

STRATEGIC PLAN 2016-2021

*INTERNATIONAL UNIVERSITY
OF LEADERSHIP
IUL*

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Contents

MISSION	3
VISION	3
OUTCOMES	4
GOALS.....	5
STRATEGIES	7
IUL STRATEGIC DIRECTION.....	8
CONCEPTUALIZING A NEW VISION AND MISSION.....	8
ENVIRONMENTAL (SWOT) ANALYSIS.....	8
STRATEGIC ANALYSIS	10
STRATEGIC PROGRAMS- KEY PERFORMANCE INDICATORS.....	11
1. ENROLLMENT AND STUDENT SUCCESS	11
2. STRENGTHEN ACADEMIC QUALITY AND REPUTATION	11
ACTION PLANS	13
STRATEGIC ACTION PLANS- ACADEMIC DEPARTMENT.....	13
STRATEGIC ACTION PLANS- MARKETING DEPARTMENT	15
STRATEGIC ACTION PLANS- INFORMATION TECHNOLOGY DEPARTMENT	19
PART I: STUDY OF THE EXISTING	19
PART II: ACTION PLANS.....	20
STRATEGIC ACTION PLANS- HR DEPARTMENT	21
STRATEGIC ACTION PLANS- FACILITIES	23
STRATEGIC ACTION PLANS- FINANCE DEPARTMENT	24
STRATEGIC PLAN ASSESSMENT.....	24
REPORTS	24
COMMITTEES AND STAKEHOLDERS	24
FUTURE PLANS.....	25
OPERATING PLAN	25

Executive summary

History

International University of Leadership (“IUL”) was founded in 1998 under the name American Group, AMS, Inc. by President Anass Lahlou. AMS, Inc. changed its name in 2006 to the Private International Institute of Management and Technology (PIIMT) and later to a DBA of American University of Leadership and now International University of Leadership. The School’s long-term goal is to become an international university system. President Lahlou’s strategy is to reach non-U.S. citizens and offer them a quality education and U.S degrees.

The IUL campus in Morocco is licensed by the Ministry of Higher Education and Accredited by ACBSP as well as the Ministry of Higher Education Board of Accreditation.

IUL Advisory members have designed a visionary mission for IUL. This foresight supports our students and professionals in obtaining high quality management and technology skills with enough insight to ultimately become leaders and entrepreneurs. IUL believes that by supporting and educating students they will succeed in helping themselves, their community, and their environment.

Mission

At the request of its stakeholders, the University adopted a more comprehensive mission statement in January of 2018, to coincide with its name modification and international strategies.

The current mission statement outlines the following:

“International University of Leadership is an academic institution of higher learning that supports, educates and fosters practical experience in men and women from all walks of life.

It is our commitment to provide quality education to undergraduate and graduate programs in business, entrepreneurship and management. Our unique approach prepares students of diverse backgrounds to become global leaders with leadership skills and innovative solutions.

We support our students by enhancing their career prospects and development through a deeper, broader and more diverse understanding of current and future issues.

International University of Leadership programs employ traditional, applied, and adult-learning pedagogies that are delivered through traditional and distance methodologies in a learner centered environment of mutual respect.

Our institutional identity and program success are the result of integrating knowledge in a learning environment that nurtures real-world immersion, life-long learning skills, and cross-cultural diversity”

To accomplish its purpose, the University effectively leverages human resources, technology and other creative delivery approaches to offer an exceptional education and enhanced professional success for students, in alignment with the university’s mission.

Vision

International University of Leadership will be globally recognized as a leader in international education.

As IUL emerges into the global educational marketplace, it creates a network of committed stakeholders dedicated to guiding the educational programs for adults around the world who seek to become leaders in their communities trained to stimulate innovative ideas for the future.

Online learning in business, and management within a small, specialized international university offers vibrant possibilities for growth.

Although leadership and entrepreneurship continue to be incorporated in large universities, the concept of the scholar entrepreneur across disciplines including the science is rare, yet every community around the world depends on solutions to economic, educational, and social problems. It is within this unique niche of molding leaders and entrepreneurs across global cultures, generations, and disciplines that the seed of growth the next five years will germinate into a learning system dedicated to finding solutions which benefit the world.

Project Rationale

The rationale for inaugurating an international university for on-campus studies including online studies, in the cities of Rabat, Casablanca in Morocco and Marbella in Spain is purely need driven by local and international students. It is asserted by the feasibility study conducted in 2012 and follow up in 2017, through comprehensive curriculum analysis that these cities are cultural hubs for international visitors, where people want to study and work in an enjoyable setting.

The entire North African region and European border region is underserved by postsecondary-undergraduate and graduate hybrid/online American educational opportunities. Public educational institutions consisting of several large and many small institutions are located in the immediate vicinity with limited facilities and online course/program offerings.

Now in its fourteenth year, International University of Leadership stands out as one of the fastest growing universities in Morocco serving students worldwide. An innovative educational leader, the university onsite including hybrid/online degree programs in business administration. Its unique model integrates business and industry-focused education with work experience, praxis, research and leadership opportunities.

Authorization and Accreditations

IUL previously Private International Institute of Management and Technology (P.I.I.M.T) is authorized and accredited by the Ministry of National Education, Higher Education, Management Training and Scientific Research under license N ° 244/2006.

Moroccan Accreditation

IUL is accredited by the Ministry of National Education, Higher Education, Executive Training and Scientific Research.

