KOYA
UNIVERSITY

THE STRATEGIC PLAN OF KOYA UNIVERSITY

2023-2027

A UNIVERSITY FOR A STRONGER SOCIETY

THE STRATEGIC PLAN OF KOYA UNIVERSITY

2023 - 2027

"Dear brothers and sister; esteemed participants of the foundation stone laying ceremony of Koya University, today we can proudly say that we have fulfilled one of our responsibilities towards Koya city."

11/10/2003

PRESIDENT JALAL TALABANI

THE FOUNDER OF KOYA UNIVERSITY

1933 - 2017

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MESSAGE FROM THE UNIVERSITY PRESIDENT

Being an increasingly important academic and educational institution, a university is expected to play a significant role in the development of society to an extent that the development of any society largely depends on the quality and impact of its universities. To achieve their mission, and especially to play their role in areas of education, teaching, academic research and innovation, technological development, and economic growth in society, universities must develop a strategic plan that reflects local educational and financial needs and socio-political reality.

Undoubtedly having a strategic plan is crucial because it serves as a roadmap to achieve the university's goals and that includes developing and implementing sound strategies to achieve the university's mission. Developing an effective plan requires several steps and processes including collecting data on the university's strengths, weaknesses, and needs, analyzing the data, and developing the best strategies to achieve the university's objectives. Once the final version of the strategic plan is available, we all need to cooperate to execute the plan and achieve the university's goals.

Based on what has been mentioned above, soon after I assumed the position of the President of Koya University, we formed the Koya University Strategic Planning Committee according to the university decree No 7-2-3306 issued on July 5, 2022. This is in addition to several other relevant subcommittees. Those committees worked hard for more than six months. During that time, they held many meetings and met and consulted with a number of experts from our university, and other national and international institutions to develop the Koya University strategic plan for the next five years that aligns with our university motto "A university for a Stronger society."

The next step is to start the university strategic plan implementation process which is as important as developing the strategic plan itself because the operational plans will enable the university to achieve its strategic objectives. I know that our university community, including the faculty, staff, and students, have been waiting to have a strategic plan and I am sure that they will actively participate in implementing the plan. We should also not forget the role of governmental institutions, and local and international NGOs and the need to collaborate with them to implement this strategic plan. Certainly, developing such a strategic plan would have been impossible without the tireless work of every member of the Strategic Planning Committee and its subcommittees. Thus, I would like to take this opportunity to express my heartfelt thanks to all the members and reiterate that completing the strategic plan is not the end goal but the beginning of our mission that we have set out to accomplish. I am also sincerely appreciative of all our university staff and local and international reviewers for their valuable feedback and insights that have contributed to strengthening the quality of our strategic plan. Let us serve our local and international communities better than ever before.

Dr. Mohammed H. S. Zangana
Koya University President

ABOUT KOYA UNIVERSITY

Koya University that was founded in 2003 by former Iraqi President Jalal Talabani is a comprehensive public university located in Koya (Koy Sanjaq) which lies 65 km southeast of Erbil, the capital city of Kurdistan Region, Iraq. Koya University consists of six faculties including the Faculty of Education (FEDU), the Faculty of Engineering (FENG), the Faculty of Science and Health (FSCH), the Faculty of Humanities and Social Sciences (FHSS), the Faculty of Medicine (FMED) and the Faculty of Physical Education (FPED). The six faculties have a total of 27 academic departments. Current enrollment at the university is over 5,000 students. The university also has more than 1000 permanent faculty and administrative staff.
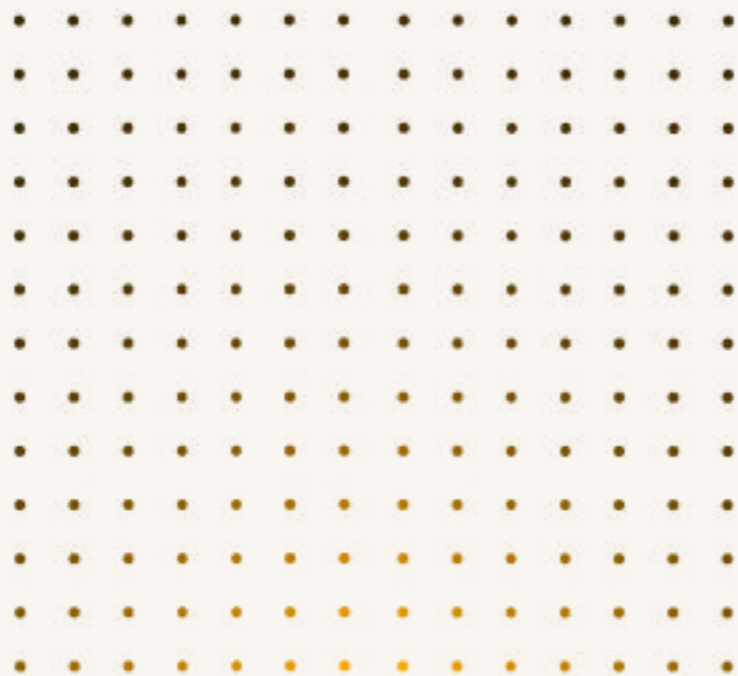
VISION

Koya University will be a leading academic institution in the Kurdistan Region of Iraq and beyond. We will be recognized nationally and globally for our excellence in teaching, research, innovation, sustainability, public service, and entrepreneurship. As a world-class center of higher education, we will serve the interests of society, protect the environment, contribute to the local economy by unleashing the innovative and creative potentials of our students, practice continuous improvement in the quality of teaching, support the academic staff to conduct creative and ground-breaking research, and produce community-oriented graduates.

MISSION

To achieve our vision and uphold our motto "A University for a Stronger Society," we are committed to improving and transforming the lives of the people we serve through excellent teaching, creative and innovative research, and exceptional community engagement. We seek to implement innovative teaching approaches, practices, and policies that ensure student success and foster employable skills and self-employment prospects of our graduates so they can positively shape their future and successfully navigate the ever-changing job market. To enable our faculty and students to conduct high-quality research that meets local, national, and global needs, we create and develop state-of-art research infrastructure and acquiring resources.

Assuming our social responsibility, we prioritize serving the local communities by engaging our students, staff, members of the local communities, and other stakeholders in service projects and activities that promote active citizenship and meet the needs of the community. We are also committed to creating and implementing a robust finance strategy that redistributes university income to benefit all our stakeholders, minimizes our reliance on governmental funding, increases and diversifies revenue, and attracts new sources of funding from third-party entities to further invest in our students, staff, and infrastructure. At Koya University, we promote internationalization through student and staff exchange, mobility, and cooperation as well as partnerships with other global higher education institutions and organizations. To that end, we accelerate the process of digitization of all our university services, processes, and activities to increase our global visibility and engagement. Committed to environmental sustainability, we also seek to be a role model for all universities in Iraq by being the first university in the country that adopts "Green University" as one of its ultimate goals.

