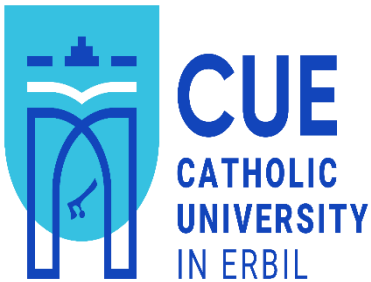


STRATEGIC PLANNING DEVELOPMENT PROCEDURE		PROCEDURE NUMBER: CUE-PA001PR
		OWNER: PLANNING AND ASSESSMENT
		CONTACT INFORMATION: pao@cue.edu.krd
		EFFECTIVE DATE: Mar-17 2025 REVIEW DATE: Mar 17-2030

THE CATHOLIC UNIVERSITY IN ERBIL

Strategic Planning Development Procedure

Content

I. PURPOSE	1
II. SCOPE	2
III. DEFINITIONS	2
IV. PROCEDURE STATEMENT	2
V. PROCEDURE STEPS	3
VI. PROCEDURE HISTORY	4

I. PURPOSE

This procedure document is established by the Catholic University in Erbil (CUE) to provide the official operational process for implementing the requirements established within the Strategic Planning Development Policy (PA001). This procedure defines the process for developing, implementing, reviewing, and updating the University Strategic Plan through a systematic, participatory, and evidence-based approach. It supports institutional effectiveness, regulatory compliance, and continuous improvement.

II. SCOPE

X University-Wide

☐ Departmental Specify Department(s): _____

This procedure applies to all University offices, departments, committees, faculty, staff, students, and stakeholders involved in the development, implementation, monitoring, evaluation, and revision of the University Strategic Plan.

III. DEFINITIONS

Terms used in this procedure (ILO, PLO, MLO, SLO) are defined in the Policy (PA001). In addition:

Key Performance Indicators (KPIs): Measures used to evaluate progress toward strategic objectives.

SMART Objectives: Objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound.

Strategic Plan: The institutional plan identifying priorities, objectives, actions, and measures supporting the University mission and vision.

SWOT Analysis: Assessment of institutional strengths, weaknesses, opportunities, and threats.

IV. PROCEDURE STATEMENT

The strategic planning procedure ensures that CUE follows a consistent and collaborative process for creating, implementing, evaluating, and updating the University Strategic Plan. The President's Cabinet, Strategic Planning Committee, Planning and Assessment Office, and University community share responsibility for maintaining a transparent, accountable, adaptable, and mission-aligned strategic planning process.

The strategic planning process at CUE is maintained through the following:

- a. **Board of Trustees:** Grants final approval of the Strategic Plan.
- b. **President's Cabinet:** Authorizes the initiation, development, and final edits to the strategic plan.
- c. **Strategic Planning Committee:** Coordinates the development, monitoring, review, and evaluation of the Strategic Plan and provides recommendations for improvement.
- d. **University Community:** Actively participates in the strategic planning process and contributes to achieving the University's strategic objectives.
- e. **Planning and Assessment Office:** Facilitates and coordinates the strategic planning process while providing support for drafting a new strategic plan, including risk

assessments, regulatory compliance checks, and alignment with MSCHE accreditation standards and MHE requirements.

V. PROCEDURE STEPS

Step/Phase 1: Initiation and Preparation

Responsible Party: President, President's Cabinet, Planning and Assessment Office, Strategic Planning Committee

Required Actions:

- 1.1 Establish the Strategic Planning Committee.
- 1.2 Define the scope, timeline, and planning framework.
- 1.3 Conduct internal and external review, including SWOT analysis.
- 1.4 Ensure alignment with mission, vision, and regulatory requirements.

Required Documentation/Evidence: Strategic Planning Committee Charter; Planning timeline; SWOT analysis; Regulatory review documentation

Step/Phase 2: Strategic Plan Development

Responsible Party: Strategic Planning Committee with University stakeholders

Required Actions:

- 2.1 Review and confirm or revise mission and vision statements every five years.
- 2.2 Gather input from faculty, staff, students, and external stakeholders.
- 2.3 Develop SMART strategic objectives.
- 2.4 Identify strategies, actions, required resources, budgetary considerations, personnel needs, timelines, and responsible parties necessary to achieve each strategic objective.

Required Documentation/Evidence: Stakeholder feedback; Draft strategic plan; Meeting minutes; Budget/resource documentation

Step/Phase 3: Approval and Implementation

Responsible Party: President's Cabinet, Board of Trustees, Responsible Departments/Offices

Required Actions:

- 3.1 Review and finalize the strategic plan.
- 3.2 Obtain required institutional approvals.
- 3.3 Develop action plans including tasks, timelines, responsible parties, and resources.
- 3.4 Communicate the strategic plan to stakeholders.

Required Documentation/Evidence: Approved strategic plan, action plans, and communication records.

Step/Phase 4: Monitoring, Review, and Evaluation

Responsible Party: Strategic Planning Committee, Planning and Assessment Office, Assigned Departments/Offices

Required Actions:

4.1 Monitor progress using KPIs and outcome measures, including ILOs, PLOs, SLOs, and MLOs as applicable, drawing on the Institutional KPI Dashboard and the annual program and unit assessment reports produced under the Institutional Assessment and Effectiveness Policy (PA002) and Procedure (PA002PR).

4.2 Collect annual updates from responsible offices and departments.4.2 Collect annual updates from responsible offices and departments, including the IEAC’s annual certification and consolidated assessment findings.

4.3 Review progress, challenges, resource needs, and environmental changes.

4.4 Recommend revisions, resource adjustments, or procedural changes with written justification.

Required Documentation/Evidence: Progress reports; KPI data; Assessment results; Meeting records; Revision documentation

Step/Phase 5: Strategic Plan Updating and Continuous Improvement

Responsible Party: Strategic Planning Committee and President’s Cabinet

Required Actions:

5.1 Assess achievement of strategic objectives.

5.2 Revise strategies and action plans based on evidence and stakeholder feedback.

5.3 Complete annual review and periodic renewal of the Strategic Plan to maintain alignment with University priorities, assessment results, stakeholder needs, and regulatory requirements. Complete mission and vision statements review every five years.

Required Documentation/Evidence: Updated strategic plan; Review reports; Stakeholder feedback; Approval records

VI. PROCEDURE HISTORY

- a) Owned by: Planning and Assessment Office
- b) Reviewed by: Strategic Planning Committee; Policy and Procedure Review Committee, President’s Cabinet, Compliance Committee of the Board of Trustees
- c) Approved by: The President’s Cabinet
- d) Date approved: Jul-30 2026

- e) Related Policies Strategic Planning Development Policy (PA001); Institutional Assessment and Effectiveness Policy (PA002)
- f) Related Procedures: Institutional Assessment and Effectiveness Procedure (PA002PR); Financial Planning and Budgeting Procedure
- g) Version: 2026-06-09_CUE-PA001PR STRATEGIC PLANNING AND DEVELOPMENT PROCEDURE
- h) Revision dates: Jun-2026 (Editorial/Procedure Separation)