The Role of Strategic Vigilance in Crisis Management in Saudi Universities: The Corona Crisis (Covid-4) as a Case Study in Saudi Arabia

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Abstract
The current study aimed to identify the role of strategic vigilance in management crises at Saudi Universities , taking Corona (COVID-19) as case study. Also aimed to know the role of the nature relation between strategic vigilance and management crises in Universities, and the role of strategic vigilance in enhancing the ability of Saudi Universities to reach a proposed vision to achieve the strategic vigilance in Saudi Universities to management crises in light of Corona epidemic , to improve these objectives , the study followed the descriptive methodology depending on the literature review , the study achieved several results the important of it was , the universities can be effected as well as the other educational institutions with the local and international crises , so it is very important to use the crises management, and its uses became as an intervention to crises management as a part of facing crises and how to forced it, also lack of forecasting planning with occurring the events is one of crises fallen. , so the role of strategic vigilance which is based on the information that already prepared to manage crisis in case it falls or to avoid it, also the strategic vigilance was a system that help in taking decisions by monitoring and analyzing the scientific circumstances, technology and the future and current economic affections to picked the challenges and opportunities development, the Saudi's universities appeared a characteristics ability in managing crises specially COVID-19 epidemic , universities to be able to manage crises successfully it must improved the procedures before crises, and during it , and after it) to avoid negative crises and benefited with its positive, the study recommended that universities effort must be directed to best investigations to the educational crises and processing the reasons that let crises to be fall and then depending on strategic vigilance intervene in managing crises.

Introduction and Problem of the Study

The world is witnessing a general and rapid development at the economic, political, social and technological level. As a result of the depth and speed of this development in the field of information technology, the world has entered the era of the information society." Currently, in light of the intense international competition, informatics has become the primary material for any human activity. Most of the world's countries are competitive between them to set their strategies and plans for the development of information technology, and this was accompanied by the emergence and spread of computers, which have become an inevitable necessity that all institutions need because they are strong in processing and storing a huge amount of Information in an organized and fast way. (Omar, Lameen,2019).

In light of the rapid and major changes, strategic planning is no longer sufficient to predict the future. Things no longer happen in a linear relationship as they were in the past. This complex global situation makes it difficult to rely on strategic plans and to believe that they are sufficient to confront these changes. This does not mean canceling strategic planning, of course, but the intention here is not to rely entirely on strategic plans, as the environment is unstable and changes to strategic management "and since the goal of strategic vigilance is to reveal hidden signals, potential changes and deep transformations. Which is based on the collection, analysis and dissemination of information necessary to make decisions and thus represents a competitive advantage for the educational institutions that do it, as it has become necessary to apply it through the institution on a continuous basis to monitor changes and initiate what is necessary to prepare and perhaps anticipate events to reduce their effects or at a higher level of Organizational thinking and development and the development of a new method, service or product that changes the pattern of consumption and lifestyle. (Al-Zuhairi" 2018; p.2).

Strategic vigilance is an organized method in the strategic management of the organization. It is concerned with the optimal management of information that helps decision-makers to develop the institution, ensure its activity and improve its competitiveness, and this is through well-thought-out work steps starting from collecting information from the organization's surroundings, processing, analyzing, disseminating and using it in order to exploit the available opportunities, and avoidance of potential risks, and all this in a proactive and anticipating nature to keep pace with external variables (Omar Lamin" 2019). Strategic vigilance is a system that helps decision-making in observing and analyzing the technological "technical" environment and current and future economic effects; In order to extract opportunities and threats "it is also based mainly on strategic information" All acts of continuous or non-continuous monitoring because they contain information that is meaningful to the institution in a strategic field such as education; Therefore, the importance of strategic vigilance lies in helping the educational institution to know the various threats that it will face in the field of its various activities, in addition to assisting them

also in obtaining a competitive advantage, since it combines both: competitive vigilance – commercial vigilance – technological vigilance – social vigilance. This requires strategic, not traditional, educational leadership (Al-Zuhairi" 2018; p.2)

In view of the rapid development witnessed by universities, which imposed on them a new logic in competition that depends on the rule of survival for the strongest and is linked to the ability to acquire and produce information and design an open information system that allows what to be the first to obtain the appropriate information at the right time" and to monitor and track everything that happens in its environment in which it operates In line with the changes and developments of the rapidly changing and complex external environment, and this led to the emergence of a new concept in this field called strategic vigilance (Gogel 2012 "p.1).

There has been great interest in the recent times because it is closely related to monitoring the environment surrounding the institution and analyzing the events and variables, and then it serves as a radar system for the institution that helps it notice and monitor its internal and external surroundings, which helps it to proactively understand the events, prepare for it and prepare for it through several specific and studied steps. Starting with determining the quality of the required information, collecting, verifying, processing, analyzing, storing and disseminating it » which leads to an increase in the efficiency of strategic planning processes, problem solving and decision-making » and the exploitation of available opportunities. And avoiding potential risks, which leads to ensuring the survival of the institution and enhancing its position at all levels (Atiya"2017, P.799).

This calls for the university to be constantly vigilant, following everything that happens in its surroundings, keeping pace with its developments, and achieving its goals of survival, growth and continuity by introducing information technology in universities as a guarantee for maintaining standards, building a strong database, and the ability to analyze information and enact modern legislation and amendments to maintain standards in the process educational and related field improvements. (Shrivastava; Raizada and Saxena 2014, pp. 61 – 62).

In the meantime, the concept of crisis management has recently become the most requested concept and the most urgent methodology in application by the various educational sectors, "including the Ministry of Education in the Kingdom, especially with the world's developments and various crises." However, the desire to implement is lacking in many managerial and leadership skills and abilities that must be characterized Including the educational sector responsible for managing the crisis" and from the reality of the current crises in universities and the nature of educational crisis management; We find that the solutions that accompanied these crises were far apart in application and late in the final result of the appearance of the educational process; Which makes the absence of modern strategies and management methodologies for various crises in their infancy surprising; that though The presence of many educational and

teaching competencies (Abdul-Juhani" 2019). For example, what was revealed by the Corona pandemic crisis of the importance of the role of e-government in providing basic services to students, such as following up on distance education, medical consultations, providing data on the pandemic and exchanging it between countries; In addition to innovative technical methods for managing the crisis and dealing well with it, and the development of universities still needs government support at various levels (Al-Dahshan" 2002, P.26). Institutions operate today in a very complex business environment in which they need strategic vigilance on the economic and social level "which is imposed by exceptional circumstances such as epidemiological risks" and which need speed in social response and meet the exceptional aspirations of society before, during and after the occurrence of dangers" which requires the need for institutions to adopt a flexible strategy that integrates Expected and unforeseen economic and social elements such as epidemic risks "which require companies to respond quickly to mitigate damages" and even seize the opportunities that appear suddenly (Khalofi" Shariet, 2020)

Proceeding from the fact that universities operate in a changing and complex environment that is inseparable from the global environment with its changes and crises, "this in turn led to the need to abandon traditional methods of work and search for other ways to ensure building bridges of trust between universities and society (Al-Dahshan" Jadallah,2020, P.213).

The universities in the Kingdom of Saudi Arabia were operating in a changing environment and were inseparable from the global environment in terms of change and complexity and in terms of political, economic and social conditions. There is no doubt that many of their decisions will be affected by these situations, especially their strategic decisions, which requires universities to be vigilant about data in a way that guarantees to take sound and appropriate decisions in a way that guarantees it a distinguished position among the competing universities. Observing and exploring unforeseen events and circumstances is a basic duty of universities. The administration must anticipate crises and disasters that it may face and think about how to deal with them. From this point of view, the focus has increased on the necessity of advanced strategic information systems for their accuracy in organizing and managing various information for the organization.

For this reason, it is necessary to rely on foresight "which is called strategic vigilance by adopting a mechanism that helps the organization's management to keep pace with the business world." This is because it has an advanced strategic information system that monitors various early warnings and signals of any opportunity or limitation that may face the organization and to emphasize the quality of information, whether internal or external. (Abid "Taliba" 2019).

Whereas it worth noting the critical importance of strategic vigilance in all business institutions, and in the education sector in particular, and the necessity of giving these organizations the importance of building a matrix of effective systems that would enable them to monitor and detect weak signals" as well as everything that happens in their environment and guard them with

an eye that does not sleep on a permanent basis And in view of the many educational crises that are going through, including educational institutions, which are characterized by strong competition in the educational field in order to survive and seize opportunities and avoid the dangers that invade their path and constitute the staunch obstacle to achieving their goals and mission » Therefore, it is necessary to activate methods and procedures to maintain This is superiority and leadership. By realizing these institutions, for example With the leaders of the education departments that run the educational process" due to the importance of the method of strategic vigilance and its impact on reducing the severity of the impact of educational crises, minimizing their effects, and managing them effectively to achieve their desired goals (Abdul-Juhani, 2019).

