of questionnaire Its results can be analyzed, and that this would be appropriate for research and studies in which questionnaire is an approved tool. As for the results, they were as shown in Table (1):

**Table (1) stability test results**

interpretation	The value of Cronbach's alpha coefficient Cronbach's Alpha	Study variables	
(Passing the test) Having stability in the vertebrae Strategic vision	0.996	Strategic vision	x1
(Passing the test) Having stability in the vertebrae The strategic message	0.991	The strategic message	x2
(Passing the test) Having stability in the vertebrae Primary and secondary services	0.995	Primary and secondary services	x3
(Passing the test) There is stability in the strategic planning paragraphs	0.992	Strategic Planning	X
(Passing the test) Having stability in the vertebrae Economic dimension	0.997	Economic dimension	Y1



(Passing the test) Having stability in the vertebrae environmental dimension	0.996	environmental dimension	Y2
(Passing the test) Having stability in the vertebrae The social cultural dimension	0.996	The social and cultural dimension	Y3
(You pass the test There is stability in the paragraphs of (STD)	0.997	(STD)	Y
(You pass the test There is stability in the entire paragraphs of questionnaire	0.997	all parts of the questionnaire	

Source: Prepared by researchers according to results of the program SPSS v23

**Importance search variables (strategic planning) and (STD)**

We refer here to answers of respondents, who numbered (60) Individuals on the items and questions of questionnaire related to independent variable (strategic planning) and its dimensions And the adopted variable (STD), its dimensions Where the tables were adopted that show the trends of the sample's answers for each of paragraphs of the two search variables, as arithmetic mean, standard deviation , relative importance were used according to the matrix of the answer strength in the table (2).

**The Schedule (2) Discretionary scale according to the five-five Likert scale**

the level	weighted average	response
low	From 1 to 1.79	Totally disagree
	From 1.80 to 2.59	I do not agree
middle	From 2.60 to 3.39	not sure
high	From 3.40 to 4.19	I agree
	From 4.2 to 5	Totally agree

Source:(Barakat: 2013:P13)

- **Strategic Planning:** The study questionnaire included in its focus on measuring strategic planning (9)vertebrae spread over (3) Dimensions, to find availability of elements of strategic planning management at Al-Mustansiriya School (model search The results of the sample's answers to the axes (strategic planning) were as follows:
- **Strategic vision:** Reached materiality value (62.59%) which is a ratio Medium Emphasizes level The agreement of the study sample on most of the paragraphs of this axis, where the arithmetic mean for this axis was recorded (3.13) which falls within the period (2.60to3.39) This means that sample answers are oriented towards the agreement, and standard deviation (1.03 ), which indicates homogeneity of the answers regarding (Strategic vision as in the table)3.

**Tab. (3) Describe the sample answers to paragraphs After Strategic vision**

Relative importance %	standard deviation	Arithmetic mean	paragraphs										The dimension	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	F		
62.74	0.999	3.13	1.7	1	51.7	31	5	3	41.7	25	-	-	Q1	x1 Strategic vision
62.4	1,027	3.12	1.7	1	51.7	31	5	3	40	24	1.7	1	Q2	
62.64	1,049	3.13	3.3	2	50	30	5	3	40	24	1.7	1	Q3	
62.59	1.03	3.13	Total											

Source: Prepared by researchers according to test results Depending on program SPSS v23

The importance levels were divided into paragraphs The dimension(Strategic vision) between the highest level of response achieved by poverty H ((Q1 In my account value of (3.13) and standard deviation (0.999), relative importance formed (62.74 %) to confirm that most of research sample agreed on this Paragraph, likely (that **administration the school progress The vision of the capabilities and capabilities of the Al-Mustansiriya school site and what it aspires to in the future**),while poverty H Q2)(Achieved lowest level of response between items)Strategic vision) as the value of the arithmetic mean she has(3.12) and record its standard deviation (1,027 ), and the relative importance

formed (62.4%), to confirm this The sample did not agree (The vision of Al-Mustansiriya School is characterized by an ambitious future outlook, simplicity and ease of understanding).

