



**Shiraz University**

## **Strategic Plan**

**2021-2025**

**Developed by:** Shiraz University Planning, Budget, and Organizational Change Management



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**2021-2025**

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**The Ministry of Science, Research and Technology, Shiraz University, Planning, Budget, and  
Organizational Change Management**

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**Shiraz University Board of Trustees** (August 02, 2020)

**A university in Shiraz means a Dār al-‘Ilm [a house of knowledge] in a Dār al-‘Ilm<sup>1</sup>, a center at the heart of a center.**

**(Supreme Leader’s Address to University Students and Academics in Shiraz: May 03, 2008)**

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1. Since Shiraz has been known as a center/house of knowledge (i.e., Dār al-‘Ilm) from the distant past, a university in Shiraz can be considered as a Dār al-‘Ilm inside another Dār al-‘Ilm, a scientific center inside another scientific center.

## Preface

Science and technology are the most important tools for a country's march toward development and a prerequisite for competition on the international stage. The growth and promotion of knowledge and technology depend on the development of all educational and research sectors, including universities. According to Iran's Strategic Plan, 2025, some of the notable features which the Iranian society is expected to enjoy by then (i.e., 2025) include access to advanced knowledge, the ability to produce science and technology, and reliance on human resources and social capital in GDP. Developing a desirable model for the sustainable development and promotion of knowledge and technology requires a comprehensive review of education, research, and technology. By accurately assessing the performance of educational and research sectors in our country, we can correctly identify the strengths, weaknesses, opportunities, and threats and then take effective measures to attain the objectives set out in Strategic Plan, 2025, and the comprehensive scientific map of the country. As one of the leading universities in Iran, Shiraz University, along with other top universities in the country, has played a pivotal role in the development of science and technology and managed to have a successful presence on the international stage.

To facilitate the development of the country through scientific and technological progress, careful planning and monitoring it in the university is of great importance since making decisions without any plan to turn them into actions will lead to nothing but confusion. The increasing complexity of activities and the ever-changing dynamics of today's world have presented managers with such complex and pressing challenges that the slightest slip or lack of attention by them will have dire consequences. With strategic planning, organizations can perform better and respond properly and timely to the emerging challenges in their environment. A strategy is a pattern or plan that incorporates the major goals, policies, and action sequences of an organization and integrates them into a cohesive whole. Furthermore, a well-formed strategy is a comprehensive and practical plan that defines the main strategic directions of an organization and provides guidelines for the efficient allocation of resources to achieve long-term goals.

The importance of developing a strategic plan and a corresponding action plan has been increasingly recognized and highlighted due to several factors, including constant technological, social, and political changes, the complexity of the outside world, the extensive relationship between university and society, and the proliferation of plans and their long-term nature. Accordingly, Shiraz University has developed its own strategic and operational plan for the years 2021-2025, and the present report describes the key elements of this strategic plan.

## Introduction

The essential components of effective and efficient management include planning, budgeting, organizing, leading, coordinating, monitoring, and documenting. Annual planning can refer to small-scale planning and policy-making; however, all types of small-scale planning should ultimately have a general pattern, as a roadmap, and a general direction, consistent with the short- and long-term goals of the organization and the missions assigned to it. A large-scale plan is referred to as a strategic plan although there are subtle technical differences between them. From another perspective, a strategic plan can be seen as a detailed description of the status and time frame of plans that determines the direction and destination of the organization as well as others' expectations of it. Therefore, a strategic plan should be formulated based on standardized coordination and scientific soundness, have the potential to maintain a balance between internal capacities and external opportunities, and utilize the organizational coordination to ensure that the strategy adopted by the organization will be implemented successfully.

Shiraz University, which is considered the greatest scientific and spiritual capital of the south of Iran, as reflected in a quotation by the Supreme Leader who famously stated, "A university in Shiraz means a house of knowledge inside another house of knowledge, a base at the heart of another base", is committed to facilitating the promotion of science and expanding the boundaries of knowledge, technology, and innovation while considering social interests. Accordingly, Shiraz University, in an attempt to meet its scientific and technological objectives and fulfill its social responsibility, has developed its strategic plan for the years 2021-2025. This strategic plan introduces 30 strategies and 188 plans to effectively implement the following four strategic priorities. Some important factors, such as technological, social, and political changes, the network of relationships between organizations and their external environment, the complexity of the external environment of organizations, and the transformation of most plans to long-term plans, are considered in this strategic plan. According to this strategic plan, Shiraz University will focus on the following four strategic priorities:

- 1- Excellence in education and research,
- 2- Entrepreneurship, innovation, and wealth creation,
- 3- Interactionism, responsibility, and sustainability,
- 4- Development of capacities and infrastructure.

