



Strategic Plan for Damascus University

The strategic plan of Damascus University is the product of the comprehensive self-evaluation begun in 2006 and the extensive consultation with key representatives of faculties and administrative departments and directorates in the University. The primary purpose of the plan is to improve the quality of the full range of University activities. A secondary purpose is to provide clarity and focus for all staff members and employees of the University to share the mission, vision and priorities for improvement.

The plan incorporates the mission statement into a set of objectives, each detailed into a number of measures, a time-table for implementation spanning from the 4th quarter of 2007 till the 4th quarter of 2010, and assigned responsibilities. The strategic plan also identifies key areas for early consideration in the University, adopts a phased approach moving in stages to more advanced and challenging objectives and locates potential financial resources and technical support required to achieve its objectives.

In principle, the plan provides a flexible framework that enables all University faculties and departments to formulate their own operational plans, and estimate necessary human and material resources. The strategic plan was formally adopted by the University Council in October 2007. The University is already beginning to implement some of its elements.

The plan is presented in the following pages in a tabular form headed by each of its twelve strategic objectives.



Objective: 1 Development of the organizational and legislative frameworks for delegated authority and accountability		Period for Implementation														Technical Assistance?	Financial Assistance?	Lead Responsibility						
		Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			University president	Vice presidents	University Provost	QA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.
No.	Measure	Year	07	08	08	08	08	09	09	09	09	10	10	10	10									
1.1	Conducting a feasibility study with the university, relevant ministries, and other external stakeholders to explore possibility for increased authority with responsibility and accountability and their implications		•													◇			✓	✓	✓			
1.2	Searching for relevant models for delegated authority and accountability		•													◇			✓	✓	✓			
1.3	Conducting gap analyses between relevant models and existing structures and regulatory frameworks, and identifying key characteristics within the context higher education environment.			•												◇			✓	✓	✓			
1.4	Developing a governance model suitable for possible adoption				•											◇			✓	✓	✓			
1.5	Producing a report for consultation with university and relevant ministries and other external stakeholders.					•										◇			✓	✓	✓			
1.6	Subject to acceptance of the feasibility report, developing a strategy in close association with the relevant ministries and the university with phases towards delegated authority and accountability						•	•								◇			✓	✓	✓			
1.7	Assigning experts' assistance to revise the regulatory framework, devising processes for accountability, and developing appropriate internal ministry and university systems								•	•						◇	◇		✓	✓	✓			



Objective: 2 Development of Educational Programmes		Period for Implementation														Technical Assistance?	Financial Assistance?	Lead Responsibility						
		Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			University president	Vice presidents	University Provost	OA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.
No.	Measure	Year	07	08	08	08	08	09	09	09	09	10	10	10	10									
2.1	Defining "Excellence in Higher Education" at Damascus University		•	•												◇			√			√		
2.2	Commissioning external experts for subject areas to assist in the development of "programmes' specifications and ILOs"		•	•	•	•	•									◇	◇	√		√	√			
2.3	Developing guidelines on preparation of "programmes' specifications, and ILO development"		•	•												◇			√					
2.4	Determine market needs	Conducting research nationally and regionally on market needs in reference to required language and other related skills and competences, and future subject needs in graduating students		•	•											◇	◇		√	√				
2.5		Assessing the portfolio of Damascus University for existing programmes and directions and opportunities for growth					•	•									◇	◇	√	√				
2.6	For existing academic programmes	Articulating academic standards (faculties missions, programme aims, specifications, and programmes/courses' ILOs)	•	•	•	•	•	•	•							◇			√		√	√		
2.7		Conducting self-evaluation (review) of programmes		•	•	•	•	•	•	•							◇					√	√	
2.8		Developing new programme specifications and curricula				•	•	•	•	•	•	•					◇					√	√	
2.9		Developing strategies for teaching, learning, and assessment within the specifications					•	•	•	•	•	•	•				◇					√	√	
2.10		Seeking approval (internal and external) from University, MOHE						•	•	•	•	•	•	•						√		√	√	



Objective: 2 (continued) Development of Educational Programmes			Period for Implementation												Technical Assistance?	Financial Assistance?	Lead Responsibility						
			Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2			Q 3	Q 4	University president	Vice presidents	University Provost	QA Centre	Univ. Directorates
No.	Measure	Year	7	8	8	8	8	9	9	9	9	0	0	0	0								
2.11	Existing programs	Implementing new programme specifications						•	•	•	•	•	•	•							✓		✓
2.12		Applying quality monitoring, evaluation and improvement processes for continual development of the academic programmes									•	•	•	•	•	•	•	◊			✓		✓
2.13	For new programmes	Developing a template for proposals of new programmes										•					◊			✓		✓	
2.14		Identifying opportunities and existing strengths for expansion of programmes based on markets needs assessments												•								✓	
2.15		Developing strategic partnerships for the new programmes													•	•	•	•					✓