International Accreditation

IUL holds the prestigious International Accreditation "ACBSP" for the first time in Africa, after a visit of the ACBSP auditors "Accreditation Council for Business Schools and Programs" in February 2011.

Outcomes

- To facilitate cognitive and affective student learning-knowledge, skills, and values -and to promote use of that knowledge in the student's work place.

- To develop competence in communication, critical thinking, collaboration, and information utilization, together with a commitment to lifelong learning for enhancement of students' opportunities for career success.
- To provide instruction that bridges the gap between theory and practice through faculty members who bring to their classroom not only advanced academic preparation, but also the skills that come from the current practice of their professions.
- To provide general education and foundational instruction and services that prepares students to engage in a variety of university curricula.
- To be organized as an international for-profit institution in order to foster a spirit of innovation that focuses on providing academic quality, service, excellence, and convenience to the working adult.

Goals

Strengthen the University's presence through research, scholarship, and outreach.

Develop new and strengthen existing areas of scholarship.

1. Invest in thought leadership in new venture creation, corporate entrepreneurship training, and family business enterprise.
 - a. Find research funds to develop thought leadership.
 - b. Create an academic newsletter.
 - c. Enhance outreach programs nationally and internationally.
2. Expand the relationships with national university small business programs.
3. Expand IUL programs.

Expand and strengthen student base within all disciplines.

1. Develop strategic relationships with high quality universities for mutual student interests.
2. Develop a portfolio of graduate activities to present at national conferences.
3. Expand presence in university associations globally.

Extend IUL's leadership in curriculum innovation and reputation as a great teaching institution.

1. Expand and enhance research activities through the launch of the REC "Research and Entrepreneurship Center" to be located in North Africa.
2. Become the Incubator for student projects.

Build thought leadership at IUL.

1. Enhance scholarly production and quality.
 - a. Create research fund to develop practical, theoretical, and pedagogical thought leadership.
 - b. Invest in resources to support academic needs of IUL faculty and students.
2. Attract, retain, and develop outstanding faculty.

- a. Provide flexible approaches to teaching which create a work and life balance.
- b. Launch Faculty Development Plans to promote enhancement of knowledge and advancement in curriculum development and teaching
- c. Webinars and Free intra- training among IUL Faculty.

Strengthen IUL Presence

Four strategic goals drive efforts to **Strengthen the Global Presence**:

- I- Create student opportunities that promote global initiatives.
 - 1. Strengthen the quality of student opportunities in research
 - a. Create additional scholarships for students to attract students from around the world.
 - b. Invest in an interactive online student multimedia experience to attract students with a diversity of interests globally.
 - c. Use relationships within IUL network to expand global options for study for IUL students.
 - 2. Strengthen the online quality of experience for IUL students.
 - a. Increase online interactions through blogs, chats, and video.
 - b. Strengthen the sense of global community online.

- II- Enhance the global diversity of the student body.
 - 1. Ensure that IUL is known as a global community that values diversity among its faculty and student body.
 - 2. Attract, welcome, and retain a diverse student body representing international communities.
 - a. Focus on recruiting students from around the world.
 - b. Continue to develop scholarship programs to attract qualified students with financial needs.
 - c. Admit students transferring from Universities with IUL articulations.
 - 3. Recruit, retain, and promote a diverse faculty and staff.
 - a. Focus on recruiting faculty and staff from diverse backgrounds with significant international experience and/or backgrounds.

- III- Support the professional global activities of IUL faculty and students.
 - 1. Retain highly qualified international faculty.
 - a. Enhance international professional growth activities for faculty.
 - b. Enhance opportunities for faculty to participate in significant global experiences.
 - 2. Recruit and retain qualified international students.
 - a. Increase attendance and participation in the online IUL experience.
 - b. Access to IUL resources and its network of partners.
 - c. Advising and placement plan to use.

- IV- Build a dynamic network of engaged alumni around the world.
 - 1. Develop a system of support which connects students, faculty, and alumni.
 - a. Enhance alumni participation in recruitment of new students.

- b. Enhance connection with faculty members.
2. Priority access memberships to the Mu Eta Chapter of the Delta Mu Delta Business Honor Society.
3. Provide life-long online learning opportunities for alumni.
4. Initiate alumni seminars and team buildings
5. Expand the online networking infrastructure for alumni.
 - a. Develop a focused marketing approach to alumni.
 - b. Highlight leadership and entrepreneurial opportunities for alumni.

Strategies

Four strategic goals drive efforts to **Enhance IUL Academic Reputation**

- Strengthen IUL's presence in Africa and Southern Europe through research, scholarship, and outreach.
- Expand and strengthen student base within all disciplines.
- Extend IUL's leadership in curriculum innovation and reputation globally as a great teaching institution.
- Build thought leadership at IUL.

Five strategic goals drive efforts to **Strengthen the Global Presence:**

- Create student opportunities that promote global initiatives.
- Have a presence in out of reach countries or challenging countries.
- Enhance the global diversity of the student body
- Support the professional global activities of IUL faculty and students.
- Build a dynamic network of engaged alumni around the world.

IUL STRATEGIC DIRECTION

Strategically Directing Priorities through Key Performance Indicators and Strategic Initiatives

IUL's strategic priorities provided guidance to establishment of key performance indicators, while extensive discussions led to a set of major initiatives that are critical to IUL's achievement of its international recognition status.

