The Role of Shared Governance and Strategic Awareness in Reducing Barriers to Achieving Strategic Objectives-
Field Research in the Ministry of Higher Education and Scientific Research

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ABSTRACT

This research included three variables (shared governance, strategic awareness) as independent variables (and barriers to achieving strategic objectives) as a dependent variable, and the first independent variable included six indicators (climate of governance, communication, joint decision-making, governance structure, role of the Board, role of the President) and the second variable included four main dimensions (diagnosis, evaluation, assimilation, response), and the dependent variable contained five types (institutional barriers, structural barriers). The opinion body in the Ministry of Higher Education and Scientific Research was selected as a sample of researc,The data was collected from (38 persons out of 42 representatives of the opinion body in the ministry) and they are (agents, advisers, university presidents, head of technical education, president of the Iraqi Council, head of the supervisory body).

The approach used in the collection of data is the interview method for explaining the paragraphs of the questionnaire and its interlocutors This data was statistically processed using accepted statistical methods to analyze and evaluate the instrument of scale, use a correlation coefficient, natural distribution evaluate, Bartlett test, percentages, quantitative medium, standard deviation, variance coefficient, Bartlett Test, percentages, statistical tool, standard deviation, coefficient of variance, Pearson correlation coefficient, simple decline coefficient, study, T-test, to calculate the relationship and effect between the search variables, Significant results were obtained that showed a strong role in the relationship between the two independent variables and their impact in. the barriers to search.

Key word: Shared, Governance, Awareness, Strategy, Barriers, Objectives.

First - Problem statement

Today's institutions face many difficulties at the level of the external and internal environment, and some may ask, why are there institutions that achieve success and endure and others fail to face these changes? In order to answer these questions, this is due to multiple reasons, including technological or organizational factors, institutional structures, or there may be other reasons .. Nevertheless, the current research requirements assume that there is some degree of deficiency in the strategic awareness of the senior leaders of the internal and external environment as it represents the broader framework Theoretically, the importance of participating in

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institutional decision-making that faces difficulties and barriers, may impede the achievement of strategic goals and may also be due to the potential effects on the paths and requirements of the strategic awareness of these leaders, due to the overall complex and thorny conditions that public institutions face, given the turbulent environment affecting them and their implications. In general, the plans, decisions, and level of awareness required. The main research problem is summarized in the following question: • Is there a clear impact of shared governance and strategic awareness to reduce barriers to achieving the strategic objectives?

Second - Research importance

The issue of shared governance and strategic awareness and their role in reducing the barriers that hinder the achievement of strategic goals acquires importance from a cognitive point of view for the following reasons:

1- Our research comes to address the extent of the relationship that shared governance and strategic awareness can have in reducing the barriers that hinder the achievement of strategic goals in light of competitive precedence.

2- Adding new knowledge by providing the Iraqi and Arab library with topics of importance (shared governance, strategic awareness, and barriers to achieving strategic goals).

Third- Research objective

The research seeks to achieve a number of objectives in light of presenting the field problem that focuses in its essence on uncovering the relationship between shared governance and strategic awareness and its reflection on overcoming barriers to achieving strategic goals, and accordingly, the research seeks to achieve the following goals:

1. Seek to analyze and interpret the intellectual contents in terms of consensus and difference in the viewpoints of researchers on the current research variables related to (shared governance, strategic awareness, barriers to achieving strategic goals).

2. Presentation and analysis of the dimensions and indicators of shared governance and strategic awareness and their societal impact in reducing levels of barriers to achieving strategic goals.

3. Work to direct the attention of leaders in the Ministry of Higher Education to the importance of the variables and indicators discussed and their role in reducing barriers to achieving the strategic goals.

4. Disclosure of the existence of organized councils, bodies or permanent committees that practice the policies and procedures for implementing shared governance in the researched ministry.

5. Establishing a hypothetical scheme (in the form of a research model) linking research variables in line with the reality of the ministry.

6. Analysis of correlation and influence relationships between research variables and interpretation of their results.

7. Presenting a set of conclusions and recommendations to the investigated ministry in light of the results of practical reality in an attempt to benefit from them in addressing the problems at hand.