- **The Strategic Message:** the value of relative importance (62.57%) which is a percentage Medium The agreement of the study sample confirmed most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (3.13) which falls within the period (2.60 to 3.39) This means that the sample answers are vector towards agreement, standard deviation (1.05), which indicates the homogeneity of the answers regarding (The strategic message (as in the table 4)).

**The Schedule (4) Describe the sample answers to the paragraphs After the strategic message**

Relative importance %	standard deviation	Arithmetic mean	paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
62.64	1,049	3.13	3.3	2	50	30	5	3	40	24	1.7	1	Q4	x2 The strategic message
62.42	1,043	3.12	1.7	1	51.7	31	6.7	4	36.7	22	3.3	2	Q5	
62.64	1,049	3.13	3.3	2	50	30	5	3	40	24	1.7	1	Q6	
62.57	1.05	3.13	Total											

Source: Prepared by researchers according to test results Depending on the programmer SPSS v23

The importance levels were divided into paragraphs The dimension (The strategic message) between At the level of an answer achieved by poverty Tan (Q4) And the (Q6) In my account the value of (3.13) and standard deviation (1,049), and relative importance formed (62.64%) to confirm that most of the research sample agreed on this poverty fig, which is likely that (The school's message expresses the purpose for which it was found) and (owning All principals have a clear vision of the school's mission), while poverty H Q5) achieved the lowest level of response among the paragraphs (The strategic message) as the arithmetic mean value of 1 Ha (3.12), record its standard deviation (1,043), and the relative importance formed (62.42%), to confirm it on Most of the sample agreed (that The message of Al-Mustansiriya school It is easy and clear).

- **Primary and secondary services:** value of relative importance (62.75%) which is a percentage Medium The agreement of the study sample confirmed most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (3.14) which falls within the period (2.60 to 3.39) This means that the sample answers are oriented towards the agreement, standard deviation (1.05), which indicates the homogeneity of answers regarding (Primary and secondary services (as in the table 5)).

**the Schedule (5) Describe the sample answers to the paragraphs After the main and secondary services**

Relative importance %	standard deviation	Arithmetic mean	paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
62.64	1,049	3.13	3.3	2	50	30	5	3	40	24	1.7	1	Q7	x3 Primary and secondary services
62.64	1,049	3.13	3.3	2	50	30	5	3	40	24	1.7	1	Q8	
62.98	1,039	3.15	3.3	2	50	30	6.7	4	38.3	23	1.7	1	Q9	
62.75	1.05	3.14	Total											

Source: Prepared by the researchers based on the results of the program SPSS v23

The importance levels were divided into paragraphs The dimension (Primary and secondary services) (between the highest level of response achieved by the paragraph) (Q9) In my account the value of (3.15) and standard deviation (1,039), and relative importance formed (62.98%) to confirm that most of research sample agreed on this paragraph,

which is likely (that **The school administration It provides transportation lines from the city center to Al-Mustansiriya School**), while poverty fig (Q7) )And(Q8) ) achieved the lowest level of response between items (Primary and secondary services) as the arithmetic mean value of 1 Ha (3.13) , log standard deviation (1,049), relative importance formed (%62.64) to Ha, to confirm it on The sample members are not sure(That management **It provides food and beverage services during its visit by visitors**) And (**It provides evidence and guidance for the purpose of facilitating the visit of tourists to it**).