Hence, the problem of the current study is determined by the necessity of adopting modern educational methods such as strategic vigilance among Saudi universities to read reality and its data" and to anticipate the future and its elements; Giving periodic results supported by a proposed vision to achieve strategic vigilance in Saudi universities; In order to maintain the educational process continuous and successful, and to resist various crises from their inception and when they occur. Therefore, the problem of the current study is represented in the following main question: What is the role of strategic vigilance in crisis management in Saudi universities: the Corona (Covid-19) crisis as case study? From this main question, the following sub-questions are derived:

1. What is the intellectual framework of strategic awakening in the light of its concept, dimensions, and stages?
2. What is the nature of the relationship between strategic vigilance and crisis management in universities?
3. What is the role of strategic vigilance in enhancing the ability of Saudi universities to manage crises: the Corona crisis as a model.
4. What is the proposed vision for achieving strategic vigilance in Saudi universities for crisis management in light of the Corona crisis?

Objectives of the Study:

- Identifying the intellectual framework of strategic vigilance in the light of its concept, dimensions, and stages.
- Revealing the nature of the relationship between strategic vigilance and crisis management in universities.
- Identifying the role of strategic vigilance in enhancing the ability of Saudi universities to manage crises: the Corona crisis as case study.

- Reaching a proposed vision to achieve strategic vigilance in Saudi universities for crisis management in light of the Corona crisis.

The Importance of Study:

The current study acquires its importance from the sensitive stage in which we live today as a result of the spread of a dangerous global epidemic that affected all countries, educational institutions and others without exception and destabilized their ability to withstand in an environment whose unlimited social interdependence has been broken." Today, more than ever, it is necessary to rethink some Its strategic methods to confront these unexpected epidemiological risks, which appear, fade, and turn again "as these risks and crises impose on universities the necessity of activating their strategic vigilance and constant readiness to respond to any emergency conditions imposed by their environment" and preparing to integrate them into our strategies related to social responsibility to confront the dangers and crises that multiply their survival and continuity its activity.

The Methodology of Study:

This study relied on the descriptive-analytical approach" by addressing the theoretical literature related to the subject to determine what is meant by strategic vigilance and its role in crisis management in Saudi universities.

The first axis: the theoretical (philosophical) framework of strategic awakening:

The concept of strategic vigilance has dominated the minds of those in charge of the affairs of economic institutions. However, the changes that characterize societies with their speed and depth have affected educational institutions in general, and higher education institutions in particular. This follows them to take into account the improvement of their plans; Because it is perhaps more in need than others to take the concept of strategic vigilance; In order to avoid the problems and difficulties encountered during the implementation of strategies, strategic vigilance is important in developing the competitive advantage of the institution. This leads to the extrication of many institutions from real disasters (Al-Otaibi and Al-Qahtani ,82,2015), and helps in making sound decisions" and reduces the risks arising On uncertainty (Al-Aklabi,4,2019).

Hence, the ordinary information systems owned by most institutions do not qualify them to withstand the challenges and environmental turmoil they are experiencing. Its role is often limited to managing the internal information of the institution" and not the information that pertains to the external environment of water. Therefore, the institution needs an information system open to the external environment to collect information related to water and use it in

making strategic decisions (Zarwat and Malahi; 2014) and through good control. In information and its use in a smart way, there are other factors that any organization can be a pioneer in its field of activity. To achieve leadership in the information age, organizations must pay attention to the concept of "strategic vigilance"; It is a forgotten modern concept (Boumediene,1,2010).

Strategic vigilance is one of the modern administrative methods" that urges the need to listen to the organization's environment, including customers, suppliers, technology and competitors; ...etc" because of their importance in making strategic decisions (Karumi and Omer city,2, 2010).

Many researchers, including (Gauzelin and Bentz,2017; Iancu &Bleoju,2018; Capatina, 2019) have confirmed that the efficiency of And the effectiveness of strategic decisions in institutions is based on accurate and necessary information, which means what the strategic vigilance system is, and then this system is considered a key factor in removing the state of doubt among the decision maker.

The Concept of Strategic Vigilance (SV):

Before talking about the concept of vigilance in the field of business administration, we try to show that the meaning of the word vigil is taken from the Latin term (Veille), which means staying up. It is said about a person what is also said about an institution, if it can be said about an institution, it is only vigilance if it is aware of what is happening in its surroundings. Developments and changes "This awareness and listening enables it to take decisions and take appropriate actions in the right manner and time." It should be noted that the concept of vigilance was associated in Europe with technological information, while its concept in the United States of America was linked to competition (Al-Abidin, 26-2012-27). "Vigilance is the activity of an old man." The institution, since its inception, has always needed to inquire and monitor its environment, especially its competitive position, and to know its trends and markets. If this term appeared in Japan in the mid-nineteenth century and in the United States of America at the end of the fifties, it did not appear in France except at the end of Eighties (Zaid , Mohamed, 2017). Then by establishing the Strategic Vigilance Professional Association (SCIP) in 1986, this terms is found famous propaganda with rate more than 40% through the activities of propaganda of vigilance by organizing workshops, forums and conferences and distributing specialist magazines at the beginning of the nineties, the scope of strategic vigilance expanded beyond the scope of industry and to include various fields of marketing and technology...etc. thus becomes a strategically oriented organization that undermines the organization's decisions (Al-Abidin 2012,30).

Researchers and those interested face a clear difficulty in defining the concept; from the historical point of view, it is the same as the historical development of information systems and the accompanying development in the field of programs and mechanisms used in processing that

information related to the external environment. Al otaibi and Al-Qahtani (2015, p. 87) defined the Strategic vigilance in full to the extent of the university's ability to form a comprehensive view of its internal house with various activities and functions and its external environment through an information session that begins with strategic monitoring of changes" and ends with providing instant and accurate information with the aim of reducing uncertainties and predicting future environmental changes and raising knowledge Organizational support and university decision makers. As for Qasmi (Gasmi , Djalab,2020,P.206) It is believed that strategic vigilance is an integrated system for the process of monitoring, monitoring, searching for and processing information from various bodies related to the organization and enabling the organization to make strategic decisions and achieve long-term excellence.

It is an organization that seeks to know the business environment and anticipate changes "it is an informational process through which the organization (the institution) listens to its environment so that it can make decisions and manage later" and this process is classified within the total information systems that allow managers to lead in difficult times. Considering the strategic vigilance process as a system consisting of sub-systems affected by information flows coming from the overall environment (Nour El-Abidin 2012 p. 27). Strategic vigilance is defined as "the continuous collective action undertaken by a group of individuals by collecting and analyzing information voluntarily and proactively to adapt to possible changes in the external environment" in order to reduce risks. Threats and Building New Opportunities (El Gasmi,2019,3) and Alshaer 2020,84), defined strategic vigilance as a continuous process in which the environment is monitored and analyzed "information is constantly collected and opportunities are identified; to seize it and threats; to avoid and reduce their effects. In light of the foregoing, the current study defines strategic vigilance in universities as "an activity or process that helps the university to be constantly aware of all possible and potential changes in its internal and external environment" through continuous and intelligent monitoring of the organization with its technological "and competitive" dimensions. commercial, environmental; This is to anticipate changes "and reach the best decisions" which helps to seize opportunities, avoid threats and risks, and then achieve a competitive advantage for the university.

The Importance of Strategic Vigilance:

Strategic vigilance is a system that helps to make decisions by observing and analyzing the organization's environment and current and future economic impacts in order to extract opportunities and threats, its importance can summarized as follows: (Nusaira , 2011,82):

- Financial vigilance allows for abundance, because the collected information is able to improve the technical characteristics of the product, its "quality" and reduce its cost.
- It allows a good passage of information through the various organizational levels in the organization.

- It also allows for continuous and continuous monitoring of its environment.
- Allows warning and prediction of future obstacles that the organization will face.
- It is a strategic means of management, where the vigilance cell reveals the areas of influence, threats and opportunities, which can change the organization's strategy and competition in the market.

Characteristics of Strategic Vigilance:

There is a group of texts that are characterized by strategic vigilance, which are (Amira 28,2014).

Vigilance is a voluntary process: vigilance is an exploration, tracking and investigation of information, as it is guarding and monitoring, so the participating individual cannot be satisfied with the minimum level of service, as it requires will and sacrifice to the extent of the success of the institution as a whole.

Group Cooperation: Strategic vigilance requires the cooperation of a group of individuals, and these individuals each possess special skills, and when they meet, there will be an exchange of information and the formation of work teams.

Strategy: Strategic vigilance is characterized by having a strategic dimension through its contribution to decision-making within the organization. It addresses errors in information with the aim of improving the organization's position.

Creative process: Strategic vigilance seeks to explain early signs of danger, whether the risk is organizational or technical. It seeks to create advanced insights to describe past events.

Forecasting: that is, through strategic vigilance, you will accurately determine what is required of us in the future.

So, vigilance is a sensing and monitoring of everything that surrounds the organization.

Strategic Vigilance Mechanisms:

The implementation of strategic vigilance can be done by one of two mechanisms (Al-Zuhairi,2018, P.11)

Control Mechanism: It means that research that activates information, strategic vigilance, begins with a quick and urgent request from the direct official who expresses a specific need for information, and the initiative is from the least potential user of the information.