Fourth - Research scope

An intentional sample was relied on in the center of the Ministry of Higher Education and Scientific Research, which was represented by the Opinion Commission, where it formed (42) individuals (agents, advisors, university presidents, the head of the Technical Education Authority, and the head of the supervisory body), on the grounds that they created a strategy and defined its goals and based on Therefore, a wise systematic sample was chosen for the research, who possesses the sophistication and wisdom for an insight into the future of the ministry who are able to lead and draw directions with a future insight for the lower administrative levels.

Fifth -The statistical methods used

 In order to analyze data and test hypotheses, a set of statistical methods have been relied on (Cronbach Alpha Correlation Coefficient, Spearman –Brown, Bartlett Test, Precentage, Arithmetic mean, Standard deviation, Coefficient of variation, Pearson Person Correlation Coefficient, Simple Regression Coefficient, Regression Analysis) Al Amili, Factor analysis, test and re-test, and that was based on (Spss) data.

Sixth- research assumes

In light of the research problem, the following hypotheses have been

formulated: (There is no significant correlation between shared governance

and strategic awareness) (There is no significant correlation between shared

governance and barriers to achieving strategic goals (institutional, structural,

operational, human, informatics)) (None An impact of moral significance

between shared governance and strategic awareness combined in barriers to

achieving strategic goals).

THE THEORETICAL SIDE

FIRST: SHARED GOVERNANCE

1-The concept of shared governance

The researchers' opinions on the concept of shared governance varied, some of them defined it as (sharing in responsibility) in order to make institutional decisions and bear their consequences, or (policies and procedures) governing and governing council members to lay down correct foundations for participation, or (a means to achieve an end), as indicated by AAup, 1966 as "sharing responsibility, making and implementing decisions, and assuming its responsibility to involve the largest number of people in the decision-making and handling process" (Escover, 2007, 73, while (Birnbaum, et al., 1989) defined it as "political processes that bring competing votes to the table." (Lynn, 2015: 2, or "a set of written and unwritten policies and procedures that control the allocation of resources in higher education institutions and at all levels" (Colleageues: 1993 & (Benjamin; (Mckinniss, 2015: 22), As indicated (Benjamin et al, 1993) described it as "an organizational structure with written policies and procedures for decision-making" (Chaudhy, 2015: 26).

2- Shared governance Indicators:

It is summarized by six main indicators for the formation of governance boards, which are as follows:

A- Governance Climate:

By the concept of governance climate we mean "everything related to the academic community and the academic campus, such as the quality of relations between the components of the institution, working conditions, reward systems, respect for diversity, the appropriate roles for faculty members, management, and the board of directors" (Spitzberg, 1989) (Ramo, 1997) , The climate has a positive and direct impact on the life and durability of the councils based on participation in creating a healthy climate for governance (Kezar, 2004; McLaughlin, 2004). (Easton, 2014: 32: 33)

B- Institutional Communication:

It means "clear, open, continuous, and reciprocal communication between the various actors in the organization" (Ramo, 1997); (Easton, 2014: 34), based on transparency between management and faculty members by contacting two directions in the organization in order to publish information in a timely manner (Chaudhy, 2015: 36), which requires interdependence between the board of directors, faculty members, and management. , Students, and others to conduct adequate communication between these components and to give them full opportunity to participate and take their appropriate role in planning (Easton, 2014: 34).

C- Joint Decision Making:

It is "the initiation of the development of policies, procedures and the degree of transfer of decision-making authority between constituencies according to their respective responsibilities for the issues at hand and is an essential element of shared governance " (Easotn, 2014: 41)). Decision-making is done by joint efforts by all stakeholders, including administrators. And faculty members, staff and students if possible (Aluoch, 2018: 149, and due to the complex nature of governance, it is better for many individuals to participate in decision-making, which enhances the openness that is nurtured by the exchange of information according to different perspectives for all stakeholders (Kizar, Ramo 2004); (Ramon, 2012: 39; 1997).

D- Governance Structure:

It is "a set of procedures that link the participatory governance structure with the organization's structure to achieve strategic integration with fair representation of stakeholders" (Shah, 2015: 93). Kezar & Sam believes that participatory governance is more than just a structure because it is the vehicle that guides the voice of board members in the organization (Lynn, 2015: 20). Communication is one of the most important structural

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arrangements that support the Participatory Governance Council and all its members to ensure effective communication and participation of the teaching staff and individuals within institutions for the purpose of implementing appropriate procedures (Ramo, 1997).