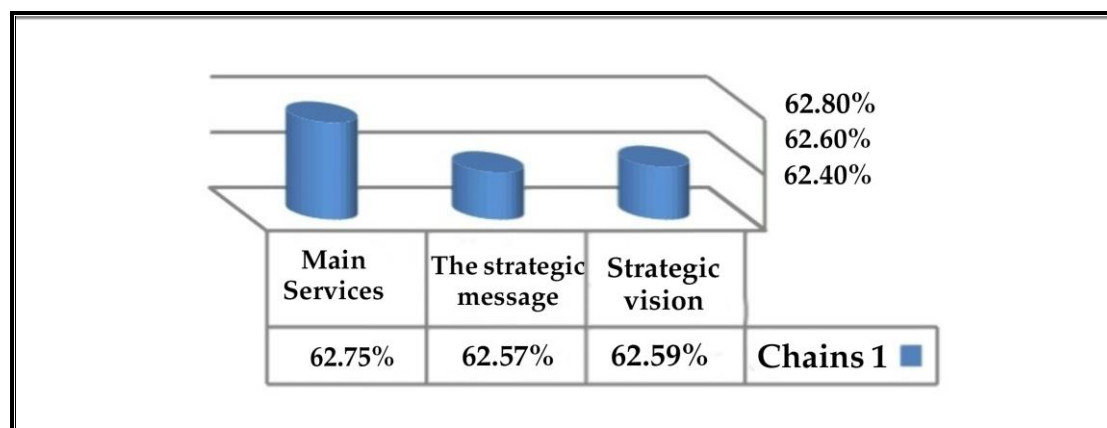
So, it is clear from the table (6) that value of the weighted arithmetic mean of a variable Strategic Planning(reached3.13) which falls within the period (2.60to3.39This means that sample answers are vector towards agreement and standard deviation (1.04), which indicates the extent of homogeneity in answers of study sample regarding this variable, while relative importance was recorded (62.64%) which is a percentage Medium The agreement of the study sample confirms most of the paragraphs (Strategic Planning).

**Table (6) level of significance of independent variable Strategic Planning and its dimensions**

arrangement	materiality %	Standard deviation	Weighted arithmetic mean	variables	code
the second	62.59	1.03	3.13	Strategic vision	x1
the third	62.57	1.05	3.13	The strategic message	x2
the first	62.75	1.05	3.14	Primary and secondary services	x3
The Independent	62.64	1.04	3.13	Strategic Planning	X

Source: Prepared by researchers based on results of the program SPSS v22

So, compare axes of (strategic planning) in terms of relative importance, it is noted that axis (Primary and secondary services) obtained the highest materiality level by (62.75%), recorded interlocutor(**Strategic vision**) then ( The strategic message(lowest level by)62.59% )And (62.57%) respectively, as shown in the fig. (2).



**Appearance (2) indicates relative importance to Axes Strategic Planning**

We measure significance level, arithmetic mean, the standard deviation of independent variable (Strategic Planning) It showed that the largest share of answers for study sample was for (Primary and secondary services), this indicates importance of (Existence The main secondary services, which are represented by provision of transportation lines, food services, and the presence of guides and guides) , then (Strategic vision and strategic mission) which is represented by (that Image mentality that the organization seeks to achieve in the future is linked to the imagination. The vision does not reflect the present, So, rather where we will be in the future) And (that Include direction of organization, the reason for its establishment, values that must be adhered to, which are organization’s work strategies, expected behaviors of its members.).

- **STD** : The research questionnaire included its focus on measuring (STD) (12)a question, to find availability of (STD) I have Al-Mustansiriya School Administration(model research), and the results of sample answers were as follows:

- **Economic dimension:** Reached materiality value(63.05%)which is a ratio Medium agreement of the study sample confirmed most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (3.16) which falls within the period(2.60to3.39) This means that the sample answers are oriented towards agreement, and standard deviation (1.02), which indicates the homogeneity of the answers regarding (Economic dimension(as in the table7).

