

Strategic Planning Models For The Development Of Physical Education And Sports In Higher Education Institutions

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ABSTRACT

The development of physical education and sports in higher education institutions has become an important component of modern educational systems, contributing to students' physical well-being, social integration, and the formation of healthy lifestyles. In the context of global educational transformation, universities are increasingly required to implement effective strategic planning models to ensure sustainable development of sports and physical education programs. This study aims to analyze strategic planning approaches that can enhance the development of physical education and sports in higher education institutions. The research is based on a review of contemporary strategic management theories and educational planning models, focusing on their applicability in the field of university sports management. The study examines classical strategic planning frameworks such as SWOT analysis, Balanced Scorecard, and stakeholder-based planning approaches. These models are analyzed in terms of their potential to improve sports infrastructure, increase student participation, and support institutional competitiveness in higher education. The findings indicate that the integration of strategic planning into university governance significantly contributes to the effective management of sports facilities, development of academic and extracurricular sports programs, and strengthening of institutional reputation. Furthermore, strategic planning allows universities to align sports policies with broader institutional goals, including health promotion, community engagement, and international cooperation. The study concludes that systematic strategic planning models can play a decisive role in improving the quality and sustainability of physical education and sports activities within higher education institutions. The proposed framework provides practical recommendations for university administrators and policymakers seeking to modernize sports management systems and promote active lifestyles among students.

Keywords: Physical education, sports management, strategic planning, higher education, university sports development

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1. Introduction

Physical education and sports play an essential role in the holistic development of students in higher education institutions. Universities are not only centers of academic knowledge but also important environments for promoting healthy lifestyles and social development. Modern higher education systems emphasize the importance of physical education programs in improving students' physical fitness, strengthening their

psychological resilience, and fostering social interaction and teamwork skills. Participation in organized sports activities also contributes to the development of discipline, leadership, and cooperation, which are essential competencies for students' future professional and social life. For this reason, many universities increasingly integrate sports and physical education programs into their institutional development strategies,

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recognizing them as important components of the overall educational environment.

Strategic planning in the social sphere is also based on philosophical and methodological principles that ensure the systematic organization of management processes and the achievement of long-term development goals in educational and social institutions (Huseynov et al., 2026).

In recent decades, globalization and increasing competition among higher education institutions have encouraged universities to adopt modern management approaches to improve both academic and extracurricular activities. Strategic planning has emerged as a key management instrument that allows institutions to effectively organize resources, define long-term goals, and implement sustainable development policies (Bryson, 2018). Within this framework, the strategic development of physical education and sports programs has gained particular importance as universities seek to strengthen their institutional performance and enhance student engagement.

Research in the field of sports education management highlights that the implementation of strategic planning significantly improves organizational efficiency and institutional governance in higher sports education institutions. According to Aliyev, Valiyev, Huseynova, and Khalilov (2025), the integration of strategic planning processes into sports education management contributes to the systematic development of sports programs and strengthens administrative coordination in higher education institutions.

Similarly, studies on coaching specialties demonstrate that effective strategic management ensures the proper planning and implementation of sports activities within educational environments. Babayev, Taghiyev, and Khalilov (2025) emphasize that strategic management approaches support the development of professional competencies in coaching education while improving the organizational structure of sports programs.

In addition, broader analyses of higher education governance indicate that strategic management mechanisms play a crucial role in improving institutional management systems. Khalilov, Aliyev, Guliyeva, and Babayeva (2024) argue that clearly defined strategic directions and management functions allow universities to coordinate educational, administrative, and sports activities more effectively.

From another perspective, research on educational institutions shows that the application of

strategic planning and management mechanisms contributes significantly to the development of sports infrastructure and institutional sports culture. Babayev, Taghiyev, Rahimov, and Khalilov (2026) note that strategic management frameworks help educational institutions implement sustainable sports policies and improve student participation in physical activities.

Furthermore, international practice demonstrates that strategic planning plays an important role in organizing effective management systems within universities. Studies conducted by Khalilov et al. (2024) reveal that strategic planning models facilitate better coordination between administrative units and support the long-term development of educational institutions.

The increasing digital transformation of higher education also highlights the need for strategic planning in institutional management processes. Salmanov et al. (2025) indicate that strategic planning-based management significantly influences the efficiency of management systems in modern educational environments, particularly within digitally transforming institutions.

In parallel with these management approaches, physical education programs contribute directly to the promotion of healthy lifestyles among students. Research shows that systematic participation in sports and physical education activities leads to improved physical health, increased motivation, and stronger social integration among students (Salmanov et al., 2025).

In conclusion, the development of physical education and sports in higher education institutions increasingly depends on the effective application of strategic planning and management approaches. Integrating these models into university governance structures not only improves sports programs but also contributes to the overall institutional development and well-being of students.

