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SEARCH UPON THE PARTICIPATION OF TEACHERS TO THE PHASE OF STRATEGIC GUIDANCE; AN ELEMENTARY SCHOOL EXAMPLE

[1]UYGUR A., [2]TENGILIMOĞLU E.

[1]Assoc. Prof. Department of Tourism Management, Faculty of Tourism, Gazi University, Turkey
[2]Department of Tourism Management, Institute of Social Science, Gazi University, Turkey
Email; uygura@gazi.edu.tr

ABSTRACT

As the globalization of the markets and the competition conditions of today's world forcing the enterprises to change, the dynamic social structure too is forcing the classical school management approach to change. The imposed obligation applied upon public enterprises to make strategic planning is an effective step taken in the last years in our country. But the lack of experience of public enterprises over the issue has brought the problems and the searches about those problems with itself. In general the searches show that the strategic planning is not implemented as effective as in the public enterprises which are done in private sector. It is hard to mention that the strategic planning is applied as purposed in schools that are forced to fit the strategic planning in 2010. In this study, the phase of strategic guidance and the mission, vision and the purpose and targets which are applied in schools have been observed where people's interaction in specific periods, the establishment of social structure included. The participation level of teachers is tried to be determined to this phase by their own opinions. In the search result, it is understood that the sufficient participant consideration is not adopted and the participation of teachers to this phase has been low. It is indicated by the several researchers that to talk about strategic planning every section has to participate that will be effected by the plan which is prepared.

Keywords: Strategic Guidance, Vision, Mission, Purpose and Targets, Strategic Planning in Education.

1.0 INTRODUCTION

The school is a living and learning field to build a society adapting to a development and a better humanitarian life. In other words, the school is a whole of systems to make the individual adapt to the society and a social institution contributing to social improvement [17].

In rapidly changing world and dynamic social structure, one of the most effective methods in removing differences between people sourcing from the change and in providing the improvement of the society is developing strategies to give education which will meet the requirements of the change by the schools undertaking the role of educational mission. Thus, we can prepare the individuals to the change interacting in different ages with schools and

The new public management approach inspired by the management technics and management culture of the private sector mentions that the public institutions can also be managed like the private enterprises and

minimize the differences in negative levels that might occur. We may introduce the improvements to the individuals that the time brings and we can raise generations open to progress and innovation.

In our age, the fulfillment of the responsibilities of the schools and beyond this, to take our country to an important level in an environment of competition becoming more severe in today's world will only be possible by following the changes happening in global scale and raising individuals leading the change. These requirements may be met by the strategic management concept be understood and fully implemented by the schools as well as in other sectors.

thus effectiveness and impressiveness can be reached in public institutions.

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2.0 STRATEGIC MANAGEMENT

The strategic management concept contributed in to management literature by Ansoff (1974) is a rather new concept compared to strategic planning. Strategic management may be described as the science and art of formulation, adaptation and assessment of the decisions to make the organization to reach the targets [21]. As it may be understood from the description, strategic management not only includes the strategies regarding future to be formed but also comprises the realization of these strategies and the control of the success of the application [9]. To briefly note, strategic planning is an element of strategic management. Therefore, it does not carry importance compared to the strategic management. But it was a very important and effective concept when the strategic management concept brought to life [18]. But it is seen that the strategic management and strategic planning are used as synonyms in our age. The reason for this is thought to be that the strategic planning concept comprising application and control functions.

Strategic management states an institute to develop effective strategies to reach its targets and planning, application and control as well. The most important aspect of the strategic management is the allowance of the analysis of organization itself and outer environment [15].

The strategic management in school is the series of decisions and actions which are designed to reach the targets and expectations of the school with the environment and strategies to provide the accordance that should be formulated and be used as well [15].

The strategic management processes in schools are the answers to the following questions; where are we? Where do we want to reach? How do we reach the point we want to go? How can we monitor and assess our success? In the table below this process is given in detail [7] (The Strategic Planning Guidance for Public Institutions 2nd Edition).