Schedule (7)Describe sample answers to the paragraphs Economic dimension

Relative importance %	standard deviation	Arithmetic mean	paragraphs										Dimensions			
			5		4		3		2		1					
			Sample answers and percentages													
			%	f	%	f	%	f	%	F	%	f				
62.64	1,049	3.13	3.3	2	50	30	5	3	40	24	1.7	1	Q10	Economic dimension		
62.98	1,039	3.15	3.3	2	50	30	6.7	4	38.3	23	1.7	1	Q11			
63.32	1,011	3.17	3.3	2	50	30	6.7	4	40	24	-	-	Q12			
63.26	0,994	3.17	3.3	2	48.3	29	10	6	38.3	23	-	-	Q13			
63.05	1.02	3.16	Total													

Source: Prepared by researchers based on results of program SPSS v23

The importance levels were divided into paragraphs The dimension)Economic dimension(between the highest level of response achieved by the paragraph)(Q12 with an arithmetic mean whose value is (3.17) standard deviation (1,011) , relative importance formed (63.32%) to confirm that most of research sample agreed on this paragraph, which is likely (that the school Seeking To develop a plan to involve state institutions in (STD), such as using research provided by these institutions to obtain support from them), while poverty H (Q10(Achieved lowest level of response between items)Economic dimension) as arithmetic mean value of 1 Ha (3.13) , standard deviation (1,049) , the relative importance formed (62.64 %) , to confirm this That (Al-Mustansiriya School usually Keen To involve community members in developing its policy Economic By paying attention to their opinions and suggestions M).

- **environmental dimension:** the value of relative importance (62.73%) which is a ratio Medium Explain The agreement of the study sample on most of the paragraphs of this axis, where arithmetic mean for this axis was recorded (3.14) which falls within the period (2.60to3.39) This means that the sample answers are oriented towards the agreement, and standard deviation (1.01) , which indicates the homogeneity of the answers regarding (environmental dimension(as in the table 8).

Schedule (8)Describe the sample answers to the paragraphs environmental dimension

Relative importance %	standard deviation	Arithmetic mean	paragraphs										Dimensions			
			5		4		3		2		1					
			Sample answers and percentages													
			%	f	%	f	%	f	%	F	%	f				
63	0.988	3.15	3.3	2	46.7	28	11.7	7	38.3	23	-	-	Q14	environmental dimension		
62.3	1,010	3.12	3.3	2	45	27	13.3	8	36.7	22	1.7	1	Q15			
62.3	1,010	3.12	3.3	2	45	27	13.3	8	36.7	22	1.7	1	Q16			
63.3	1,028	3.17	3.3	2	50	30	8.3	5	36.7	22	1.7	1	Q17			
62.73	1.01	3.14	Total													

Source: Prepared by the researchers based on the results of the program SPSS v23

The importance levels were divided into paragraphs)environmental dimension(between highest level of response achieved by the paragraph)(Q17) with an arithmetic mean of (3.17) and a standard deviation of (1.028), and a relative importance formed (63.3%) to confirm that most of research sample agreed on this paragraph, which is likely ( Administration Interested in educating working individuals on the importance of maintaining Al-Mustansiriya School website cultural, urban and architectural), while poverty fig Q15) )AndQ16) ) achieved lowest level of response between items (environmental dimension) as value of the arithmetic means he has(3.12) and scored T standard

deviation (1,010), relative importance formed (%62.3 ), to confirm that the research sample agreed on that Administration often ( put **An awareness policy that takes into account environmental conditions in all aspects the school**)And (Working To develop sound plans to maintain Al-Mustansiriya School site And it last contributes to its implementation The workers at all levels).

**T. The social and cultural dimension:** the value of relative importance (63.24% )which is a ratio Medium The agreement of the study sample confirmed most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (3.17) which falls within the period (2.60to3.39) This means that the sample answers are oriented towards the agreement, and standard deviation (1.03 ), which indicates the homogeneity of answers regarding (The social and cultural dimension(as in the table)9).