The initiatives recognize that IUL must continue to admit and retain outstanding students, recruit and support exceptionally qualified faculty, and promote and fund notable and high-quality programs across the institution.

Conceptualizing a New Vision and Mission

As IUL grows and expands it will call for a rethinking of the university's vision and mission statements. These crucial elements of strategic planning will be conceptualized as follows:

Vision: preferably a single sentence indicating where the institution is going and what it will look like when the vision is achieved, although the vision may reflect some conditions already in place.

Mission: a succinct description of what is done by the institution; how it is done, including elements of quality, scope, responsiveness to need, uniqueness, and effectiveness; who is served.

In addition to the above, vision and mission statements should reflect the university's strategic priorities, which focus most importantly on increases in student enrollment, ensuring student success, enhancing research, and advancing global engagement.

IUL mission underwent a recent change in 2017-2018 after consulting across the university with the stakeholders' input.

Our vision remains the same, it will be reviewed in the next annual board of directors and faculty meetings.

Environmental (SWOT) Analysis

To think and act strategically, individuals as well as institutions must assess strengths and weaknesses. The assessments must also be framed by opportunities and threats throughout the environment of operations.

Bringing the SWOT elements together for the sake of planning can be envisioned through the diagram below:

	STRENGTHS	WEAKNESSES
OPPORTUNITIES	Match/Fit	Minimize
THREATS	Overcome	Avoid

Mitchell, Ronald K. (1998).
The Logic of Strategy in Entrepreneurship and Wealth Creation.

The take-home messages of the SWOT assessments as described as such:
 Maximize the role of strengths, minimize the impact of weaknesses, take advantage -
 selectively-of opportunities that match strengths, and modulate, prevent, or avoid threats.

Using this method, members of the IUL Board, faculty, staff, and students input was gathered, results are shown below:

Strengths	Weaknesses
<ul style="list-style-type: none"> - International presence - Accredited programs - Young Experienced and motivated team - Customized LMS - All our systems owned - No debt nor loan - Digital Learning Vision - Interconnected teams - Continuously improving our student/ faculty interaction system - There is a strong tie, attachment and bond and a high level of interaction between faculty and students - Expertise in teaching International students - Comprehensiveness, quality, and growth of online education - Accessibility 	<ul style="list-style-type: none"> - Business programs only - Building- Infrastructure - Underfunding in certain initiatives - Inadequate resources for recruitment, advising, and marketing
Opportunities	Threats
<ul style="list-style-type: none"> - Potential market for growth (Asia, and Middle East) - Apply new technologies that can reduce process for the online Education - Increase MOUs - Target multi-national companies for the MBA program (B2B and B2G) - Expand our services - More conversations with employers - International exchange programs 	<ul style="list-style-type: none"> - Not being able to keep up with technology - Buying power for certain countries where we have agent / MOU - Increase of the dollar exchange rate - Increase of professors' wages - Risk of losing prominent faculty for genuinely better opportunities.

Strategic Analysis

1. The University will maintain and improve its strengths by meeting all action plans and transforming its weaknesses into more strength.
2. Certain indicative weaknesses are due to lack of financial investment, a decision made by the CEO to minimize financial risks until accreditation is achieved. Our weaknesses will be transformed into strengths.
 - 2.1 we will develop new programs that are more in demand by the international market and diversify our field, e.g. Computer Science, Space Tourism.
 - 2.2 Foresee to acquire a larger facility to meet the demand of internationals wanting to study onsite
 - 2.3 Reach a 70%/30% of onsite/online programs
 - 2.4 Increase marketing budget by getting the financial means to invest.
3. The University will handle threats as follow:
 - 3.1 Recruit an innovative CIO to push the IT department to a new level of expertise and R&D
 - 3.2 Prospect for an MOU with a Technology Company for an exchange of services or wanting to expand to the education field, especially by launching the CS programs.
 - 3.3 Reduce Tuition in low income countries to meet the market
 - 3.4 Improve student retention and recruitment to match faculty wage increase
 - 3.5 Improve faculty retention (action plan detailed in HR)
4. Opportunities for improvement will be acted upon by:
 - 4.1 Meet/Interview/hire Local recruiters in Middle East and Asia
 - 4.2 Improve the e-campus- IT Action plans
 - 4.3 Prospect for more MOUs with Universities and schools in Africa where the demand is high
 - 4.4 Expand our services to offer training and certifications.

Strategic Programs- Key Performance Indicators

As IUL strategic committee members and others have considered IUL's strategic priorities, they generated a set of key performance indicators that provides operational definitions and benchmarks to our aspirations. The five priority statements have leaders who have created opportunities for input from stakeholders.

Detailed data from key performance indicators are disclosed in the Institutional effectiveness plan (IEP).

The IEP is updated annually and data is used to propose updates and revisions to the strategic plan

1. *Enrollment and Student Success*

Goal	2010-2013	2014-2015	2020-2021 Target
Enrollment #	40	80	200

Key Strategies

1. Create a one-stop transfer student center at the Schools we have an MOU with,
2. Continue efforts to recruit students into our programs, led by the University College, particularly with offerings that are attractive to non-traditional and diverse audiences of students (*e.g.*, employees in need of training, secondary education teachers, specialized Management staff),
3. Develop a comprehensive communication flow and new student telecounseling software to increase applications and yield among new and prospective undergraduate freshmen and transfer students,
4. More strategies as disclosed in further details in the campus effectiveness plan.

