

# Salahaddin University-Erbil

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*Strategic Plan of Salahaddin University-Erbil 2025–2030*



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*March 2025*

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## **1. Introduction**

In an increasingly globalized higher education environment, universities are facing rapid changes in terms of technology, globalization of research, and changes in labor market needs, which make strategic planning a vital factor for universities to remain competitive, relevant, and impactful. Salahaddin University-Erbil (SUE), one of the top public universities in the Kurdistan Region of Iraq, has developed a five-year Strategic Plan (2025–2030) to define the direction of the institution and how it aims to achieve its vision of becoming a globally recognized research-intensive institution, while fulfilling its mission to deliver high-quality education, impactful research, and robust engagement with industry and society. The plan sets priorities, objectives, and actions that will help guide institutional development.

## **2. Why a Strategic Plan is Needed**

Without a strategic plan, the various academic and administrative departments will not necessarily be working towards common institutional goals, and the university will not have a clear path forward for its growth, which could cause efforts to become unfocused, resources to be allocated inefficiently, and growth opportunities to be missed.

Therefore, the strategic plan serves as a guide for SUE to make decisions about prioritizing investments, improving institutional performance, and addressing regional and global trends in higher education. In addition to competing with other institutions within their own country, universities must now compete on the international stage in terms of research output, teaching quality, innovation, and international partnerships. A strategic plan would help SUE enhance postgraduate education, strengthen its research capacity, and develop the pedagogical skills of its academic staff. To ensure that, it also promotes the integration of industry partnerships into academia.

### **3. Assessing the Current Position of the University**

The initial phase of developing a strategic plan is to assess where the university is currently at, which is determined by looking at the strengths, weaknesses, opportunities, and challenges (SWOT) of the university through both internal and external evaluation tools. Internally, the university can analyze its key performance indicators, such as research output, postgraduate enrollment, teaching quality, faculty qualifications, infrastructure capacity, and graduate employability, based on institutional reports, academic departments, and quality assurance units, as well as surveys of students, staff, and alumni. Externally, the university can be benchmarked against leading regional and international universities to see how competitive it is and to gauge how close it is to global standards.

### **4. Institutional Overview**

The University plays a crucial role in the development of higher education in Iraq and the Kurdistan Region. It maintains a commitment to research, innovation, and community engagement while offering undergraduate and postgraduate degrees across diverse discipline.

The university aims to enhance governance, updating teaching practices, broaden its research potential, and strengthen its connections with business and society in the following five years.

## **5. Vision, Mission and Core Values**

### **5.1 Vision**

To become a globally known, research-intensive university rated among the leading institutions in the region and rising on the international arena, marked by impactful research, pedagogical excellence, innovation, and strong integration with industry and society.

### **5.2 Mission**

To increase knowledge through high-impact research and postgraduate excellence; to equip academic staff with pedagogical competencies that are internationally benchmarked; and

to provide market-aligned education that results in graduates who are innovative, competitive, and globally employable through strong university–industry collaboration.

### **5.3 Core Values**

- Academic Excellence
- Integrity and Accountability
- Innovation and Creativity
- Quality and Continuous Improvement
- Collaboration and Partnership
- Student-Centered Learning

## **6. Strategic Framework 2025–2030**

The Strategic Framework is organized around five pillars, each with defined objectives, key initiatives, and measurable performance indicators.

### **6.1. Pillar 1: Academic Excellence and Quality Assurance**

#### **6.1.1. Aim:**

To establish Salahaddin University-Erbil as a center of pedagogical excellence by fostering a culture of continuous quality improvement, ensuring that all academic programs meet international standards and produce graduates who are highly competitive in the global labor market.

#### **6.1.2. Objective:**

Implement Outcome-Based Education (OBE) across all programs, strengthen institutional and programmatic accreditation readiness, enhance teaching excellence through modern pedagogical training, and ensure graduate employability through curriculum alignment with market needs.