E- The Council's Role:

The role of the council is very similar to the responsibilities of boards of trustees because of its important position in the mixed system of governance of American institutions of higher education. When the effectiveness of campus management decreases, the focus is more on the council more and their roles become more important than they were in times of stability (Ingram, 1994) ; (Easton, 2014: 36: 37), because of its pivotal role in higher education (Ramon, 2012: 38)).

F- The president's role

  The president's work is focused on planning, organizing, directing and representing with general support for the board of directors and faculty members (AAUP, 2006) and the vision he provides about the organization and how he can persuade others to work for that vision (Easton, 2014: 34: 35, has a role in Delegating boards of directors with responsibility for day-to-day operations (FisheR, 1984; Ramo, 1988) which requires the president to possess skills that develop communication, the ability to manage the organization's resources, his vision for projects, and an understanding of the technical skills that contribute to being an effective administrator (Crenllin, 2010; Kezar, 2004) ; Ramo, 1998); (Ramon, 2012: 39).

Second: strategic awareness:
1- The concept of strategic awareness
Researchers' opinions and attitudes differed about it. Strategic awareness, some of them defined it as a (ability), and then it is necessary to have administrative leaderships for it, or (a method of perception) and this requires expanding the perceptions of those leaders, a package of activities, an understanding of strategies, or (skill) that need Mechanisms are suitable for their development and utilization, so Gibb & Scott (1985) referred to strategic awareness as "the ability to make an assessment of the total impact of any change or a specific change" (Moyeen, 1997: 185); (Berry, 1996: 489, and defined (Thompson, 1993) as "the way in which managers become strategically aware of the

organization's position and opportunities for change and the extent of their awareness of all internal and external environmental factors" (Turkey et al., 2012: 9189), or is "The skill that enables leaders to recognize options emerging in a (VUCA) environment and avoid the risks inherent in a dark and complex environment is the key to skilled decision-making" (Young, 2019: 3).

   2- Dimensions of strategic awareness:
 It is summarized by five main dimensions, which are as follows:
A - Strategic Diagnosis
   Diagnosis is "a set of behaviors that lead to identifying the defect and trying to treat it in order to reach specific goals," while Al-Doury, 2003) indicated that the diagnosis is a "mechanism of action based on analyzing the internal and external environment with its variables" (Ibraheem & Mousa, 2017: 278), which is "the ability to distinguish strengths, weaknesses, opportunities and threats in the external environment of the institution" (Al-Hashemi, 2006: 58).
B - Strategic evaluation
   It means"evaluating and analyzing alternative courses of action, expressing futuristic ideas and reformulating them in a way that is easy to present and explain to be understandable to executives in the organization" (Asplund, 1975: 77), To ask questions about the implementation process or the reliability and competence of leaders (Carpenter & Sanders, 2009).
C- Comprehension and understanding
   It is "the ability to assimilate and understand knowledge and re-disseminate it to the followers, which increases their capabilities and influence in absorbing rapidly changing environmental changes" (Hassan and others, 2016: 15:18), and that understanding and understanding leaderships of all internal and external environmental variables means full awareness of environmental changes, i.e. Opportunities and threats, understanding and understanding the internal and external environment (Downey, 2007: 3), assimilating new and current information and data and linking them in order to use them in cases of environmental change in the future environment and understanding the strategies and goals (Korbi, 2014: 6), while understanding and understanding the vision and mission of the organization (Fragouli, 2016: 81)
D- Response
   It means "awareness of all external events, that is, challenges in the external environment and response to

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challenges emerging in past decades" (Gitsham, et al., 2012: 4), or "a set of decisions and actions aimed at formulating and implementing long-term plans designed to achieve the goals of the organization (Pearce & Robinson) (Patricia, 2007: 1), and it is the actions taken by the organization to be in line with the environment (Patricia, 2007: 2), the rapid response reflects the strategic flexibility of environmental changes to activate its ability to provide the required resources (Hunitie, 2018: 324).