VALUES

Our university values are as follows: Integrity, Excellence, Continuous Improvement, Environmental Sustainability, Social Engagement, and Diversity.

STRATEGIC OBJECTIVES

Our strategic objectives reflect our university's core values and outline the outcomes that our university aims to achieve within the next five years and beyond. The strategic objectives will serve as a roadmap to help Koya University to meet the needs and aspirations of its students, staff, and local communities as well as establishing a strong national and international standing as a reputable academic institution. The objectives also delineate the university's strategic focus in linking the university programs with the knowledge and skills required in today's changing local and global labor market. The following are our strategic objectives:

1. Introduce and implement an innovative education strategy that can successfully address the challenges and opportunities that university students and staff encounter in the 21st Century.

2. Develop and reform undergraduate and postgraduate curricula and programs to meet global standards to be accredited by intentional accredita-

tion organizations and agencies.

3. Enhance graduates' employability and self-employment prospects.

4. Promote the entrepreneurial university practices to fulfill its "Third Mission (TM)" as an academic institution which is contributing to local, regional, and national economic development.

5. Make Koya University a leading research-intensive academic institution in the Kurdistan Region, Iraq by developing our existing research skills, capabilities, and infrastructure and providing our academic staff and postgraduate students with enhanced research support with opportunities to increase the proportions and quality of research and publications including collaborative research and co-authored publications with international researchers.

6. Improve the relationship between the university and our stakeholders and engage them in the process of decision-making and implementation of the university policies.

7. Maximize and diversify financial resources and revenues to balance the university budget to meet our educational priorities and goals.

8. Increase our global engagement efforts to build more international relationships with universities, organizations, and businesses, attract foreign students and staff to our university, and create more opportunities for our students and staff to study or teach abroad.

9. Digitize all university processes and services to coordinate across all the departments and campus

units while delivering a seamless experience to everyone who uses our university e-platforms.

10. Introduce the "Lean University" concept and integrate it with the "Green University" practices to make Koya University a more sustainable university.

PILLARS OF THE STRATEGIC PLAN

Since its establishment in 2003, Koya University has enjoyed consistent growth and success and has continuously been ranked among the leading public universities in both Kurdistan Region and Iraq. However, guided by our value of continuous improvement and to live out its duty as the first public university founded outside the metropolitan cities in the region, Koya University strives to build on its accomplishments by creating and promoting excellence in teaching and learning, scientific research, and other areas. Based on a comprehensive review of the university practices and an institutional SWOT analysis, the University Strategic Plan Committee has developed an extensive plan which has the following seven pillars:

Student Success and Employability

Research and Innovation

Community Outreach

Resource Development

Digitization

Internationalization and Global Visibility

Green University

PILLARS OF THE STRATEGIC PLAN

Community Outreach

Research and Innovation

Student Success and Employability

Internationalization and Global Visibility

Green University

Resource Development

Digitization

KOYA UNIVERSITY CAMPUS - CENTRAL LIBRARY

STUDENT SUCCESS
AND EMPLOYABILITY

PILLAR I: STUDENT SUCCESS AND EMPLOYABILITY

One measure of the effectiveness of higher education and the degree to which human capital has been invested is the relationship between the academic programs offered by universities and the demands of the local and national job market. Learning is one of the foundational ways in which human capital is formed and developed. Human capital—with its competencies and capabilities—is the most productive capital. In all communities, there are two fundamental dimensions to human activity. Work is the process of engaging in social and economic activity, whereas education is the process of acquiring knowledge, abilities, and social orientations.

Koya University recognizes that college graduates' skills gap has negatively contributed to unemployment in the region, which can hinder economic growth and jeopardize social stability not only in the Koya District but across the Kurdistan Region of Iraq. Thus, our Student Success and Employability strategic plan aims at bringing about systematic reform in our academic programs to equip our students with adequate knowledge, skills, and competencies needed to succeed as productive citizens and to prepare them for the 21st-century job market. During the development of curricula at the university, therefore, employability skills should be one of the top priorities of the academic departments. This enables departments to adopt appropriate strategies to support and enhance employable skills among their students.

The primary goal of this pillar is to achieve teaching excellence, enhance students' soft and technical skills, and empower students to succeed both academically and professionally.

OBJECTIVE 1: ACHIEVE EXCELLENCE IN TEACHING

STRATEGIES:

1- PROMOTE CREATIVITY AND EXCELLENCE IN TEACHING

• Review and reform existing programs.

• Promote creative and innovative teaching as well as assessment methods and tools including appropriate assessment strategies to measure learning outcomes for both undergraduate and graduate students.

• Strengthen the pedagogical knowledge and skills of faculty members.

• Design and implement the Student-Centered Learning (SCL) curriculum.

• Improve students' overall confidence in their academic ability using peer tutoring.

• Obtain international accreditations for programs offered by the university.

2- IMPROVE RETENTION, PERFORMANCE, AND ENGAGEMENT

• Provide students with the required support, adequate resources, quality information, and instructions to overcome the challenges they face and to enable them to have a remarkable university experience.

• Holding student conferences, symposiums, and workshops at both the department and the university level to enhance and recognize student research skills and achievements.

• Create libraries and reading areas in the academic departments and college buildings.

• Promote effective use of technology both inside and outside the classroom to create an engaging learning environment that encourages students to be lifelong learners.

• Incentivize students' ideas, achievements, and innovative projects by sponsoring and creating awards and mini-grants for outstanding students.

• Design new summer course opportunities and camp experiences for high school students.

• Create online programs and other non-traditional learning pathways to allow those who cannot afford to take classes on campus to further their education and acquire skills needed to advance their career.

3- REFORM ACADEMIC CURRICULA AND EXTRACURRICULAR ACTIVITIES

• Review and reform curricula to reflect academic departments' learning outcomes and fulfill the university's teaching excellence mission.

• Prioritize valuable extracurricular activities including community services activities, honors programs, leadership, personal development programs and experiences, volunteering, and student employment.

• Create effective credit accumulation to encourage students to engage in co-curricular and extracurricular activities by earning credits for participating in these activities.

• Establish an advisory board made up of recognized people from industry or other relevant societal organizations.

• Review, develop, and accredit academic programs to meet the 21st-century job market.

4- IMPLEMENT NEW PROFESSIONALISM AND PROFESSIONAL DEVELOPMENT

• Encourage and support academic staff to integrate students' professional goals into their curriculum and course learning outcomes in a way that is aligned with the university's academic standards.