2. *Strengthen Academic Quality and Reputation*

We will attract and retain the best faculty in order to enhance our teaching excellence and grow our number of programs.

Goal	2014	2015	2020 Target
Faculty #	25	29	40
Terminal Degrees Faculty	40%	70%	90%
Professional Development Activities	75%	78%	90%

Key Strategies

1. Implement a strategic hiring plan that targets faculty members with nationally recognized credentials and preferably terminal degrees,
2. Offer faculty development workshops and services to enhance faculty teaching, research, and outreach capabilities,
3. Implement a digital measures software to provide a digital database of faculty awards, publications, presentations, research, grants, and service,
4. Generate a master plan to enhance classroom, library, and learning resources in the context of an expanding student population and increased research activity.

1- Further Outreach and Engagement:

We will expand our community outreach, promote higher education and continue to engage in partnerships to improve underprivileged communities and enrich their quality of life.

2- Increase and Maximize Resources:

We will increase funding for scholarships, professorships, and world-class facilities, and maximize those investments through more efficient operations in order to ensure affordability for students and accountability to the university governance.

Key Strategies

1. Assess and improve institutional effectiveness—integration of data, assessment and evaluation, planning, and resource allocation.
2. Identify rules and procedures that need to be changed to maximize resource availability and develop “champions” in those areas to effect the needed changes to support IUL mission.
3. IUL leadership will engage faculty and staff in a wide conversation to maximize Intellectual Capital utilization.

ACTION PLANS

Strategic Action Plans- Academic Department

IUL's mission and values are deployed through the institutional culture, infrastructure and processes. They are a verbal expression of what we strive to be and to become and who we are for our students. We strive to talk the talk and walk the walk.

The mission objectives are established at the beginning of the student and faculty experience at IUL.

1. Faculty:

The mission statement implies that we will offer quality education and it begins with the hiring process, which focuses on recruiting individuals who demonstrate commitment and respect to our expressed Values.

The mission objectives are found in the development of fair and equitable processes for faculty and staff development and evaluation. The university goals are demonstrated to students as is evidenced by student evaluations, student satisfaction surveys, and faculty evaluations that focus on teaching effectiveness and outcomes assessment.

Greater portion of the faculty are engaged in serving public interests locally and international. We will help them through:

- Yearly professional development plans,
- Training for businesses on a variety of topics,
- Speaking for businesses and organizations in the community,
- Volunteering in positions and organizations,
- Supervising internships and thesis coordination,
- Hiring and/or providing internship opportunities to students.

This involvement will allow the university and its members to contribute to the community by sharing talents, expertise, and resources. At the same time, it will allow us to strengthen our ties with the community and to become more cognizant of the needs of the communities that we serve.

Our involvement in the faculty wellbeing will also improve our retention numbers and motivate others to apply for part/full time teaching positions.

2. Student Services

Students are our priority, and IUL's objectives and values were developed with that goal in mind. Each value directly affects students. Whether it also affects faculty, staff and/or administration, the bottom line is that our students benefit. All core processes in the school serve to enhance the educational quality and experience.

This is evidenced through:

- Curriculum development,
- Student scholarships,
- Partnerships,
- Service learning,
- Outcomes assessment,

- Faculty evaluation,
- Faculty development.

Our short term goal, for the next five years, is to seek ways to continually improve student's satisfaction and overall learning experience, through:

- Improving communication systems,
- Inspire and encourage students, with birthday cards, inspiration notes, and involvement in all activities: social, motivational, travel, exchange, languages,
- Increase our number of partners to further open global doors of summer exchange programs,
- Strengthen connections among students through social media.

3. Admissions

The university admission process is evaluated regularly and will be reviewed again in the next 12 months to reconfirm that the University has fulfilled its quality promise to complete the quality assurance standards. To achieve the set goals, the university is set to meet accreditation agency standards once set, along monitoring procedures for the policies to ensure of accuracy in all publications.

The annual catalog should be the main go to document whenever a staff is in doubt.

We will broadcast through the one drive share any updates done by the academic department and will train recruiters on them.

4. Curriculum Development

Curriculum design is crucial to the success of the mission. Proposals for new courses and programs or improvement of old ones are a result of such things as assessment outcomes, enrollment, accreditation needs, focus groups, and advisory committee meetings.

Data gathered from learning assessments, student feedbacks on educational design, student learning performances, student and faculty satisfaction surveys, end of program surveys, alumni surveys contribute to the successful implementation of IUL's mission statement and objectives.

In the next five years, we will strive to update the licensed programs and curriculum, while adding new concentrations or programs adapted to the changing environment and beneficial for graduate immediate employment and placement rates.

The University counts on being an important engine for the development of the industrial field in countries with the highest student enrollment, particularly in the areas of its concentrations. Thus, large national and international companies will be invited to partner with us.

Strategic Action Plans- Marketing Department

International University of Leadership Marketing Department develops and implements strategic planning for the University, to promote its mission and identity, as well as to enhance its local reputation and international visibility.

The department creates and manages various innovative marketing and communications tools that include: Press Releases, Website, Mobile Application, Social Media, E-mail Campaigns, E-banners, Print and Electronic Materials, University Videos, Text Messaging, Events and Public Relations.