Alert Mechanism: It means that effective research on topics is continuing by some people who are information stalkers, where they make personal initiatives to alert the direct official or other people in order to obtain important information. There are those who believe that the

implementation of strategic vigilance mechanisms can be done through environmental analysis or what is called strategic diagnosis in order to take advantage of strengths, exploit opportunities, develop and correct weaknesses, and avoid threats or adapt to them (Bagga and Mahlab, 2015,P.134).

Strategic Vigilance Techniques:

Bukhamkham, Mohamed (351,2021) mentioned "that there are two methods that are more common in most organizations through which strategic vigilance is practiced, and they are:

1- **Market study:** Market study is an important method for practicing the vigilance process and developing it. It is defined as the sum of the technical procedures used to produce and provide useful and correct information in order to make a decision. The market study consists of a set of researches related mainly to various aspects of marketing to current and prospective customers.
2- **SWAT analysis** : Is an analysis of the organization's environment by diagnosing the internal environment that allows identifying strengths and weaknesses and the diagnosis of the external environment that can detect opportunities and threats. Also SWOT analysis aims to provide all the necessary information that includes strategic and competitive options that guarantee the continuity of the organization and its supremacy in its highly competitive and dynamic environment. For example, if the information shows the existence of important opportunities in the environment, if the organization has internal capabilities and competencies, this will allow the organization to adopt an offensive strategy to exploit those opportunities in order to grow and increase its marketing share and creating new and decisive competitive advantages. In the opposite case, the organization enables it to choose a defensive strategy that reduces the risks of threats and the effects of its weaknesses and maintains the competitive advantages it possesses.

Conditions for the Effectiveness of Strategic Vigilance:

There are five basic conditions that the educational institution must fulfill in order to ensure the effectiveness of its strategic vigilance, which are (Al-Zuhairi 11,2018)

1- Established management by the senior management, so the managers should consider vigilance as an administrative function and work to implement it personally.
2- Good internal communication" and this is by allowing the information to be transmitted to those who request it through the various organizational levels without monopolizing it with one person" because vigilance is a collective action and not an individual one.
3- Control of time where it is necessary to accept the use of time, the basic means and the appropriate budget for this.

4- The finer limit of structures." The information is given to what is of better value when the institution has a framework framed by frameworks with specific functions.
5- A strong team spirit among the various employees.

Stages of the Strategic Vigilance Process:

The process of strategic vigilance passes through three main stages, and each of them includes sub-stages, which are as follows (Omar, Lameen, 2017) **Collecting**: This stage consists of a good knowledge of the work environment. This stage begins with defining the target, on which all vigilance efforts will be focused. There are several basic questions to ask that are very important in the process of collecting information. Who do we monitor? What are you watching?" Where is the information located? Then followed by the inventory process for all the information in the institution» and ends with the development of an action plan, ie identifying sources of information.

Analysis and Synthesis: After the stage of collecting information, we have a raw balance that ends with the second stage of analyzing and synthesizing all the collected information." It is a difficult stage as it is based on translating the information and presenting it in the form of reports, tables or graphic forms. This stage aims at sorting and arranging the information so that no We keep only relevant and relevant information; In other words, information that gives more value to the decision-making process.

Figure shows the stages of the strategic vigilance process.

Publication and Decision-making: At the end of the analysis and endorsement phase, we obtain processed information, and this last one has no value if it is withheld and not published in a timely manner and to the right person to take the appropriate decision. The decision is with the institution." Then there is a final step, which is the evaluation and review of the effects resulting from the decision taken.

Departments of Strategic Vigilance in Universities:

Strategic vigilance in universities can be divided into the following:

Internal vigilance: It is the organizational vigilance that is related to monitoring all changes that occur in the resources owned by universities and helps them achieve their goals, especially those related to human resources.

External vigilance: Which focuses on external variables and factors, and includes:

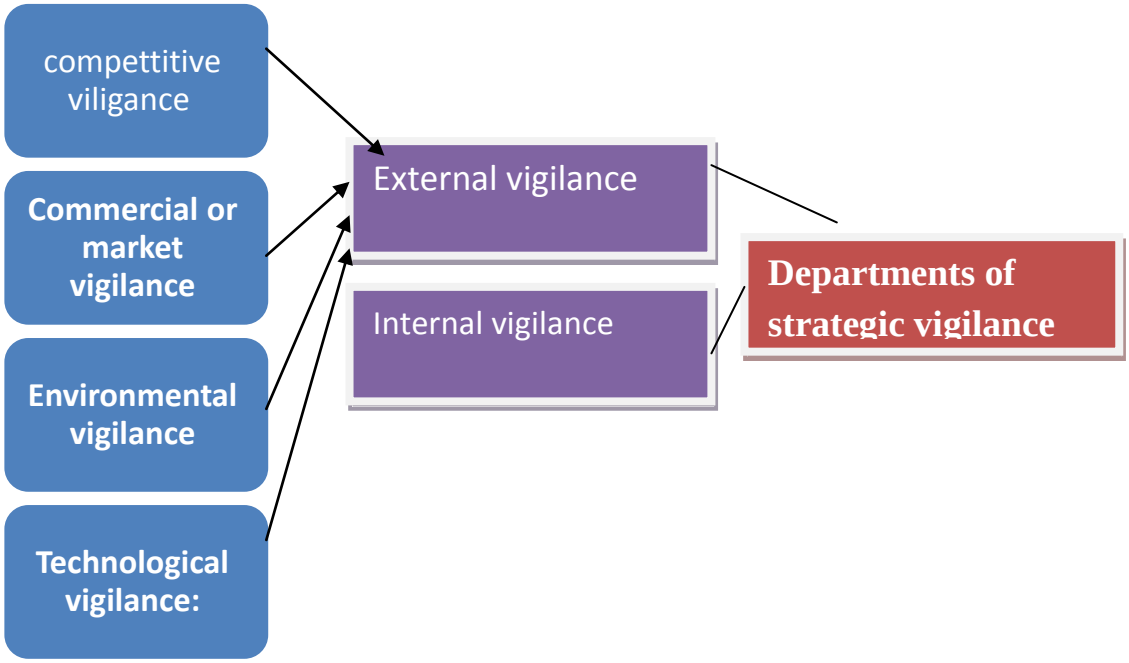
Competitive vigilance: It is the process through which universities seek to enhance their competitive position by identifying current and potential competing universities and new competitors" and everything related to their capabilities, actual capabilities, strategy and efficiency.

Commercial or market vigilance: It is the process through which universities seek to identify the needs of beneficiaries and labor markets in the short and long term to develop the relationship between them and universities by studying the needs of labor markets, scientific studies and conferences.

Technological vigilance: It is the process through which universities seek to monitor technological developments according to the university environment through databases, conferences, and bulletins.

Environmental vigilance: It is the process by which universities seek to monitor all social phenomena such as conflicts and spread of undesirable behaviors and others, follow up on legislation and laws linking universities and labor markets, follow up on global and local political events, climatic changes and economic changes that affect one way or another on the university's activity such as Economic trends "the state of inflation, supply and demand" and the fiscal policy of governments. Competitive vigilance commercial or market vigilance External Buzzer Environmental Awareness Sections of Strategic Awareness inner vigilance Technological vigilance The organization must adopt the strategic vigilance system as a system to support its decisions, raise its competitiveness and gain a competitive advantage by monitoring strategic information and predicting and controlling it in a smart way before it is presented to competitors. What it can be a leader in its field of activity as the strategic vigilance system is an integrated system that includes Gathering information by observing the environment of the institution,

tracking all its developments and changes, and then analyzing the targeted information, all within the framework of anticipating the events and changes that may occur in the future.



Stages of Applying Strategic Vigilance in Universities:

Determining the quality of the necessary information and the sources of obtaining it:

- **The quality of the important information needed by each university and the sources of obtaining it is determined.** This stage consists of three steps (attia,854,2017-857)

- **Determining the target aspect**: which is to be developed in each university, which varies from one university to another. "Some universities may seek to develop their educational programs offered" or open new educational programs that suit the needs of the labor market and the aspirations of their clients. Some universities may seek to develop the capabilities of their faculty members and administrators. University employees and some universities aim to develop their research capabilities. Some also aim to activate their partnership with civil society institutions or search for new funding sources.

Determining the sources of obtaining information: Whether through conferences, seminars, workshops, discussion and dialogue between working groups, academic published books, databases, websites, daily newspapers and other sources.

Determining the Strategic Vigilance Work Teams: Which consists of faculty members and administrators working in universities who have a great ability to be vigilant and attentive to the university's external surroundings. to perform their duties.