• Implement small group learning and teaching to develop students' professional skills.

• Provide support and training to facilitators.

5- PROMOTE ETHICS AND INCLUSION

• Develop the Koya University Ethics Committee (KUEC) to deal with ethical issues related to teaching, research, and professional commitment.

• Create the University Committee on Diversity, Equity, and Inclusion (UCDEI) to introduce policies and practices that promote the principles of inclusion, civility, fairness, and human dignity.

• Nurture a safe and welcoming environment for all the students and staff.

• Ensure the code of ethics is embedded in a wider integrity management framework.

6- IMPROVE CODES OF CONDUCT AND STANDARDIZATION

• Develop a compressive University Code of Conduct (UCC).

• Integrate and enforce codes into the University Practices and Processes.

• Raise awareness among the students and staff on the importance of the UCC and its implementation.

OBJECTIVE 2: ENHANCE STUDENTS' SOFT AND TECHNICAL SKILLS

STRATEGIES:

1- DEVELOP STUDENT'S SOFT SKILLS

• Create unique learning environments that foster students' soft skills both inside and outside the classroom.

• Integrate soft skills into academic programs and curricula.

• Conduct awareness campaigns on the value of soft skills such as teamwork, professionalism, social and emotional intelligence, and leadership skills and its role in students' academic and professional success.

• Start various competitions such as the annual university Speech and Debate Competition aimed at enhancing students' critical thinking, communication, and negotiation skills.

2- OFFER TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

• Conduct a comprehensive survey to determine what types of human resources and technical skills are

needed in both the private and public sectors in Koya, its suburbs, and across Kurdistan Region.

• Partner with local and international employers and organizations to offer training programs that allow students and recent graduates to acquire practical training and work experience related to their area of study.

• Provide vocational training to those disadvantaged local youth who do not have the opportunity to attend college.

• Acquire national and international accreditations for TVET programs offered by Koya University.

3- DEVELOP AN ENTREPRENEURIAL MINDSET AMONG STUDENTS AND STAFF

• Implement entrepreneurship through curricular and extracurricular activities including offering courses on entrepreneurship in every academic department to develop students' entrepreneurial competencies.

• Foster an entrepreneurial ecosystem at Koya University in partnership with leading private companies and businesses.

• Task the University Career Development center with annual entrepreneurial learning activities to nurture both undergraduate and graduate students talents and innovative ideas.

4- ACCELERATE STUDENTS' TRANSITION FROM ACADEMIA TO THEIR PROFESSIONAL ROLES

• Develop business incubator accelerator programs such as Technology Business Incubator, Startup Studio, and Networked Incubators.

• Strengthen and expand partnerships with relevant governmental and nongovernmental entities to create

more university to work transitions.

• Provide students with innovative facilities and platforms such as FabLabs, CityLabs, Makerspaces, and Innovation Houses to develop employability skills.

OBJECTIVE 3: EMPOWER STUDENT WITH WITHIN AND BEYOND THE CLASSROOM

STRATEGIES:

1- IMPLEMENT SOME FORM OF BILINGUAL EDUCATION

• Prioritize bilingualism in all academic departments in a way that enhances our students' career prospects and furthers their educational opportunities and successes.

• Require all Koya University Student to demonstrate proficiency in a second language before their

graduation.

• Have students satisfy second language requirements either by passing a language proficiency exam designed by the University or obtaining a satisfactory score on a recognized international language test.

• Create an inclusive and welcoming environment for all students by embracing linguistic and cultural diversity.

2- CREATE UNIVERSITY-MARKET LINK

• Work closely with employers and relevant industries to create strong relationships between our students and employers before graduation.

• Prepare students for real-world work experiences and enable them to better compete in the increasingly digitized and disruptive labor market.

• Holding annual university career fairs and other networking events where students and alumni can directly connect with employers from various sectors such as business, technology, education, non-profit organizations, etc.

• Create an employer partnership program that allows employers to connect with students by participating in career development events, interviewing students and alumni on campus, and posting their part-time and full-time jobs on the university career website.

3- INVEST MORE IN SCHOLARSHIP AND EXCHANGE PROGRAMS

• Recruit and maintain the best and brightest domestic and international students and staff.

• Renew efforts to offer various study abroad programs and student exchange opportunities such as Koya University merit-based scholarships, partner scholarships, internships, and externships.

• Enter into official student exchange agreements with partner universities across the globe.

• Work with other international government bodies, organizations, and industries to provide more student exchange and scholarship opportunities to all our students.

4- FORM AND SUPPORT STUDENT CLUBS AND ASSOCIATIONS

• Place students at the center of their learning process.

• Encourage students to be trusted partners that are involved in making and implementing relevant policies and decisions at all the administrative levels of the University to enhance their trust and sense of belonging.

• Create and expand student councils, on and off-campus advocacy groups, department student clubs, and university alumni associations.

• Ensure students can actively engage in co-designing their academic experience.

• Develop policies and rules that require student leaders and members to ensure all the student organizations and clubs act responsibly and promote values aligned with our university vision.

PILLAR II: RESEARCH AND INNOVATION

Research and Innovation programs have a significant impact on helping local and global communities drive modern life and create job opportunities in all sectors, especially education and industry. They also ensure a much safer and more prosperous future for humanity. Therefore, Koya University strives to improve the research process not only to produce high-quality services and products but also to solve real-life problems. Producing high-quality research is at the heart of Koya University's mission. We encourage our faculty members and students to pursue creative and innovative research and scholarships. We develope partnerships with local and international organizations to obtain research grants and other resources to support researchers and their efforts.

Koya University puts great emphasis on collaborative and multidisciplinary research that meets national and international standards. Thus, we plan to establish the High Research Ethics Committee (HREC) to ensure research projects are conducted ethically and safely. In addition, Koya University promotes research excellence and productivity to transform the communities we serve.

OBJECTIVE 1: INCREASE RESEARCH FUNDING

STRATEGIES:

1- OBTAIN MORE RESEARCH GRANTS

• Creating a funding opportunities database to help faculty members search for funding opportunities and circulate new funding opportunities.

• Secure grants from both private and public sectors to fund the ongoing research projects.

• Implement policies that create more research funding opportunities.

2- OFFER TRAINING COURSES ON WRITING GRANT PROPOSALS

• Train the staff to write effective grant proposals and apply for funds from international organizations.

• Create research groups from influential researchers and faculty members who can obtain funds and grants from regional and global institutions.

• Offer mentoring support to early career researcher staff and include them in the funding proposal with experienced academics.

3- INVEST IN RESEARCH INFRASTRUCTURE

• Invest in research infrastructure, library membership, research apps, tools, instruments, etc.

• Assess the existing research facilities such as labs and research centers and renovate them as needed.