### 6.1.3. Action Plan:

Action Category	Specific Action Items	Responsibility	Timeline	Key Performance Indicator (KPI)
Policy Development & Implementation	Formalize the Outcome-Based Education (OBE) Framework, requiring all departments to define clear Program Learning Outcomes (PLOs) and Students Learning Outcomes (SLOs).	Quality Assurance Office	2025	100% of programs with published PLOs/SLOs
Capacity Building Initiatives	Establish a National/International Accreditation Roadmap for high-priority colleges (Engineering, Science, etc.), according to KAAE	VP Scientific Affairs	2025-2026	Number of programs achieving "Accreditation Candidate" status
	Implement the Graduate Employability Policy, mandating annual curriculum reviews involving industry stakeholders. (advisory board)	University Council	2025	Percentage of curricula updated based on industry feedback
	Launch a university-wide Pedagogical Training Program focused on Student-Centered Learning, Assessment Literacy, and OBE implementation.	Pedagogy center & Ibn Sina for training and development	2025-2027	Number of faculty certified in modern pedagogy
	Conduct workshops for QA coordinators on Internal Quality Audit (IQA) techniques and accreditation self-study reporting.	QA Office / International Experts & Accreditation Unit	2026	Number of staff trained in accreditation standards
	Develop an Academic Mentorship Program where senior distinguished faculty mentor junior staff on teaching excellence.	HR / College Deans	2026	Percentage participation rate of junior faculty

Performance Monitoring (KPIs)	Introduce Student Evaluation of Teaching (SET) through the digital portal to provide real-time feedback to instructors.	IT Center / QA Office	2025	Average student satisfaction score per college
	Track Graduate Destination Data (employment rates and employer satisfaction) six months post-graduation. Alumni	Career Development Center (CDC)	Annually	percentage of graduates employed in their field of study
	Monitor Course Completion Rates and student progression to identify and support "at-risk" students.	Registrar Office	Each Semester	Percentage of reduction in student attrition
Annual Review & Reporting	Produce the Annual Academic Quality Report (AAQR), auditing each department's compliance with the Bologna Process and OBE standards.	QA Office	Annually (July)	Completion and publication of the AAQR
	Hold an Annual Stakeholder Forum with alumni and employers to review the relevance of academic outcomes to the job market.	Career Development Center (CDC)	Annually (Oct)	Number of industry partnerships established

#### 6.1.4. Why Pillar one is Important to SUE:

Pillar 1 is the cornerstone of the entire 2025–2030 Strategic Plan. While research (Pillar 2) builds the university's reputation, Academic Excellence is what defines the value of an SUE degree. For Salahaddin University-Erbil, this pillar is critical for the following reasons:

##### 1. Ensuring the SUE Degree's Value (Accreditation)

Both domestic and foreign firms seek quality criteria in a competitive educational environment. Pillar 1 guarantees that an SUE program is globally recognized by emphasizing national and international accreditation. This enables graduates to continue their education or find employment in other regions without having their credentials questioned.

2. The Bologna Process and Outcome-Based Education (OBE) at SUE are currently undergoing a significant pedagogical transformation. The Bologna Process and the shift to Outcome-Based Education (OBE) ensure that education is now focused on what students can achieve after graduation rather than on rote memorization. This pillar provides the framework necessary to ensure that these contemporary approaches are applied consistently across all colleges, from the humanities to the sciences.

### 3. Direct Effect on the Employability of Graduates,

SUE's ultimate goal is to generate graduates that are "creative, competitive, and globally employable." Pillar 1 establishes a clear connection between education and the workforce. SUE guarantees that the skills taught in its classrooms are the precise capabilities needed by both foreign businesses and the contemporary Kurdistan economy by incorporating industry stakeholders in curriculum evaluations.

### 4. Developing Teaching as a Profession (Pedagogical Excellence)

Being a great educator does not inherently result from being a great researcher. Pillar 1 prioritizes teaching excellence by certifying instructors in innovative, student-focused teaching methods. This improves the educational experience for learners, reduces failure rates, and cultivates a more vibrant, inclusive, and interactive learning atmosphere

### 5. Fostering a Culture of Ongoing Enhancement

"Quality Assurance" is not an isolated occurrence; it is a mentality. This pillar implements Internal Quality Audit (IQA) systems that compel each department to assess their performance on an annual basis. This practice of self-assessment guarantees that SUE remains dynamic and continually adapts to elevate scientific and professional benchmarks.

### 6. Fulfilling the Vision of "Leading Institution" Status

SUE aims to be "distinguished by educational excellence." Without a strong emphasis on Quality Assurance, the university cannot assert its leadership in the area. Pillar 1 delivers data and evidence (via KPIs and audits) to demonstrate to the government, the public, and

the international community that SUE continues to be the premier academic choice in Kurdistan.

