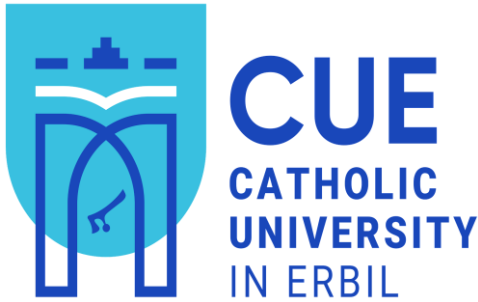


STRATEGIC PLANNING DEVELOPMENT POLICY		POLICY NUMBER: CUE-PA001
		OWNER: PLANNING AND ASSESSMENT
		CONTACT INFORMATION: pao@cue.edu.krd
		EFFECTIVE DATE: Mar-17 2025
		REVIEW DATE: Mar- 17 2030

THE CATHOLIC UNIVERSITY IN ERBIL

Strategic Planning Development Policy

Content

I. PURPOSE	1
II. SCOPE	2
III. DEFINITIONS	2
IV. POLICY STATEMENT	2
V. PROCEDURE STATEMENT	3
VI. POLICY HISTORY	3

I. PURPOSE

This policy document is established by the Catholic University in Erbil (CUE) to serve as an official framework for ensuring consistent identification, governance, and application of Strategic Planning and Development across the University.

The purpose of the Strategic Planning Development Policy is to establish a standardized process whereby the University regularly reviews its mission, vision, core values, strategic objectives, Institutional Learning Outcomes (ILO), Student Learning Outcomes (SLO), Program Learning Outcomes (PLO), Module Learning Outcomes (MLO), and any other principles that govern institutional development, quality, and effectiveness in line with Middle States Commission on Higher Education (MSCHE) accreditation standards and national higher education legislation (MHE Quality Assurance Framework). The policy creates a transparent system that will allow all stakeholders of the University to be part of a participatory review of established University priorities and an opportunity for significant revision and innovation where required.

II. SCOPE

X University-Wide

☐ Departmental Specify Department(s): _____

The Strategic Planning Development Policy applies to CUE faculty, administrative staff (staff), students, and all other individuals or external advisory bodies involved in planning University strategy.

III. DEFINITIONS

Academic - Means all matters directly related to the education and training requirements of students.

Institutional Learning Outcome (ILO) - An institutional learning outcome is a statement of the skills, knowledge, and abilities that students are expected to develop as a result of their overall studies at CUE.

Ministry of Higher Education and Scientific Research (MHE): The Ministry of Higher Education and Scientific Research of the Kurdistan Regional Government of Iraq.

Mission - the definition of what an organization does and its objectives.

Module Learning Outcome (MLO) - A module learning outcome is a goal of what a student is expected to know and be able to do upon the successful completion of each module.

Module - a module is a distinct set of knowledge conveyed in a finite period for credit. Another substitute term at other institutions may be “course.”

Non-academic - means all matters that do not directly relate to the education and training requirements of students.

Program Learning Outcome (PLO) - A program learning outcome is a concise statement that communicates to students what they will learn and how they will learn during the studies in their respective department.

Student Learning Outcome (SLO) - Student learning outcome describes what students are able to do (knowledge, skills, values, behaviors, “habits of mind”) as a result of a module or a program.

Vision - where an organization aspires to be by a particular period of time in specific areas of concern.

IV. POLICY STATEMENT

CUE is committed to fostering a culture of excellence in all dimensions of academics, research, administration, and community service. Strategic planning is a systematic process for defining the University's future vision and developing a roadmap to achieve it. This policy and accompanying Procedure (PA001PR) provide a concise and practical framework for creating and carrying out the University's strategic plan, as well as for evaluating and modifying it on a regular basis. Progress toward strategic objectives is measured, reported, and linked to resource allocation under the Institutional Assessment and Effectiveness Policy (PA002), which governs the assessment of student learning and institutional effectiveness. In addition to effectively addressing new challenges and opportunities, this policy ensures that strategic activities are in line with the University's mission, vision, core values, and

strategic objectives. The policy guides our stakeholders' combined efforts toward shared strategic objectives and is applicable across all university colleges, departments, and offices. CUE strives to empower faculty, staff, and students with this practical framework and improve resources and institutional effectiveness. The policy emphasizes our commitment to excellence and proactive strategic planning through five core principles. CUE defines the core principles as:

1. **Social Cohesion:** Providing opportunities for all groups of significant stakeholders to engage in the planning process.
2. **Transparency:** Ensuring that information about the strategic planning process is openly shared.
3. **Accountability:** Holding individuals and offices and departments responsible for achieving strategic objectives.
4. **Adaptability:** Remaining flexible to adjust to changing internal and external environments.
5. **Alignment:** Ensuring that the strategic plan aligns with and upholds the University's mission, vision, core values, and strategic objectives.

V. PROCEDURE STATEMENT

Refer to the CUE-PA001PR STRATEGIC PLANNING DEVELOPMENT PROCEDURE.

VI. POLICY HISTORY

- a) Owned by: PA, Feb-10 2025
- b) Reviewed by: Strategic Planning Committee, Feb-26 2025, Policy and Procedure Review Committee, Feb-26 2025, Board of Trustees, Oct-2, 2025
- c) Approved by: President's Cabinet
- d) Date approved: Mar-17 2025
- e) Related Policies: Institutional Assessment and Effectiveness Policy (PA002)
- f) Related Procedures: Strategic Planning Development Procedures (PA001PR).
- g) Version: 2026-06-09_CUE-PA001 STRATEGIC PLANNING DEVELOPMENT POLICY
- h) Revision dates: amended Jul-15 2025