> **OBJECTIVE 2: CREATE MORE RESEARCH OPPORTUNITIES FOR FACULTY AND STUDENTS**

STRATEGIES:

1- ENCOURAGE STUDENTS TO CONDUCT MORE RESEARCH

• Encourage and require undergraduate and postgraduate students to publish research.

• Adapt policies that facilitate collaborative and joint research between students and faculty members.

• Allocate funds to support students' creative and innovative ideas and projects.

2- PROMOTE INTERDISCIPLINARY RESEARCH

• Create interdisciplinary research and teaching activities to foster innovation and discoveries.

• Promote interdisciplinary curriculum and problem-based learning and teaching.

• Motivate and support faculty members and researchers to create groups from different academic disciplines.

• Create hybrid research teams from different disciplines and academic institutions.

3- INTEGRATE RESEARCH INTO THE UNDERGRADUATE AND POSTGRADUATE CURRICULUM

• Add more research courses in both undergraduate and postgraduate programs.

• Make research an integral part of the curriculum in every academic department.

4- HOLD CONFERENCES AND SYMPOSIUMS

• Hold more national and international conferences to allow faculty members to expand their knowledge and improve their teaching and research competencies.

• Encourage Koya University faculty members to submit and present papers at various national and international conferences.

• Organizing more symposiums for researchers inside and outside Koya University.

• Publish the symposiums' recommendations to allow stakeholders and the public to easily have access to the content of the symposiums.

OBJECTIVE 3: ENHANCE RESEARCH COLLABORATION

STRATEGIES:

1- INVITE MORE SCHOLARS AND EXTERNAL RESEARCHERS

• Invite scholars from other academic institutions to participate in Koya University's collaborative research projects.

• Collaborate with public and private sectors to recruit external researchers and scholars to advance research at Koya University.

2- STRENGTHEN RESEARCH PARTNERSHIPS WITH PUBLIC SECTORS

• Partner with the public sector especially the KRG institutions to conduct research that has the potential to solve local and national problems.

3- PROVIDE TRAINING COURSES, WORK-SHOPS, AND SEMINARS TO UNIVERSITY RESEARCHERS

• Provide training courses and supports to enhance research productivity of both junior and senior researchers across the university.

• Focus on innovation and enterprise training, research funding, research IT training, research integrity and ethics, and data management and protection.

• Suggest training and support for supervisors and examiners on the fundamentals of research supervision and examination.

OBJECTIVE 4: MANAGE RESEARCH RESOURCES

STRATEGIES:

1- PROVIDE ACCESS TO DIGITAL RESOURCES

• Enable staff and students to access international digital libraries and research databases.

• Provide plagiarism checker and referencing tools to all the staff and postgraduate students.

2- IMPROVE THE QUALITY OF KOYA UNIVERSITY JOURNALS

• Improve the system and the operations of Koya University journals to meet high-quality journal standards.

3- ESTABLISH A TRANSLATION AND WRITING CENTER

• Establish a translation and writing center to help Koya University researchers and writers to publish their works in different regional and international languages.

4- ESTABLISH A UNIVERSITY RESEARCH PARK

• Establish a university research park to facilitate the growth of new businesses and boost the local economy.

• Encourage entrepreneurs to create start-up companies.

• Focus on innovation in various disciplines including information technologies as well as in pure and applied science.

COMMUNITY OUTREACH

PILLAR III: COMMUNITY OUTREACH

Successful universities have a strong relationship with their communities. They understand that apart from being a center of knowledge in education, learning, and research; a university should enlighten and guide community members from all levels in society. This requires universities to play a significant role in developing the community to which they belong. The more a university contributes to local and regional and national community development, the more impactful and prestigious it becomes.

Koya University understands that no academic institution exists independently from the local, regional, and national communities, It further understands that the success of any university greatly depends on how well it serves the needs of society. It also believes a community is a living institution that never stops developing. Thus, Koya University strives to maintain a strong connection with our community by using our academic resources to build mutually beneficial university-community partnerships to meet the evolving needs of our communities and to promote civic and community Outreach among our students, staff, and other shareholders. The community outreach strategic plan embodies our value of social responsibility and commitment to improving the lives and the prospects of people in our society through community services programs and other university-led outreach initiatives.

OBJECTIVE 1: FOCUS ON SOCIAL EXCELLENCE

STRATEGIES:

1- CREATE AND PROMOTE A UNIVERSITY FAMILY CONCEPT

- Promote family and neighborhood joint projects.

- Create opportunities to offer comprehensive family support for children.

- Provide needs-oriented services.

- Promote exchanges, knowledge, and project experience.

2- REDEVELOP UNIVERSITY FACULTY AND STAFF HOUSING

- Overcome the obstacles that prevent the staff housing project from progressing.

- Build the staff housing projects on or close to campus.

- Create an on-campus neighborhood for a stronger university community.

3- STRENGTHEN KOYA UNIVERSITY COMMUNITY RELATIONS.

- Establish a Koya University Community Day to strengthen the relationship with the local community

• Offer annual open-door campus-wide activities and festivals to bring students, staff, and community members together.

• Create a Koya University Community Council to address and find solutions to the issues the local communities are facing.

• Design programs that promote local history, heritage, culture, food, and businesses.

• Invite distinguished alumni and influential public figures to the university-community events including University Day.

• Incentivize faculty to give public lectures aimed at sharing research with the wider community.

4- START KOYA HIGH SCHOOL AND MIDDLE SCHOOL BRIDGING PROJECTS.

• Arrange regular tours to the university campus to promote students' college aspirations for the Koya District high school students.

• Schedule university student and faculty member professional visits to schools in Koya and its surrounding communities to provide academic and social support to school students and their families.

• Create Koya University and school partnership programs through training courses, workshops, seminars, and resource sharing to empower teachers and administrators in partnering with schools.

5- BUILD STRONG PARTNERSHIPS WITH NON-GOVERNMENTAL ORGANIZATIONS (NGOS) AND INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS (INGOS)

• Seek and deepen relationships with local, regional, and international organizations.

• Ensure university research is shared with relevant NGO and INGO communities.

• Offer various programs to different age groups from local communities with the support of NGOs and INGOs.

• Connect university students with relevant NGOs and INGOs.

• Encourage and emphasize the role of NGOs and INGOs in raising the quality of education and decreasing the rate of unemployment.

• Seek NGO and INGOs funds to support university projects related to educational reforms, curricula, teaching, training, professional development, and civic engagement.

> ## OBJECTIVE 2: ENHANCE COMMUNITY CAPACITY BUILDING

STRATEGIES:

1- LAUNCH KOYA VISITING PROFESSIONALS PROJECT

• Invite professionals and experts from different fields to seminars, workshops, meetings, training courses, and council sessions designed to enhance the capacity of Koya University administrative staff and local government officials.