### **6.1.5. Integration: How Pillar 1 Links to Other Pillars**

#### **Link to Pillar 2 (Research, Innovation, and Graduate Studies):**

"Research-Led Teaching" strengthens academic excellence. Graduate programs enhance by utilizing the same OBE and Quality Assurance standards as undergraduate studies, guaranteeing high-quality dissertations and elevated scholarly output.

#### **Link to Pillar 3 (Digital Transformation and Infrastructure):**

The utilization of OBE and contemporary teaching methods necessitates the "Smart Classrooms" and "Learning Management Systems" (LMS) outlined in Pillar 3. Digital tools serve as the main means for achieving excellence and monitoring quality metrics

#### **Link to Pillar 4 (Governance, Human Resources, and Staff Development):**

Excellence in teaching is fundamental to staff development. The training modules in Pillar 1 are incorporated into the "Staff Development Center" referenced in Pillar 4, guaranteeing that pedagogical skills are connected to career advancement.

#### **Link to Pillar 5 (Community Involvement and Social Influence):**

The emphasis on "Graduate Employability" links the university closely to the community and the industry. By guaranteeing that graduates are "market-aligned," SUE accomplishes its goal of aiding the socio-economic advancement of the Kurdistan Region.

## **6.2. Pillar 2: Research, Innovation, and Graduate Studies**

### **6.2.1. Aim:**

To transform Salahaddin University-Erbil into a research-intensive institution that leads the region in scientific discovery and innovation, while producing high-caliber postgraduate scholars who address complex societal and industrial challenges through evidence-based solutions.

### 6.2.2. Objective:

Increase the volume and quality of indexed publications, diversify and enhance research funding streams, expand high-demand postgraduate programs, and establish multidisciplinary research centers that bridge the gap between academia and industry.

### 6.2.3. Action Plan:

Action Category	Specific Action Items	Responsibility	Timeline	Key Performance Indicator (KPI)
Policy Development & Implementation	Develop and enforce a Research Incentive Policy that provides financial rewards and workload reductions for publishing in Q1/Q2 Scopus/Web of Science journals.	VP Scientific Affairs	2025	Approved Research Incentive Scheme
	Establish an Intellectual Property (IP) and Commercialization Policy to facilitate patent filing and university-led startups.	Legal Dept / Innovation Hub	2026	Number of patents filed by SUE staff/students
	Implement a Grant Management Policy to streamline the application, receipt, and auditing of external research funds.	Finance / Research Office	2025	Percentage of increase in external grant capture
Capacity Building Initiatives	Launch a "Research Excellence Series" of workshops on Grant Writing, Advanced Statistical Analysis, and Scientific Communication.	Director of Research Centre	2025-2027	Number of staff completing research workshops
	Create a Postgraduate Supervisor Training Program to ensure high standards in thesis mentorship and timely degree completion.	Graduate Studies Office & Research Centre	2026	Average time-to-completion for PhDs

	Establish Interdisciplinary Research groups (e.g., Renewable Energy, AI, Kurdish Studies) to foster collaborative cross-college projects.	University Council (Research Centre)	2027-2029	Number of cross-departmental publications (interdisciplinary Research)
Performance Monitoring (KPIs)	Deploy a Research Management Information System (RMIS) to track individual and departmental H-index, citations, and publication counts in real-time.	IT Center / Quality Assurance	2025-2026	Availability of real-time research data
	Set annual Departmental Research Targets based on international benchmarking and global university rankings (QS/Times Higher Education).	Quality Assurance	Annually	percentage of departments meeting research targets
Annual Review & Reporting	Publish the Annual SUE Research & Innovation Report highlighting top researchers, major discoveries, and industry partnerships.	VP Scientific Affairs: QA & Directorate of Scientific Affairs	Annually (Dec)	Publication of the annual report
	Conduct an Annual Graduate Studies Review to assess the market relevance of existing PhD/MSc programs and phase out obsolete curricula.	Graduate Studies Office	Annually	Number of updated or newly launched PG programs

#### 6.2.4. Why Pillar two is Essential for SUE:

As Salahaddin University-Erbil (SUE) transitions into a research-intensive university by 2030, Pillar 2 serves as the primary engine for academic prestige, national problem-solving, and global competitiveness. For a flagship institution of SUE's stature, this pillar is essential for the following reasons:

### 1. Driving Global and Regional Rankings (QS/THE)

Place significant emphasis on research output, faculty citations, and academic standing. To elevate SUE's status on the global stage, as outlined in its Vision, it needs to transition from a teaching-focused approach to one in which high-impact, indexed research (Scopus/Web of Science) serves as the benchmark. This pillar establishes the foundation for SUE to become a recognized name worldwide

### 2. Addressing National and Regional Challenges

The Kurdistan Region encounters distinct obstacles in fields like electricity security, renewable energy, economic diversification, and public health. Pillar 2 shifts SUE's research from theoretical aspects to practical applications. Through the creation of Interdisciplinary Research Centers, SUE can offer the Kurdistan Regional Government (KRG) and local businesses data-driven solutions, reinforcing the university's status as the region's "Think Tank."

### 3. Enhancing the Quality of Postgraduate Education

Postgraduate students (MSc and PhD) are essential to the foundation of any research university. Pillar 2 guarantees that graduate programs are not just a continuation of undergraduate education but are demanding, research-focused experiences. Through aligning dissertations with industry requirements and global standards, SUE cultivates a new wave of scholars who can pursue independent research and excel in professional leadership roles.

### 4. Attracting Research Funding and Grants

Amid changing government budgets, a university needs to broaden its revenue sources. A robust research and innovation foundation enables SUE to access global funding organizations (including Erasmus+, Horizon Europe, and several NGOs). By enhancing its skills in Grant Writing and Management, SUE can obtain external funding to improve its facilities and assist its faculty

## 5. Fostering a Culture of Innovation and Intellectual Property

The "Innovation" aspect of this pillar is vital for moving towards a "Knowledge Economy." Through the implementation of policies regarding Patents and Intellectual Property (IP), SUE motivates its faculty and students to transform their research into products, startups, and solutions. This establishes a connection between the lab and the market, enabling SUE graduates to become entrepreneurs instead of merely job hunters

## 6. Preventing Academic Stagnation

A university that lacks research falls behind. Pillar 2 guarantees that SUE's faculty stays at the forefront of their disciplines. Ongoing research endeavors require faculty to remain aware of global trends, which directly enhances the quality of their instruction and guarantees that the information conveyed to students is timely and pertinent.

### 6.2.5. Integration: How Pillar 2 Links to Other Pillars

#### **Link to Pillar 1 (Academic Excellence):**

Robust research shapes the curriculum (Research-Led Teaching). High-impact publications boosting the university's standing, an essential factor in Quality Assurance and international accreditation standards

#### **Link to Pillar 3 (Digital Transformation and Infrastructure):**

Cutting-edge research demands sophisticated digital infrastructure, including access to high-performance computing (HPC), digital archives, and updated laboratories, all of which are key objectives in infrastructure development.

#### **Link to Pillar 4 (Governance and Human Capital):**

Research output serves as a key criterion for staff promotion and hiring. The "Capacity Building" in research plays a significant role in enhancing human capital and advancing the professionalism of the academic labor force

**Link to Pillar 5 (Community Engagement and Societal Impact):**

Innovation and interdisciplinary research centers aim to address local challenges (e.g., environmental concerns, economic changes). This connects research directly to community service and industry partnership, ensuring that "Innovation" has a real-world application in the Kurdistan Region

**6.3. Pillar 3: Digital Transformation and Infrastructure Development**

**6.3.1. Aim:**

To build a resilient, future-ready "Smart Campus" that integrates cutting-edge technology into every facet of university life, ensuring that SUE’s physical and digital environments provide a competitive edge in research, pedagogy, and administration.

**6.3.2. Objective:**

Modernize digital learning systems, upgrade specialized laboratories, implement smart classrooms, and strengthen IT governance to create a seamless, data-driven academic ecosystem that meets international standards.

**6.3.3. Action Plan:**

Action Category	Specific Action Items	Responsibility	Timeline	Key Performance Indicator (KPI)
Policy Development & Implementation	Establish a comprehensive University Digital Policy covering Cybersecurity, Data Privacy, and Ethics in Artificial Intelligence (AI).	IT Directorate / Legal Dept	2025	Approved and published Digital Policy Manual
	Formulate an Infrastructure Maintenance & Upgrade Policy to ensure lab equipment remains current.	Finance / College Deans	2025-2026	Adoption of a 5-year equipment replacement cycle