Table 1 D.P.T. 2006 The Strategic Planning Guidance for Public Institutions

*Plan and Programs *GZFT(SWOT)Analysis	SITUATION ANALYSIS	WHERE ARE WE?
*The reason of existence of the institution *Fundamental principles	MISSION AND PRINCIPLES	WHERE DO WE WANT TO REACH
*Future desired	VISION	WHERE DO WE WANT TO REACH
*The purposes to be reached in mid term *Spesific, tangible and measurable targets	PURPOSES AND TARGETS	WHERE DO WE WANT TO REACH
*The methods to reach the purpose and targets	STRATEGIES	HOW DO WE WANT TO REACH THE POINT WE WANTTO GO?
*Detailed work plans *Costing *Performance program *Budgeting	ACTIVITIES AND PROJECTS	HOW DO WE WANT TO REACH THE POINT WE WANT TO GO?
*Reporting *Comparison	MONITORING	HOW CAN WE MONITOR AND ASSESS OUR SUCCESS
*Feedback *Determination of assessing methods *Performance indicators *Progress on application and evaluation of the results	PERFORMANCE MONITORING AND EVALUATION	HOW CAN WE MONITOR AND ASSESS OUR SUCCESS

2.1 Strategic Planning

Being one of the functions of the management, planning means thinking before acting [4] We may state that the planning has evolved as long term planning, institutional planning, strategic planning and strategic management followingly in the last fifty years in enterprises [18].

Strategic planning is the process of an institution to determine the strong and weak sides of itself by observing the inner and outer environment and retaining the opportunities and and threats and how to overcome those by using fundamental abilities to obtain the strategic supremacy [8]. It contributes to the obtaining of the organization to reach its objectives against the rapid change by cooperating with the dynamic circumstances [4].

The strategic planning process is comprised of ten steps basically according to Bryson [21].

    a.   The start of strategic planning process and agreement on it,
    b.   Definition of organizational orders
    c.   The determination of the mission of the organization and determination of the values,
    d.   The strong and weak sides of the organization and evaluation of inner and outer environment to define the opportunities and threats,
    e.   The definition of the strategic problems the organization is facing,
    f.   The formulization of the strategies to manage these problems,
    g.   Scanning of the strategic plan and adaptation of it,
    h.   The establishment of an effective organization vision,
    i.   The development of an effective application process,
    j.   The re-evaluation of strategies and strategic planning process

Strategic planning has been brought to life as a long term planning thought after the World War II, and it has been used in business world as well as in public institutions aiming nonprofit by the time [20].

In Europe and in our country it is obligatory to make strategic planning. In Turkey, Ministry of National Education has started the strategic planning in some schools (Curriculum Laboratory Schools) since 1998-1999 educational year [2] and has ordered the strategic planning to be prepared in all schools and be applied since 2010.

The strategic planning in school is the plan determining the advancement targets of the school, putting forward the strategies to reach the targets and helping the school to gain vision. The school strategic plan must be prepared at least 5 year long. The most important phase of the strategic planning process is the participation of the employees to the spreading of the targets and strategies of the school to the school organization [15]. In the application part of this study this side has been emphasized mostly. The spreading of the vision, mission, purpose and targets to organization and the participation of the individuals of the organization effectively have prepared the basis to increasing of the organization performance according to the researches.

It is hard to mention about a plan as a strategic plan developed by a planning team not representing the segments which will be affected by it. Cook has emphasized on four points as the characteristics of the strategic planning team [11].These are;

    a.   Planning team members must include individuals working in different levels of the institute
    b.   Planning team members must represent the segments of the society of the school that is involved
    c.   Planning team extent must be manageable
    d.   Planning team members must be in the will of protecting the benefits of the group which they represent, themselves, schools' and the students'.

With respect to adoption of the strategic plan by the partners and preparing of it by all partners involved, a school development management team (OGYE) is formed with the participation of members chosen by each group. This group is updated with the elections held in March every year, is responsible to make the review of the past year, preparation of the strategic plan and execution of it next year. It is also responsible to prepare the school development plan and execution of it. The members involved in OGYE are listed as below;

Table 2; M.E.B (2007) OGYE Members

Principal of the school
Deputy principal
Counsellor
Two teachers at least
Two students at least
Two parents at least
Support personnel(servant and librarian employee etc.)
Head of parent-school association
Several associations
Mukhtar
Department chiefs for Industrial high schools

According to Aksu, there are four basic aspects differing strategic planning from the others [15].

a. Being long term
b. Designing of the future of the school in an integrated style
c. Taking in to consideration of the tendency of the outer individuals
d. Taking in to consideration of the sources of the schools today and future

It is hard to state that the strategic planning applications executed in the schools are so effective and right to the point. The researches show that the structures of the schools are not suitable for the strategic planning and the activities do not reach the satisfactory level where it should be [14].

Temel Çalık [5] in his qualititive research titled study has made a query of ten school deputy principal and twenty eight teachers from the team of OGYE. In the result of the study strategic planning seems to be far from success.