The implementation of these four strategic priorities is expected to not only transform Shiraz University into an innovative and community-based university but also enhance the utilization of its scientific, technological, and innovative achievements to promote balanced and sustainable

national development, especially in the southern region of the country. Finally, in this plan, the challenges facing third-generation universities are identified and briefly discussed; also, the ways and means to successfully tackle these challenges are presented. It is hoped that by the year 2025, when this strategic plan is fully implemented, Shiraz University will be seen as an entrepreneurial university that is driven by science and technology and plays an active role in new value-creation in line with the missions of third-generation universities.

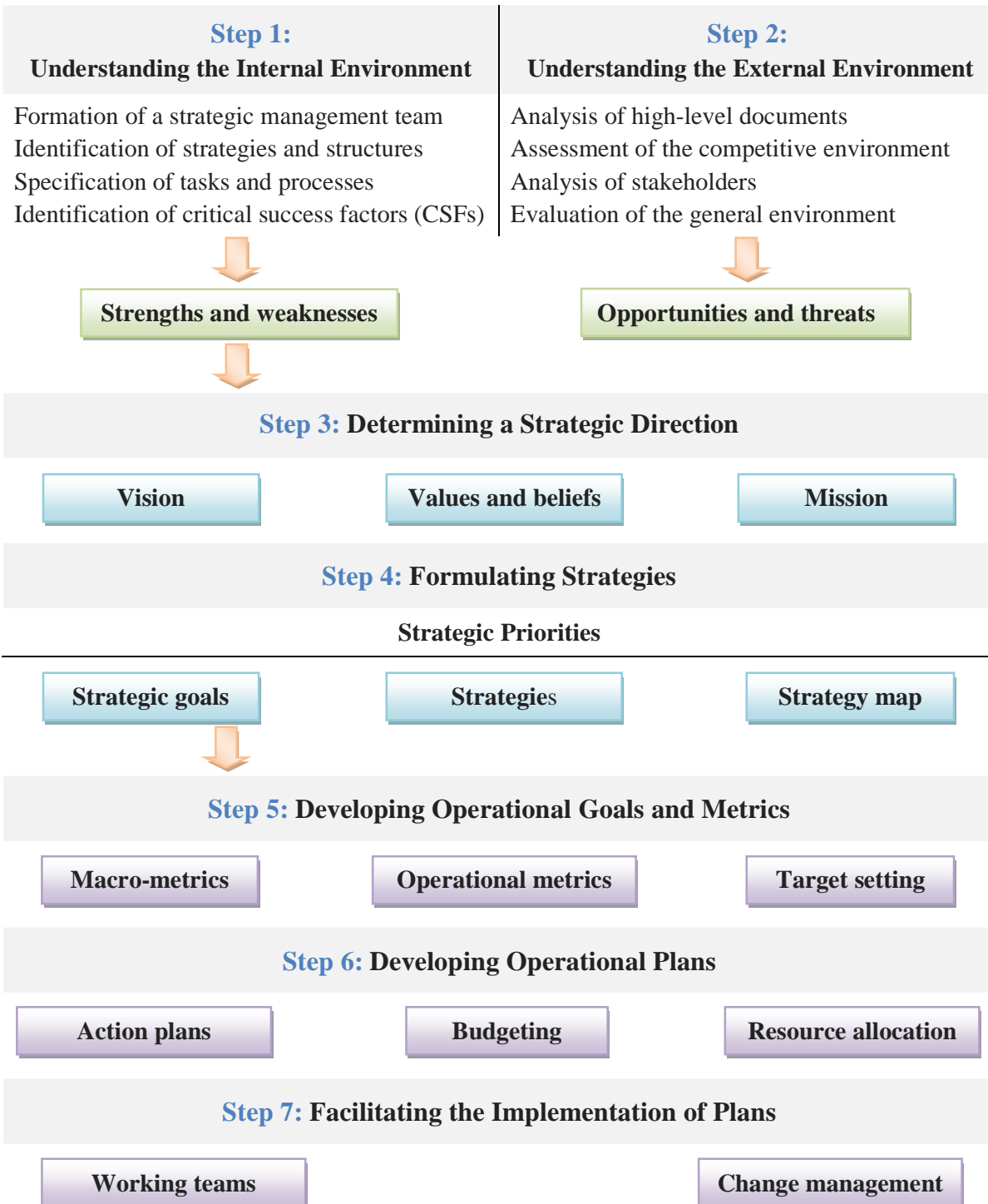
One of the challenges facing any strategic plan is to secure a source of funding for its implementation. Although university budgets in Iran have always suffered from serious deficits, Shiraz University believes that if the operational initiatives for each small unit in the university are adjusted based on specific inputs and outputs and have principled and rational connections with the finances allocated to them, many of the university development plans can still be carried out, which, in turn, can help society overcome some of its problems.