• Partner with other KRG ministries through the Ministry of Higher Education and Scientific Research (MHE) to train university staff to better engage and work with local communities.

2- ESTABLISH UNIVERSITY-COMMUNITY DISASTER RESPONSE PROGRAM

• Set up a university and community emergency preparedness project for times of disaster.

• Train Koya University students and staff to support the local authorities to reduce the impact of any disaster.

• Arrange meetings, seminars, and workshops to raise awareness of the impact of the disaster on the physical, psychological, and mental health of people.

• Koya University and Koya region community will work together for any type of disaster.

OBJECTIVE 3: ADDRESS SOCIETAL ISSUES FACING LOCAL COMMUNITIES AND IMPROVE THEIR QUALITY OF LIFE

STRATEGIES:

1- IMPLEMENT KOYA UNIVERSITY RESEARCH FOR COMMUNITY PROJECT

• Develop Koya University research projects to address the problems and challenges facing the local community in the public and private sectors.

• Find solutions and suggest recommendations for societal issues in the community through research, seminars, workshops, and conferences in collaboration with key stakeholders.

2- PROMOTE AND ENCOURAGE ETHICAL AND SUSTAINABLE CITIES AND COMMUNITIES

• Launch a sustainable cities project to study and address the sustainability issues in Koya and other neighboring cities and towns.

• Support and enable the local policymakers and community leaders to develop master plans and practices that transform the cities, both in their commercial and residential areas, into prosperous and safe places to live and work.

3- DEVELOP PROGRAMS AND INITIATIVES TO COMBAT DRUG ADDICTION, VIOLENCE, AND YOUTH DEFEATISM IN THE LOCAL COMMUNITIES

• Create joint university and community projects to diagnose and solve serious problems such as drug addiction, violence, and youth defeatism in our communities.

• Encourage Koya University academic departments to work with international organizations such as the UN and WHO to hold scientific events and awareness campaigns to tackle the above-mentioned social issues.

• Support the university scientific community to study the root causes of the growing substance abuse issues and defeatism among local youth.

RESOURCE DEVELOPMENT

PILLAR IV: RESOURCE DEVELOPMENT

Resource development is one of the most important pillars in the strategic plan of any university. It helps both the academic and management staff to develop their skills, knowledge, and abilities, which leads to improving the university's effectiveness as an academic institution. This can be achieved by establishing a systematic management plan to easily deliver the objectives of the university and to allow excellent self-sustaining financial resources to support this process.

One of the main goals of Koya University is to properly achieve its main missions through a skillful management system that depends on modern management techniques, which benefit from a precise database and a high-quality management information system.

Koya University aims to increase its financial income by diversifying its resources and revenues. Diversification can be fulfilled by designing a reliable strategic plan and maintaining a strong relationship with the Ministry of Higher Education, while also creating special committees to work with the private sector and international and local organizations to obtain funds and grants needed to support research and projects at the university. To support all the university operations, we work to develop a self-sustainable financial system, improve our financial database, and activate university bank services. This allows the university to offer health assurances to its staff, create training programs for university and non-university staff, implement small service projects on the university campus, renovate the facilities in a way that meets modern standards, and open new academic departments and programs.

OBJECTIVE 1: IMPROVE HUMAN RESOURCES AND MANAGEMENT STAFF PERFORMANCE AND EFFICIENCY

STRATEGIES:

1- IMPROVING THE PERFORMANCE OF ACADEMIC, MANAGEMENT STAFF, AND SENIOR MANAGERS

• Offer university-run training programs for managers and employees at the university.

• Partner with relevant organizations to provide vocational and management training courses to university staff who need them.

• Develop and implement a system based on key performance indicators and operational indicators to measure the performance of faculty, staff, and administrative members.

2- IMPLEMENT MANAGEMENT SYSTEM DEVELOPMENT

• Review and update the job description for every position available at the university.

• Create a system that accurately assesses the skills and performance of all employees.

3- FOCUS ON HUMAN RESOURCES (HR) DEVELOPMENT

• Reorganize the overall structure of the university management staff.

• Create a detailed list of HR staff job titles.

• Develop an annual feedback form to assess employees' conduct and performance.

• Task special HR committees with hiring new full-time and part-time employees.

• Prioritize employing Koya University graduates.

4- COORDINATE WITH THE UNIVERSITY DIGITIZATION TEAM TO IMPROVE THE HUMAN RESOURCES AND MANAGEMENT DATABASE SYSTEM

• Create a new database system for all the staff members at the university.

• Digitize the staff members' personal profiles and paper archives.

• Improve university online services and continuously update the university staff on management applications.

• Offer special training courses for database administrators.

5- DEVELOP A RELIABLE DIGITAL MANAGEMENT SYSTEM

• Establish an Administrative Staff Quality Assurance Office for improving employee management and enhancing their performance.

• Creating a digital platform to administer both management and academic staff transactions and documentation.

• Implement new service projects to enhance the performance of managing the routine of non-university staff documentation and transactions.

OBJECTIVE 2: INCREASE FINANCIAL RESOURCES

STRATEGIES:

1- CREATE AND IMPROVE THE FINANCIAL SYSTEM DATABASE

• Develop an effective financial system that links all the financial systems used by Koya University faculties.

• Link the new financial system to the banking system of the Koya University Bank to manage all university financial transactions.

2- ESTABLISH A SELF-SUSTAINING FINANCIAL SYSTEM

• Coordinate with the Ministry of Higher Education to enable the University Consultancy Offices and Research Centers to issue instructions and guides in relevant fields.

• Partner with vocational consultancy organizations.

3- SECURE MORE GRANTS AND FUNDS TO DIVERSIFY THE UNIVERSITY'S FINANCIAL INCOME

• Obtain grants from public and private sector organizations.

• Encourage the university staff to apply for national and international funds

• Establish an Advancement Office to raise funds for university development projects

• Establish new commercial projects on the university campus.

INTERNATIONALIZATION AND GLOBAL VISIBILITY

PILLAR V:

INTERNATIONALIZATION AND GLOBAL VISIBILITY

Universities are undeniably the most productive institutions of education, research, and innovation. Funding education, research, and innovation that contribute solutions for problems that society faces are among the most important responsibilities of modern universities.

To be efficient, a university should continuously work to meet local, national, and global demands. Thus, the university stakeholders need to professionally assess and develop their strategies to make their university locally engaged and globally visible. This requires universities to demonstrate that it can serve the needs of its students, staff, and the greater community because its performance is frequently analyzed and assessed by external third parties and relevant agencies.

Koya University has developed strategies to increase our global engagement and boost our national and international impact. These strategies are aimed at improving the university's national and global reputation and ranking.