Infrastructure & Modernization	Convert 40% of traditional lecture halls into Smart Classrooms (interactive boards, hybrid-ready audio/visual kits).	Engineering / IT Center	2025-2028	Number of fully equipped smart classrooms
	Upgrade STEM and Health Science Laboratories with industry-grade equipment and digital monitoring systems.	Scientific Affairs / Lab Managers	2026-2029	percentage of labs meeting international safety/tech standards
Capacity Building Initiatives	Launch a Digital Literacy Program for all staff and students to ensure proficiency in the University Management System (UMS) and LMS.	Human Resources / IT Center	2025-2027	percentage of staff passing digital competency assessments
	Provide specialized training for IT staff on Cloud Computing, Network Security, and Database Management.	IT Directorate (IT Center)	2025-2026	Number of IT staff with professional certifications (e.g., Cisco, Microsoft)
Performance Monitoring (KPIs)	Implement a Centralized Data Dashboard for real-time tracking of student attendance, grades, and facility usage.	Quality Assurance / IT	2026	Launch of the "SUE Performance Dashboard"
	Deploy an automated Feedback System for students to report technical issues or lab equipment failures.	Quality Assurance	2025	Mean Time to Resolution (MTTR) for tech tickets
Annual Review & Reporting	Conduct an Annual Digital Audit to evaluate the effectiveness of software tools and hardware lifecycle.	Internal Audit Committee	Annually	Published Annual Infrastructure Impact Report

	Perform a Cybersecurity Vulnerability Assessment to protect university research data and personal information.	External IT Consultants	Annually	Security audit "Pass" status
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### 6.3.4. Why this pillar is essential for SUE:

#### 1. Managing Scale and Complexity

SUE oversees numerous colleges and thousands of students across various campuses. Moving from paper-based administration to an Integrated University Management System (IUMS) minimizes human errors, removes bureaucratic delays, and enables university leaders to utilize real-time analytics for data-driven decision-making instead of relying on manual reports

#### 2. Facilitating the Bologna Process

The Bologna Process has been mandated by the Ministry of Higher Education in Kurdistan. Accurately tracking ECTS (European Credit Transfer and Accumulation System), student workloads, and ongoing assessment is nearly impossible at SUE's scale without a strong Learning Management System (LMS). Pillar 3 offers the digital framework essential for ensuring the Bologna Process is successful and transparent

#### 3. Bridging the Gap with Private Institutions

In the Erbil market, newer private universities frequently utilize advanced facilities to draw in exceptional students. Through the use of Smart Classrooms and advanced laboratories, SUE reinforces its status as the leading academic institution, demonstrating its ability to merge its rich historical reputation with modern 21st-century amenities

#### 4. Enabling High-Impact Research

SUE aims to establish itself as a "research-focused" university. Contemporary

investigations in STEM, Social Sciences, and Medicine necessitate fast connectivity, access to extensive global digital databases, and specialized laboratory equipment. Pillar 3 guarantees that SUE researchers possess the "necessary tools" to publish in journals indexed by Scopus and Web of Science, leading to improvements in international rankings (QS and Times Higher Education)

#### 5. Preparing a "Globally Employable" Workforce

The contemporary job market in the Kurdistan Region and internationally requires digital skills. Through the use of hybrid learning, digital collaboration tools, and cutting-edge laboratory technology, SUE guarantees that its graduates possess both theoretical knowledge and technical skills, making them immediately employable in a digital economy

#### 6. Sustainability and Resource Optimization

Due to varying budgets, SUE has to achieve more with fewer resources. Digital transformation lowers expenses linked to physical documents, storage, and ineffective energy consumption. Additionally, the Infrastructure Maintenance Policy guarantees that the university's physical assets are maintained and improved systematically instead of being replaced at a greater expense following a breakdown

### 6.3.5. Integration: How Pillar 3 Links to Other Pillars

- **Link to Pillar 1** (Academic Excellence):

Digital transformation provides the platform for the Bologna Process. Smart classrooms and Learning Management Systems (LMS) enable the "Student-Centered Learning" and hybrid education models required for high-quality pedagogy.

- **Link to Pillar 2** (Research, Innovation, and Graduate Studies):

Modernized laboratories and high-speed digital infrastructure are important for high-impact research. Access to international digital libraries and high-performance computing (HPC) consents SUE researchers to participate globally.