In this regard, Shiraz University is currently asking different units of the university to submit their short-term and long-term plans developed based on the university strategic plan. The necessity of implementing these plans will be examined and rated based on their degree of consistency with the university strategic plan; furthermore, each of the submitted plans will be technically adapted to the university budget based on the new budgeting system. During the implementation process, the progress of plans will be evaluated by monitoring their relative status and assessing their allocated budgets.

It is hoped that the implementation of this strategic plan will move us a step closer to the achievement of the great goals set for the country, the southern region, and higher education.

Hamid Nadgaran,  
President

# Steps of Strategic Planning





## **Vision**

On the horizon of 2025, Shiraz University, “a house of knowledge in a house of knowledge”, is expected to be an innovative and community-oriented university that has based its foundations on truth-seeking, pursuit of wisdom, and moral education of individuals. By adopting a global perspective, this university seeks to promote science, advance the frontiers of knowledge, technology, and innovation, and foster balanced and sustainable national development, especially in the southern region of Iran.

## **Values and Beliefs**

**Human dignity**

**Rationality and academic freedom**

**Self-esteem**

**Creativity, innovation, and entrepreneurship**

**Critical thinking**

**Professional ethics**

**Team collaboration and engagement**

**Responsibility and accountability**

## Mission

Shiraz University, as a comprehensive university, has educated generations of right-minded, responsible, creative, and competent students and reassured them of promising career prospects in the future through the development of efficient, dynamic, and skill-based curricula, expansion of the boundaries of knowledge and technology, promotion of innovation, commercialization of research, promotion of entrepreneurial education, and use of interdisciplinary, transdisciplinary, and multidisciplinary research and education.

This university, by adopting a global perspective, benefiting from physical, human, intellectual, social, and relational capital, using industry 4.0 technologies in higher education, and emphasizing human dignity, rationality, academic freedom, self-esteem, creativity, innovation, entrepreneurship, critical thinking, professional ethics, team collaboration and engagement, and responsibility and accountability, serves a key role in solving the problems of society, developing macro-policies, laying the groundwork for sustainable competitive advantage, and bringing regional and national economic prosperity.

## Priorities and Strategic Goals

The priorities and strategic goals of Shiraz University are identified as follows:

**Strategic Priority 1:** Excellence in Education and Research

**Strategic goal 1:** Achievement of superior quality in education

**Strategic goal 2:** Implementation of an effective research system

**Strategic Priority 2:** Entrepreneurship, Innovation, and Wealth Creation

**Strategic goal 3:** Development of innovation and entrepreneurship ecosystems

**Strategic goal 4:** Commercialization of knowledge

**Strategic Priority 3:** Interactionism, Responsibility, and Sustainability

**Strategic goal 5:** Enhancement of relational capital

**Strategic goal 6:** Enhancement of the stability and reputation of the university

**Strategic Priority 4:** Development of Capacities and Infrastructure

**Strategic goal 7:** Provision of infrastructure for and promotion of cultural and student affairs

**Strategic goal 8:** Management of financial resources and greater financial independence

**Strategic goal 9:** Management of infrastructure and physical capital

**Strategic goal 10:** Improvement of structures and processes

**Strategic goal 11:** Systematic management of human capital

## Strategies and Operational Plans

### Strategic Priority 1: Excellence in Education and Research

#### Strategic Goal 1: Achievement of superior quality in education

#### Strategy 1: Organizing, reviewing, and renewing curricula in line with the educational pyramid

##### Plans:

- Ø A comprehensive examination of the university educational planning;
- Ø Needs identification and assessment, preparation of a plan for the development of disciplines and interdisciplinary, transdisciplinary, and multidisciplinary research;
- Ø Re-establishment of majors and minors in Shiraz University;
- Ø Stabilization of the enrollment ratio of undergraduate, graduate, and doctoral students at the ratio of 1, 1, 0.5, respectively, with 60% of the enrollment allotted to postgraduate students.