Third: strategic objectives:
    1- The concept of strategic objectives
Opinions varied according to what was dealt with from the research, some of them counted it as (the end point), meaning what the organization wants to achieve and activate on the ground, or it is (the basis for the continuation of the organization) to lay the foundation for what the organization will be in the future, so it needs good formulation to be more It is realistic and thus can be achieved, and others considered it a "road map" because it is the main determinant of tasks and responsibilities and the basis for success for organizational performance, and as (Daft, 1992) stated that it is "the final point towards which efforts are directed" (Al-Mutairi, 2011: (39, or it) The basis for the continuation, growth, maturity, and decay of the organization to death "(Al-Khafaji, 2010: 87), while he (Singh, 2017: 10) explained that it is" one of the ways to formulate a roadmap to achieve the vision and mission of the organization. "

2- Types of barriers to achieving strategic goals: They are summarized by five main barriers, which are as follows:

A- Institutional Barriers:
    As defined by UNESCO (2005) as "policies and procedures or processes that create a systematic flaw for a certain group of workers" (Tiwari, 2017: 71), it may be interpreted as "barriers that prevent the proper selection of strategies because they stand as a barrier to change." (Jin & Wu, 2013: 2); (Bahrainy, 2012: 46).

B - structural barriers:
    They are those barriers that obstruct the organizational structure, such as legislative and administrative barriers, which are represented by not giving legal powers or ambiguity of roles and responsibilities, which causes difficulty in coordinating work and deficiencies in achieving strategic goals (Olsen, 2005: 9), and the organizational structure helps in coordinating various

tasks by dividing jobs and responsibilities and defining Centralization and decentralization of decision-making according to the nature of the authority through its delegation of powers (Van, 2012: 22

C- Operational barriers:
    It is the "operational gap between planning and implementation" (Twig, 2017: 102), which is represented by a number of barriers in terms of providing technological and technical methods, lack of administrative capabilities, lack of available resources, difficulty in obtaining raw materials, the need for a huge amount of costly statistics for the occurrence of changes Rapid environmental protection, and that these barriers cause failure in implementation and linking materials or budget to the strategic planning process to ensure the correct implementation of the implementation process while determining the priorities of plans and choosing programs that are of importance and that achieve strategic goals (Javaheri, 2018: 22); (Tabidi, 2010: 35).

D- The barriers are human
    Human resources are considered one of the most important internal stakeholders (Van, 2012: 5), the organization faces many barriers that prevent achieving strategic goals properly, including human barriers, which are represented by the lack of qualified and trained human resources, the costs of training cadres, resistance to change that cause delay in Achieving goals, which destabilizes stability and makes achieving goals difficult: intolerance of opinions, lack of a relationship between management and employees, lack of trust, ambiguity of management, the method of setting goals differs from what employees are accustomed to, incentive problems, individual preference for his interest over the organization, the culture of the organization (Andrew, 2013: 10: 9).

E- Information Barriers:
They are "obstacles that prevent the arrival of information" and describe it as an obstacle that prevents the flow of information from the generator or the information system to the recipient (Engelbert, 1974), and it may arise from the difference between the correct information and the published information ((Swigon, 2011: 475, as instructed) Shaheen , 2019: 26: 27) The information barriers that stand as a barrier to institutional progress are due to various aspects, including (lack of specialized human resources, lack of a learning culture,

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adaptation to changes, ease of use, organizational barriers, and technical barriers.

THE PRACTICAL FRAMEWORK OF RESEARCH

1- Displaying the results of the search variables

It is noted from Table (1) below that the shared governance variable has obtained the highest in the arithmetic mean as it reached (4.29) and a high relative importance as well as it reached (85.8%) in the direction of (very high) and this indicates that shared governance is the most important variable, followed by the variable of strategic awareness With an arithmetic mean (4.21) and with relative importance (84.2%) in the direction of (very high), then the variable of barriers to achieving strategic goals with an arithmetic mean (3.72) and with relative importance (74.4%) in the direction of (high).

By observing the values of the difference coefficient, which shows the homogeneity of the sample responses towards the variables, as the least variation coefficient will be the most homogeneous, we notice that shared governance came first in terms of homogeneity, followed by strategic awareness, and then barriers to achieving strategic goals, we also note that the standard deviation values were compatible with The values of the coefficient of variation as the lowest value in the standard deviation is matched by the lowest value of the coefficient of variation, and this greatly supports the homogeneity of the data, and as shown in Table (1) below.

