



Strategic Plan Development Policy and Procedure



*Approved by: Rector of the University,
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Representative Council on June 19, 2020)*

1. Purpose of the document

- 1.1. The purpose of the document is to describe the general approaches, requirements, and work processes of the seven-year strategic development plan and the three-year action plans of the Eastern European University (hereinafter - the University).

2. Scope of application

- 2.1. The document is used by all the main and auxiliary structural units of the University in the processes of strategic development and action plan development.

3. Definitions of terms

- 3.1. The Strategic Development Plan (hereinafter - the Strategic Plan) is a long-term planning document of the University, which describes the priorities and activities for the future development of the University based on its goals and visions.
- 3.2. The Action Plan (hereinafter - the Action Plan) is a document that describes the activities planned in accordance with the strategic plan of the University in the medium term. It includes tasks, activities, timelines for implementation, performance indicators, description of sources confirming the achievement of the task, structural units responsible for their implementation, parties involved and risks.
- 3.3. The Monitoring Plan of the University Strategic Plan key indicators (hereinafter referred to as the Monitoring Plan) is a document that describes the target indicators planned in accordance with the University Strategic Plan, as well as data collection methods, source of verification, summarization and analysis.
- 3.4. Monitoring of the implementation of strategic development and action plans (hereinafter - monitoring) is a process that provides periodic evaluation of the activities carried out within the framework of the University's goals, strategic development and action plan, as well as the monitoring plan. The monitoring process is carried out annually.

4. Strategic planning policy at the university

- 4.1. The University Strategic Development Plan is the University Institutional Development Plan,

which is based on the University's mission and reflects the institution's long-term vision for development, future development priorities, strategic goals and ways of achieving it, as well as target benchmarks.

4.2. It is a guide document for all structural units involved in the development of the University and is designed for 7 years, and it is reviewed at least once every 3 years.

4.3. The University Strategic Development Plan describes:

- a) Strategic activities related to the problems and challenges facing the University, taking into account their priorities;
- b) The expected results as a result of achieving strategic objectives;
- c) Ways to achieve the set goal and defined targets.

4.4. An action plan is part of the University Strategic Development Plan.

4.5. The action plan is a short-term plan for the implementation of the strategic plan and is designed for 3 years, and it is reviewed every year, within which the work plan for the next year is done.

4.6. The action plan in 3 years describes the list of specific tasks in accordance with the set strategic objectives, the structural units responsible for their implementation, the relevant deadlines, and verifications and sources.

4.7. The University Action Plan is a tool for assessing the effectiveness of both the University and each structural unit.

4.8. The Strategic and Action Plan is public and accessible to all stakeholders.

4.9. Strategic planning at the university is based on the continuity of the process, factual data, evidences and research results, as well as the results of self-assessment carried out with the involvement of the university community.

4.10. Leadership of university leaders in the planning process, active involvement of the university community and showing initiative are very important.

5. The strategic planning process consists of the following main phases:

5.1. The strategic planning process consists of the following main activities:

1. Initiation of strategic planning;
2. Preparation of strategic and action plan;
3. Approval of the strategic plan;

6. Initiation of strategic planning

- 6.1. Strategic planning and revision of the current plan is initiated by the Rector.
- 6.2. Initiation of strategic planning can be triggered by the following circumstances:
 - a) Not less than 6 months before the expiration date specified in the current strategy plan;
 - b) In case of emerging new external or internal challenges that affect the development of the University and require a strategic response.
- 6.3. In order to effectively organize the strategic planning process, a working group is established at the University by the order of the Rector, which ensures the development of strategic development and action plans of the University.
- 6.4. The staff of the working group is determined by the Rector. It should include university services, faculty staff, as well as representatives of the academic and student community.
- 6.5. In addition to the permanent members, other staff members of the academic and structural units of the University are involved in the process at various stages, if necessary.
- 6.6. If necessary, experts, employers, a representative of a partner educational institution and a representative of other stakeholders may be invited to the working group.

7. Preparation of strategic and action plan

- 7.1. The strategy should be planned taking into account all the areas necessary for the full functioning of the university and the set activities should ensure sustainable institutional development.
- 7.2. During the development of the strategic development plan, the relevant activities should be analyzed, reviewed and developed:
 - a) Internal quality assurance;
 - b) Planning and implementation of educational programs;
 - c) Student contingent planning;

- d) Research activities;
- e) Improving human and material resources;
- f) Development of student services;
- g) Planning of activities to be implemented within the framework of social responsibility;
- h) Other important areas of priority for the University.

7.3. The strategic development plan should include the following information:

- a) Introduction (brief overview of the strategy);
- b) Mission and vision;
- c) A brief history of the University and a review of past experience;
- d) Assessing strengths and weaknesses, reviewing development opportunities and assessing implementation risks;
- e) Strategic and pervasive priorities;
- f) Strategic goals and a specific list of objectives related to their achievement and expected results;
- g) Target benchmarks.

7.4. The action plan is in line with the activities set out in the strategic plan for 3 years.

7.5. The document describes:

- a) A list of works in accordance with strategic and pervasive priorities, which correspond to the priority of their implementation;
- b) Responsible for the implementation of activities, both direct and involved structural units. The involved party is the structural units of the University, which, due to their rights and responsibilities, are not directly responsible for the implementation of this activity, but make a certain contribution to its implementation as an auxiliary unit;
- c) Implementation deadlines. All activities should be scheduled on time.
- d) Sources of verification of achieved results. These sources can be both documents developed within the activity, as well as research results, contracts, MoUs and any other documented

source of information;

7.6. The University Strategic and Development Action Plan should be realistic and achievable in a timely manner, taking into account existing risks.

8. Approval of the strategic plan

8.1. The draft strategic plan developed by the planning group is submitted to the University Representative Board for consideration by the Rector and approves based on their recommendations.

8.2. Once approved, the plan will be made public on the University website.

9. Monitoring the implementation of the strategic development plan

9.1. The procedure for monitoring and evaluation of the University activities is an effective tool for analyzing the results achieved by the University and its key and supporting structural units, which allows you to periodically evaluate and / or measure whether the University achieves its strategic goals and outcomes.

9.2. The Strategic Development Plan Monitoring Procedure is conducted using the University's Strategic Development and Action Plan monitoring and evaluation policies and procedures.