#### Strategy 2: Promoting virtual, open, and specialized training programs

##### Plans:

- Ø Development of open and specialized training programs;
- Ø Promotion of Teaching Persian to Non-Persian Speakers;
- Ø Development of English language courses;
- Ø Promotion of virtual education and online learning.

#### Strategy 3: Utilizing new teaching and learning methods

##### Plans:

- Ø Inauguration of “Shiraz University Teaching and Learning Excellence Center” (SUTLEC);
- Ø Creation of Educational Quality Circles to discuss and exchange views on educational topics and promote team teaching.

#### Strategy 4: Developing students' skills

##### Plans:

- Ø Development of entrepreneurial education and skill-based training;
- Ø Enhancement of postgraduate students' research capability;
- Ø Development of apprenticeship and internship programs;
- Ø Implementation of the alumni-tracking plan;
- Ø Organization and holding of seminars, conferences, webinars, and festivals related to innovation and entrepreneurship.

## **Strategic Goal 2: Implementation of an Effective Research System**

### **Strategy 5: Developing basic research and expanding the frontiers of knowledge**

#### **Plans:**

- Ø Organization of research centers, with a focus on academic interdisciplinary research;
- Ø Development of Centers of Excellence (COEs) and scientific research centers for the promotion of purposeful and team research;
- Ø Implementation of a goal-oriented research program for the faculty;
- Ø Allocation of funds to team and interdisciplinary research to encourage the production of team knowledge and organization of team and interdisciplinary research centers;
- Ø Development of a code of encouragement and motivation for the faculty and postgraduate students to incentivize them to conduct original research and publish their results in renowned journals.

### **Strategy 6: Developing demand-driven research**

#### **Plans:**

- Ø Identification of the needs of target markets to guide the basic, developmental, and applied research carried out in the university;
- Ø Encouragement of postgraduate students, through support packages, to select thesis/dissertation topics that are related to the problems faced by society, industries, and organizations;
- Ø Development of the 'Research Marketing Plan'.

## **Strategic Priority 2: Entrepreneurship, Innovation, and Wealth Creation**

### **Strategic Goal 3: Development of innovation and entrepreneurship ecosystems**

#### **Strategy 7: Developing the university 'Technology Valley' and promoting accelerators, incubators, and knowledge-based companies**

#### **Plans:**

- Ø Provision of infrastructure needed to create and develop the university 'Technology Valley';
- Ø Development of a plan to establish more accelerators in the university;
- Ø Encouragement of cooperation with "Science and Technology Park" to promote incubators;
- Ø Organization of annual exhibitions to market and sell the products and ideas developed by the academia;

### **Strategic Goal 4: Commercialization of knowledge**

#### **Strategy 8: Developing intellectual property rights (IPRs) and capacities**

#### **Plans:**

- Ø Support of the commercialization of research results;
- Ø Development of awareness of IPRs;
- Ø Provision of counseling and assistance to academia regarding their intellectual property.

### **Strategic Priority 3: Interactionism, Responsibility, and Sustainability**

#### **Strategic Goal 5: Enhancement of relational capital**

##### **Strategy 9: Establishing educational relations with other universities**

###### **Plans:**

- Ø Conclusion and implementation of educational Memorandums of Understanding (MoUs);
- Ø Utilization of cooperation opportunities arising from the national assembly of university presidents;
- Ø Development of joint programs/degrees with other prestigious domestic universities;
- Ø Arrangement of joint specialized workshops with other prestigious domestic universities.