Temel Çalık indicates the problems met during the strtegic planning as follows;

a. Lack of knowledge
b. Lack of belief
c. Lack of voluntary participation
d. Lack of support by the superior administration
e. Lack of time by the teachers
f. Non-paying for the work
g. Fiscal problems
h. Lack of guidance of the inspectors
i. Lack of cooperation with the Universities
j. Lack of support of other people

k. The negative socio-economic conditions
l. Lack of commitment to the school
m. Lack of communication between personnel
n. Lack of motivation and lack of rewardings
o. Effect of occupational exhaustion
p. Demoralization due to hard living conditions

It is easy to state that the problems show similarity when the literature is analysed.

3. STRATEGIC GUIDANCE PHASE

Strategic guidance phase is named as identifying the vision, mission and purposes of the enterprise. Authors David, Hill and Jones consider this stage before strategic analysis while the others Hitt, Ireland and Hosskisson take in to consideration thereafter [18].

In general this phase forms the basics of the strategic management executions leading the organization to the aim and targets of itself conforming with the vision and mission. Every execution that will be applied after this phase is the total of the attempts to reach it to the targets. But the strategic management phase consists of segments complementary stages which carry crucial importance with each other.

After the situational analysis the public institutions determine the future targets and visions with their mission of reason of being [21].

3.1 Mission

Mission is the reason of existence of an institute. It explains what an institute is doing, how it is doing and for whom it is doing. Mission statement forms basics to the other segments of strategic plan document. Mission statement is a covering concept for all the service and activities that the institute offers.

According to Drucker, mission statement is the element differing the institute from the others. Mission explains the reason for being of the institute. Drucker has mentioned the mission forms the formulization of the target and strategies of the institution. He asserts that the mission should be in 3 sentence long and give answers to four questions; who are we?, what are we doing?, what do we represent? and why are we doing this? [13]. According to Demir, missions help the institute to define itself today and what to change [1]. It identifies the route to reach the targets and works like a guide for the functions of the institute. It is not the

purpose or target of the institute; it serves for greater aim [10].

David asserts that the mission should indicate who to serve as well as what the enterprise wants to be. In his statement of mission, David tells that the reason for being of the enterprise should be explained and a good mission statement should involve crucial about the services, product and target markets of the organization [13]. In this manner, a good mission statement should emphasize the sharing segments like customer and employees.

Acting as a guide to the most of strategic plans, mission statements involve eight factors [9].

  a. Customer-market
  b. Product-service
  c. Geographical region
  d. Technology
  e. Surviving, growth and profitability
  f. Organization philosophy and principle
  g. Self
  h. Image of the organization by the people and employees.

It is easy to state that the mission declaration should include a statement helping its interacting partners an appealing direction and giving value in the purpose of the mission.

Dinçer sorts the features of the mission as follows [10];

  a. A long term purpose
  b. It is never removed and cannot be reached
  c. Shared are the common values and believes
  d. Concerned with the employees all working in the organization
  e. The organizational mission is concerned with quality not with quantity.
  f. Mission heads to outer part not the inner part of the organization.
  g. It is special to organization, it is special.

Many authors (Bart, Campbell Yeung,; PearceII, David) has indicated that a well created mission effects the organizational performance in a positive direction. There is a common sense on the benefits the mission procures to the organization titled in three features in contrast to the relationship between

mission and organizational performance being complex;

  a. Reformed source assignment
  b. Empowered legitimacy
  c. Reinforced shared values

Reformed source assignment and empowered legitimacy are concerned with the strategic side of the mission. Reinforced shared values feature is concerned with the cultural side holding together the individuals and helping in creating a common identity [12]. But the reflection of these positive effects to the organization will only be possible by the propagation of a good mission statement. An unknown mission by the partners cannot create a positive effect on the partners.

Mission statement of the school is a permanent explanation defining the responsibilities, management, educational approach and values of the school that it works in (elementary school, high school, business high school) to the served groups. It is developed by the OGYE and not enough to be on the walls of the school. The school mission should be known by the employees, students, parents and all other partners [15].

The most important point is the outcomes gained from the legal responsibilities and regulatory analysis while preparing the mission statement in public institutions. The reason of the formation of the public institutions has been placed in the formation laws. Owing to this, an attention should be paid to remain in the legal borders while forming mission statement [21]. But the schools have the authorizations to direct the mission statements remaining in the elbowroom in the legal borders given to them. Because the mission statement is a statement announcing to all partners the challenge that the school will be better than other schools along with the legal duties.