- **Link to Pillar 4 (Governance and Human Capital):**  
Strengthened IT governance digitizes administrative workflows (HR, Finance, Admissions), reducing bureaucracy and human error. The capacity-building initiatives guarantee that staff are not just using technology, but understanding it to improve efficiency.
- **Link to Pillar 5 (Community Engagement and Societal Impact):**  
A strong digital infrastructure allows SUE to provide online professional courses to the community and offers a platform (Alumni Portal/Career Hub) for industry partners to connect directly with students and graduates.

## **6.4. Pillar 4: Governance, Human Capital, and Professional Development**

### **6.4.1. Aim:**

To build a high-performing institutional culture by investing in the continuous professional growth of staff and implementing transparent, efficient governance systems.

### **6.4.2. Objectives:**

- Establish a Continuous Professional Development (CPD) framework for all academic and administrative staff.
- Bridge the digital and pedagogical skill gaps through certified training programs.
- Implement merit-based career progression linked to training outcomes and performance KPIs.
- Develop leadership capacity for mid-level and senior management to ensure institutional sustainability.

### 6.4.3. Action Plan:

Action Item	Responsibility	Timeline	Key Performance Indicator (KPI)
Activation of the Ibn Sina Centre for Training and Development. A dedicated hub to coordinate all internal and external training programs.	VP President / Pedagogy center	2025	Center fully operational with a yearly calendar
Mandatory Pedagogical & Digital Upskilling: Training for all faculty on hybrid teaching, AI in education, and modern assessment tools.	VP Academic Affairs / IT Center	2025-2027	percentage of faculty with "Advanced Teaching Certification"
Administrative Excellence Program: Workshops for non-academic staff on office management, soft skills, and university ERP systems.	Director of Administration	2025-2026	Training hours completed per admin staff
Leadership Academy for Deans & Heads: Specialized training in strategic budgeting, conflict resolution, and change management.	University Council	Bi-annually	percentage of managers completing leadership modules
Language & Global Competency Training: English for Academic Purposes (EAP) and international protocol training for staff involved in global relations.	Language Center	2026-2030	percentage of staff achieving B2/C1 English proficiency
Incentivized Certification Scheme: Provide financial or promotional incentives for staff who obtain internationally recognized professional certifications.	Finance / HR Dept	2026	percentage of staff with external professional certifications
Performance-Linked Training Needs Analysis (TNA): Conduct annual surveys to identify skill gaps and tailor training courses accordingly.	Quality Assurance	Annually	Completion of TNA report and implementation rate

#### 6.4.4. Why this works for SUE:

1. **Alignment with Mission:** Your mission mentions "equipping academic staff with pedagogical competencies." This pillar offers the practical mechanism to do that.
2. **Holistic Growth:** It ensures that it isn't just the professors who are enhancing, but also the IT technicians, HR managers, and lab assistants who support the university infrastructure.
3. **Retention:** Staff are more likely to stay at Salahaddin University if they feel the institution is investing in their personal and professional market value.

#### 6.4.5. How it links to other Pillars:

- **Link to Pillar 1:** Better trained teachers lead to Academic Excellence.
- **Link to Pillar 2:** Training in grant writing and data analysis enhances research productivity
- **Link to Pillar 3:** Training in software and Content Management System (CMS) drives Digital Transformation.

### 6.5. Pillar 5: Community Engagement and Societal Impact

#### 6.5.1. Aim:

To establish Salahaddin University-Erbil as a key driver for regional advancement by cultivating robust "Triple Helix" (University-Government-Industry) collaborations, enhancing social responsibility, and guaranteeing that the university's knowledge directly contributes to the socio-economic and cultural framework of the Kurdistan Region

#### 6.5.2. Objective:

Formalize collaborations between industry and academia, create a strong alumni network, encourage lifelong learning through vocational education, and enhance the university's role in sustainable development and community engagement

