APPRAIS

governAnce, quality, accountability:
a Piloting Reform PRrocess
in kurdistAn reglon of Iraq

WP3: Strategic Planning, Management and Quality Assurance: Capacity Building Action

"1st Training Week"

University of Oslo, 9 - 13 May 2022
Oslo, Norway

FRIDAY 13 MAY

Venue: Seminar room 1,
Sophus Bugge's building, ground floor

AGENDA

Friday 13 May 2022

"Strategic Planning in Higher Education"

09:30-15:30

09:15-09:30 *Arrival and registration*

09:30-15:00 **Session 8**

Strategic planning: A way to secure quality and coherence in a university's activities.

At some time today, UiO pro-rector Åse Gornitzka will come with a greeting.

9:30-11:00 "Planning – transparency, involvement and the formal decision processes"

Professor **Peter Maassen** – peter.maassen@iped.uio.no

UiO: Department of Education

Professor Maassen has served as extraordinary professor at Stellenbosch University, South Africa and fellow at Steinhardt Institute for Higher Education Policy, New York University, USA. He has several appointments within Higher Education sciences in Norway, Sweden and Germany, and is part of the research group "Knowledge, Learning and Governance: Studies in Higher Education and Work"

Presentations and discussions with Maassen and WP leaders

11:00-11:15 **Coffee break**

11:15-12:30 Training session in groups

Write a strategic plan example for your university/the higher education sector (Ministry). Identify attainable goals for 2023, goals for a three-year period and long-term goals e.g. 2030. Focus on management/governance, the Bologna process and international ambitions. For each goals, sketch out some actions that are necessary to attain the goal.

12:30-13:30 **Lunch**

Venue: UNION – the student restaurant, Frederikke building first floor.

13:30-14:00 Group session continues.

14:00-14:45 Presentations of the group work in plenary, feedback and comments by the European partners.

14:45-15:00 Short break

15:00-15:30 **Summing up the training week**

What have we learnt, what did we miss, which issues must be elaborated further in the next training session in Sulaimania? Led by UNIMED and WP leaders

DAY 5

READINGS FOR PREPARATIONS:

University of Oslo – Strategy 2030 (long period => open and general goals and ambitions
https://www.uio.no/english/about/strategy/strategy-2030/

UiO's Comprehensive Cllimate and Environmental Strategy
https://www.uio.no/english/about/strategy/climate-and-environment/index.html
Link to PDF-file on the website. Also "Action plan for climate and environmental work"

UiO – Strategy for the Humanities at the University of Oslo
(note the division in "Objectives" and "Actions")
https://www.uio.no/english/about/strategy/humanities-strategy/index.html

UiO – HR strategy for researchers (Europena Research Area initiative: Charter and Code)
https://www.uio.no/english/about/strategy/hr-strategy-for-researchers/index.html

University of Pisa – overall strategy:
https://www.unipi.it/index.php/university/item/2545-international-strategy

University of Pisa – International Strategy:
https://www.unipi.it/index.php/international-strategy

University of Evora – Mission, Vision, Values, Anchor Areas
https://www.uevora.pt/en/university/mission

University of Evora – Strategic plans:
https://www.uevora.pt/en/university/institutional-documents/Planos-e-Relatorios-de-Atividades2/Strategic-Plans

Other literature on university strategic planning:

Charles A. Goldman and Hanine Salem: "Getting the most out of university strategic planning" (pdf)
https://www.rand.org/content/dam/rand/pubs/perspectives/PE100/PE157/RAND_PE157.pdf

Karen E. Hinton: A Practical Guide to Strategic Planning in Higher Education:
https://www.gcsu.edu/sites/default/files/documents/2021-07/Practical%20Guide%20to%20Strategic%20Planning%20in%20Higher%20Education_Hinton%202012.pdf

A collection of American university strategic plans from University of North Colorado:
https://www.unco.edu/president/planning/examples.aspx