3.2 Vision

Vision is the most used but less understood word today. It includes the features revealing the best efforts of the individuals, the point to be reached and dreamed of [12].

Vision means seeing, the power to foresee, intuition and dreaming in Turkish. It also expresses the target and point that are wanted to be reached in future for the enterprises [6]. Vision statement is the challenging and realistic expression of the organization that it wants to reach. This expression

should encourage the employees and decision makers while it should be reachable. Vision statement forms the roof of the organization plan along with the mission statement [7].

The thought of future being unclear and different from the expected. forms the basics of the opinion of the organizations to design their own future as well as creating it. Vision is thought to be drawing a picture of the desired future to be lived in and sharing of it [16]. Vision not only provides situation to be eyed it also provides the future to be noticed [9].

Colins and Porras have stated that there are two features forming the vision. The first is the basic ideology; why it is in existence and what it represents. The second feature is that future that is visioned; what the organization wants to be in future, what it desires to succeed and where it heads to [12].

Tom Peters has put forward eight principles to form an effective vision in enterprises. These principles are;

a. Vision should be in the level of effecting the behaviors of the individuals to be accepted effectively.
b. It should be open enough and motivate the success of the organization.
c. It should target the Excellency.
d. It should not be specified rigidly, it should include a certain flexibility.
e. It should be consistent and be open to innovations.
f. It should target the subsidiarity to the employees.
g. It should remember the past with honor and be prepared to the future.
h. It should target the most excellency [6].

A formation of a good vision statement cannot go beyond well written and utopic words without the participation and the adoption of the employees by itself. Vision should be beyond well written words, along with the employees, it must force the boundaries, go after excellency and desire the future that is dreamed of by the efforts turned in to reality. While injecting the belief and motivation to put these efforts by the organization members, the vision statement should establish the feeling to avail on outer members of the organization on the way to target the organization wants to go.

A well expressed vision statement has properties below [15]

a. It is short and catchy

b. Inspiring and challenging
c. Descriptive the ideal and future successes.
d. The ideas of school employees, parents and students have been taken in to consideration while developing the vision process.
e. All the school employees are attractive for the segment and other people that are served.
f. It has been inspected in according to the self evaluation and school performance results (when required).

The renewal and inspection of the vision statement when needed is the principle of adoption of the strategic management to changing condition, situation and environments. When not renewed it becomes hard for the organization to keep pace with the time.

Vision statement benefits may be listed as follows; (Bryson)

a. Informing is provided to the employees that is expected from them and what these serve for.
b. The consensus over the vision statement decreases the time waste upon who will do, what and why in organization.
c. With the vision expression, the obstacles can be seen to reach the vision.
d. It helps to motivate the employees.
e. It helps to shaping of the future of the organization in accordance with the purposes [9].

Vision is the most powerfull tool of an organization [6]. An open vision is an expression what serves best in a school without doubt. This expression brings common standarts for the employees to put their own efforts [1]. But it is hard to mention that the schools have the mission, vision and basic values in Turkish educational system that is defined to participation for the future [19]. This is one of the features that comes forward upon researches made in this field. In this research the forementioned features have been inspected to coming to existence with as the participation or not, and propagation on the organization partners.

Vision is not enough to lead the people to the future by itself. Along with the mission, purpose and targets the organization members must understand and assimilate the basic values. For the mission, purpose, values and targets form the vision of the organization [18]

3.3 Purpose and Targets

After spesification of mission and vision in strategic planning process, there should be purpose and targets to be designated to realize the mission and reach the vision [18].

While drawing a pattern for the organization, mission and vision do not put forward what is necessary and to be succeeded in which level. But the purpose and targets specify the results the organization desires to reach by following the strategies. The purpose and targets better designate the results the organization wants to reach by following the strategies. The purpose and targets specify the point that is desired to be reached not indicating how to do it [9]. In general the purpose and targets should cooperate and support each other [10].

The purposes are defined as the results of the organization on the works it is doing, why and what to obtain [18]. Purposes are the conceptional description of results the organization wants to obtain. Purposes describe the results that will be obtained by applying the policies relating to the services of the organization [7]. Strategic purposes form the frame concerning the strategic plan. Strategic purposes have the generality to motivate the creativity and innovatively much stronger than mission statement. Purposes determine the strategic direction of the institution as a whole [6]

Generally the purposes;
a. Should contribute to the realization of the mission to be created.
b. Should be cooperating with the mission, vision and basic values.
c. Should be challenging but must be realistic and reachable.
d. Should express the results to be obtained openly but not explain how to reach them in detail.
e. Should outline a frame for the targets.
f. Situational analysis should be formed according to the results.
g. Should comprise mid-term time duration.
h. Should not be changed as long as there are no outer changes [7]

Targets are the specific and measurable sub-purposes to realize the purposes. Targets are the description of qualitative and quantitative outcomes and results that are desired to be reached in a certain time. Targets should be expressible in terms of amount, cost, and quality and time. There may be more than one target to realize a purpose [7]. The purpose can be reached by realizing the one or more targets under a target. Targets too define the results not the way or method like purposes do [9].