OBJECTIVE 1: IMPROVE INTERNATIONAL COLLABORATION

STRATEGIES:

1- INTRODUCE INTERNATIONALLY RECOGNIZED COLLABORATIVE LEARNING APPROACHES AND OPPORTUNITIES.

• Task the academic departments to redesign their curricula and individual modules to meet international curricula standards.

• Recruit international faculty members and visiting lecturers to enhance students' learning experiences and acquire the most up-to-date knowledge in their field of study.

• Create international double degree agreements with international academic institutions.

• Encourage teachers to design assignments to empower students participation in current international challenges and competitions aimed at solving local and global issues.

2- PROVIDE INTERNSHIPS, COLLABORATIVE RESEARCH PROJECTS, AND SCHOLARSHIPS

• Highlight the importance of internships for students and encourage them to engage in internships to provide hands-on experience.

• Create opportunities for students to participate in accredited international internships to improve their career prospects and benefit both the local and global communities.

• Partner with both local and international companies, universities, and public research institutions to engage in collaborative research projects that can solve global issues.

• Build collaborative projects with local, national, and international partners to find practical solutions to current problems.

• Design programs that help students obtain national and international scholarships.

• Offer scholarships to qualified international students from around the world.

3- HOLD HIGH IMPACT INTERNATIONAL CONFERENCES

• Conduct international conferences to address the problems facing the local, regional, and international communities.

• Work on building research platforms to attract large numbers of leading national and international researchers to participate in international conferences held by Koya University and its partner universities.

4- OFFER SUMMER COURSES

• Design and provide summer courses to various individuals including international diplomatic delegations to educate on local language and culture.

• Open summer courses on various topics to establish bridges between the local authorities and partner international institutions.

OBJECTIVE 2: INSTITUTIONAL REPOSITORY (IR) DEVELOPMENT

STRATEGIES:

1- BE DISCOVERED ALONGSIDE GLOBAL IRS

• Design a public IR that is easily and securely accessible.

• Follow the updated technical plan to help the IR content to be more discoverable globally.

2- STRESS THE IMPORTANCE OF QUALITY CONTENT

• Encourage the faculty members and students to publish high-quality publications.

• Focus on addressing the challenging issues facing the local, regional, and international communities as well as proposing potential and practical solutions.

3- HIGHLIGHT STAFF AND STUDENT SUCCESS

• Promote works by students, staff, and alumni to highlight success stories.

• Conduct seminars and workshops to train the staff to increase productivity.

• Present quality course content publicly to allow students and learners around the world to visit and use the Koya University IR.

4- STAY AHEAD OF INTERNATIONAL STANDARDS

• Oversee international standards of publishing such as publication copyright and plagiarism policies to guarantee that the IR is a safe source of information for both readers and authors.

• Work with other universities and agencies to ensure the IR is maintained and secured.

OBJECTIVE 3: IMPROVE UNIVERSITY MEDIA AND COMMUNICATIONS

STRATEGIES:

1- PRESENT ATTRACTIVE AND VALUABLE CONTENT

• Produce, present, and share valuable information in written and visual content online to engage and attract more local and international viewers.

• Enable audience reach and understanding of relevant content and information easily and in a timely manner.

• Create content in Kurdish, English, and Arabic languages and present them via multiple channels starting from Koya University's official website to the academic departments' webpages, social media, and video sharing platforms.

2- ADHERE TO THE ETHICAL STANDARDS OF KOYA UNIVERSITY AND THE NATIONAL AND GLOBAL MEDIA GUIDELINES AND ETHICS

• Promote global visibility by maintaining professionalism in university media and communications.

• Regulate university sites and social media accounts to ensure standards are followed for University's graphic and content.

• Develop e-professionalism to build the university reputation, brand, credibility, and profile both globally and locally.

• Support and monitor Koya University-affiliated student clubs' and organizations' registered sites to ensure adherence to the University Media and Communications Division Guidelines.

• Require the official site and account managers, administrators, and content contributors to abide by the Koya University copyright policies.

3- BUILD THE CAPACITY OF MEDIA AND COMMU-NICATIONS STAFF

• Offer regular training courses to the Media and Communications team and provide them with adequate technology and tools needed to enhance the quality of work.

• Recruit new skilled employees to expand the media and communications services to meet the need for high-quality digital content and communications.

• Redesign and restructure the Koya University official website to make it more effective and user-friendly for all visitors including international scholars, academics, and students.

• Consistently highlight the activities and events of academic departments and units.

• Create and develop Koya University's unique identity and global brand.

DIGITIZATION

PILLAR VI: DIGITIZATION

The digitization process for an organization is intended to enhance experiences and outcomes by utilizing digital solutions. The digitization process can also build a stronger feedback culture. In addition, the process of digitization depends on the type of organization since there is no uniform standard for implementing digitization. Higher education institutions use digitization to support several processes including teaching, research, campus life, and administration in the best possible way.

To this end, Koya University will work toward preparing its staff, faculty members, and students for digital transformation. The digitization of the university services and processes creates a more convenient and comfortable campus life for students, staff, and employees, and it transforms the quality of teaching, research, and management across the university. The digitization process also helps the university's global visibility and international mission. Our goal also includes providing a better management system for waste reduction, water consumption, transportation, and seamless internet and intranet.

OBJECTIVE 1: IMPLEMENT STUDENT DIGITIZATION

STRATEGIES:

1- CREATE A REGISTRATION, ELECTRONIC EXAMINATION, AND GRADUATION SYSTEM

• Implement a registration and graduation system that serves as a student database to store all the essential student information and generates web portal accounts including the academic and personal profiles of all Koya University students and alumni.

• Design a system to allows examination committee members to register examination grades and post examination results on students' web portal accounts.

• Enable the head of exam committees to export and generate the master sheets.

• Link the main system with all the subsystems (including examination, attendance, dormitory, and eID card subsystems) to retrieve student information and use it as a benchmark.

2- IMPROVE AND LINK STUDENTS, STAFF, AND MODULES SYSTEMS

• Upgrade the existing system to make it more user-friendly encouraging the students and the staff to use it more frequently.

• Link the existing system with the other student's subsystems.

• Improve the Learning Management System (LMS) to be more compatible with the Bologna Process.

3- IMPLEMENT A DIGITAL ATTENDANCE SYSTEM

• Implement a digital student attendance system for all the academic departments to can report the percentage of student absences weekly, monthly, and yearly.

• Ensure the system makes taking and tracking student attendance easy, transparent, and accessible.

4- IMPROVE THE ONLINE DORMITORY RESERVATION SYSTEM

• Upgrade the Online Dormitory Reservation platform to keep track of dormitory capacity, students' records, and activities year-round.