The University employs highly skilled individuals to oversee the marketing department, able writers, designers, web developers and communication specialists, to ensure that published information and messages in all forms of communication are clear, concise, creative and effective. The team utilizes all means permitted to promote the University brand to internal and external audiences such as: current and prospective students, parents, alumni, faculty, organizations and potential donors.

In today's growing digital technology, Marketing is constantly evolving and thus, we must keep pace with it. Our department has drafted a marketing strategy for 2016-2021 that focuses on new technologies and innovative e-marketing tools to capture the attention of our target audience.

Action 1: Use of a variety of Social media platforms including, but not limited to, Facebook, LinkedIn, twitter, Google+, YouTube, Instagram and stay on top of new social media platforms, tools and applications.

Photos, videos, stories, events, University news, debates and questions will be posted on our page/group to increase interaction and communication with our audience. The more people interact with the content (by liking, sharing, commenting or retweeting), the more the University gains visibility and generates traffic to the website.

Social Media Ads is also an effective method to reach prospects in national or international markets.

IUL Global Radio will create a series of videos including a presentation of IUL, student life, international students experience, events, alumni testimonials and interviews with well-known personalities and promote them in social media platforms.

Timeline: Strategy deployed as of January 2018

Action 2: The University website is the window to the world in all languages through Google translate, which is the best source of accurate information about the University. It is an active website, whereas information is updated on a daily basis to provide accurate and timely information to our captive audience.

A Virtual Tour of International University of Leadership Campus will be created to showcase the vibrant campus life, teaching rooms and facilities to prospect students;

Prospective students can also chat with expert advisors through live chats to learn more about the University, its programs and enrollment process.

Timeline: Continuous and ongoing.

Action 3: Digital technology has provided tools such as direct mailing, which is a great way to give a prospect more information about the University in real time, less than 12 hours. The IT team usually develops messages such as e-mails with quality image or animation to attract the attention and draw more visitors to our website.

Messages that are sent to prospective students follow guidelines for external communications, by sending appealing and attractive e-mails messages to prospects or existing students. This process keeps students informed about our latest news and events and to increase traffic to our website.

E-mail addresses of prospective students are obtained through voluntary submission of students when they apply or send requests for more information to the admissions dept. Additional contacts are established through social media links such as cookies from our website, social networks, educational fairs, conferences, seminars and other events.

Timeline: ongoing and updated every 3-4 months before each semester

Action 4: Web banners are important web marketing tools to drive traffic to our website. Such marketing tools like the e-banners, create eye-catching attraction and redirect users to the IUL official website, where most enrollment information is disseminated to potential students.

Timeline: Ongoing and updated annually according to needs.

Action 5: University Mobile Application has been made available to smartphones and tablets that will provide broad range of multimedia features such as applying directly through the application, receiving real time updates, watching videos, seeing pictures, chatting directly with an expert advisor and virtually tour the campus.

Timeline: Strategy deployed as of December 2018

Action 6: The University participates in international and virtual educational fairs for students around the world to acquire sufficient information on enrollment, admissions criteria, annual tuition fees and miscellaneous fees associated with program completion.

This is achieved for the most part online and it provides potential students valuable information without the need to leave their home. Such events allow prospective students and parents to chat in real time with University representatives, learn more about the campus life, watch videos and download our catalog or brochures from their computer or mobile devices.

Timeline: Ongoing and it occurs twice per year.

Action 7: The top management and senior faculty and board members have suggested organizing onsite and online conferences, seminars, roundtable discussions and other events. This is to allow students to learn from leading experts, to promote indirectly a positive image of the University and to build links between International University of Leadership and organizations.

Action 8: SMS and Mobile Instant Messaging applications are highly effective marketing channels. The messages will include links that encourage people to visit our mobile website or social media page/group, download our mobile application or contact us.

Action 9: Although ads on TV, radio and movie theaters are expensive media of advertising, they reach a wide audience and have an excellent impact.

We will choose the right channel and the right schedule and use attractive words, videos, sounds and music, to reach the right target audience and hold his attention.

Timeline: Strategy deployed as of 2019-2020

Action 10: Utilizing traditional printed advertising as an appealing method of presenting the university in full colors. Documents that are printed regularly and disseminated to students and recruiting agents include: Catalogs, Brochures, Flyers, Folder, Business Cards, Stickers and T-Shirts), whereas, they are essential items to encourage prospects to decide in favor of IUL.

Promotional materials are handed out in strategic places including: high schools, companies, shops, cafés, malls and student fairs, distributed to targeted letterboxes or mailed to prospects or existing students.

Newsletters and magazines offer an opportunity to target our audience. To catch a reader's attention, we will focus on the content and physical appearance of the advert.

Action 11: We will display attractive and creative billboard ads, in airport or other public spaces, that will catch our specific target's attention and create a memorable impression very quickly.

Action 12: Public Transportation is a great way to reach the public. It has a great visibility. The ad will be seen behind and beside the bus or tramway, especially in stopped traffic, we will apply this action in Morocco as Beta Test.

Timeline: Strategy deployed as of May-July 2017

Action 13: Word of mouth is the most effective way of attracting potential students. We will engage and inform Students, Alumni, Faculty, Staff and Parents through meetings and awareness sessions about University key messages to enhance positive word of mouth influence.

A group of University ambassadors (such as alumni and international students) will be created to help with recruitment efforts in the US or in foreign countries. They can share their

experience at IUL by holding Information sessions at high schools, participating in national or international student fairs, conferences or other events.