Schedule (9)Describe the sample answers to the paragraphs social and cultural dimension

Relative importance %	standard deviation	Arithmetic mean	paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	F	%	f		
63.3	1,028	3.17	3.3	2	50	30	8.3	5	36.7	22	1.7	1	Q18	The social and cultural dimension
63.38	1,044	3.17	5	3	46.7	28	10	6	36.7	22	1.7	1	Q19	
62.96	1,022	3.15	3.3	2	48.3	2	10	6	36.7	22	1.7	1	Q20	
63.32	1,044	3.17	3.3	2	51.7	31	5	3	38.3	23	1.7	1	Q21	
63.24	1.03	3.17	Total											

Source: Prepared by the researchers based on the results of the program SPSS v23

importance levels were divided into paragraphs ( The social and cultural dimension(between the highest level of response achieved by the paragraph)(Q19) with an arithmetic mean of (3.17) and a standard deviation of (1.044), a relative importance formed (63.38%) to confirm that most of research sample agreed on this paragraph, which is likely that(Administration Interested in suggestions that workers and local residents may make in field of development Al-Mustansiriya School website), while poverty H Q20) achieved lowest level of response among the paragraphs (The social and cultural dimension) as value of the arithmetic means he has(3.15) and scored standard deviation (1,022), relative importance formed (%62.96 ), confirm that the research sample agreed on(that management often It encourages the practice of learning behaviors , transfer and sharing of knowledge among working individuals). Therefore, it is clear from the table (10) that the value of the weighted arithmetic mean of a variable (sustainable tourism development(reached)3.16) which falls within the period (2.60to3.39) This means that the sample answers are oriented towards agreement and standard deviation (1.02), which indicates the extent of homogeneity in the answers of study sample regarding this variable, while the relative importance was recorded (63.01%) which is a percentage Medium agreement of the study sample confirms the paragraphs (sustainable tourism development).

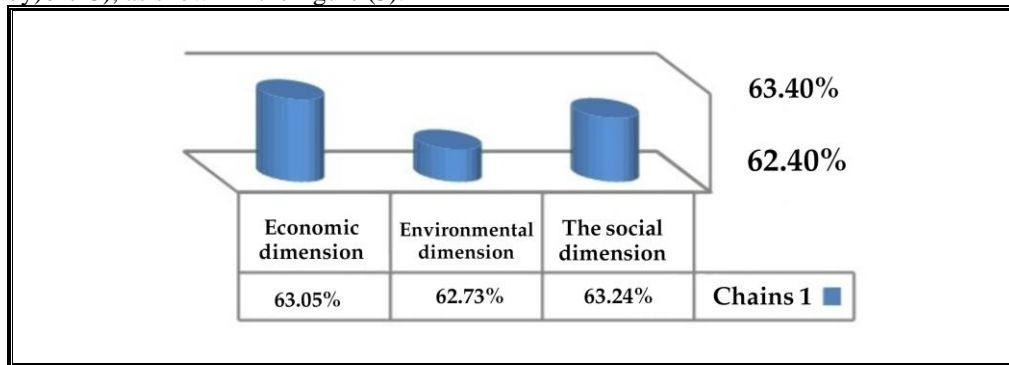
Schedule (10) The level of importance of variable (sustainable dimensions (TD))

Arrangement	materiality %	Standard deviation	Weighted arithmetic mean	variables	code
the second	63.05	1.02	3.16	Economic dimension	y1
the third	62.73	1.01	3.14	environmental dimension	y2
the first	63.24	1.03	3.17	The social and cultural dimension	y3
affiliate	63.01	1.02	3.16	sustainable tourism development	Y

Source: Prepared by researchers based on the results of program SPSS v22



For a comparison of axes (STD) in terms of relative importance, it is noted that axis (**The social and cultural dimension**)(obtained the highest materiality level by (**63.24%**), log A xis (environmental dimension)(lowest level by)**62.73**), as shown in the figure (3).



**Appearance (3) indicates relative importance to Axes sustainable TD)**

We measure the significance level, the arithmetic mean, and the standard deviation of variable affiliate (**STD**) (It showed that the largest share of answers for the study sample was for (The social , cultural dimension), this indicates the importance of (Respecting the specifics of the local community their culture, preserving the heritage and traditional values of community, promoting tolerance and understanding between different cultures, and increasing tourism awareness on issues related to sustainability) , then (Economic dimension) which is represented ( B Effect benefits , benefits economic realization b Developing the tourism industry as well as community development the local).

