



**Logo of the University**

**University Name**

**Institutional Strategic Plan for University**  
**Reform**  
*Sub-title*

**Date**

**Prepared by**





By Institutional Strategic Plan for University Reform, it means to develop a strategic plan with the involved stakeholders for each university that would be validated by the leadership of each university and by the Ministry including the university strategy on quality assurance, recognition of credits, Bologna process and in general on their management of the governance system of their university, the pillars of APPRAIS project. This strategic plan is based on the planned roadmap defined in WP2 and on the shared Strategy of the Ministry of Higher Education and Scientific Research in Kurdistan region of Iraq.





## Contents

**INSTRUCTIONS: Update the Table of Contents as the final step before finalising your plan.**

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## Acronyms

**INSTRUCTIONS:** List any acronyms used in the report especially the ones used more times.  
**Some examples:**

M&E	Monitoring and Evaluation
QAM	Quality Assurance Management
TM	Third Mission
IoHE	Internationalisation of Higher Education
BP	Bologna Process





# 1 Introduction

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**INSTRUCTIONS: Complete the introduction with some background on the university and the objectives of the strategic planning process.**

## 1.1 University/Higher Education Institution

<Insert an introduction to the University/Higher Education Institution>

## 1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- <Insert objective>
- <Insert objective>
- <Insert objective>
- <Insert objective>
- <Insert objective>

## 1.3 Methodology

<Describe the methodology used to complete the strategic planning process, including which stakeholders were consulted, how they were consulted and who developed the plan>





## 2 University Profile

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**INSTRUCTIONS:** Complete the university profile with information about the history of the university, from when it exists, and its vision and mission and core values.

**What do you do now but feel that you need to change?**

### 2.1 Vision

**Where do you want to lead your university? (Please reflect on this topic with your needs analysis in mind and insert a statement summarizing where you want to see your university when the problems you have identified have solved with the project.)**

<Insert the vision of the university>

### 2.2 Mission

**Why does your university exist?**

<Insert the mission of the university>

### 2.3 Values

**What are the guiding principles of your work?**

The core values of the university are:

- <Insert>
- <Insert>
- <Insert>
- <Insert>
- <Insert>





## 2.4 Current approach

**What are your university priorities? (Are the priorities you will be formulating in this project in congruity with your university overall priorities?)**

<Describe the current aims, objectives, strategy and activities of the university, including any major achievements>

## 2.5 Current challenges

**What could prevent you from realizing your vision and what should be done? A SWOT analysis (provided in the Action Plan template) should be performed at this purpose.**

<Describe the current challenges faced by the university>





# 3 Institutional Strategic Plan

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**INSTRUCTIONS:** Describe the strategy for the university, including the objectives, key indicators, target groups, target areas and approach.

## 3.1 Goals

What should we do to realize our vision? A goal is a specific target, an end result or something to be desired. It is a major step in achieving the vision.

- <Insert>
- <Insert>
- <Insert>
- <Insert>
- <Insert>

## 3.2 Objectives

A measure of change in order to bring about the achievement of the goal. The attainment of each goal may require a number of objectives to be reached

Within <X> years the university aims to achieve the following objectives:

- <Insert>
- <Insert>
- <Insert>
- <Insert>
- <Insert>







### 3.3 Actions

**Which main actions should be taken to achieve your objectives?**

Within <X time> the university aims to take these actions

- <Insert>
- <Insert>
- <Insert>
- <Insert>
- <Insert>

### 3.4 Key performance indicators

**What are the measurements of success? How are we going to know that we achieve our goals?**

Achievement of the objectives will be measured using the following key performance indicators:

- <Insert>
- <Insert>
- <Insert>
- <Insert>
- <Insert>

### 3.5 Responsible division(s)

<Describe the team of the division(s) involved in the strategic plan preparation>

### 3.6 Resources

<Describe briefly the estimated costs, what is needed in the strategic plan preparation>





### 3.7 Risks and contingency plan

<Briefly describe the risks/possible obstacles related to the achievement of the objective that could prevent the realisation of the specific activities and suggest a contingency plan>





## 4 Annexes

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**INSTRUCTIONS: Add any necessary annexes. This could include a logframe, SWOT analysis, workplan, monitoring and evaluation table, etc.**

### 4.1 <Annex Title>

<Insert annex content>

### 4.2 <Annex Title>

<Insert annex content>