We will create a blog where students and alumni can share their experience and stories of student life at International University of Leadership.

Action 14: We will enhance our collaboration with the Alumni Association to promote the University, to recommend our programs to potential students and to help students secure jobs and internships. We will offer scholarships and special gifts to our alumni, invite them to attend or participate in our conferences and networking events or be our guest speakers, make them interact with each other through social media platforms.

Action 15: We will organize English Language Summer Camps at International University of Leadership Campus to attract international students.

Timeline: Strategy deployed as of August starting 2018.

Action 16: We will attend several student fairs that will take place in many cities around the world, including: USA, East and Southeast Europe, Russia, Morocco, Algeria, Burkina Faso, Benin, Libya, Gabon, Ivory Coast, Senegal and other countries. A large number of students who are seeking information about higher education and future career opportunities will be present. We will create new eye-catching stands to attract many visitors.

Timeline: Annual

Action 17: We will develop relationships with cultural representatives at international embassies and international high schools and universities to recruit international students.

Action 18: IUL will develop several partnerships with national and international organizations to offer executive training programs that meet their organization's needs, share expertise, collaborate on new programs and create job and internship opportunities for IUL students.

We will attend seminars, conferences and other events to network and connect with companies and business leaders.

Strategic Action Plans- Information Technology Department

The process for the elaboration of the IT development plan of IUL group consists at first of an analysis of the existing followed by the long-term vision of the Group's information system, mainly action plans for the next 5 years.

PART I: STUDY OF THE EXISTING

1. Servers:

IUL group has currently 5 servers worldwide.

- Server 1: Yahoo Small Business contains (USA), contains the "business email" of the group and the publication of all systems and website,
- Server 2: vps.sity1.com (USA), contains the part of the "coding" and databases,
- Server 3: vps.piimt.net (USA), contains the part of the "coding" and databases,
- Server 4: secure.vps141.sitesten.com (Germany), contains the part of the "coding" and databases,
- Server 5: (Morocco) Contains HIS+SKI.

2. Systems, Application and Web Site:

- **IUL- Education:**
 - University website,
 - SIS: student management system,
 - SKI-IUL: content management system,
 - LEBS: Leadership Ebooks system
- **AOLC:**
 - Website for the language center,
 - Platform containing the admission tests and online courses.
- **IUL-ELEARNING:**
 - 1 Customized e-campus,
 - Peregrine Contract for MBA proctoring.
- **ECT:**
 - Training, consulting and coaching.
 - IUL publishing journal: iulpress.org
- **LEADJOB:**
 - A website containing student's resumes that offers internships and job offers depending on students' needs,
 - Students E-portfolios.

3. Security:

- Secure servers by putting an appropriate strategy,
- Secure PCs of employees by antivirus with certificate,
- Securing information by asking employees to make regular backups of their data on servers.

PART II: ACTION PLANS

1. Servers: March 2018

- Envisage other servers to allow separation systems,
- Use of a more effective system of "business email".

2. Systems and Application: June 2017

- Improve the functionality and design of online platforms (colors, styles, displays, ...),
- Add the finance module on the SIS and improve existing calculation tools,
- Making websites and systems "user friendly" with a suitable display on the mobile,
- Mobile application for website and e-campus,
- A special website for the "E-learning" with a page on social networks and a video that explains the operation and benefits of the product,
- Timetables Management System (timetables, class-room, teachers, ...),
- Develop a system of leave for employees,
- Developing an eLearning management system for "ECT",
- A platform for training,
- Develop Survey within the systems instead of survey monkey,
- Respond to the accreditation needs.

3. Security: active

- Develop new websites from scratch to avoid using Template that can cause problems at the level of the server,
- Acquire reliable antivirus and legal software (annual).

4. Equipment: 2018-2021

- Provide more efficient equipment (data show, printer, scanner, Fixed Telephone ...),
- Have strong computers running under advanced operating systems,
- Contemplate adding more computers for research purposes (2018-2019),
- A better connection (2019: optical fiber),
- We need to be aligned with new technologies.

Strategic Action Plans- HR Department

Human Resources is a centralized function that operates within a complex and dynamic framework where a range of external challenges intersect with our unique University culture or, to be more accurate, University cultures. Its role is to provide advice and support to Executive and line management on human resource issues.

The objective within the next five years is to gradually shift from the outsourcing to running the HR Department, hiring an HR Director is priority number #1 for 2020-2021.

A high-quality University is dependent upon the quality, reputation and productivity of its staff, its human resources. Once the Human Resources Division is fully internal, we will engage in regular analysis and planning to ensure its services address the long term needs of the University. Over the next five years the six strategic concerns are:

1. Staff and Organisational Renewal – Recruiting and Retaining High Quality Staff
2. Employment Flexibility
3. Accounting for Performance
4. Continual Learning
5. Creating an Equitable and Diverse Workplace
6. Creating a Safe and Supportive Workplace Culture

Action plans are described below:

1- Staff and Organizational Renewal – Recruiting and Retaining High Quality Staff

Recruitment and retention of high quality staff in a competitive labour market is of vital importance to the University. Successful human resource management will require effective recruitment and retention strategies that take into account the following:

- Accelerated retirements will be accompanied by continued growth in student numbers as the participation rate rises, increasing the demand for staff
- There will be increased competition for a limited number of quality staff in an increasingly international labour market.
- Traditional academic career structures may be less attractive to younger people than in the past.
- Well-being in the workforce has become increasingly important. High workload, low financial reward careers may further constrain the supply of quality staff. Together with increased expectations about research performance and higher levels of accountability and reporting, there is the potential to become less competitive internationally.
- A difficult funding environment will continue to limit the University's ability to provide an internationally competitive reward structure.