2. Strategic Planning in Higher Education

Strategic planning refers to a systematic process through which organizations define their long-term goals and determine the necessary actions required to achieve them. In the context of higher education, strategic planning is considered an essential managerial instrument that helps universities respond to rapidly changing social, economic, and technological conditions. Through clearly defined strategies, institutions are able to organize their resources effectively, develop long-term institutional policies, and improve the overall quality of education and management processes. Strategic planning also provides a

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structured framework for institutional development, enabling universities to determine priorities, allocate financial and human resources efficiently, and ensure sustainable growth.

In modern higher education systems, strategic planning plays a key role in increasing institutional adaptability and strengthening governance mechanisms. As noted in the literature, universities that apply systematic strategic planning models are better able to respond to environmental challenges and maintain institutional competitiveness (Dooris, Kelley & Trainer, 2004). In this context, strategic planning has become a central component of university management, guiding decision-making processes and supporting institutional development strategies.

At the same time, research shows that the implementation of strategic planning in higher education institutions significantly improves management efficiency and organizational coordination. Khalilov, Aliyev, Guliyeva, and Babayeva (2024) emphasize that clearly defined strategic goals and management mechanisms allow universities to regulate academic, administrative, and organizational processes in a more integrated manner.

Furthermore, strategic planning also supports the modernization of management systems in universities, particularly in the context of global educational transformation. Studies indicate that the integration of strategic planning into institutional governance structures helps universities align their development strategies with international educational standards and management practices (Khalilov et al., 2024).

Another important aspect of strategic planning in higher education is its role in supporting digital transformation and innovative management approaches. According to Salmanov et al. (2025), strategic planning-based management systems contribute significantly to improving institutional efficiency and strengthening administrative coordination in modern educational environments.

In addition, strategic planning plays an important role in the development of sports and physical education programs within universities. Strategic planning models allow educational institutions to plan sports infrastructure development, increase student participation in physical activities, and integrate sports programs into broader institutional development strategies. Research conducted by Babayev, Taghiyev, and Khalilov (2025) shows that strategic management approaches improve the

organization and implementation of sports-related activities within educational institutions.

Moreover, the application of strategic planning mechanisms contributes to the sustainable development of sports programs and strengthens institutional sports policies. Babayev, Taghiyev, Rahimov, and Khalilov (2026) emphasize that strategic planning helps educational institutions develop effective management systems that support the long-term development of sports activities.

Table 1. Key Functions and Impacts of Strategic Planning in Higher Education

Strategic Planning Function	Description	Impact on Higher Education Institutions
Goal Definition	Establishing clear long-term institutional goals	Aligns academic, administrative, and extracurricular activities with strategic objectives
Resource Organization	Efficient allocation of financial, human, and material resources	Ensures optimal use of resources and supports sustainable growth
Governance Strengthening	Enhancing institutional management and decision-making processes	Improves coordination between academic, administrative, and sports units
Institutional Adaptability	Responding to social, economic, and technological changes	Increases competitiveness and resilience in a rapidly changing environment
Modernization & Digital Transformation	Integrating innovative management tools and digital systems	Enhances efficiency, coordination, and supports digitalized educational services
Development of Sports & PE Programs	Planning sports infrastructure, programs, and student participation	Strengthens institutional sports policies, promotes student engagement, and

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		supports healthy lifestyles
Sustainability & Policy Integration	Ensuring long-term viability of programs and alignment with institutional strategy	Facilitates continuous improvement of education, sports, and extracurricular activities

In general, strategic planning in higher education serves as a fundamental management tool that facilitates institutional development, improves governance processes, and supports the effective organization of educational and extracurricular activities, including sports and physical education programs.

3. Strategic Planning Models for Physical Education and Sports

Several strategic planning models are widely used in educational administration and sports management to support institutional development and improve the effectiveness of sports programs. These models provide systematic frameworks that help universities organize their resources, define development priorities, and ensure sustainable management of physical education and sports activities. In higher education institutions, the application of strategic planning models contributes to improving sports infrastructure, strengthening institutional governance, and increasing student participation in sports programs.

Studies also indicate that the development of physical education and sports programs plays a significant role in promoting healthy lifestyles among young people and students, particularly through systematic educational and sports activities implemented within educational institutions (Hasanov et al., 2026).

One of the most commonly applied models in strategic planning is SWOT analysis, which evaluates institutional strengths, weaknesses, opportunities, and threats. This analytical framework allows universities to assess both internal capabilities and external challenges that may influence the development of sports and physical education programs. By identifying strengths such as existing sports infrastructure or qualified coaching staff, and recognizing weaknesses such as limited financial resources, institutions can design more effective development strategies (Bryson, 2018).