### 6.5.3. Action Plan:

Action Category	Specific Action Items	Responsibility	Timeline	Key Performance Indicator (KPI)
Policy Development & Implementation	Establish Industry Advisory Boards (IABs) for every department, consisting of local business leaders and government officials to advise on market needs.	University Presidency / Deans	2025	100% of Departments with active IABs
	Launch a Community Service & Volunteering Policy that grants students and staff credit/recognition for verified social work and community projects.	Student Affairs / CDC	2026	percentage of student volunteer hours recorded
	Formulate a Consultancy & Knowledge Transfer Policy to allow faculty to provide expert services to the KRG and private sector legally.	Legal Dept / Finance	2025	Revenue generated from external consultancy
Capacity Building Initiatives	Strengthen the Career Development Center (CDC) to provide "Soft Skills" and "Entrepreneurship" bootcamps for graduating students.	CDC Directorate	2025-2027	Number of students completing CDC workshops
	Launch Lifelong Learning Programs (Short Courses) for the public in areas like Digital Literacy, Kurdish Language for Expats, and Solar Energy.	Continuing Education Center (Pedagogy Center)	2026	Number of external participants enrolled
	Develop an Alumni Mentorship Program where successful SUE graduates provide career guidance and internship opportunities to current students.	Alumni Office CDC	2026-2028	Number of active alumni mentors in the database

Performance Monitoring (KPIs)	Conduct an annual Employer Satisfaction Survey to measure how well SUE graduates perform in the local and international job market.	Quality Assurance / CDC	Annually	Employer satisfaction score (Out of 5)
	Track the Number of Active MoUs with industry partners that result in tangible internships, joint research, or hiring.	International Relations/ CDC	Annually	percentage of MoUs that are "Active" vs "Inactive"
Annual Review & Reporting	Publish the SUE Sustainability & Social Impact Report, highlighting the university's contribution to UN Sustainable Development Goals (SDGs) in Kurdistan.	Media & QA	Annually (Nov)	Publication of the Impact Report
	Organize an Annual University-Industry Forum to showcase SUE's research capabilities to potential private sector investors.	Scientific Affairs	Annually (May)	Number of industry-sponsored projects secured

#### 6.5.4. Why this Suits SUE (Contextual Relevance):

**Flagship Responsibility:** As the leading university in Erbil, the government and private sector look to SUE for leadership. The "Consultancy Policy" allows SUE experts to help build the region's infrastructure.

**Market Alignment:** By establishing Industry Advisory Boards, SUE ensures that its transition to the Bologna Process is not just theoretical but produces graduates that local companies actually want to hire.

**Heritage & Culture:** This pillar allows SUE to lead in preserving Kurdish culture and language through its "Lifelong Learning" and "Community Service" initiatives.

### **6.5.5. Integration: How Pillar 5 Links to Other Pillars**

#### **Link to Pillar 1 (Academic Excellence):**

Input from the Industry Advisory Boards (Pillar 5) directly shapes the Outcome-Based Education (Pillar 1) curricula, guaranteeing that classroom instruction aligns with the requirements of the workplace or manufacturing environment

#### **Link to Pillar 2 (Research, Innovation, and Graduate Studies):**

Community involvement pinpoints the actual issues (e.g., Electricity shortage in Erbil) that serve as the central topic for Interdisciplinary Research Centers and PhD theses in Pillar 2

#### **Link to Pillar 3 (Digital Transformation and Infrastructure):**

An effective community engagement requires a robust digital presence (Alumni Portal, Online Short Courses). The Smart Classrooms in Pillar 3 are available in the evenings for public Lifelong Learning courses

#### **Link to Pillar 4 (Governance, Human Capital, and Professional Development):**

When employees participate in consultancy or industry training (Pillar 5), it acts as a type of Professional Development (Pillar 4), incorporating practical experience into the university's administration and educational methods

## **7. Implementation and Governance Framework**

The execution of this Strategic Plan will adhere to an organized governance framework that includes yearly performance assessments, a mid-term review in 2027, and ongoing KPI monitoring. A centralized Strategic Planning Committee will manage implementation, reporting directly to the University President and Council.

## **8. Financial and Resource Planning**

Financial sustainability will be achieved by utilizing varied funding sources such as government funding, research grants, industry collaborations, and international partnerships.

## **9. Risk Management Framework**

Possible dangers involve funding constraints, regulatory shifts, technological upheavals, and worldwide economic uncertainty. Mitigation approaches involve contingency planning, varied revenue sources, and flexible governance systems.

## **10. Monitoring, Evaluation and KPI Dashboard**

Progress will be evaluated using quantifiable KPIs such as publication output, citation impact, employment rates of graduates, accreditation success, metrics for international collaboration, and indicators of digital transformation.

## **11. Conclusion**

The 2025–2030 Strategic Plan serves as a transformative guide focused on improving academic quality, research leadership, governance efficiency, and societal influence. By means of systematic execution and careful performance evaluation, the University will enhance its regional authority and international competitiveness.