Objective: 3 Development of Infrastructure and Facilities for an Enabling Learning Environment		Period for Implementation														Technical Assistance?	Financial Assistance?	Lead Responsibility							
		Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			University president	Vice presidents	University Provost	OA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.	University institute
		Year	07	08	08	08	08	09	09	09	09	10	10	10	10										
3.1	Developing guidelines for creating an enabling learning environment through effective student support and guidance							•											✓						
3.2	Developing guidelines for creating an enabling learning environment through maintenance and effective utilization of facilities							•											✓						
3.3	Identifying existing practices which contribute to an enabling learning environment								•	•											✓		✓		
3.4	Developing new practices which contribute to an enabling learning environment										•	•						✓			✓	✓	✓		
3.5	Developing a strategy to evolve the roles of university staff for creating an enabling learning environment and seek approval											•	•	•	•			✓			✓		✓		
3.6	Developing a strategy for amending current administrative and legislative frameworks in order to support an enabling learning environment and seek approval											•	•	•	•			✓		✓					
3.7	Developing a strategy for procurement and supply of physical resources needed for creating an enabling learning environment and seek approval												•	•	•	•		✓			✓	✓	✓		
3.8	Developing a strategy for coordination and effective communication between the various administrative and academic departments needed for creating an enabling learning environment and seek approval												•	•	•	•		✓			✓	✓	✓		



Objective: 6 Development of Research Capabilities			Period for Implementation												Technical Assistance?	Financial Assistance?	Lead Responsibility									
No.	Measure	Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3			Q 4	University president	Vice presidents	University Provost	QA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.	University institute	
		Year	07	08	08	08	08	09	09	09	09	10	10	10	10	10										
6.1	Defining "excellence in research" at the University of Damascus					•																				
6.2	Enhancement of research capabilities	Conducting self-evaluation of research activities and capabilities including SWOT analysis for the faculties and University Centres						•	•													√			√	
6.3		Specifying fields of research activities that need to be developed that contribute to the mission of the University							•	•													√			√
6.4		Determining the stakeholders interested in research activities								•	•												√			√
6.5		Determining the partners for funding research activities								•	•												√			√
6.6		Developing a capacity building programme for the enhancement of research skills and competences									•	•											√			√
6.7	Preparing faculty strategic research plans that contribute to the mission of Damascus University										•	•										√			√	
6.8	Consolidating faculty plans in a University-wide research plan											•	•										√			
6.9	Implementing the capacity building programme for the enhancement of research skills and competences												•	•						√		√			√	
6.10	Implementing the strategic research plans for the faculties													•	•							√			√	

Objective: 7 Development of Capabilities and Skills of Academic Staff			Period for Implementation												Technical Assistance?	Financial Assistance?	Lead Responsibility										
			Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2			Q 3	Q 4	University president	Vice presidents	University Provost	QA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.	University institute	
No.	Measure	Year	7	8	8	8	8	9	9	9	9	0	0	0	0	7	8	8	8	8	9	9	0	0	0	0	
7.1	Enhancement of teaching capabilities	Establishing a teaching awards programme				•	•									◇		√	√								
7.2		Developing guidelines on good practices in teaching and learning						•	•							◇			√		√						
7.3		Conducting training needs analysis based on the requirements for good practices in teaching and learning									•	•					◇							√			
7.4		Developing and reviewing the strategy for capacity building for teaching staff	•	•	•							•	•				◇							√			
7.5	Enhancement of research capabilities	Establishing a research awards programme				•	•									◇			√								
7.6		Developing guidelines on research operations/methodologies							•	•							◇			√				√			
7.7		Conducting training needs analysis based on the requirements for research operations/methodologies										•	•					◇						√		√	
7.8		Developing and reviewing the strategy for capacity building for research staff	•	•	•								•	•				◇						√		√	
7.9	Training programmes	Developing a training programme for improving English Language skills for teaching staff			•											◇	◇					√					
7.10		Developing a training programme on "excellence in teaching higher education"	•	•													◇	◇					√				
7.11		Developing a training programme on "excellence in research higher education"	•	•														◇	◇					√			