Table (1) Results of study variables

Difference factor(%)	The direction of the answer level	Order of relative importance	Relative importance (%)	Standard deviation	Arithmetic medium	Statistical methods / Search variables
9.3	Very high	1	85.8	0.40	4.29	**Shared governance**
14.9	Very high	2	84.2	0.63	4.21	**Strategic awareness**
25.0	High	3	74.4	0.93	3.72	**Barriers to achieving strategic objectives**

2- Test the correlation relationship between research variables

The results of the statistical analysis have emerged to reveal the relationship between shared governance and strategic awareness according to the hypotheses that have been tested that there is a correlation between shared governance and strategic awareness, and by noting Table (2) and to test the first main hypothesis, we find that the value of the calculated t reached (7.24), which is greater From its tabular value at the level of significance (0.05) and the degree of freedom (36) of (2.02), this means that there is a direct correlation of significant moral between shared governance and strategic awareness, so the more the governance indicators are activated, the higher the level of strategic awareness and vice versa, the provision of the appropriate climate will increase From the level of communication and participation in the ministry to better practice the decision-making process with activation of the role of the members of the council and the president in decisions and bearing their responsibility, and this is reflected in the increased ability of leaders to diagnose and evaluate the internal and external environment and absorb the changes surrounding the new structures, creative ideas and diverse knowledge and thus will support the members of the Council in response To bring about the appropriate changes, provide mechanisms to achieve the goals, and increase the Ministry's ability to reduce investigation barriers The strategic objectives are to control the events surrounding them and provide adequate financial resources.

Table (2) The simple linear correlation between participatory governance and strategic awareness

The significance	Table t value	Degree of freedom	t test	R
Moral	2.02	36	7.24	0.77

The table was prepared by the researcher based on the results of the SPSS program

As for the relationship between shared governance and barriers to achieving strategic goals, and by noting Table (2) and to test the main hypothesis, we find that the value of t calculated for shared governance with each of the barriers (institutional, structural, operational, human, informatics) is greater than its tabular value at a level of significance (0.05) And the degree of freedom (36), which is (2.03), which means rejecting the null hypothesis and accepting the alternative hypothesis, meaning that there is a significant correlation relationship of moral participation with all barriers to achieving the strategic objectives, and the results showed that all values of the correlation coefficient are positive and this means that the relationship between governance is positive Participation with all barriers to achieving strategic goals, the more the governance climate is positive and the level of participation and communication is high with activating the role of the president and the council in decisions related to the scientific aspects of the ministry and taking decisions in a participatory manner, the more this is reflected in the increase of the ministry's ability to reduce the barriers it faces in achieving the goals The strategy.

The following hypotheses emerged from the second hypothesis:

A. significant correlation between the indicator (governance climate) and the barriers to achieving strategic goals (institutional, structural, operational, human, informatics), where the calculated value of the indicator (governance climate) with each of The barriers (institutional, operational, human, and informational) are greater than their tabular value at the level of significance (0.05) and the degree of freedom (36), which amounts to (2.02). Each of the barriers to achieving strategic goals (institutional, operational, human, and informational), the more the governance climate and the nature of work in the council are based on correct foundations in evaluation and follow-up work and spreading the spirit of cooperation and synergy among members

whenever this is reflected in the increase of the ministry's ability to reduce barriers to achieving The strategic objectives, while a significant (governance climate) relationship did not appear with the structural barriers, and the weakness of the relationship would lead to the failure to prepare structures based on continuous communication and the inability to define the powers and responsibilities in a precise manner. It is clear what necessitated the necessity of benefiting from the respectful meetings of the council members by presenting different opinions and finding effective solutions to the outstanding problems, which in turn reduce the barriers to achieving the strategic goals.

B. The second sub-hypothesis emanating from the second main hypothesis: There is no significant correlation between the (communication) indicator and the barriers to achieving the strategic goals (institutional, structural, operational, human, informatics), as the calculated t value of the (communication) indicator reached with each of The barriers (institutional, structural, operational, human) are greater than their tabular value at the level of significance (0.05) and the degree of freedom (36), which is (2.02). This means rejecting the null hypothesis and accepting the alternative hypothesis, i.e. there is a direct correlation with a significant significance for (communication) with Barriers (institutional, structural, operational, human, and informatics), and this indicates the effective role of the indicator of communication between members of the council in the ministry and the transfer of information and knowledge and its dissemination in a way that increases the ministry's ability to reduce barriers to achieving strategic goals because it is one of the main indicators to improve the performance of the ministry , While there was no significant relationship of (communication) with the level of (information barriers), and the weakness of the relationship will

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lead to the lack of integration of the various information systems and will cause deficiencies in the services provided by the party responsible for the system, which necessitated the necessity Benefiting from communication for its effective role in hearing different opinions and investing them in improving the system by communicating with consultations among members of the Council to reduce barriers to achieving strategic goals.