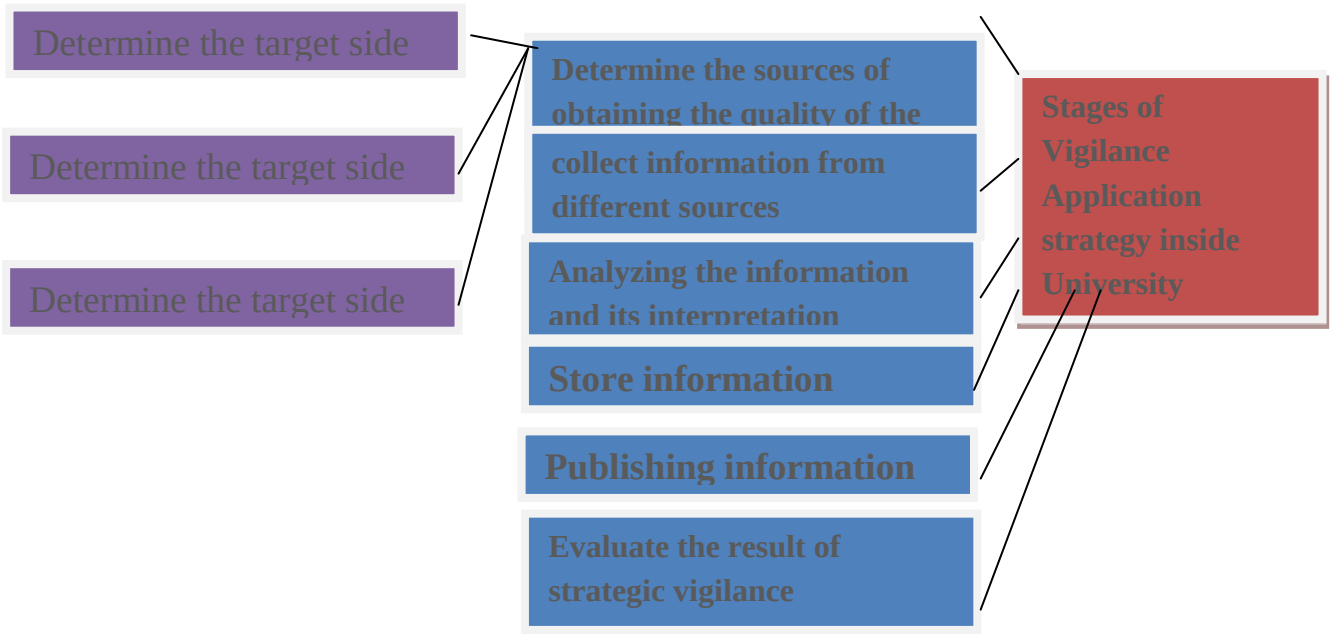
Collecting information From Its Various Sources And Verifying Its Authenticity: According to a set of clear and specific criteria so that unimportant and suspicious information is excluded, and emphasizing the need to collect information in legal ways and according to an ethical standard that is established and adhered to by all team members.

Information Analysis and Interpretation: the use of scientific and statistical methods and their presentation in the form of (illustrations, tables, graphs and reports).

Information storage: storing and interpreting collected information while providing security and safety standards to protect the known balance of each university.

Dissemination of information: that is, communicating the collected information to its users from university leaders to be employed in decision-making, policy-making, and building future plans and strategies for universities, with the need to provide security and confidentiality standards while delivering this information to.

Evaluate the results of strategic vigilance: Strengths, weaknesses, and benefits are identified. Including redefining the aspects to be developed again in the university.



In view of the importance of strategic vigilance as a method of modern administrative methods, "it becomes clear the importance of its application in various institutions" and the importance of its application in higher education institutions, especially universities, due to the nature of their organizational environment "and their great need for accurate information to develop their plans and strategies and take our present and future decisions" as well as the nature of the pioneering role entrusted to Therefore, many studies have dealt with this approach by explaining the analysis, such as Boumediene's study (2010), to the effect that strategic vigilance cannot be used if there is no analysis of the internal and external environment, and knowing the strengths, weaknesses, opportunities and threats, while the study of Allawi (2016) studied the relationship between the information system and strategic vigilance, and concluded that strategic vigilance is an information system open to the environment that allows the organization to track and monitor everything that happens in the vicinity of the institution "it is a system that helps in taking decisions by monitoring" and analysis of the scientific and technical environment" and the influences present and future economics; To capture the evolutionary threats and opportunities."

The study of Gadri and Gara (2016) also found that strategic vigilance is of great importance in the activities of the institution looking for excellence, creativity and innovation "and put it in a competitive position in the market among competitors in light of intense competition." While the study (Gauzelin and Bentz,2017) revealed that when information intelligence systems are deployed, they facilitate timely decision-making, improve organizational efficiency, enable the company to adequately meet customer needs, and lead to increased job satisfaction. "Rasa Halimi and Darwazi (2017) that strategic vigilance is an essential source of owning a competitive advantage"; as such Strategic vigilance is a tool to improve the performance of the institution by activating the exploitation of its resources, especially information technology. While the study of Omar and Lamin (2017) indicated that strategic vigilance plays an important role in maintaining continuity and facing the challenges of competition among other companies in the same market" by promoting participation in achieving advantages other than profit sharing and improving the competitiveness of the organization, also it effect the strategic thinking.

As for Sahnoun's study (2018), it concluded that there is a statistically significant effect of the various forms of strategic vigilance in supporting creativity in the organization, while Hussein's study (2018) concluded that the agile thinking practices of human resources management play an important role in enhancing vigilance processes. strategy for organizations" while Issa's study (2019) showed that technological vigilance is an informational system that allows the organization to search for information through the external environment "which contributes to reducing the obstacles it faces, and strategic vigilance contributes to addressing crises and reducing threats" while Abdul's study Al-Aziz (2016) I concluded that there are systems of strategic vigilance in Egyptian universities to a medium degree." While the study of Mohamed and Mohamed Fadel (2018), it concluded that the university's academic leaders have a clear

perception of the variables of strategic intelligence and entrepreneurial behavior." Also, strategic intelligence It contributes to enhancing entrepreneurial behavior in the field. Jaber's study (2019) concluded that mechanisms to achieve integration between strategic vigilance "and included mechanisms for developing The university's internal operations" and mechanisms to monitor changes in the university's external environment "and mechanisms for human resource development, including. The study of Al-Aklabi (2019) also found that the practice of strategic vigilance at the University of Shaqra is average and that there is a positive correlation between strategic vigilance and university governance. While the study of Mohamed (2019) found a weak level of competitive vigilance at the university level" and that there were no significant differences Statistical significance due to the type of faculty.

In light of the foregoing, it becomes clear that strategic vigilance is a system that helps in making decisions by monitoring and analyzing the scientific and technological environment and present and future economic influences to capture threats and development opportunities. Where the context of strategic vigilance depends on making an internal and external diagnosis of the organization "during the first stage" in order to know their strengths and weaknesses and their ability to seize opportunities and avoid dangers by collecting and analyzing information available in the organization's internal and external environment. Its application is becoming increasingly important in higher education institutions, especially universities, due to the nature of its organizational environment and its great need for Accurate information to develop their plans and strategies, and to take their present and future decisions, as well as the nature of the leading role entrusted to universities.

The Second Axis: the nature of the relationship between strategic vigilance and crisis management The current era is characterized as the era of amazing developments and changes resulting from the information revolution and cultural openness." This marked all areas of life with the nature of radical transformations, including the transformation of education; As a result of these developments and challenges, a group of crises has emerged that has become part of the fabric of human life in any society, and there are many concerns of modern life." Where contemporary business organizations and educational institutions face many threats and challenges with regard to their existence and competitiveness to achieve excellence and sustainability at the local and global levels. complex of crises, risks, changes, technological developments and a rise in standards of quality and excellence" which showed a lot of turmoil Business and education organizations alike." Where these organizations found themselves in a dilemma of searching for appropriate ways to fortify their position in order to maintain their competitive position, maintain their sustainability and the prosperity of their businesses (Ghinama" 2014).

Therefore, strategic vigilance has emerged as one of the organized methods in strategic management "as it is concerned with the optimal management of information that helps decision-makers to develop it, ensure its activity and improve its competitiveness" through well-thought-out work steps starting from collecting information from the organization's walls, processing and analyzing it, then disseminating it and using it in order to Exploiting available opportunities and "avoiding potential risks" and all this in a proactive and anticipating nature to keep pace with external variables "and it is one of the modern administrative methods" that stress the need to listen to the organization's environment from customers, suppliers, technology, competitors "etc" due to its importance in making strategic decisions (Salahedin,2020).