Generally targets;
a. Should be clear and understandable in all details
b. Should be measureable
c. Should be challenging but not impossible
d. Should be focused on result
e. The time frame should be outlined [7].

4. METHOD
4.1 Purpose of The Research

This research has been made to evaluate the participation level of employees and teachers as managers to the strategic leading phase that the strategic planning in which the mission, vision, purpose and targets are defined in an X school where the strategic planning must be done. This purpose source from the thought of mission, vision and purpose and targets would contribute to organizations. When researches are examined, it is seen that it will only be possible to obtain this contribution by accomplishing the features as we have observed in conceptional section as well as in researches. As the defining a good mission, vision being important the propagation of may contribute to organization.

There has been a survey developed consisting of 33 questions which is made up of four sections serving to the purpose to be used in research. The first section includes demographic data consisting of 5 questions asking age, gender, branch, year of seniority and time as year working in the school. The second part of the survey consists of 9 questions relating to forming process of the mission statement and vision statement while the fourth section consisting of 10 questions relating to forming process of purpose and targets. These questions are prepared according to Likert scale. The questions are; I never participate, I do not participate, I am neutral, I participate and I participate in all, arraying from 1 to 5. The reliability test result is Cronbach's Alpha value 0,815. This result can be accepted as reliable because it is over 0,700 that is acceptable.

4.2 The Universe and Sample

The universe of this research is consisted of teachers working in an X school in the district of Akyurt of Ankara. 32 teachers have responded to the surveys out of 34. There are similar problems relating to the strategic planning in most schools. The thought of every school may have spesific problems has made it centered on this school and it is the main reason of this research. Every school continues its existence with different principals, different teachers, different sources and abilities adopting different management conceptions.

The 15 of teachers is male and 17 are female taking the survey. It is seen that 9 people are between the age of 20-29, 10people are between 30-35, 8 people are between the age of 36-45 and 3 people are over the age of 45. One of the participants has not revealed his age. Years of seniority is arranged as follows; 15% between 1-5 years, %47 between 6-10 years with 15 people, 4 people each with the time of 11-15 years, 16-20 years, 21 years and more with the rate of%12.5. The rates given to the question of how long have you been in the same school are as follows; 69% rate with 1-5 years by 22 people, %9 rate with 6-10 years by 3 people, %6 people rate with 11-15 years by 2 people, %9 rate with 16-20 years by 3 people and 3% rate with 21 years and more by 1 person. One person has not answered this question. The branch distribution is composed of 29 teachers as class teachers, 1 english teacher and 1 social sciences teacher. One teacher has not answered this question.

5. FINDINGS AND COMMENTS

The mean value remains under the rate of 3 representing the indecisive when the answers given to survey are examined. This mean rate show a participating consideraiton is not adopted in the X school. If we take a look at some part of the questions in detail;

Table 3 The mean of ideas of teachers about school management to motivation of participation

Judgement	N	Mean	Std.Dv.
I think the ideas ofteachers are taken while forming themission statement	32	2,625	1,845

	N	Mean	Std.Dv.
I think the school management motivates the teachers to participate to form the mission statement	32	2.812	0.859
I think the ideas of teachers are taken while forming the vision statement	32	2,812	1,148
I think the school management motivates the teachers to participate to form the vision statement	32	3,062	0,981
I think the ideas of teachers are taken while forming the purposes and targets	32	3,000	1,000
I think the school management motivates the teachers to participate to form the purpose and targets	32	3,031	0,822

According to the table the school management do not show the consideration to make the teachers to participate in forming the mission, vision, purpose and targets depending on the perception of the teachers. The value of 2 represents not participating while 3 shows indecisiveness. Işık and Aypay have indicated that a planning may not be strategic without the segments that will be affected by the planning executed by a planning team not participating. Regarding this, it may be asserted that it is not suitable for the strategic planning without the participant consideration of not involving in the formation of mission, vision, purpose and targets. The formation of a participant consideration will not only be possible by the motivation of the school management or the teachers being eager. The two sections should be willing. The school management is the section that should be responsible for forming the synergy and preparing the basis for teachers to join the decisions. In this scope of view, the first step should be taken by the school management.