## TESTING HYPOTHESES OF THE STUDY

The correlation coefficient (Pearson) for purpose of knowing the relationship between research variables and testing the effect of the independent variable on the dependent variable using the simple linear regression model And regression model multiplayer, and test F (F-test) And The coefficient of determination  $R^2$  to find out the ratio of the influence and contribution of the independent variable to the dependent variable, And The research hypothesis test included the following paragraphs:

- **Correlation hypothesis testing**
- **Impact hypothesis testing**

### Correlation hypothesis testing

To test hypotheses of correlation between (strategic planning) with (STD), Done will extract Correlation coefficient between variables to explain the strength , direction of correlation between a variable at the premise, since the hypothesis will be accepted if the probability value is Sig. Correspondence is less than or equal to level of significance used adult(0.05)This confirms the validity of correlation hypothesis by 95%, but if it is greater than(0.05)She rejects the hypothesis ,meet her He was The value of the correlation coefficient is between (0.50) ,(1), which indicates strength of the correlation, R hypotheses as the T:

### **The first main hypothesis:(There is a statistically significant correlation between strategic planning ,(STD)**

Four secondary hypotheses emerge from it:

- There is a statistically significant correlation between strategic vision f (**STD**)
- There is a statistically significant correlation between strategic message f (**STD**) .
- There is a statistically significant correlation between Primary and secondary services , (**STD**).

The results were hypothesis testing link between variable(Strategic Planning)and its independent dimensions And the dependent variable represented by B (**STD**) According to the opinions of the research sample on Al-Mustansiriya School,which he explain schedule (11)And as follows:

- Acceptance of the first secondary hypothesis, which states (there is a statistically significant correlation between strategic vision (**STD**) with a confidence rate of (95%), as value of correlation coefficient was recorded( **0.954**) It is moral to establish the link between strategic vision and (**STD**).
- Acceptance of second secondary hypothesis, which states (there is a statistically significant correlation between strategic message and (STD) with a confidence rate of (95%), as the value of correlation coefficient (**0.959**) And its morale to solidify that connection strong Between the strategic message and (**STD**).

- AcceptanceThe third secondary hypothesis, which states (there is a statistically significant correlation between the main and secondary services and (STD) with a confidence rate of (95%), which is not significant, as the value of the correlation coefficient (0.978) And it's morale To establish that existence Engagement strong between primary and secondary services and (STD) .
- AcceptanceThe first main hypothesis, which states (there is a statistically significant correlation between strategic planning and sustainable tourism development) with a confidence rate of (95%), as value of the correlation coefficient was recorded(0.969 ), and is moral to cement that connection strong Between strategic planning and (STD).

Schedule (11) Results of testing the first main hypothesis

interpretation	probab ility value P value	Correlation coefficient between the two variables	depende nt variable	variable The Independent
Existence the link between Strategic vision Hence, sustainable tourism development Acceptancethe premise First secondary	0.000	0.954	sustaina ble tourism develop ment	Strategic vision
Existence the link between the strategic message Hence, sustainable tourism development Acceptancethe premise Second secondary	0.000	0.959		The strategic message
The existence of a link between the main and secondary services Hence, sustainable tourism development Acceptancethe premise Third secondary	0.000	0.978		Primary and secondary services
Existence the A link between strategic planning and sustainable tourism development thus AcceptanceThe main hypothesis	0.000	0.969		Strategic Planning

Source: Prepared by the researchers based on the results of the program SPSS v23



Appearance (4)Emphasizing the relationship between strategic planning and sustainable tourism development according to program results Amos v23

Impact hypothesis testing

A test was applied F (F-test) to find out the significant effect of the independent variable (strategic planning) on the dependent variable (sustainable tourism development), so if the probability value is Sig. Less than the significance level of (0.05), this indicates the existence of a significant effect, and vice versa. )) which shows the percentage of interpretation (strategic planning) and its achievement of the variable (sustainable tourism development). The test was carried out on the hypothesis at following:

- Hypothesis testing using simple regression method:

**The second main hypothesis: (There is a statistically significant effect for strategic planning in investigation sustainable tourism development)**

and emerge from it hypotheses High School And as following:

- There is a statistically significant effect for strategic visioning sustainable tourism development.
- There is a statistically significant effect for the strategic message in sustainable tourism development.
- There is a statistically significant effect for primary and secondary services in sustainable tourism development.