The Nature of Crises:

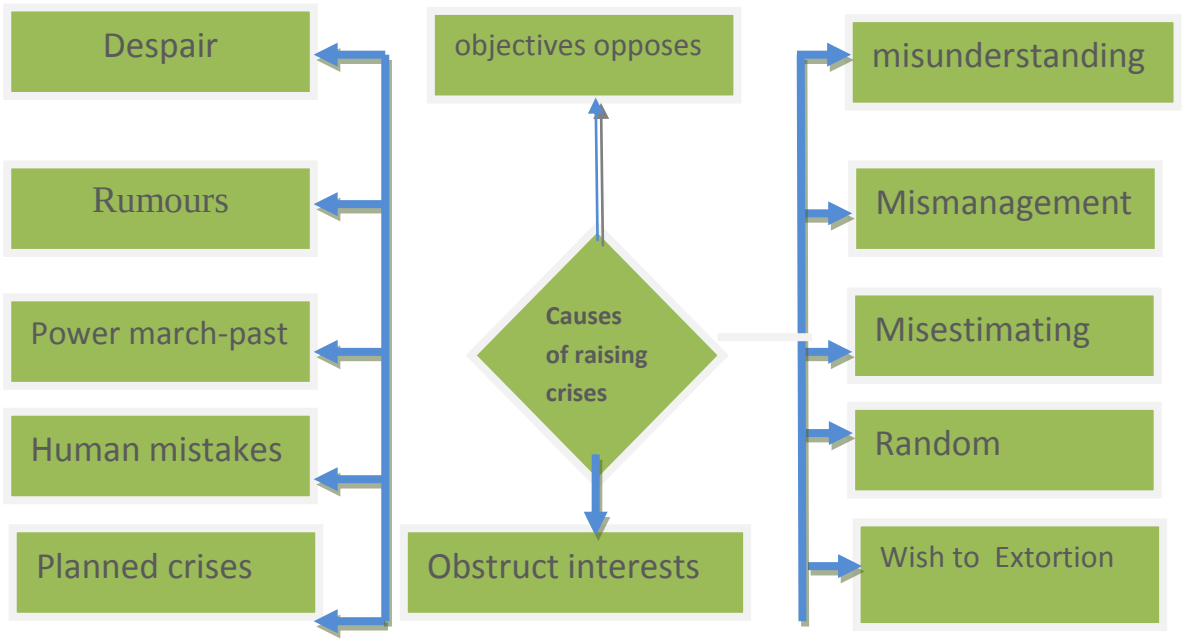
The crisis is a human phenomenon and part of the fabric of life inherent with the human being" until it has become a feature of the contemporary life of man, societies and countries." Crises and their danger have increased in the current era "until the term crisis has become one of the most common and used terms at all levels and levels." As a result, many methods appeared Which works on planning (as a method of strategic vigilance) to avoid crises and manage them as a preventive method to adapt to the sudden changes that may occur before a crisis occurs.

Causes of the Crisis:

Crises, like other phenomena, are not the product of an intrinsic nature, but rather as a result of a set of causes and climatic factors that lead to their emergence, so that behind their occurrence there must be causes and accumulations that prompted their symptoms and premises to become publicly clear" and that the treatment of crises does not take place without knowing their causes, otherwise it becomes a waste of time, effort and money and leads to The aggravation of the crisis." Therefore, the crisis manager or the decision maker must search for the reasons and motives behind its occurrence, as standing on those reasons would lead to employing as many possible procedures and primary methods as possible to control the acceleration of the stages of the crisis (Baghdadi" 2014, P.46). In general, it can be said that the causes of crises for organizations "may be human-caused errors or imbalances within the concerned administrative system" or environmental imbalances and changes related to the aforementioned system and often these causes are unpredictable and impossible" within the normal work contexts in the system concerned administration. And every crisis has premises that indicate it and evidence indicating its occurrence, and primary, intermediate and hydrographic manifestations that produce it.

Bseisu (2020, P. 38) added that one of the reasons for the occurrence of crises is the weak awareness of the causes of the crisis, and this results from the lack of a database and analytical models on indicators of the development of activities and their determinants, which leads to

incorrect decisions being taken. The material and moral losses resulting from the crisis" in addition to the lack of information availability as well as the confusion in information and the inability to link information to the crisis" and other reasons for the occurrence of crises are random management that lacks scientific methods and planning in decision-making, good organization and implementation of strategies and the deterioration of the organizational culture of the organization" and finally There are other reasons, including distrust, hasty decisions, weak leaders, lack of interest in training, ineffective communications, and rumours. It is clear from the above that there are different and varied reasons for the occurrence of crises that can be clarified through the following figure: extrusion



In light of the foregoing, the researcher believes that the lack of planning to predict the occurrence of crises is one of the most important reasons for the occurrence of crises "strategic planning is an integrated and systematic process of cooperation" which takes into account the strategic thinking of the members of the organization. its occurrence or to prevent its occurrence.

Crisis Management Concept.

Crisis management means "dealing with crises in order to avoid their occurrence through planning for situations that can be avoided and making preparations for crises that can be predicted within the framework of a system that is applied with these emergency cases when they occur in order to control the results or reduce their destructive effects. Crisis management is known as: planning Why might it not happen?" (Murad "2008 p.51. Both (Alshobki , Amuna & Nasir, 2017) that crisis management involves making administrative decisions quickly in critical

circumstances" as crises are what lead the decision-makers in the organization to take an urgent position to make the appropriate decision while reducing the potential consequences on a large scale in light of the turbulent environment (Larson and Rudwall,2010).

The objectives of crisis management are to know the potential risks and threats and to set priorities "as well as to avoid the surprise associated with crises through accurate and continuous monitoring of the sources of the threat, its causes and potential risks, discover early warning signals and determine methods of delivering them to the decision maker in the organization in a timely manner to take appropriate action" as well as developing early warning systems and emergency plans and the necessary preventive measures to prevent crises" and creating channels of communication with the parties concerned with managing the crisis and defining methods for restoring activity and returning to normal conditions in the organization while evaluating the performance of the various agencies and analyzing the strengths and weaknesses in the crisis management process (Al-Dahshi" 2015,52).

Characteristics and Characteristics of Crises:

The crisis situation is characterized by many characteristics and died as follows: (Murad "2008,P.52)" (Al-Shafi, Mohamed, P.195)

Sudden: It means that crises occur without warning, but rather suddenly; One of them is ambiguous and threatens the normal course of the organization." It is not known precisely the type of effects resulting from it, whether negative or positive.

Multidimensionality and intersectionality: the organization is affected by many variables during the crisis situation, and from various "legal" economic parties; media and government.

Lack of information: It means the lack of information about the cause of this crisis" and the reason is due to the lack of information" especially if it is happening for the first time, as we do not know who caused it and does not know the extent of the crisis" and there are no scientific controls to know how to act. (Ali" Farida." 2005, p. 31).

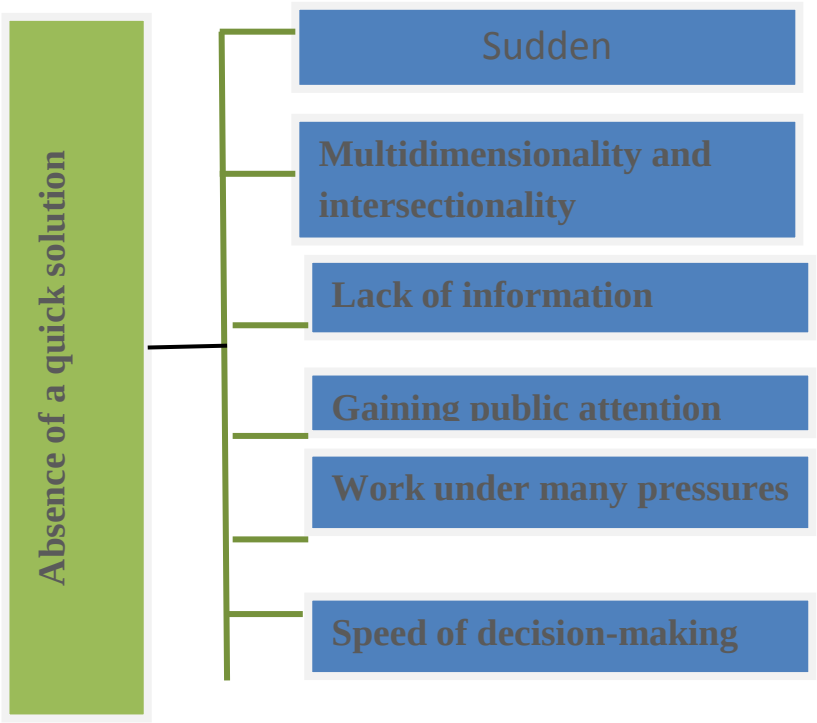
Gaining public attention: any crisis that is exposed, not the organization, attracts the attention of the media" and becomes popular with the public opinion.

Work under many pressures: we require facing the crisis to take a set of communicative administrative decisions in a short and limited time" and in light of a work climate of tension as a result of the presence of many psychological, nervous and temporal pressures in which it is not possible to rely on traditional methods of decision-making and implementation" and in light of the pressure of the included masses In the crisis" as well as the pressures of the various media.

Speed of decision-making: Crisis management requires taking a set of administrative and communication decisions in a short and specific time" and in conditions of uncertainty and in which there is not enough time to analyze and study the situation.

Absence of a quick solution: there is no opportunity or task to find a radical and careful solution.

The following figure summarizes the characteristics and features of crises:



Requirements of Management Crises:

Dealing with the crisis situation and managing the crisis requires the use of several advanced administrative procedures and methods that work to achieve the appropriate climate to deal with the crisis "at the same time, allowing the crisis-handling team full freedom of movement to face the crisis" and crisis management needs special administrative needs as well as special administrative skills. Hence some call it the term "administration by exception", as administrative orders deviate from the path of normal orders" and from the existing organizational structure, and the authorities become dislodged and assigned to a task force that has all the powers and responsibilities to deal with the crisis (Al-Khudairi" 2002,242). (Al-Shaalan.,2002,162) Among the other requirements of crises, Ahmed (2009) adds the following points:

Unique planning: Good planning is the general framework that leads subordinates to think about their work and the direction of dealing with crises.