Below are the participation results given according to the teachers' own evaluations with respect to the formation of mission, vision and purpose and targets regarding the surveys. In formation of the mean of this survey, the answers between never participating and I participate in all have been participated on.

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When gender, years of seniority, branch and age are

Interested Section	N	Mean	Std.Dv.
Participation to mission statement formation	32	2,875	0,9383
Participation to vision statement formation	32	2,930	0,9695
Participation to purpose and targets formation	32	3,024	1,0475

Table 4 The participation level mean according to the teachers own evaluations regarding the formation of mission, vision and purpose and targets

When the table is examined the mean of each variable is seen to be close to other. The reason for this is may be that the formation of the mission, vision, purpose and targets in the same process with same methods and not in different processes. As a result of this it may be outlined and supported that these features are not independent from each and not formed independently.

Generally the results being between 2 and 3 means that the answers given are I do not participate and I am neutral. The teachers stating neutral to participation of purpose and targets have remarked the participation to the mission and mission in lower rates.

examined no meaningful difference is examined. When these means are taken into consideration, it is not possible to mention about enough participation. The participation level to formation of purpose and targets is relatively higher. The reason for this may be that more importance is given to it and teachers take much solid roles to reach the purpose and targets.

We may examine the questions regarding the process of mission, vision, purpose and targets according to the frequency. In the result it is hard to mention that mission, vision, purpose and targets are examined in necessary cases depending on the schools situation. The reason for this may be stated as giving of less importance to the process of mission, vision, purpose and targets and being a formality. It may also be noted that a less participation to the surveys is subject to research. In short, it may be stated that the reason mission, vision, purpose and targets are not approached properly. In a literature research we meet a major problem. The strategic planning process is not given essential importance. The procedures are linked to each other firmly and owing to this other procedures being in the process are not realized according to the purpose. In the table below, the judgments of teachers relating to formation of mission, vision, purpose and targets and examined in necessary times given by their frequency and percentage.

Table 5 The frequency distribution of judgements of teachers contributing to mission, vision, purpose and targets

Judgement	I never participate	I do not participate	I am neutral	I participate	I participate in all	Total
I think the schools current condition is eyed during forming the mission statement	2(6,3%)	7(21,9%)	8(25%)	14(43,8%)	1(3,1%)	32
I think the mission statement is examined in essential times	2(6,3%)	12(37,5%)	10(31,3%)	8(25%)	0	32
I think the schools current condition is eyed during forming the vision statement	2(6,3%)	11(34,4%)	5(15,6%)	13(40,6%)	0	31
I think the vision statement is examined in essential times	1(3,1%)	9(28,1%)	15(46,9%)	6(18,8%)	0	31
I think the schools current condition is eyed during forming the purpose and targets	2(6,3%)	9(28,1%)	8(25%)	13(40,6%)	0	32
I think thepurpose and targets are examined in essential times	1(3,1%)	8(25%)	10(31,3%)	13(40,6%)	0	32
Total	10	53	56	67	1	

When the table is examined, the first feature to be noticed is that none of the teachers have participated in all to none of the questions except the first one. The most ratio of I participate and secondly I am neutral may be that the teachers are unsure of the process.

According to a listing of judgments we observe the following results: I think the schools current condition is eyed during forming the mission statement has the highest points, I think the schools current condition is eyed during forming the purpose and targets in the second row and I think the purpose and targets are examined in essential time has the third row. It may be the reason for the teachers that the purpose and targets are more dynamic, formed according to the existence and abilities of school, being controlled frequently and to be reached in some conditions to get interested closer.

As a result; according to the findings obtained in the research, the participation to strategic guidance phase which includes the parts of strategic planning process mission, vision, purpose and targets formation has been low by the teachers which are applied in the X school. The reasons for this should be examined more in detail and be solved. And this may be a suggestion for that.

The formation of purpose and targets have the first row while mission and vision formation getting the second row according to the formation of those three depending on the teachers point of view.

According to the perception of teachers, the efforts of school management to incorporate the teachers to strategic guidance phase have been insufficient. This may be the starting point for the strategic planning to reach the success and it must be taken into consideration with attention. Teachers may feel themselves more responsible as well as school management in strategic planning. It is possible only by giving them authority and responsibility more and controlling the strategic plans by the authorization more frequently.

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