The results were according to the table (12) as follows:

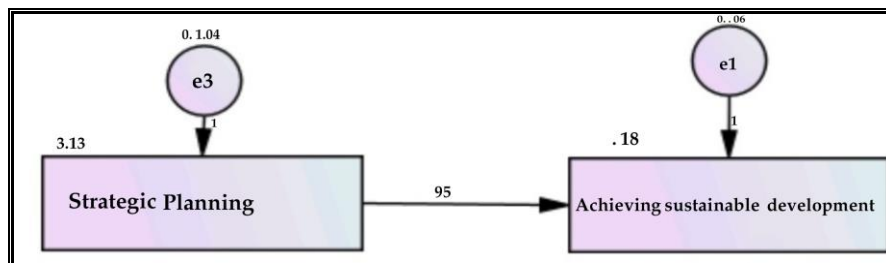
- There is a statistically significant effect of the variable (Strategic vision(B) (sustainable tourism development), as it reached a value of calculated F (**581,033**) They are morals that mean Acceptance Hypothesis: There is an effect between the two variables), and the value of the coefficient of determination (**0.91%** which indicates the percentage of influence and contribution (Strategic vision(b) sustainable tourism development).
- There is a statistically significant effect of the variable (The strategic message(B) (sustainable tourism development), as it reached a value of calculated F (**666,381**) They are morals that mean Acceptance Hypothesis: There is an effect between the two variables), and the value of the coefficient of determination (**0.92%**) which denotes the ratio of influence and contribution (The strategic message(b) sustainable tourism development).
- There is a statistically significant effect of the variable (Primary and secondary services(B) (sustainable tourism development), as it reached a value of calculated F (**1,246,075**) Which Intentional that is to say Acceptance Hypothesis: There is an effect between the two variables), and the value of the coefficient of determination (**0.96%**) which indicates the effect and contribution ratio (Primary and secondary services(b) sustainable tourism development).
- There is a statistically significant effect of the variable (strategic planning) in (sustainable tourism development), as the value of calculated F (**884.46**) They are morals that mean Acceptance Hypothesis: There is an effect between the two variables), and the value of the coefficient of determination (**0.94%**) Which refers to the percentage of impact and contribution of (strategic planning) to (sustainable tourism development).

**Table (12) Results of testing hypotheses effect no After a for strategic planning in achieving sustainable tourism development**

interpretation	F-test			The coefficient of determination R <sup>2</sup> %	regression coefficient β	fixed limit a.a	variants	
	probability valuing.	Tabular	calculated				approved	The Independent
There is an effect	0.000	4.0012	581,033	0.91%	0.940	0.211	sustainable tourism development	Strategic vision
There is an effect	0.000		666,381	0.92%	.9310	0.240		The strategic message
There is an effect	0.000		1,246,075	0.96%	0.947	0.180		Primary and secondary services
There is an effect	0.000		884.46	0.95%	0.950	0.178		Strategic Planning

Source: Prepared by the researchers based on the results of the program SPSS v23

The previous table shows the value of coefficient of determination (0.95%) That is, the independent variables explain variation in sustainable tourism development. The test shows significant regression and note valuesig. It is (0.000), which is less than 0.05, and therefore we reject the zero hypothesis and accept the alternative hypothesis, that is, there is an effect of the existence of the independent variables affecting the dependent variable, and we can predict the dependent variable through it.