Consolidation: There must be harmony among the members of the crisis management team" in order to provide effective coordination among them. In addition to the above, there are other ingredients that the crisis team must have in particular, which is the ability to successfully intervene to manage the crisis, whether it is mental, physical or practical capabilities" as well as composure, coolness of nerves, and inability to be emotionally affected or emotional in front of the events of the crisis" in addition to Blind obedience to the command taken, whatever the risks it may face, as well as careful attention and awareness when carrying out the task, self-sacrifice if necessary, and preparation for it, and finally belonging and loyalty to the administrative organization. (Galda , 2011,51). So the executive process to confront the crisis is if the party imposes the specifications of that team? Therefore, the selection of its members is related to its type, as well as their fulfillment of several conditions, most notably (Al-Zahir" 2009,94): the ability to intervene in the crisis skillfully" and also the inability to be affected by the events of the crisis "whether emotional or psychological" and also the insistence on implementing the orders taken regardless of the resulting dangers "And the last one is self-sacrifice" with the importance of loyalty to the administrative entity and belonging to it. Jadallah (2007,29) also mentioned that crisis management has requirements, the most important of which are: that crisis management requires qualified and trained work teams, "a defined operations", an external and internal mass communication program "and a quick-acting leadership style" as well as the need for a well-planned program that is implemented on time. The occurrence of a crisis" in addition to preparing the internal organization to deal with misinformation, rumors or misconceptions and information. Finally, the crisis management program is not just a set of mechanical actions, rules, procedures, or mental efforts "it is a set of studied mental steps and operations to assess the crisis and its true size" while (Morgan & light 2008), referred to a set of characteristics and ingredients in order to achieve Crisis management aims efficiently and effectively" including: developing and implementing crisis management plans / disaster management "and also integrating crisis preparedness into the strategic management process" and the "strategic plan" as well as engaging in the crisis management planning process and updating the plan regularly" and participating in the assessment of risks and weaknesses in the plan." To increase the ability of workers to prepare for and deal with crises through increased training" in addition to ensuring that the organization has training programs for the workforce in all administrative departments" and finally providing rewards to workers who discover errors and report them.

Managing Educational Crises: Educational crises have become a possibility; It is not surprising at a time when the world is suffering from many crises, wars and losses at all levels" in addition to the contemporary technological and educational explosion "the fact that makes managing the educational crisis in organizations a duty that must be trained for both administrative and

educational bodies." Educational crises have overcome Student failure crises, "weak curricula and educational outcomes," dropouts, student violence, poor education methods and poor quality; And every sector or country may be exposed to crises and disasters that may disrupt its strategic plans." But it puts in its calculations the obstacles and risks, so it has flexible plans that are capable of developing temporary alternative plans (Abdul-Juhani .2021). The educational crisis may occur as a result of the accumulation of a set of external influences surrounding the educational system, or the occurrence of a sudden imbalance that affects the main components of the educational system and constitutes an explicit and clear threat to its survival. Or a sudden disruption that affects the main components of the educational system and constitutes an explicit and clear extension of its survival. In light of the recent developments that have occurred in the world today; the challenges that impede achieving its goals and implementing its visions and objectives; We find that the various challenges faced by countries have caused a halt to the living and economic aspect of it.

The biggest challenge is centered on the effectiveness of the educational and educational process in countries with their different ideologies and orientations. As the emergence of the new virus (Covid-19) led to the change of several educational plans at the global and local levels, "which necessitated the existence of operations to manage the minor crisis by educational and educational centers" and the availability of educational support plans to measure the reality of crisis management in the shadow of the virus (covid-19)" and emphasizing the importance of reading and measuring reality "and providing appropriate solutions and appropriate perceptions" and training and developing the various centers and job levels in the Ministry of Education in all its sectors on the various crisis management methods (Al-Oraifan 2021). Therefore, many studies have been concerned with educational crises, especially in universities, including the study (Mukhtar Boukhtwa; 2015), which concluded that higher education institutions were affected by the crises afflicting the country through their inability to set study dates and exams." The suspension of studies was stopped continuously.

On the other hand; Al Gurm (2008) has developed a model for crisis management in higher education institutions in Jordan. The results indicated that there is a high awareness in higher education institutions in Jordan about crisis management, and the ability to keep pace with and overcome changes and emergencies, which reflects the presence of a positive trend among a large segment of the population. Leaders of Higher Education Institutions in Jordan" As for Jill 2015), he conducted a study aimed at knowing the responses of university leaders in the face of crises" and the impact of leadership on the process of confronting and managing the crisis and ways to address it.

Strategic Vigilance and Educational Crisis Management:

Strategic vigilance constitutes an important pillar in confronting the challenges of today, as it degrades a link between the past, the present, and the future." Strategic vigilance is considered an organizational innovation that moves the organization from relying on ordinary information about changes that occur in its surroundings to advance warning signals that the prevention of changes is to anticipate changes and activate the organization's adaptation with it. Strategic vigilance "allows the organization to remain constantly aware of what surrounds water and is not surprised by what results around it. This highlights the relationship of strategic vigilance to crisis management" as it is a means of controlling the environment, whether internal or external. External events and internal changes" and beware of the results of the interaction between the factors of the internal environment and the factors of the external environment" i.e. continuous monitoring of the environment in order to set strategic goals. The strategic dimension of what is embodied in the tripartite (reception, translation, implementation) of information that is used as an important strategic resource for making decisions that confront the organization and its environment "and accordingly organizations can rely on the means of strategic vigilance represented in strategic diagnosis and designing various strategies" in order to adapt to the variables of their environment Exitivity and the best exploitation of opportunities and avoidance of threats or crises that make organizations subject to a negative response to the external environment, and this threatens their survival and development (Liteem Najimi 2018).

The process of listening in advance to the external environment of the organization has become an imperative in order to know the appropriate opportunities to invest them in their time or to know the dangers and how to avoid them and reduce their effects, of which, by reading the management of the educational crisis and the role of strategic vigilance in dealing with it, it becomes clear that strategic vigilance contributes to its very important contribution in directing, controlling and strengthening pre-crisis management. Strategic vigilance plays an important role in managing the pre-crisis stage by collecting information that allows good knowledge of the organization. The targeted information from strategic vigilance helps in anticipating the occurrence of the crisis. The vigilance cell contributes to predicting the occurrence of crises through early warning signals that allow reducing uncertainty and uncertainty related to the environment and its development in order to enable managers in this stage (before the crisis) to prepare for potential crises.

Environmental analysis, which is a method of vigilance, aims to reveal strengths and weaknesses (internally) and anticipate opportunities and threats (externally) and this is in anticipation of any potential danger. Strategic vigilance is a continuous information path that begins with the collection of information that completes the organization, or what is called targeting alertness, and then the collected information is subject to tracking so that this step allows the discovery of the (early) precedent characteristic. After the stage of collecting and tracking information comes the stage of analyzing and processing the information, then evaluating and selecting the

information, converting it to its appropriate form and publishing it for use in the decision-making process related to the crisis situation. We conclude from the previous indicators that strategic vigilance as an information process "is of great importance within the general scheme of crisis management" and in particular in the pre-crisis stage. Therefore, it will be necessary to study the method that deals with the strategic vigilance system and the public relations system for pre-crisis management, in order to prevent institutions from crises or reduce their repercussions as the crisis is an inevitable imposition of itself. We also conclude that strategic vigilance is a system that helps in decision-making by monitoring and analysis. of the scientific "technical" environment and the present and future economic influences to capture developmental threats and opportunities; Where the context of strategic vigilance depends on making an internal and external diagnosis of the organization; During the first stage» in order to know their strengths and weaknesses and their ability to seize opportunities and avoid dangers by collecting and analyzing the information available in the organization's internal and external environment.

A plan is also developed in the context of taking the implementation of the strategic plan "during the second stage" by including the information in question of the strategic decision. The third topic: The role of strategic vigilance in enhancing the ability of Saudi universities to manage crises: the Corona crisis as a model. The subject of strategic vigilance is closely related to crisis management "because it is an activity based on studying the necessary information that enables educational institutions to predict the locations and directions of the expected crisis and to create the appropriate climate to deal with it in an objective manner" and to take the necessary measures to deal with the expected crisis and eliminate it or change its course to serve the interests of the institution educational.

Third Stage: The Role Of Strategic Vigilance In Enhancing The Ability Of Saudi's Universities To Manage Crises:

Since universities and colleges, like other institutions, "are affected by profound transformations that may cause a rift, even what can be fixed in their functions if they are exposed to crises or disaster repercussions" and have not made the necessary preparations for that "through accuracy in making decisions in critical times" and accuracy in collecting Information and retention of what and how to use it (Radwan, 65,2020) The Corona pandemic has increased the crises experienced by universities, which were exacerbated before the pandemic "and it has become a strategic choice and a critical point in light of the uncertainties that frequently represent a challenge" and the lack of time and lack of Capabilities" and the lack of information, and accordingly, the commitment to the decision of the Ministry of Education and Higher Education to adopt e-learning in all was a transformation of its procedures and teaching tools (the Palestinian Ministry of Education and Higher Education" and since reducing the effects and risks of disasters is a broad model that includes all measures aimed at reducing losses "and these

measures may be technical, social or economic at the level of planning, implementation and supervision" the universities have made great efforts to ensure the continuation of efforts to provide their services within the framework of the role entrusted to other water or Diligence and innovation sometimes, but this role may suffer from shortcomings sometimes, which necessitates its continuous evaluation to be an opportunity for learning and improvement. (Assaf ,2020) and accordingly "this emergency transformation has caused universities a crisis that had consequences that are not easy."

