



Sapir Academic College

First Draft of Strategic Plan

for Internationalization Programs Office

Dr. Hanan Maoz, *Head of Tempus Programs*

Mr. Gil Levy, *Financial Director*



My notes

- Co-working with financial director
- Identifying core stakeholders
- Three persons jointly heading the job – president, finance director and international strategist
- 3-10 months for the job
- Feasibility studies and surveys
- Widest consensus possible
- Keep it simple and clear
- Very traditional environment
- Implementation in project format
- Internal marketing needs to be in place
- Have made SWOT – in version D of the presentation
- 15-16 departments – aiming for 2 agreements per department
- Research environments must be built and created – funding from IRO
- Student SUPPORT DEVELOPMENT Services

Strategic Plan Outline

IRIS

Strategy

Planning

4-6 months process

- Sapir Main Rationales
- Vision and Strategy, 3-5 years
- Challenges:
 - Integrated Approach/Stakeholders
 - Measured Outcome / Success
 - Funding sources
- Governance Structure
- Strategy As-Ongoing-Process
 - Quality Assurance

Strategy

Implementation

- Implementation Process
- Supportive Sponsorship
- Evaluation and Assessment
- Control Points and Gating
- Funding
- Marketing and Branding

Sapir's Strategy Planning



Sapir Rationales for internationalisation

Academic Relations

- Faculties and Research
- The Institution
- Students Activities

To Establish: what we don't have

- New Global Research and Pedagogical Practices
- New International Academic Recognition
- New Students Mobility Programs

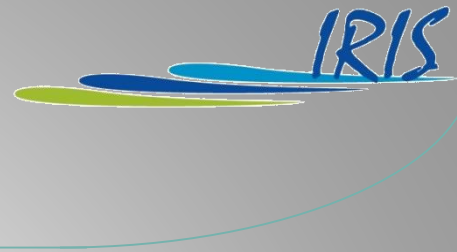
To Create: resources are not used right

- Improve Collaboration Among Researchers
- Enhance International Branding and Attractiveness
- Intensify Students Unique Campus Experience

To Increase: to improve

- Access to Programs Funds & Research Resources
- Institution's Competitiveness in Israel
- Employability Value for Students

Vision and Strategy



Vision

Trying To Achieve (Target)

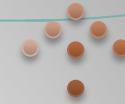
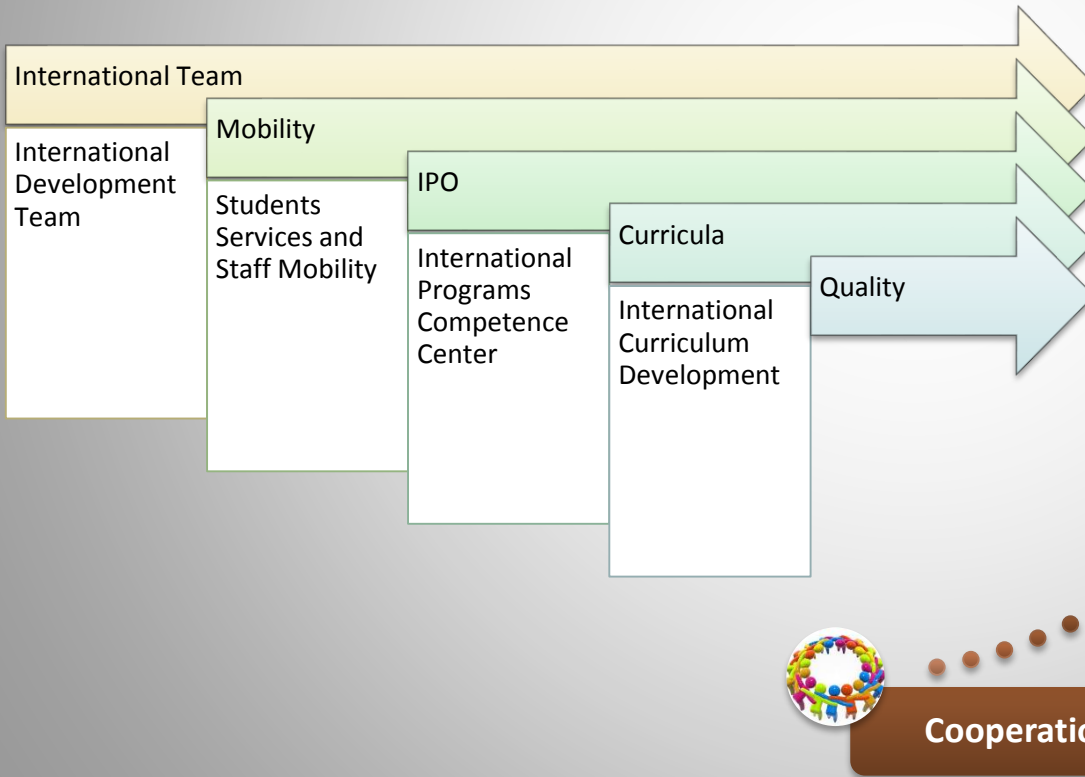
- Global Cooperation & Recognition
- Funds Accessibility
- Research Excellence
- Academics Quality
- Students Experience
- Institutional Growth
- **Brick by brick all inter-related**

Strategy

Process Needed (Engines)

- International Development Team (Sponsorship, Governance, Funds)
- Students Services and Staff Mobility
- International Research Competence Center
 - Coordination (Int. At Home)
 - Cooperation
 - Collaboration
- International Curriculum Development
- Quality! Quality! Quality!
- Internal Marketing