2- Employment Flexibility

Current collective agreements are aligned with the University's strategic planning and budget process, and salary increases are based on capacity to pay. There continues to be moves

towards greater flexibility at both the institutional and individual level, a trend seen as also important in recruitment and retention.

3- Accounting for performance – a high performance culture

Human Resources analyses information from a variety of sources to assist in the development of institutional improvement strategies. The University's staff performance management framework linking individual and institutional performance objectives is an important element in the University's accountability framework.

4- Continual learning

A rapidly changing knowledge base in the work of universities, rapidly developing information technologies, the competitive environment, the devolution of decision-making to faculty and school leaders, and an increasing level of liaison with the community requires a high level of skill and knowledge on the part of staff. This can be developed only by a commitment to lifelong learning by each member of staff as well as access to a comprehensive range of staff development opportunities. The need to develop 21st century leadership capacity offers a challenge, particularly given the significant demographic change.

5- Creating an equitable and diverse workplace

Diversity amongst staff and students which reflects IUL has the benefit of building a broad base of community support as well as meeting important social, moral and human rights, and commitments to equity and diversity. A diverse staff will improve the quality of decision-making in the University and is incorporated into its accountability framework. This commitment is not only important in terms of social justice but it an important attraction and retention strategy.

6- Creating a safe and supportive workplace culture

Physically and psychologically safe work environments and safe work practices are key aspects of the University's risk management strategy. IUL has a high commitment to safety, not only for its own employees and students, but also for contractors and visitors. To maintain IUL as an employer of choice requires a positive, inclusive and high-performance culture marked by cooperation and respect, and where the work environment promotes work/life balance for staff. Improved productivity also rests, therefore, on building a 'one-staff, one-University' culture.

Strategic Action Plans- Facilities

IUL (Private International Institute of Management & Technology) main campus is located in rabat at 45, Avenue Ouled Said, Bir kacem, Souissi, while the secondary campus is located in Casablanca at 490, Boulevard panoramique Polo, Casablanca.

Physical Plant:

Need: As soon as AUL completes its national accreditation, it will apply to receive its SEVIS status that is when a larger campus will be required.

Objectives: Own a 20,000 Sq. Ft building in Bouznika where new programs will be licensed, involving externships and articulation agreement with national and local organizations.

Equipment:

Maintenance: The Institute routinely replaces and upgrades audio-visual hardware for instructional purposes.

Administration upgrades and updates computer needs, both hardware and software, to conform to the ever-changing challenges of the information technology field.

eCampus and New Technology:

Several well-known technologies are designed to enhance the educational experience. The infusion of any audio, visual or tactical methodologies are proven to enhance retention and student manipulation. Research also provides educational institutions the ability to access such technologies with considerable confidence in its capabilities. However, we are also aware that technology will never replace human interaction completely. To this end, IUL is dedicated to delivering enrichment of our curriculum through our blended model.

Our model, which includes Multi-Modality practices, incorporates the use of the following techniques:

1. Audio and Video Streaming
2. Video Conferencing and Secured Student Forum platforms
3. Email communications
4. Fixed Voice over PowerPoint lessons
5. Student Performance Online Feedback System
6. Merge the "SIS" system with the ecampus to facilitate navigation for students

Research and Innovation

- Investigate use of podcasts and vlogs
- Integrate the library access to the campus
- Develop a live class for synchronous Learning

Strategic Action Plans- Finance Department

IUL offers tuition that is lower than other colleges and universities in Morocco and Internationally.

The goal within the next five years is to offer more incentives by attracting external donors.

IUL continues to offer scholarships from within, ranging from part to full scholarships depending on student applications and cases.

STRATEGIC PLAN ASSESSMENT

Reports

IUL is committed to the effective evaluation of its educational programs, its academic and administrative support services, and the use of assessment results for continuous improvement. Our Five years' cycle for strategic planning and evaluation processes addresses the key components of educational activities – teaching, scholarship, professional development, and public service. Through the institutional effectiveness results and data, the University creates annual implementation plans for each department with revised goals and action plans that reflect IUL strategic goals, initiatives and mission statement.

The university progress toward fulfilling these goals and outcomes is assessed via the annual report. The results are compiled each year to recognize and act on areas of improvement. This cycle, along with annual implementation and assessment reports, guarantees we regularly and systematically reviews our mission, goals, and outcomes; continuously improve and document effectiveness in accomplishing the strategic plan.

Committees and Stakeholders

IUL Institutional effectiveness plan (IEP) is intended to provide an ongoing review of the institution's effectiveness has two objectives: one, gathering and compiling information on the extent of IUL's accomplishments in achieving defined purposes; and, two, using such information for institutional planning and program improvement.

Assessment information regarding the achievement of outcomes goals is incorporated into existing decision points within the university to serve as the basis for the strengthening of institutional programs and performance. The use of assessment results and the tying together of an outcomes assessment focus with the planning and review activities within the university is already in evidence as a result of the assessment program for student learning.

The IEP is reviewed annually by a committee presided by the CEO, few Board members as well as IUL stakeholders: officers, staff, faculty members, and community guests.