C. The third sub-hypothesis emanating from the second main hypothesis: There is no significant significant correlation between the (joint decision-making) indicator and the barriers to achieving strategic goals (institutional, structural, operational, human, informatics), as the calculated t value of the indicator (joint decision-making) With barriers (structural, human) greater than their tabular value at a level of significance (0.05) and a degree of freedom (36) which is (2.02), this means rejecting the null hypothesis and accepting the alternative hypothesis, i.e. there is a direct correlation relationship with significant significance for joint decision-making with the barriers (structural Humanity), that is, whenever the relationship between the members of the council is based on participation in making decisions related to the academic field and hearing all the opinions participating in the different academic titles and their job positions whenever this is reflected in the increase in the ministry's ability to reduce structural and human barriers, while no related relationship appears Moral significance for joint decision-making with barriers (institutional, operational, informational). The weak relationship will lead to the inability to control the surrounding environmental events and poor planning for the future with a lack of employment resources. Correct information, which necessitated the need to benefit from the joint decision-making process for its active role in conducting constructive dialogues and taking different opinions in order to reach effective decision-making that helps reduce barriers to achieving strategic goals.

D. The fourth sub-hypothesis emanating from the second main hypothesis: There is no significant correlation between the indicator (governance structure) and the barriers to achieving strategic goals (institutional, structural, operational, human, informatics). A positive correlation relationship with significant significance appeared for the indicator (governance structure) With (institutional, structural, operational, human) barriers, where the calculated value of t is greater than its tabular value at a level of significance (0.05), this means rejecting the null hypothesis and accepting the alternative hypothesis, and this reflects to us that the governance structure is what parts of the institution's structure are created as an extension The legislation and laws in place in the ministry have common goals in terms of providing resources and competencies in the interest of higher education in Iraq. The more the governance structure is based on correct foundations in terms of numbers, distribution of powers and tasks and sharing of responsibility for joint decision-making, the greater the ministry's ability to face barriers, while not A significant relationship of the indicator (governance structure) appears with (informational) barriers, as the calculated value of t was smaller than its tabular value at a significance level of (0.05), i.e. acceptance of imposition The lack of, the weakness of the relationship will lead to a deficiency in the work of information systems and the lack of clarity of its outputs, which necessitated the need to benefit from the Governance Structure Index and its role in preparing structures based on communication and hearing different opinions to solve the outstanding problems, which supports the Ministry in facing barriers to achieving strategic goals.

E. The fifth sub-hypothesis emanating from the second main hypothesis: There is no significant correlation significant between the indicator (the role of the council) and the barriers to achieving the strategic goals (institutional, structural, operational, human, and informatics). With (institutional, structural, operational, human, informational) barriers, where the calculated value of t was greater than its tabular value at a significance level (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis, and this indicates that the Governance Council plays a pivotal role in helping The higher management helps it to plan the tasks, activities and human resources that it needs according to the planned goals based on the various

experiences of the members in the interest of education, which results in the success of the strategic goals with an attempt to explain and explain to the stakeholders the mechanisms for the successful implementation of the various strategies in the researched ministry This is reflected On the relationship between the Council's role and its effectiveness in increasing the Ministry's ability to face barriers to achieving strategic goals.

F. The sixth sub-hypothesis emanating from the second main hypothesis: There is no significant correlation relationship between the indicator (the role of the president) and the barriers to achieving the strategic goals (institutional, structural, operational, human, informatics), a direct correlation relationship with significant significance appeared for the indicator (the role of the president) With barriers to achieving strategic goals (operational, human), where the calculated value of t was greater than its tabular value at a significance level (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis. This indicates that the president has a major role in supporting the ministry's vision and working on Achieving them while seeking to plan and organize work to help the higher management in order to implement its future plans and seeks to preserve and enhance all resources. This is reflected in the role of strengthening the ministry's ability to reduce the barriers that prevent the achievement of the strategic goals, while a significant moral relationship (to the role of the president did not appear) With (institutional, structural, informational) barriers, where the calculated value of t is less than its tabular value at a significance level of (0.05), i.e. accepting the null hypothesis, and that the weak relationship will lead to the inability to control events and distress He added to the roles, tasks and poor communication between levels due to the failure of information systems, which necessitated the necessity of benefiting from the role of the active council chairman, as he plays an important role in achieving communication between stakeholders and encourages sharing in making effective decisions that reduce barriers to achieving strategic goals.