• Automate all room reservations, changing rooms, and housing check-ins and check-outs.

• Enable dorm residents to communicate with the dormitory management and receive notifications on the dormitory portal.

5- GENERATE EID CARDS FOR KOYA UNIVERSITY STUDENTS

• Create an NFC eID card for all the students to give them inclusive access to university facilities. The eID can also be used to store student data and personal information.

• Have the eID card serve as an internal payment card for services offered on campus.

OBJECTIVE 2: IMPLEMENT STAFF DIGITIZATION

STRATEGIES:

1- IMPROVE AND UNIFY TEACHING QUALITY ASSURANCE (TQA) SYSTEM USING A SINGLE USER ACCOUNT FOR EACH STAFF MEMBER

• Unify the existing systems of TQA in one system.

• Adding missing and new services and metrics to the TQA system to make the system more accessible and transparent.

2- SCAN AND ARCHIVE KOYA UNIVERSITY STAFF DOCUMENTS.

• Index and archive all staff documents in the system to allow every staff member access to their documents online at any given time.

• Make the system available via the university intranet.

3- IMPLEMENT DIGITAL LEAVE AND DIGITAL ATTENDANCE

• Enables the university members including academic staff and employees to request leave digitally by creating a system that complies with Koya University and MOHE regulations.

• Implement a digital employee attendance system for all the administrative units and departments to report employee attendance percentage weekly, monthly, and yearly.

4- IMPLEMENT A SALARY MANAGEMENT SYSTEM AT KOYA UNIVERSITY

• Enables staff to receive their salary using a bank card.

• Allow university staff to draw their salaries from ATMs installed on the Koya University campus.

• Connect the Koya University bank system with other banks that provide ATM services.

DIGITIZATION

5- IMPLEMENT CV, EID CARD, AND STAFF SERVICE SUMMARY SYSTEM

• Automate CV generation for all the academic staff and employees.

• Create eID cards for university staff to give them controlled access to university facilities and to store the staff data and personal information.

• Make the eID card an internal payment card to pay for services offered on campus.

• Enable the academic and administrative staff to retrieve their service history electronically.

OBJECTIVE 3: TRANSFROM UNIVERSITY E-SERVICES

STRATEGIES:

1- IMPROVE THE KOYA UNIVERSITY WEBSITES AND DEVELOP THE UNIVERSITY BRAND AND DIGITAL PRESENCE.

• Update and obtain an upgraded version of the current websites.

• Convert and upgrade the current website into a new website that is interactive and contains new and modern features.

• Develop a professional presence for the existing Koya University social media presence.

• Monetize the Koya University social media accounts to generate revenue for the university.

2- PROVIDE SEAMLESS INTERNET AND TELEPHONY SERVICES ACROSS THE KOYA UNIVERSITY CAMPUS

• Provide a single username and password for all students, academic staff, and employees to allow access to the internet throughout the campus.

• Limit using cell phones for communications by connecting all university buildings and facilities to a landline through a call center that facilitates the communication process.

3- DESIGN A NEW INTERCONNECTED E-LIBRARY SYSTEM THAT IS LINKED TO THE PROPOSED STUDENT AND STAFF MANAGEMENT SYSTEMS

• Connect the Koya University library system with the libraries of national and international universities so students and staff can easily access sources and references from other libraries.

• Develop an electronic library system that makes it easier for students and researchers to search for and borrow books and other sources.

4- DEPLOY AN E-TIMETABLE SYSTEM FOR BUS-ES AND TAXIS OPERATING ON CAMPUS AND LINK IT WITH THE STUDENT PORTALS

• Create a bus tracking system/app.

• Install electronic boards at all bus and taxi stations inside and outside the university campus.

5- INSTALL SMART SCREENS, VENDING MA-CHINES, ATMS, AND AUTOMATIC DOORS IN VARIOUS LOCATIONS ON THE UNIVERSITY CAMPUS

• Place large smart screens in several areas across the campus including the main university gate, university park, and the Koya University Presidency Conference Venue.

• Use the large screens and video walls to enhance student engagement and the university brand name to display information about important events, staff and students' achievements, entertainment activities, and university advertisements.

• Install automatic gates and doors to reduce traffic congestion on the university campus and enhance campus security.

• Partner with companies to install new smart vending machines throughout the campus.

• Invite local and international banks to offer offers on-campus banking services including ATMs to enable students and staff to deposit cash.

OBJECTIVE 4: IMPLEMENT CAMPUS AND MATERIAL DIGITIZATION AND DIGITIZE ALUMNI SYSTEM

STRATEGIES:

1- DIGITIZE UNIVERSITY BUILDINGS, ROOMS, HALLS, CLASSES, TOOLS, AND MATERIALS

• Digitize the campus including buildings, trees, pipes, rooms, halls, classes, electricity devices, chairs, desks, boards, etc.

• Digitize campus tours and visits to enhance the visitor and student experience.

2- DIGITIZE THE KOYA UNIVERSITY CAMPUS MAP ON GOOGLE AND CREATE OPENSTREET-MAPS

• Create custom maps of the Koya University buildings, facilities, streets, and the entire university campus on Google Maps.

• Enable students and visitors to navigate and use the digital university map easily.

• Use a digital map to improve the Koya University campus master plan and future land use.

3- CREATE ALUMNI DIRECTORY AND MAP SYS-TEM

• Establish a dynamic alumni directory and map system for Koya University graduates.

• Create a map and directory to maintain the relationship between Koya University and its graduates.

4- DEVELOP UNIVERSITY ALUMNI JOB BOARD

• Create an electronic career management system for university students and alumni known as Koya University Alumni Job Board.

• Encourage employers from both public and private sectors to post their jobs on the Koya University Alumni Job Board.

• Require all the Koya University alumni and students to create an account on the system and use it as a search engine to search and apply for jobs posted on the website by employers.

PILLAR VII:
GREEN UNIVERSITY

Growing environmental awareness, the need to avoid industrial pollution, and making sense of the world's rising energy consumption have created the area for environmentalism in many institutions. One can notice the symbolism of "green," such as green university, green industry, and green agriculture, which are used worldwide. Many higher education institutions in developed countries have started to adopt technologies, practices, and tools aimed at protecting the environment and helping to lessen reliance on products and practices that put a financial and time-intensive burden on universities and colleges. In addition to these concepts, phrases such as "greening curriculum" and "greening education" have recently come into use as potential future initiatives targeted at bringing about green education.

Koya University aims to reengineer education in a manner that is consistent with the growing green scientific and economic development that the world is experiencing today.

OBJECTIVE 1: WORK TOWARD LEAN UNIVERSITY

STRATEGIES:

1- REDUCE AND ELIMINATE BUREAUCRACY AT ALL LEVELS.