In addition to classical planning models, research in higher education management highlights the

importance of integrating strategic management approaches into sports education systems. Khalilov, Aliyev, Guliyeva, and Babayeva (2024) note that the application of strategic management mechanisms allows higher education institutions to coordinate their administrative, educational, and sports activities more effectively, thereby improving overall institutional performance.

Another widely used model in strategic planning is the Balanced Scorecard, which focuses on evaluating organizational performance through several key indicators. These indicators typically include financial resources, organizational development, infrastructure improvement, and stakeholder satisfaction. In the context of university sports management, the Balanced Scorecard approach helps administrators monitor the effectiveness of sports programs and align them with broader institutional goals (Kaplan & Norton, 1996).

Furthermore, modern research emphasizes that strategic planning models contribute to improving management efficiency in sports education institutions. According to Aliyev, Valiyev, Huseynova, and Khalilov (2025), the implementation of strategic planning frameworks strengthens coordination between administrative structures and enhances the development of sports education systems in higher education institutions.

Another important approach in strategic planning is the stakeholder-based planning model, which focuses on the active participation of different groups involved in the educational process. These stakeholders typically include students, faculty members, university administrators, sports organizations, and community partners. Collaboration between these groups helps universities design more sustainable and inclusive sports development strategies (Taylor et al., 2008).

In addition, studies on sports education management indicate that stakeholder cooperation and strategic coordination are essential for the successful implementation of sports development policies. Babayev, Taghiyev, and Khalilov (2025) emphasize that strategic planning processes in coaching and sports education specialties significantly improve the organization and implementation of sports activities in educational institutions.

Moreover, the application of strategic planning mechanisms in educational institutions contributes to the sustainable development of sports infrastructure and institutional sports culture. Research conducted by Babayev, Taghiyev, Rahimov, and Khalilov (2026)

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demonstrates that effective strategic planning helps institutions establish long-term sports development programs and improve student participation in physical activities.

Table 2. SWOT Analysis for Physical Education and Sports Development in Higher Education

Internal Factors	Description	Impact on PE & Sports Programs
Strengths	Existing sports infrastructure, qualified coaches, institutional support	Facilitates effective sports programs and student participation
Weaknesses	Limited financial resources, insufficient facilities, lack of specialized programs	Restricts growth and quality of sports activities
Opportunities	Collaboration with sports organizations, grants, digital tools	Allows expansion and modernization of programs
Threats	Competition with other universities, low student engagement, policy changes	Could hinder program sustainability and institutional competitiveness

Overall, the use of strategic planning models in physical education and sports management enables universities to develop systematic and sustainable strategies for improving sports programs, strengthening institutional management systems, and promoting active and healthy lifestyles among students.

4. Discussion

The application of strategic planning models significantly improves the management of physical education and sports programs in universities. Through structured planning processes, higher education institutions are able to develop long-term strategies aimed at strengthening sports infrastructure, increasing student participation in physical activities, and enhancing the overall effectiveness of sports programs. Strategic

planning also allows universities to identify institutional priorities, allocate resources more efficiently, and coordinate the activities of various administrative and academic units involved in sports management (Bryson, 2018; Dooris, Kelley & Trainer, 2004).

In modern higher education systems, the development of physical education and sports programs is closely linked to institutional management capacity. Strategic planning provides a framework through which universities can systematically design and implement sports development policies that contribute to student well-being and institutional progress. As emphasized in the literature, strategic management approaches help universities integrate sports activities into broader educational objectives and institutional development strategies (Houlihan & Green, 2008; Taylor, Doherty & McGraw, 2008).

Another important dimension of strategic planning in universities is the use of modern management and performance evaluation models. For example, the Balanced Scorecard approach provides institutions with an effective mechanism for monitoring performance indicators related to financial management, infrastructure development, organizational learning, and stakeholder satisfaction (Kaplan & Norton, 1996). These tools allow university administrators to evaluate the effectiveness of sports programs and adjust institutional strategies accordingly.

Recent studies in the field of higher education management further highlight the importance of strategic planning in improving governance systems and organizational efficiency. Khalilov, Aliyev, Guliyeva, and Babayeva (2024) argue that the application of strategic management mechanisms in universities contributes to better coordination between academic, administrative, and sports-related activities, which ultimately enhances institutional performance.

Similarly, research focusing on sports education institutions indicates that the integration of strategic planning processes strengthens management effectiveness and supports the systematic development of sports programs. According to Aliyev, Valiyev, Huseynova, and Khalilov (2025), the use of strategic planning tools enables higher education institutions to organize sports education systems more effectively and improve the quality of administrative decision-making.