From the overall analysis of the relationship between the independent variable, shared governance , and the dependent variable, barriers to achieving strategic goals, the relationship appears positive but weak because it is less than (0.5), as well as the relationship with all indicators of shared governance , except for the relationship with human barriers, where the correlation value reached (0.62), and this This indicates the need for leaders and members of the opinion body in the Ministry of Higher Education and Scientific Research to take into account the effective role of environmental diagnosis and assessment while raising the level of assimilation and response to environmental variables according to the basis of work based on participation and the preparation of governance structures based on effective evaluation, which can be reflected positively on their ability to understand what is going on around them. Then respond actively.

3- Test the effect between research variables
The value of F computed in Table (3) all appeared greater than its tabular value at the level of significance (0.05) and the degree of freedom (2.35), which amounts to (3.19). All barriers to achieving strategic goals.

We note through the values of the determination coefficient that there is a significant impact of shared governance and strategic awareness combined on human barriers, reaching (39%), followed by structural barriers with a value of (24%), then on institutional barriers with a value of (21%) and on operational barriers with a value of (18%), followed by Impact on information barriers, at a value of (16%).

The results showed the strength of the joint effect of the independent variables towards the dependent variable, the more the members of the council had a degree of awareness of participation to diagnose the surrounding environment and assess the existing situation while absorbing the changes, ideas and modern structures with their ability to respond by setting the appropriate mechanisms to achieve the goals to be achieved whenever reflected in effective decision-making and strengthening the capacity of The Ministry faces the barriers it encounters during the achievement of the strategic objectives,

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represented by reducing planning barriers, preparing structures, slacking in the administrative staff, and the failure of information systems to keep pace with recent developments in the external environment.

Table (3) Results of multiple linear regression of the impact of shared governance and strategic awareness on barriers to achieving strategic objectives

The significance	Calculated F value	The value of the selection factor%	Value of beta coefficient	Fixed value	Dependent variable	Independent variables
Having an effect	4.56	0.21	0.55 0.13	1.31	Institutional barriers	Shared governance and Strategic awareness
Having an effect	5.61	0.24	0.60 -0.16	0.46	Structural barriers	
Having an effect	3.96	0.18	0.36 0.15	2.23	Operational barriers	
Having an effect	10.96****	0.39	0.96 -0.11	0.69	Human barriers	
Having an effect	3.29	0.16	0.57 -0.002	1.87	Information barriers	

The F value at a level of significance (0.05) and degree of freedom (2,35) = 3.19

The table is from the researcher's work, depending on the results of the SPSS program

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The results showed the existence of a positive moral relationship between the independent variables (shared governance and strategic awareness), but that relationship was weak in general, due to the lack of proper activation of the councils in a way that enables them to diagnose and evaluate the existing environmental situation and absorb all the changes and respond to them collectively and take existing decisions To share.

2. The results showed a positive moral relationship between the variables (shared governance and barriers to achieving strategic goals), indicators and dimensions, but that relationship was also weak because members of the opinion committee and higher leaders in the Ministry of Higher Education need to activate the mechanisms of participation in the field of decision-making and preparing existing councils In an atmosphere of respect, communication and hearing different opinions, to be able to face the barriers that hinder the achievement of the strategic goals.

3. The results found that there is a collective impact of shared governance and strategic awareness towards barriers to achieving strategic goals. Leaders who work in a spirit of participation to make effective decisions and have the ability to diagnose and evaluate environmental will be more effective in absorbing environmental changes and responding in a way that supports the Ministry in increasing Its ability to reduce barriers to achieving strategic goals.

Recommendations

1. Seek to determine what is available from the administrative staff in the ministry and their actual work and try to reduce the slack of the administrative staff in excess because of their negative impact on the output of the ministry.

2. Enhancing the leadership's ability to diagnose the existing and potential environmental reality by relying on planned programs to involve the Ministry's leaders in training and development courses and programs inside and outside Iraq with the aim of developing their capabilities in dealing with environmental requirements and their variables.

3. Striving to form shared governance boards in Iraqi universities according to their existing correct legal

frameworks and linked to the opinion body, taking advantage of the experiences of foreign and Arab countries that began conducting research on the subject in order to form councils in the academic field (at the level of colleges and institutes).

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