• Reflect on which data, facts, and figures relevant to bureaucracy-related information can be prepared, documented, and made available to the university management and the central university administration.

• Make the data, facts, and figures additionally available to a potentially interested public, both internal and external to the university.

• Transfer the facts and key figures already available and deliver them in a more sophisticated presentation format.

• Translate de-bureaucratizing ad-hoc activities into action to recognize appropriate warning signals in a timely and reliable manner.

2- PUBLICIZE AND ENCOURAGE WASTE REDUCTION.

• Improve the basic academic competence of students through lessons that are easy to understand and comprehend while facilitating the use of new educational technologies.

• Encourage young people to participate in community service and various activities related to reducing waste both on and off campus.

• Introduce a waste segregation and recycling program that promotes a recycling culture

3- PROMOTE A GREEN MINDSET AND PRACTICES

• Develop a set of sustainability solutions including a sustainable master plan for the Koya University campus that ensures efficient use of buildings and creates habitable, active indoor and outdoor facilities.

• Develop academic and professional programs concerned with the environment, such as environmental legal studies, environmental accounting, etc.

• Expand the use of environmentally friendly technology such as smartphones and smartboards as an alternative to traditional teaching aids and equipment in classrooms.

• Encouraging students to develop awareness and skills need to engage in activities involving recycling materials.

• Develop values of preserving green spaces and protecting and planting trees.

• Expand the application and use of electronic correspondence and letters as an alternative to printed ones to reduce and avoid paper consumption.

• Create green teacher, green lecturer, green employee, and green institution (university) awards for those who excel in the fields of environmental conservation.

• Adopt environmental slogans such as "the land is ours" or "think smart and green" that aim at protecting the earth for future generations.

OBJECTIVE 2: IMPROVE HEALTH, SAFETY AND ENVIRONMENT

STRATEGIES:

1- IDENTIFY AND PREDICT THE EXPECTED RISKS TO MINIMIZE LOSSES AND MITIGATE EFFECTS

• Provide an appropriate and safe work environment.

• Adopt the objectives and systems of occupational health and safety.

2- CHANGE THE STRUCTURE OF THE DIRECTORATE OF HEALTH TO MEET ITS BROADENING RESPONSIBILITIES

• Establish the Directorate of Health, Safety and Environment (HSE) to include four divisions: Division of Occupational Safety and Fire Fighting, Division of Occupational Health and Environmental Protection, Awareness and Training Section of the Safety Division, and The University Security Division.

• Create the Occupational Safety Unit and Firefighting Unit on-campus under the umbrella of Division of Occupational Safety and Fire Fighting.

• Establish an Occupational Health Unit, Environmental Protection Unit, and Mental Health Services under the umbrella of the Division of Occupational Health and Environmental Protection.

• Divide the University Security Division into the University Security Unit, the Visual Monitoring Unit, and the Parking Permit and ID Card Office.

OBJECTIVE 3: RENEWABLE ENERGY AND WATER RESOURCE MANAGEMENT

STRATEGIES:

1- ENCOURAGE RENEWABLE ENERGY RESEARCH AND DEVELOPMENT

• Establish the Research Center for Renewable Energy and Environment at Koya University to support and contribute to pioneering research projects in the field of renewable energy in Kurdistan Region of Iraq.

• Disseminate information about using renewable energy to obtain clean, environmentally friendly energy by raising awareness of the extent to which solar energy systems and wind energy systems are useful in preserving the environment from pollution.

2- FOCUS ON POSITIVE ENERGY AND WATER RESOURCE MANAGEMENT PRACTICES TO HELP ACHIEVE THE GREEN UNIVERSITY GOAL

• Create wildlife drinking stations across the university campus.

• Reuse the wastewater from the swimming pool for irrigation.

• Build a wastewater treatment plant.

• Use solar lamps for night lighting.

• Reduce energy consumption by encouraging students and staff to use bicycles as transportation on and off campus.

• Create a system for the sorting of different kinds of solid wastes, separating light sewage water from heavy.

• Build borewell recharge pits and ponds for rainwater harvesting.

• Work with leading environmental organizations including United Nations Environment Program (UNEP).

OBJECTIVE 4: FORESTATION AND GREEN SPACES

STRATEGIES:

1- RECOGNIZE THE SIGNIFICANCE OF DIFFERENT PRACTICES THAT PROMOTE THE FORESTATION AND GREEN SPACES PROGRAM

• Encourage the use of compost bins for cafeteria food wastes.

• Promote the usage of reusable bags for carrying supplies and other goods for the classroom.

• Encourage the use of biodegradable eating and party supplies.

• Provide university buses/shuttles to transport students as a public means of transportation on campus and replace them in the future with electric buses.

2- INCREASE GREEN SPACES

• Plant a campus garden to make the area more attractive and to grow vegetables.

• Plant large trees on the edges of the streets to provide shade during the hot seasons and to facilitate walking.

• Allocate designated open green areas for physical acitvities on campus.

• Establish the natural museum project using local funds.

• Create new hiking trails across the university campus.

• Build shelters as well as small separate nests along with the distribution of feeders to attract wild birds to the campus.

SUMMARY OF THE OBJECTIVES

The overarching goal of the University's strategy is to increase the University's capacities both now and in the future. It is feasible to set a variety of strategic objectives to position the university in the prominent global rankings of universities, while simultaneously operating as a center of excellence that bridges the gap between markets and community demands and academia. With the aid from the seven pillars of the strategic plan, we can summarize the objectives to be fulfilled by 2027 as follow:

I. Outlining cutting-edge pedagogical approaches that can effectively address the potential and challenges of higher education in the 21st century.

II. Developing graduate and postgraduate curricula that adhere to the standards of global accrediting programs.

III. Improving the employability and potential for self-employment of university graduates.

IV. Encouraging entrepreneurial university practices to move up to the third class of international university classifications.

V. Building cutting-edge scientific research techniques and using them to meet community needs.

VI. Utilizing modern technology and digitization to deliver more robust and up-to-date research, teaching, and administration approaches.

VII. Assisting and continually developing the skills and capacity of university staff so they can successfully deal with the ever-changing role of the university as an academic institution.

VIII. Maximizing university financial resources to integrate with the limited government funding.

IX. Scaling up communication and collaboration with higher education institutions abroad.

X. Enhancing management's operational freedom by digitizing all university services.

XI. Introducing the Lean University concept and fusing it with Green University practices to create a safe and sustainable learning and working environment for both students and staff.

KOYA UNIVERSITY CAMPUS - FACULTY OF EGNINEERING

THE STRATEGIC PLAN OF KOYA UNIVERSITY 2023 - 2027