Objective: 8 Development of Administrative Processes			Period for Implementation												Technical Assistance?	Financial Assistance?	Lead Responsibility																			
			Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2			Q 3	Q 4	University president	Vice presidents	University Provost	QA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.	University institute										
No.	Measure	Year	7	8	8	8	8	9	9	9	9	0	0	0	0	0	0	0	0	0	0	0	0													
8.1	Design processes	Mapping the new administrative processes and their interactions throughout Damascus University		•	•																			◇					✓		✓		✓			
8.2		Defining process requirements including scope, objectives, tasks and activities, required resources, and monitoring indicators		•	•	•																				◇				✓				✓		
8.3		Developing process model showing the interaction between the various tasks and activities				•	•	•																		◇				✓					✓	
8.4		Organizing process development teams who take a key action or decision in the process					•	•	•																					✓					✓	
8.5		Developing process specification sheets						•	•	•																◇				✓					✓	
8.6		Conducting process analysis and review							•	•	•															◇				✓					✓	
8.7	Conducting gap analysis against existing processes and develop an action plan for improvement to meet objectives for each of the administrative processes									•	•	•													◇				✓					✓		
8.8	Change process context environment	Developing a strategy for organizational and structural development to meet objectives and seeking approval											•	•	•	•									◇			✓	✓		✓			✓		
8.9		Developing a strategy for establishing roles for personnel involved in the administrative processes and seeking approval												•	•	•	•								◇			✓	✓		✓			✓		
8.10		Developing a strategy for implementing a management information system and seeking approval												•	•	•	•								◇			✓	✓		✓			✓		



Objective: 8 (continued) Development of Administrative Processes			Period for Implementation												Technical Assistance?	Financial Assistance?	Lead Responsibility																
			Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2			Q 3	Q 4	University president	Vice presidents	University Provost	OA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.	University institute							
No.	Measure	Year	7	8	8	8	8	9	9	9	9	0	1	1	1	1																	
8.11	Change process context env. (cont'd)	Developing a strategy for communication between the various administrative departments and seeking approval												•	•	•	•						◇				✓	✓		✓			
8.12		Developing a strategy for acquisition of appropriate material resources and seeking approval													•	•	•	•						◇				✓	✓		✓		
8.13		Develop a strategy for acquisition and development of human resources and seeking approval													•	•	•	•						◇				✓	✓		✓		
8.14	Construct processes	Producing or revising existing process documentation, create a register of documents, refine business process flow charts, and procure additional resources													•	•	•	•						◇				✓			✓		
8.15		Bringing information, human and physical resources together so that all the components are put in place in readiness to commence process operation														•	•	•										✓			✓		
8.16		Implementing the new revised processes and assess performance efficiency in achieving process objectives																•	•									✓			✓		
8.17		Evaluating the change in behavior of people to implement their required roles and mitigate if necessary to achieve process objectives																										✓			✓		
8.18		Interconnecting and linking relevant administrative processes to achieve university mission																										✓		✓		✓	

Objective: 9 Development of Capabilities/Skills of Administrative Staff			Period for Implementation												Technical Assistance?	Financial Assistance?	Lead Responsibility							
			Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2			Q 3	Q 4	University president	Vice presidents	University Provost	OA Centre	Univ. Directorates	Faculty Acad. Dept.
No.	Measure	Year	07	08	08	08	08	09	09	09	09	10	10	10	10									
9.1	Enhancement of administrative capabilities	Establishing an awards' programme for administrative staff				•	•									◇			✓	✓				
9.2		Developing role descriptions for individual administrative staff in the various departments and directorates				•	•										◇				✓		✓	
9.3		Conducting training needs analysis based on the developed job specifications for personnel in the various administrative departments				•	•	•									◇				✓		✓	
9.4		Developing and reviewing the strategy for capacity building for administrative staff to fulfill the role descriptions	•	•				•	•								◇			✓	✓		✓	
9.5		Developing a strategy for transferability and multiple roles						•	•								◇			✓	✓		✓	
9.6	Training programmes on "sound management of admin. processes"	Developing a training programme on the "Process approach to Management		•												◇	◇				✓			
9.7		Developing a training programme on the "business planning"		•													◇	◇			✓			
9.8		Developing a training programme on the "use of log-frame for project management"		•													◇	◇			✓			
9.9		Developing a training programme of good management of IT			•												◇	◇			✓			
9.10		Developing a training programme for management information systems (MIS)				•											◇	◇			✓			
9.11		Developing a programme for leadership training				•											◇	◇			✓			



Objective: 9 (continued) Development of Capabilities/Skills of Administrative Staff			Period for Implementation												Technical Assistance?	Financial Assistance?	Lead Responsibility								
			Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2			Q 3	Q 4	University president	Vice presidents	University Provost	QA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.
No.	Measure	Year	7	8	8	8	8	9	9	9	9	0	1	1	1	1	0	0	0	0	0	0	0		
9.12	Training programmes (continued)	Developing a training programme for improving English Language skills for administrative staff			•												◇	◇			√	√			
9.13		Developing a training programme for the proper maintenance of laboratory facilities					•											◇	◇			√	√		
9.14		Developing training programme for the development of standard operating procedures for laboratory facilities						•										◇	◇			√	√		
9.15		Developing a training programme for proper maintenance and upkeep of infrastructure facilities.						•										◇	◇			√	√		
9.16	Developing a programme for training the trainers			•	•	•	•										◇				√	√			
9.17	Implementing training programmes				•	•	•	•	•	•	•	•		•		•					√		√	√	