The Effectiveness Committee (IEC) reviews the annual reports (achievements vs. goals) to make desirable decisions or adjustments while each department develops their action plans for improvement.

FUTURE PLANS

The university has great cohesion and it shares its success collectively. The strength stems from a team of, dynamic and communication among stakeholders at all levels is open and ongoing.

What We Do Well

We have determined that we do very well in the following areas:

1. Business operations are effectively managed.
2. Community needs are regularly surveyed, and our response to those needs through service offerings is timely and ongoing.
3. Program accessibility enables students from a variety of geographic areas, interests, educational levels, and personal circumstances to participate in course offerings.
4. Effective budget handling enables us to obtain and manage the resources necessary to offer continuous quality process improvement, without inquiring loans or liabilities.
5. IT: We have customized our platform so that it fits with the new tablets and smart phones, the access is now possible.

Future Projects

1. Live Video Lessons: Vlogs
2. Integrated webinar Lessons
3. Student Performance Online Feedback System
4. Integrated Survey Systems for Alumni Feedback and Employers Tracking
5. VR Technology

OPERATING PLAN

Operating Plan										
key result Area / Major Final Output:										
1.Academic department	Objective		Time Frame					Accountable person	% Budget	
Success Indicators	Strategies	Programs /Projects / Activities	2016	2017	2018	2019	2020		Amount	Source of fund
Faculty Services	Recruiting individuals who demonstrate commitment and respect to our expressed Values. Improve IUL retention numbers and motivate teachers to apply for part/full time teaching positions.	<ul style="list-style-type: none"> •Professional development plans •Training for businesses on a variety of topics •Speaking for businesses and organizations in the community. •Volunteering in positions and organizations •Helping Students obtain Internships 						AD	12%	IUL
Student services	enhance the educational quality and experience	• Student scholarships						Director of Operations	6%	IUL
		• Improving communication systems								
		• Inspire and encourage students								
		• Increase our number of partners to further open global doors of summer exchange programs								

		<ul style="list-style-type: none"> Strengthen connections among students through social media 							
Curriculum development	Proposals for new courses and programs or improvement of old ones	<ul style="list-style-type: none"> update the licensed programs and curriculum 					AD and Curriculum Committee	6%	
		<ul style="list-style-type: none"> adding new concentrations or programs adapted to the changing environment 							
Marketing department	promote the University brand to internal and external audiences	<ul style="list-style-type: none"> Clear communication: creative and effective 					Marketing and Enrollment Director	18%	IUL
		<ul style="list-style-type: none"> New technologies and innovative e-marketing tools 							
<ul style="list-style-type: none"> stay on top of new social media platforms, tools and applications. 									
<ul style="list-style-type: none"> increase interaction and communication with our audience 									
<ul style="list-style-type: none"> Social Media Ads 									
<ul style="list-style-type: none"> Use the IUL Global Radio (AGR) 									
	The University website	continually update the university website to provide accurate and timely information							

	Direct mailing	develop emails with quality image or animation send appealing and attractive emails to prospects or existing students								
	Web banner	create an eye-catching e-banner								
	Student Fairs	International Market								
	Conferences	promote indirectly a positive image of the University and to build links between International University of Leadership and organizations.								
	SMS and Mobile Instant Messaging applications	Advertising								
	TV / Radio Ads	reach the right target audience and hold their attention/International Market								
	Public Transportation	The ad will be seen behind and beside the bus or tramway								
	enhance our collaboration with the Alumni Association	promote the University, to recommend our programs to potential students and to help								

		students secure jobs and internships									
	English Language Summer Camps	attract international students									
IT department	servers	•Envisage other servers to allow separation systems							IT Director	14%	IUL
		•Use of a more effective system of "business email"									
	Systems and Application	•Improve the functionality and design of online platforms (colors, styles, displays, ...).									
		•Add the finance module on the SIS and improve existing calculation tools.									
		•Making websites and systems “user friendly” with a suitable display on the mobile.									
		•Mobile application for website and ecampus									
		•Timetables Management System (timetables, class-room, professors, ...).									
		•Develop a system of leave for employees.									
		•Developing an eLearning									

	management system for "ECT".								
	•A platform for training.								
	•Develop Survey within the systems instead of survey monkey.								
Security	•Develop new websites from scratch to avoid using Template that can cause problems at the level of the server.								
	•Acquire reliable antivirus and security software.								
Equipment	•Provide more efficient equipment (data show, printer, scanner, Fixed Telephone ...)								
	•Have strong computers running under advanced operating systems.								
	•Contemplate adding more computers for research purposes								
	•A better connection (Ongoing: optical fiber)								
	•We need to be aligned with new technologies.								

HR	Employment Flexibility	Salary Increases						CEO	8%	
	Accounting for performance	performance management framework								
	Continual learning	Full Scholarships								
	Creating an equitable and diverse workplace	Promote Diversity								
	Creating a safe and supportive workplace culture	Positive, inclusive and high performance culture								
Facilities and Equipment	Larger Facility to accommodate onsite classes	Project to launch once SEVIS is obtained/contingent upon accreditation and certification						CFO	5%	Bank Funding
Finance Department	Collection of Funds	Partnership with Foundation and Investors						CEO and CFO	8%	IUL
	Scholarships Approvals	% budget Approval allocated to scholarships								
	Tuition Balance/Operations/Risks	Tuition Revision								
	Projects Investments	Budget Approval								