##### **Strategy 10: Establishing research networks with other universities and research centers, institutes, and funding agencies**

###### **Plans:**

- Ø Conclusion and implementation of research MoUs;
- Ø Implementation of joint research projects with policy-making and support centers, research centers, and top universities;
- Ø Development of cooperation and collaboration in various fields of research with other universities in the south of Iran;
- Ø Utilization of the potential of research funding agencies to support researchers;

##### **Strategy 11: Extending relations and cooperation with industry and society**

###### **Plans:**

- Ø Conclusion and implementation of MoUs with industry and executive bodies;
- Ø Establishment of joint research and development (R&D) centers with industries and executive bodies;
- Ø Utilization of the potential of university research results to attract public and private sector research resources;
- Ø Establishment of a management system for industry-related projects;
- Ø Facilitation of industrial sabbaticals.

## **Strategy 12: Developing international relations and cooperation**

### **Plans:**

- Ø Expansion of cooperation with prestigious international universities;
- Ø Development of joint educational (especially doctoral) and short-term specialized programs as well as joint scientific journals;
- Ø Investment in specific fields of research and production of joint knowledge with prestigious universities in the world;
- Ø Encouragement of joint research projects between the faculty and research-supporting global policy-making institutions, research centers, and international universities;
- Ø Facilitation of sabbaticals for the faculty and postgraduate students;
- Ø Invitation of internationally renowned thinkers and researchers to hold scientific workshops;
- Ø Establishment of international branches based on the scientific capacities of the university.

## **Strategic Goal 6: Enhancement of the stability and reputation of the university**

### **Strategy 13: Playing an active role in regional and national policy-making and development**

#### **Plans:**

- Ø Support of the faculty's executive and advisory activities pertinent to decision-making at the national level;
- Ø Encouragement of the faculty's membership in national and provincial committees and commissions.

### **Strategy 14: Promoting university social activities**

#### **Plans:**

- Ø Continuous evaluation of the social consequences and impacts of university strategies and preparation of periodic reports on sustainability and social responsibility;
- Ø Careful monitoring of developments in society and utilization of university scientific and research capacities to tackle the problems of society;
- Ø Utilization of the capacity of the University Counseling Center to support the mental health of society;
- Ø Provision of support to at-risk students and scholarships to eligible and financially disadvantaged students;
- Ø Encouragement of charitable, voluntary, and social activities of the faculty and students.

### **Strategy 15: Protecting the environment with the intention of creating a Green University**

#### **Plans:**

- Ø Protection of the environment and prevention of damage to the environment;

- Ø Optimal use of renewable energy sources;
- Ø Promotion of energy-saving measures;
- Ø Effective waste management;
- Ø Development of clean transportation.

### **Strategy 16: Branding**

#### **Plans:**

- Ø Development of Shiraz University branding strategy;
- Ø Media coverage of the university academic activities and accomplishments;
- Ø Initiation and development of an international student network.

### **Strategic Priority 4: Development of Capacities and Infrastructure**

#### **Strategic Goal 7: Provision of infrastructure for and promotion of cultural and student affairs**

#### **Strategy 17: Determining cultural, educational, and academic priorities**

#### **Plans:**

- Ø Organization of centers with the intention of developing the university cultural program;
- Ø Organization of religious and cultural spaces;
- Ø Utilization of cyberspace to promote cultural and student activities;
- Ø Development of courses to promote knowledge, wisdom, and professional ethics;
- Ø Establishment of a professional ethics committee.

#### **Strategy 18: Promoting student activities**

#### **Plans:**

- Ø Targeted expansion of student engagement in university affairs;
- Ø Expansion of field trips and pilgrimages;
- Ø Improvement of student welfare services and facilities;
- Ø Expansion of sports facilities and spaces;
- Ø Improvement and expansion of student dormitories;
- Ø Promotion of scientific associations and ideas;
- Ø Development of the necessary infrastructure to promote educational and cultural publications and magazines.

#### **Strategic Goal 8: Management of financial resources and greater financial independence**



### **Strategy 19: Diversifying special revenue funds**

#### **Plans:**

- Ø Analysis of special revenue funds generated from education, research, and technology and development of plans to increase university financial resources;
- Ø Assessment and development of revenue-generating and investment opportunities;
- Ø Identification of donors interested in science and technology and efficient use of their donations;
- Ø Organization of university assets.