The burden shifted to members of the board of directors. Teaching and students alike, as a faculty member has become exceptionally demanding of the necessity of a rapid transformation to "transform virtual education" and learn the necessary programs and applications, which is a very strenuous effort for those who want to complete education and evaluation and follow-up" Therefore, "the best that universities can offer is to support aspects of cooperation, support, encouragement and motivation" and to stay away from exaggerations in unjustified theorizing that may lead to overburdening the field with formal aspects that distract it from performing its exceptional mission (Al-Maliki" 2020) Far from categorizing the Corona pandemic "and the size of its catastrophic impact", preparing to deal with their repercussions on the role of the university requires providing a set of capabilities, mechanisms and policies that help avoid its risks as much as possible "and transforming its vision, mission and mechanisms to achieve them through the trend towards e-learning (distance)." And the change in "Al-Otaibi (47:2007) believes that the system of preparedness for crises and disasters in institutions is based on a number of pillars "the most important of which are: speed in 1 to respond" and immediate response to what is done with knowledge and comprehensive awareness of the variables that lead to it A comprehensive awareness of the dimensions of the disaster locally, flexibility in dealing with the options presented to maintain what guarantees a return to normal with minimal losses, and the ability to absorb the pressures resulting from the defect in the decline in the level of service. Al-Shahrani,2005) that the most important requirements for the success of preparations to face disasters and crises" are the following:

The existence of an integrated information system from a human and technical point of view that collects documented and constantly updated information, analyzes it and passes it on to decision makers.

The presence of an advanced communication system; Whether from the technical, technical or administrative aspect, so that the correct information is in the hands of the decision maker at the right time.

Existence of an effective early warning system that "works to discover the causes and signals in the stages of latency and formation" before the birth of the disaster, or at least before it explodes.

The existence of scenarios that are constantly being trained on, based on benefiting from past experiences and reality data.

Existence of a system of continuous evaluation and review of performance and procedures» characterized by clear tasks and specific responsibilities. Institutions are not isolated from these changes." (Jaafar" 279,2017) indicated that one of the goals of planning in universities is to discover crises and plan for the less frequent, by making their plans for clear programs, systems and policies for crisis management; Therefore, most universities in the developed countries have created specialized teams that develop plans for crisis management (Abaynah 1,2017). The use of the crisis management approach has become an integral part of the universities' success in facing and overcoming crises, because dealing with them requires a well-studied scientific approach to monitor the crisis and the indicators of its occurrence. And follow-up and work to confront it and limit its effects" and prevent its recurrence in the future (Boukhtaoua,2015,27) There have been many types of crises in recent times and their seriousness has increased all over the world, which prompted many organizations and institutions to give this topic great importance in terms of studying crises and identifying them to facilitate the task of these institutions to confront them and overcome them or reduce their potential risks (Abdul Rahman 13,2018) (Bublic & Boukhtaoua,2015).

In accordance with the commitments of the vision of the Kingdom of Saudi Arabia (2030) to strive towards the presence of five of the best Saudi universities (200) as international universities by the year 2030 Such as sensitivity to environmental changes, accuracy of forecasting, dealing with emergency situations, speed of adaptation to change, and the transition from the traditional style of management to modern approaches, which are considered an important touchstone in the indicators of international classifications and academic accreditation, including the entrance to strategic vigilance. (Al-Wahaibi; 2020) With the emergence of the global crisis of the Corona pandemic in 2020, Saudi Arabia developed flexible strategies to deal with the crisis and with the repercussions of suspending studies and continuing education from a distance. Quality in the application of distance education to ensure the right of the male and female student to do justice and equity (Ministry website Education , 2020) Thus, the Ministry of Education granted the necessary powers and empowerment to Saudi universities to deal gracefully in decision-making in light of the Corona pandemic.

Universities in the Kingdom of Saudi Arabia have shown a distinguished ability to manage the crisis. This was evident in the decisions accompanying the suspension of studies or decisions regarding the continuation of education or remote evaluation. This crisis revealed many educational opportunities, as master's and doctoral theses were discussed remotely in a number of Saudi universities. The audience interacted well, and it became a beacon for teaching, learning and transferring experiences between universities. In the field of community service, most

universities provided awareness programs and professional development programs and witnessed a great turnout from the community (Fahad Al-Shaya,17,2020).

Among the urgent measures taken by the Kingdom of Saudi Arabia is the development of a proposal for the national plan for the continuity of education in emergency cases" which was proposed at the beginning of the Corona crisis and the main objective of this proposal was to develop a plan to ensure the continuity of education in emergency cases" such as force majeure conditions such as natural disasters and the spread of epidemics or cases The war "with an alternative solution in the event that students and teachers are not able to be present in schools and classrooms" enables them to complete the educational process" due to the importance of education as a basis for development. (National Center for E-Learning, 2020) On the other hand, (the Saudi Ministry of Education,2020), in cooperation with the National Center for Disease Prevention and Control, published a preventive and guiding guide for dealing with Covid 19 disease in the university environment "which aims to educate the cadres of university facilities" and the health cadres present in some universities about what Disease "and its means of transmission" and ways to prevent it. In fact, the interest of the Kingdom of Saudi Arabia in e-education was not a recent matter or related to the corona crisis. "; With the aim of regulating and activating the role of e-learning in the Kingdom "and following up on controlling its quality." A subsequent order was issued to propose the National Plan for the Continuity of Education in the aforementioned emergency cases, as well as the development of a guide for teachers called "Electronic Teaching Skills" that contains the necessary skills that the teacher must have to follow Teaching electronically, efficiently achieving the goals of the educational process. Another guide for learners called "How do I learn online" guides them on how to follow their lessons; and get the best out of distance learning. (National Center for E-Learning,2020) The National Program for Open Educational Content is one of the most prominent e-learning initiatives, as the National Center for E-Learning oversees the Saudi Open Educational Resources Network (Damas), and 27 government universities have provided electronic platforms for students to enable them to continue learning, study, complete assignments, and perform tests. Universities;) King Saud University and its platform (https://lms.ksu.edu.sa) and the Kingdom University of Prince Noura Bint Abdul Rahman»and its platform (https://lms.pnu.edu.sa) and University Al Baha (https://rafid.bu.edu.sa/webapps/login)

Many universities have also launched initiatives for scientific research to encourage male and female students to launch their innovative and effective creative ideas in the face of the Corona crisis to unleash "in order to establish the importance of universities in serving and developing society. Among the most prominent of these initiatives are the following: The "Corona Challenge -19" initiative is an initiative launched by the Deanship of Female Student Affairs at Princess Nourah Bint Abdul Rahman University and the Novel Coronavirus Research Initiative (an initiative launched by Taibah University in Madinah. (Deanship of Research) Scientific Research

at Taibah University." (2020). King Abdul Aziz University for Research on Corona Virus (covid-19) (Deanship of Scientific Research at King Abdulaziz University,2020)

For example, Shaqra University has taken "a number of practical and precautionary measures to confront the spread and danger of the Corona virus" in line with the plan of the Kingdom of Saudi Arabia and its preventive efforts made by the wise leadership - may God support it. Policies set to combat Corona by forming teams

Work to carry out practical procedures, whether at the university level or at the level of the community environment (Shaqra University website https://www.su.edu.sa/ar These efforts emerged in several fields, such as: e-learning, as education at the university was transferred to an e-learning system and e-training, where the Deanship of Student Affairs launched an initiative: a simultaneous e-training plan through The Student Training Unit of the Deanship of Student Affairs "and awareness campaigns" where the university rescued a number of lectures and symposia for introducing Corona and ways to prevent it. It also launched a scientific research competition "which aims to promote research and investigation of community issues and community problems and contribute to spreading health awareness in the community."

Student scientific exhibitions were also held "to introduce the danger of Corona and how to overcome it: what was launched the e-camp program" and the formation of a volunteer scout team » Announcing a plan for electronic training courses » providing psychological, educational, social and technical advice to university employees » preparing the proposed buildings for sanitary isolation in coordination with the Faculty of Medicine, cleaning and sterilizing them, and applying all preventive measures within the university housing for faculty members, including closing stadiums and sports facilities and preventing curfews » and cleaning, disinfection and sterilization All university buildings and facilities. Among the measures, the Deanship of Information Technology and E-Learning provided training courses on technical systems in the educational platform, in addition to the initiative of the University Vice Presidency for Graduate Studies and Scientific Research to support scientific research on the emerging corona virus (Algoma, 2021).