Objective: 11 Establishment of the University Alumni Association		Period for Implementation														Technical Assistance?	Financial Assistance?	Lead Responsibility						
		Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			University president	Vice presidents	University Provost	OA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.
No.	Measure	Year	07	08	08	08	08	09	09	09	09	10	10	10	10									
11.1	Developing a strategy for establishing an active alumni association with the terms of reference, and seek approval							•								◇		√	√					
11.2	Specifying the database system, protocols, and other human and material resources required								•							◇			√					
11.3	Establishing the alumni association office (AAO) and allocating human and material resources																◇		√					
11.4	Identifying and locating alumni and creating register																		√	√				
11.5	Establishing yearly programme of activities (e.g. demand and opportunities for continuing education, guest lecturers, conferences, news letters, web site, involvement in university activities ...)																	√	√		√	√		
11.6	Developing and implementing a strategy for encouraging contributions (e.g. donations, assistance in implementation of strategic plan, and associate teaching) to the university															◇	√							
11.7	Monitoring and evaluating achievements and impacts, and developing regular yearly reports and improvement plans																		√					



Objective: 12 Development of a University quality assurance system		Period for Implementation														Technical Assistance?	Financial Assistance?	Lead Responsibility						
		Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			University president	Vice presidents	University Provost	QA Office	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.
No.	Measure	Year	7	8	8	8	8	9	9	9	9	0	0	0	0									
12.1	Documenting and presenting the results of self evaluation and strategic plan to stakeholders inside and outside the university including the methodology and tools for administering the plan and necessary incentives to ensure its sustainability	•														◇			√					
12.2	Adopting the strategic plan from the university council including the methodology and tools for administering the plan and necessary incentives to ensure its proper implementation	•																√						
12.3	Establishing work groups from members of teaching staff, administrators, and students to implement the measures of the plan on the levels of faculties, directorates, university centres and institutes, and defining the roles of assigned personnel		•	•	•	•	•	•	•	•	•	•	•	•	•				√	√	√	√	√	
12.4	Organizing capacity building courses, and providing assistance in contracting external consultants and organizing workshops to assist the work groups in the implementation of the measures of the plan		•	•	•	•	•	•	•	•	•	•	•	•	•	◇	◇		√					
12.5	Developing an IT system which provides necessary data and information on the results of evaluation and studies and research relevant to the measures of the plan in the University			•	•	•	•	•	•	•	•	•	•	•	•	◇	◇		√					
12.6	Coordinating with external parties interested in developing higher education to support the faculties, directorates, university centres and institutes in the implementation of the plan technically and financially			•	•	•	•	•	•	•	•	•	•	•	•		◇	√	√	√				



Objective: 12 (continued) Development of a University quality assurance system		Period for Implementation														Technical Assistance?	Financial Assistance?	Lead Responsibility						
		Quarter No.	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			University president	Vice presidents	University Provost	QA Centre	Univ. Directorates	Faculty Acad. Dept.	Faculty Admin. Dept.
No.	Measure	Year	07	08	08	08	08	09	09	09	09	10	10	10	10									
12.7	Establishing and implementing a communication system to follow-up on work progress in the implementation of the plan between the University President Office and faculties, directorates, university centres and institutes		•	•												◇	◇	√	√		√	√		
12.8	Establishing and implementing a monitoring system on the progress made in the implementation of the plan between the University President Office and faculties, directorates, university centres and institutes			•	•	•	•	•	•	•	•	•	•	•	•	◇		√	√		√	√		
12.9	Establishing and adopting impact indicators for the implementation of the plan on the University Level					•		•		•		•		•		◇		√	√	√	√		√	
12.10	Establishing and supporting the implementation of internal audits of administrative processes							•		•		•		•		◇				√	√	√	√	
12.11	Establishing and supporting the implementation of self evaluation of academic programmes including plans for their continuing improvement							•		•		•		•		◇			√		√	√	√	
12.12	Establishing and supporting the implementation of an external evaluation system for the outputs of academic programmes and administrative processes									•				•		◇	◇		√	√	√	√	√	
12.13	Establishing and implementing a system for regular reporting to the University Council indicating the progress made in the implementation of the strategic plan by the faculties, directorates, university centres and institutes				•		•		•		•		•		•	◇		√	√	√	√			
12.14	Establishing and implementing a system for updating regularly the University Mission Statement and the measures of the Strategic Plan based on progress made in implementation and results of evaluation					•		•		•		•		•		◇		√	√	√	√			