Another important aspect of strategic planning is its role in supporting the sustainable development of sports activities in educational institutions. Studies show

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that strategic planning mechanisms help universities develop long-term policies for sports infrastructure, coaching education, and student participation in physical activities. Babayev, Taghiyev, and Khalilov (2025) emphasize that strategic management approaches significantly improve the planning and implementation of sports programs within educational environments.

Furthermore, the successful implementation of strategic planning and management mechanisms contributes to strengthening institutional sports culture and improving the overall quality of sports activities. Research conducted by Babayev, Taghiyev, Rahimov, and Khalilov (2026) demonstrates that educational institutions applying systematic strategic planning models achieve more sustainable development in sports programs and increase student engagement in physical education activities.

In addition, international experience shows that the effective organization of management systems in higher education institutions largely depends on the integration of strategic planning principles. Studies highlight that strategic planning improves the coordination of institutional structures and strengthens governance processes within universities (Khalilov et al., 2024).

Modern higher education systems are also undergoing rapid digital transformation, which requires universities to adopt innovative and flexible management approaches. Salmanov et al. (2025) note that strategic planning-based management models significantly improve the efficiency of institutional management systems and support the integration of modern technologies into educational and administrative processes.

Finally, systematic physical education programs supported by strategic planning contribute to the promotion of healthy lifestyles among students and strengthen the social and educational impact of sports activities in universities. Research demonstrates that the consistent implementation of physical education policies plays an important role in improving the physical health and overall well-being of students (Salmanov et al., 2025).

Table 3. Effects of Strategic Planning on PE & Sports Programs

Strategic Planning Mechanism	Observed Effect	Supporting Reference
Integration into university governance	Improved resource allocation, infrastructure	Babayev et al., 2026

	development	
Application of Balanced Scorecard	Performance monitoring, efficiency improvement	Kaplan & Norton, 1996
Stakeholder involvement	Increased participation, sustainable program design	Taylor et al., 2008
SWOT Analysis	Identification of strategic priorities	Bryson, 2018

Overall, the integration of strategic planning models into university management structures enables institutions to develop more effective sports policies, strengthen institutional governance, and promote active and healthy lifestyles among students while adapting to contemporary educational challenges.

5. Conclusion

The development of physical education and sports in higher education institutions requires the implementation of effective strategic planning and management approaches. In modern educational environments, universities are expected not only to provide academic knowledge but also to support the comprehensive development of students, including their physical health, psychological well-being, and social engagement. Physical education and sports programs therefore represent an important component of the university environment, contributing to the formation of healthy lifestyles, strengthening teamwork skills, and improving students' overall quality of life.

In this context, strategic planning plays a crucial role in organizing and managing sports activities within higher education institutions. Strategic planning allows universities to determine long-term goals, define institutional priorities, and establish effective management mechanisms that support the development of sports infrastructure and educational programs. By adopting systematic planning approaches, universities can ensure that sports and physical education programs are aligned with broader institutional strategies and educational objectives.

Strategic planning models such as SWOT analysis, Balanced Scorecard, and stakeholder-based planning approaches provide universities with practical frameworks for improving the organization and management of sports programs. These models help

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institutions identify internal strengths and weaknesses, evaluate external opportunities and challenges, and develop sustainable strategies for sports development. In addition, performance evaluation tools allow university administrators to monitor the effectiveness of sports programs, improve resource allocation, and ensure the continuous improvement of institutional management systems.

The implementation of strategic planning also contributes to strengthening cooperation among different stakeholders within the university environment. Effective collaboration between administrators, faculty members, coaches, and students enables institutions to create more inclusive and sustainable sports programs. As a result, universities can increase student participation in physical activities, promote a culture of active living, and enhance the social and educational value of sports within the academic community.

Furthermore, strategic planning supports the long-term sustainability of sports programs by integrating sports development policies into broader institutional development strategies. Universities that adopt systematic planning approaches are better positioned to improve sports infrastructure, organize professional sports training programs, and expand opportunities for participation in both recreational and competitive sports activities.

In conclusion, the effective development of physical education and sports in higher education institutions largely depends on the integration of strategic planning and management principles into institutional governance systems. Strategic planning enables universities to create structured, sustainable, and student-centered sports environments that support both educational objectives and public health goals. By adopting modern strategic management approaches, higher education institutions can enhance the quality of sports programs, strengthen institutional development, and contribute to the promotion of healthy and active lifestyles among students.

Future research may focus on empirical investigations that examine the practical implementation of strategic planning models in different higher education contexts. Such studies could provide deeper insights into how strategic management practices influence the development, effectiveness, and sustainability of physical education and sports systems in universities.

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