Other Way to Look on Sapir's Strategy and Vision



Growth



Experience



Quality



Research



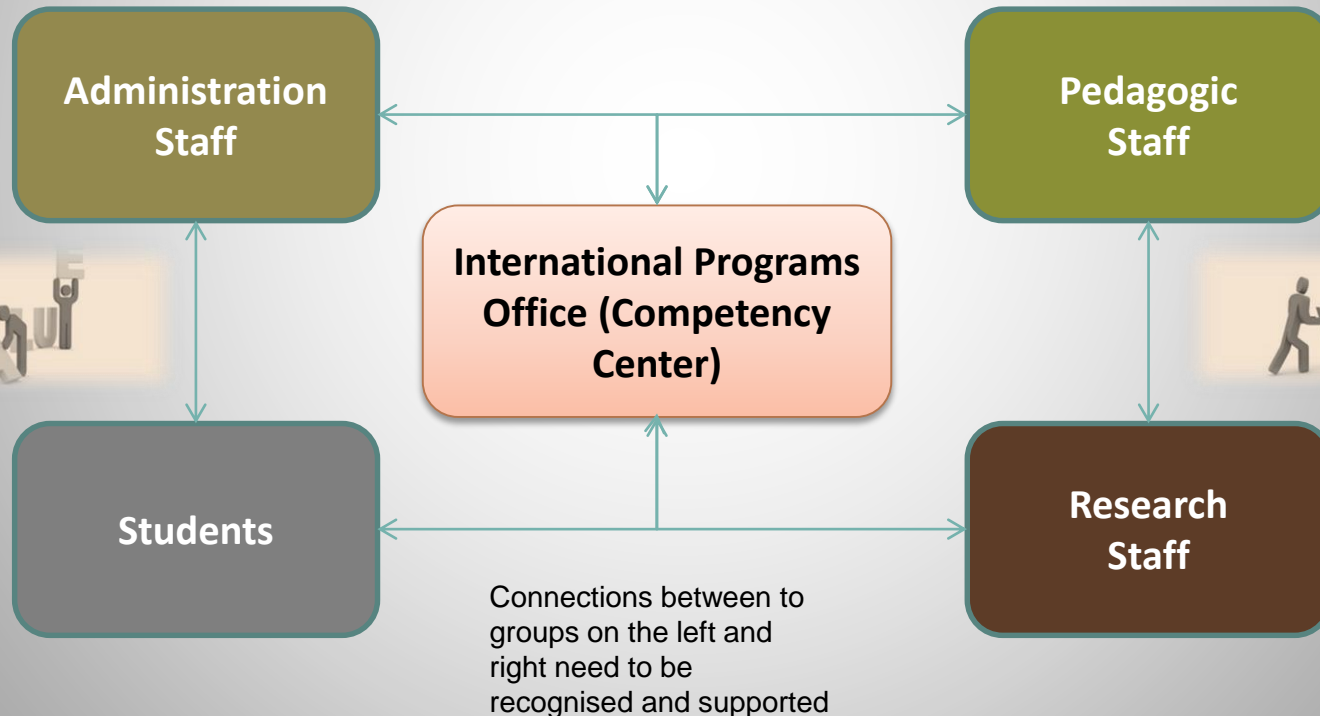
Funds



Cooperation

Challenge 1: Integrated Approach / Stakeholders

Who are the Beneficiaries? Where Value will be Driven?





Challenge 2: Measured Outcome/ Success

How do we know we are compassed? How do we know we benefit?

Our Vision	Measure / KPI	2015 Target
Global Cooperation	# of Active Agreements	25
Funds Accessibility	\$ Research Grants	XX M\$
Research Excellence	# of Related IPO Ranked Publications	50
Academics Quality	Annual External Survey	10% improvement YOY
Students Experience	# of Mobility Students (I/O)	100
Institutional Growth	% of Students Registration Growth (Related Departments)	5% Growth YOY



Challenge 3: Measured Outcome/ Success

How will we fund the IPO operations? How do we financed needed resources?

Our Strategy	Fund Sources	2013-2015 Estimated Costs (k\$)
Development Team	IRIS Project	XX K\$
Students Services	SSDS Fund and Erasmus Mundus	XX k\$
Research Competence Center	Tempus Funds	XX k\$
Curricula Development	Tempus Funds	XX k\$
Quality Assurance	Sapir Marketing Sources	XX k\$
Internal Marketing	Sapir Marketing Sources	XX k\$

Suggested Governance Structure



Strategy as an On-Going Process

Quality Assurance

- **Opinions and Attitudes Surveys (YOY)**
 - Academic Staff
 - Faculty Deans
 - Research Staff
 - Administrative Staff
 - Students
- **Deliverables Approach**
 - Development roadmap
 - Quick wins
 - Faculty deans engagement
 - Performance measurement
- **International Programs Site:**
 - Content management
 - Newsletter
 - Research Repository
 - Student Services

Still...Under Conceptualization

Should be run like a
PROJECT with
Activities, Milestones
and deliverables

Communication
Maintaining
engagement with
faculty deans and
college management

Strategy, environment,
expectations, and directives
paths need to be always
alerted

DO not
start if
you don't
have any!

Market IN
before
Market
OUT!

Strategy Implementation

- Implementation Process
- Supportive Sponsorship
- Evaluation and Assessment
- Control Points and Gating
- Funding
- Marketing and Branding



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