Appearance (5) confirm the effect Strategic Planning in sustainable tourism development according to program results Amos v23

▪ Hypothesis testing using the multiple regression method:

A test was applied (F-test) for significance relationship the influence between dimensions for the independent variable Strategic planning (combined) in the dependent variable (sustainable tourism development), The results are shown in the table (13) There is a relationship and influence of the strategic planning variable with the presence of the combined dimensions

Table (13) results of hypothesis testing relationship

interpretation	F-test			The coefficient of determination R <sup>2</sup> %	correlation coefficient	regression coefficient β	fixed limit a.a	variants	
	probability valuesig.	Tabular	calculated					approved	The Independent
There is a relationship and effect of the combined dimensions	0.000	2.7581	499,942	0.964	0.982	0.789	0.121	sustainable tourism development	Strategic vision
									The strategic message
									Primary and secondary services
									Strategic Planning

source was prepared by the researchers based on the results of the program SPSS v23

CONCLUSIONS AND RECOMMENDATIONS

Each scientific study comes out with some results in the light of the answers of research sample.

Conclusions

- There is a relationship Statistically significant Between (strategic planning) and (sustainable tourism development) according Research sample answers around Al-Mustansiriya School.
- There is a statistically significant relationship between the strategic vision and sustainable tourism development.
- There is a statistically significant relationship between the strategic message and sustainable tourism development.

- There is a statistically significant relationship between primary and secondary services and sustainable tourism development.
- There is a significant effect of strategic planning on sustainable tourism development.
- There is a significant effect of the strategic vision on sustainable tourism development.
- There is a significant effect of the strategic message in sustainable tourism development.
- There is a significant effect of the primary and secondary services on sustainable tourism development.
- The results confirmed, in the light of the respondents' answers, that the main and secondary services dimensions are the most influential in achieving sustainable tourism development in Al-Mustansiriya School.
- Most of the sample agreed that school administration advances vision of the capabilities and capabilities of the Al-Mustansiriya school site and what it aspires to in the future.
- The vision of the Al-Mustansiriya school is often characterized by an ambitious future outlook, simplicity and ease of understanding.
- The message of the schooling the purpose for which it was found and possessed All managers have a clear perception of it.
- Most of the sample agreed that the school administration It provides transportation lines from the city center to Al-Mustansiriya School.
- I agree Most of the sample members are important Existence main and secondary services, which are represented by providing transportation lines, food services, and the presence of guides and guides.
- The administration of Al-Mustansiriya School seeks to develop a plan to involve state institutions in sustainable tourism development, such as seeking support from the research provided by these institutions.
- The school administration is interested in educating the working personnel on the importance of preserving the cultural, civilizational and architectural site of the Al-Mustansiriya School.
- The administration is interested in the suggestions that the worker may make and the shop population YoonIn the field of developing the Al-Mustansiriya School website.

## Recommendations

- Drawing a future picture of tourism activity in a country during a specific period of time and inventorying tourism resources in order to achieve sustainable tourism development, through:
  - Situation A vision for the Al-Mustansiriya school, characterized by an ambitious future outlook, simplicity and ease of understanding.
  - The vision includes keeping the Al-Mustansiriya school site commensurate with its environment, with its ability to accommodate the changes taking place in this environment.
- Develop a strategic message as an official document that includes the organization's work strategies and the expected behaviors of its members, through:
  - To have All principals have a clear vision of the school's mission.
  - The message of Al-Mustansiriya school is characterized by ease and clarity.
- Paying attention to providing primary and secondary services, through:
  - Continuing to provide transportation lines from the city center to Al-Mustansiriya School.
  - Providing food and beverage services to visitors during her visit.
  - Providing evidence and guidance for the purpose of facilitating the visit of tourists to it.
- The management of Al-Mustansiriya School should ensure that the members of society are involved in developing its economic policy by paying attention to their opinions and suggestions.
- Develop an awareness policy that takes into account the conditions of the environment in the aspects of the school.
- Develop plans to maintain the sustainability of the Al-Mustansiriya school site by involving its employees.
- Encouraging the practice of learning behaviors and the transfer of knowledge among working individuals



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