### **Strategy 20: Improving productivity management**

#### **Plans:**

- Ø Measurement and improvement of university productivity;
- Ø Promotion and Implementation of performance-based budgeting;
- Ø Re-evaluation of university contracts with outside entities with the aim of cost management;
- Ø Creation of necessary platforms to make the most of nudge strategies in advancing all university programs.

### **Strategic Goal 9: Management of infrastructure and physical capital**

#### **Strategy 21: Organizing and developing education, research, and laboratory spaces**

##### **Plans:**

- Ø Preparation and implementation of a plan to organize education and research spaces;
- Ø Needs assessment and provision of equipment and facilities necessary for education and research;
- Ø Organization of university research and entrepreneurship centers;
- Ø Creation of laboratory and library networks;
- Ø Organization of scientific journals.

#### **Strategy 22: Developing information technology (IT) infrastructure and facilitating knowledge management**

##### **Plans:**

- Ø Needs assessment and provision of hardware, software, and the network required for IT;
- Ø Exploitation of industry 4.0 technologies to meet the needs of the university;
- Ø Development of an integrated IT system with the ability to interact with other systems;
- Ø Establishment of Shiraz University High-Performance Computing Center (ShU-HPCC);
- Ø Development of infrastructure for a digital library.

### **Strategy 23: Organizing and developing physical facilities and office spaces**

#### **Plans:**

- Ø Formulation and implementation of a plan to reorganize office spaces;
- Ø Needs assessment and provision of necessary equipment and facilities for offices;
- Ø Development and implementation of a new architectural design for the main entrance of the university.

### **Strategy 24: Expanding welfare facilities and sports equipment**

#### **Plans:**

- Ø Development and implementation of a plan to organize welfare and sports spaces;
- Ø Needs assessment and provision of necessary welfare facilities and sports equipment;
- Ø Expansion, reconstruction, and renovation of dormitories;
- Ø Organization of faculty and non-faculty housing;
- Ø Development of plans to promote the health and well-being of non-academic staff;
- Ø Facilitation of access to university welfare spaces.

### **Strategy 25: Overhauling and strengthening the legal infrastructure**

#### **Plans:**

- Ø Development and amendment of academic by-laws;
- Ø Full reporting of relevant regulations, by-laws, and instructions to all stakeholders;
- Ø Development of a scheme to utilize more effectively the delegated authority of the university Board of Trustees in strategic areas rather than in current activities;
- Ø Introduction of a legal obligation for all units in the university to comply with the university strategic plan when preparing any operational plan or regulation.

### **Strategic Goal 10: Improvement of structures and processes**

#### **Strategy 26: Organizing a professional structure for the university in accordance with the characteristics of the third and fourth generation universities**

#### **Plans:**

- Ø Development of a plan to decentralize staff authority as to expand departments and faculties' authority;
- Ø Development of a plan to redesign an organizational structure in the university based on the characteristics of the third and fourth generation universities;
- Ø Improvement of the university job classification system.

### **Strategy 27: Facilitating all academic processes**

#### **Plans:**

- Ø Development of a process management plan;
- Ø Completion of digitalization of operational, supporting, and administrative tasks;
- Ø Work measurement of activities.

### **Strategic Goal 11: Systematic management of human capital**

#### **Strategy 28: Organizing a human capital management system for the faculty**

#### **Plans:**

- Ø Development of a plan for faculty recruitment, with a focus on attracting top talents as well as identifying highly capable PhD students studying in world-class universities and providing them with scholarships;
- Ø Professional development of faculty members in the teaching-learning process;
- Ø Provision of support to active faculty members and team teaching and creation of teaching teams at the international level;
- Ø Development of faculty members' portfolios to improve their teaching;
- Ø Encouragement of faculty members to have an active membership in social networking sites.

#### **Strategy 29: Organizing a human capital management system for non-academic staff**

#### **Plans:**

- Ø Operationalization of human resource planning (HRP);
- Ø Development and improvement of human resources;
- Ø Improvement of the performance appraisal of non-academic staff to increase productivity;
- Ø Organization of the process of promotion and implementation of a career path for non-academic staff.

#### **Strategy 30: Developing managers' leadership competencies in modeling change**

#### **Plans:**

- Ø Establishment of an effective mechanism to select qualified managers;
- Ø Assessment of the competence of current managers;
- Ø Development of professional training programs to increase managers' leadership competencies.