

Identifying strategic goals and
expected results

A strategic goal

A typical strategic goal has the following characteristics:

- Clear link to mission and vision
- Based on realistic picture of past, present and future
- Challenges the status quo – proposes a change
- Formulated so that
 - the organisation develops towards the desired future state
 - Everybody understands their role in the change

Forming strategic goals – pitfalls

- **Our aim is to internationalise our institution**

- **WHY?**

- **What is the result that you want to achieve with that aim?**

- **What would this goal change in your school?**

Forming strategic goals – pitfalls

- **We want to widen our international network**

- **WHY?**

- **What is the purpose of this *activity*?**

- **What kind of impact you hope to reach after widening your network?**

Forming strategic goals – pitfalls

- **We want to double the number of mobilities**
- **WHY?**
- **What do you expect from that activity?**
- **What if you cannot reach that aim? What would you miss?**

And it is also about the activities the strategic goals are linked to...

Every pre-assignment listed the following:

- Student mobility
- E+ or similar development and cooperation projects
- Partnerships, either national or international

Note!

A project or European or internationalisation co-operation is not a strategic goal in itself.

Activities that could be better taken into account:

- staff mobility
- incoming student and staff mobility
- Quality and equality of mobility – mobility for all (and not just quantity)
- ECVET-process
- International networks and consortia (or twinning), memberships in international associations etc.
- international branch certificates, other quality assurance issues
- intercultural skills development, international pathways, language learning
- internationalisation at home -> bilingual programmes, link to all curricula and development of teaching/training
- international skills competitions
- immigrants and refugees

Identifying strategic goals and expected results

- Work in institutional pairs
- Identify 1-2 development areas/topics/target groups you would like to work on in the coming years in your organisation
 - **what are your needs**, also based on the dreaming, timeline work, brainstorming of needs and previous experiences
- **Define them more clearly** and start to **develop them into strategic goals**
- Make clear notes for yourself, you can also use flip charts

-> **in English**, please, these will be used as a part of the common work in the afternoon!