The Fourth Stage: The Proposed Vision To Achieve Strategic Vigilance In Saudi Universities For Crisis Management: The Corona crisis as a model Universities, like other educational institutions, are affected by local and global crises, "therefore, using them to manage crises has become an urgent necessity" as the need for crisis management has become widely recognized in all institutions all over the world "in line with the current crisis resulting from the emerging Corona Virus pandemic (covid-19) . The universities' interest in crisis management came to protect them and prevent them from any crises they might face, maintain their stability, manage their lives, and play their role in providing scientific, research and societal services" and preserving the safety of their employees and property. Universities have become educational

institutions whose role is not limited to facing immediate challenges and crises only, but rather to anticipating and predicting those challenges and future crises" and taking the necessary measures and steps to confront them before they occur (Al-Suwaidi 2010-719). Universities are not far from what is going on around them in terms of local and global events, processes, and crises." Scientific universities suffer from many crises facing its running. Arab universities are similar to international universities in terms of the presence of crises (Ababneh and Ashour, 2018,719)." For these crises and not to leave them to random solutions »and therefore the use of universities to manage crises cannot be considered a luxury«, but rather it is an urgent and legitimate need.

Using crisis management, universities are able to identify how to deal with crises by preparing to confront them before they occur and take a set of adequate measures and measures for how to confront" in order to eliminate crises when they occur or at least reduce their risks and return to the normal state (Moahsin" 2019,52).

Crisis Management Requirements in Universities:

The requirements of crisis management are all the material, human and administrative elements that should be available," which allows the implementation of the administrative process with modern methods that contribute to the success of crisis management in educational institutions. Among the most important requirements of crisis management in general are permanent preparedness to confront crises, "simplifying and facilitating procedures, effective coordination" and "sufficient reserve" and "permanent presence" and "delegating authority" and opening communication channels to provide an appropriate amount of information, holding training programs and workshops in the field of crisis management, and subjecting dealing with Scientific Methodological Crises (Elaby: 2007,5). Attempting to subdue the handling of scientific methodological crises; And the need to follow administrative processes in order to achieve this." The most prominent requirements of strategic vigilance for crisis management in universities have been deduced as follows:

1- **Planning requirements:** In order to achieve strategic vigilance in Saudi universities for their contribution to managing the Corona pandemic crisis, universities must have the ability to predict and sense various crises before they occur, and universities should be able to prepare a strategic plan in advance to confront emergency and potential crises." Preparing multiple scenarios to deal with different crises, provided that there are non-traditional alternatives to deal with crises, while defining prevention priorities to achieve the public interest, in addition to allocating a special budget to confront crises.
2- **Regulatory requirements:** Saudi universities also need several organizational measures to achieve their effectiveness in managing crises in general and the Corona crisis in particular, including: establishing a crisis management unit with sufficient powers and authorities "and forming highly qualified crisis management teams that receive the

necessary support to carry out their tasks constantly" and mobilizing material capabilities and human cadres Qualifications needed to deal with crises » It is necessary to provide an effective early warning system that detects signs and signals that warn of the occurrence of crises and simplifies procedures and methods of work while avoiding randomness or improvisation in dealing with crises » and preparing public safety regulations and warning instructions for the prevention of crises » and holding courses and training workshops to advance competencies Personnel in the field of dealing with crises" and providing management information systems that demonstrate the ability to face crises in all its stages.

3- **Guiding requirements:** In order for Saudi universities to achieve strategic vigilance to be able to manage crises through them, leaders must enjoy innovative thinking, optimism, and take risks with rational leadership when dealing with crises. Affiliates have to perform non-routine work to avoid crises » encourage leaders to individual creative initiatives for how to deal with crises » motivate serious employees and value their efforts in emergencies » humanitarian interaction and create trust with employees affected by crises » and open permanent channels of communication with crisis-related authorities to obtain relief and support.

4- **Requirements for making and taking decisions:** The process of strategic vigilance for crisis management requires the necessity to follow the steps of scientific thinking in the decision-making process related to crises to reach rational decisions." The limits of the available capabilities and the needs of employees must be taken into account when making decisions related to crises. And regulations" and linking management information systems with decision-making centers to ensure the correctness of decisions related to crises "and consulting with employees and all parties related to crises to take appropriate decisions" and taking the right decisions in a timely manner in conjunction with the occurrence of crises and endowing their seriousness.

5- **Monitoring and evaluation requirements:** Evaluating the efficiency and effectiveness of the approved plans and scenarios to confront crises in light of the internal and external environment variables, evaluating the efficiency of the training courses and workshops that were provided to employees and the extent of their use during crises, holding those who make wrong decisions and those who fail to implement the correct decisions to confront crises, and linking incentives and rewards for employees in crisis management to the results of evaluation. Clear criteria for following up and evaluating performance during crises, informing those concerned about them "and adopting modern and effective mechanisms for monitoring and following up on dealing with crises" and diagnosing the damages resulting from crises and the negative impact on work.

Suggested Procedures For Crisis Management In Universities In Light Of The Strategic Vigilance Method:

In order for universities to be able to successfully manage crises, they must achieve pre-crisis procedures (and procedures during crises and procedures after crises) in order to avoid the negatives of crises and benefit from the positives. By researching many ideas and research proposals, the following practices were devised:

1. **Before the Crises:**

- That Saudi universities disseminate the culture of facing crises among their employees by all available methods and methods.
- That universities practice preventive planning to confront various crises through a clear vision and objectives to confront various crises. Universities should provide studies that can be used in planning to face crises and benefit from successful experiences and expertise in planning to face crises.
- Universities have future policies to confront various crises. "Universities periodically review the plans and scenarios adopted to confront crises." It also works to make available plans and scenarios to confront crises for employees. Universities conduct exploratory surveys to identify possible crises in the future, and universities determine the nature of their capabilities when planning to face crises.
- Universities form specialized committees for crisis management in faculties, and affiliated universities participate in the process of planning to face crises. "Universities also attract advisors and administrative competencies specialized in facing crises.
- Universities provide boxes for complaints and suggestions to know what challenges employees face during crises, and the conditions of security, safety and health care for employees, while providing plans for how to evacuate in case of serious crises.

2. **Procedures and Practices During Crises:**

- Universities provide correct and accurate information to all concerned parties about the nature and dimensions of crises at the right time.
- They also implement the system of immediate reporting of crisis events.
- Universities define the features of crises, their limits and their impact on work.
- Universities collect information about crises from several sources with continuous updating and use management information systems to enable employees to manage their work from outside universities.
- Universities motivate crisis management and its teams, academia and administrative leaders to exchange views, cooperation and fruitful coordination.
- Universities offer the least harmful alternatives to confront crises, provided that equality between employees is achieved.

- Universities use technological means and modern technologies to confront crises in various ways in delivering their services to beneficiaries to avoid the aggravation of crises.
- Universities are keen to keep in touch with the various media to deliver correct information on crises to prevent rumors.
- Universities enhance the affiliation and desire of employees to face various crises "and encourage employees to respond to lighting work and emergency conditions" and coordinate with members of the local community and its institutions on an ongoing basis to benefit from them in facing crises.

3. Post-Crisis Practices:

- That universities learn from crises to practice preventive management of potential crises.
- Universities disseminate the lessons and lessons learned from crises.
- Universities investigate scientific research on crisis management, taking advantage of the crises that have occurred.
- Universities improve and develop plans and scenarios to confront crises, as universities invest crises in a positive way and employ them for the public interest.
- Universities renew incompetent academic and administrative leaders or change their positions in order to deal with future crises.
- Universities provide ways and means to resume work, stabilize and return to normal.
- Universities provide sites affected by crises with the resources and needs necessary to restore normal activity, and implement corrective and recovery measures to restore the confidence of beneficiaries.

Recommendations and Suggestions:

- It is necessary to intensify the attention on the part of universities to strategic vigilance and to form a special work team to confront these crises.
- Directing the efforts of universities to find a good diagnosis of educational crises and address the causes that lead to their occurrence of their ability to predict early and establish monitoring systems for educational crises before they occur
- Training faculty members to analyze preparedness capacity" and their participation in monitoring risks and predicting what will happen in the coming situations.
- The necessity of developing and improving the capabilities of the gamma at the stage of discovering the early warning signal through the use of tools and indicators through which any indicators of a future crisis are discovered.
- The necessity of continuous follow-up" and periodic evaluation of the extent of the university's preparations and readiness to participate in the prevention of the negative effects of the pandemic.

- Expanding the provision of universities with all the equipment that is useful in facing various crises, training their affiliates, and granting university academic and administrative leaders more powers to confront various crises and deal with them directly.
- Establishing future foresight centers to sense the internal and external environment surrounding universities.
- Activating the role of crisis and disaster management centers in Saudi universities and linking them with future foresight centers.
- Standing on the obstacles and difficulties that prevented them from carrying out all the stages of crisis management to the fullest and working to study them and strive to overcome them.

Suggested Research For Future Studies: In Light Of The Results Of The Study, The Researcher Suggests Some Future Studies, which are:

Conducting a study to uncover obstacles to crisis management in Saudi universities and how to overcome and confront them.

Conducting studies on the requirements of crisis management in Saudi universities.

Organizational agility as a method of crisis management in public education institutions.

Organizational agility and its relationship to improving institutional capacity in Saudi universities in the Kingdom of Saudi Arabia.

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