INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

AL-Qasim Green University

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	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	Done	COMPETED
Acknowledgements	Empty	SHOULD BE FILLED
Contents		COMPETED
1 Introduction		
1.1 Organization	Al-Qasim Green University is an Iraqi public higher education institution founded in 2012 according to the ministerial letter no. q/4/1/1150 in April 24th, 2012. It is based in Al-Qasim city/ Babylon Province, Iraq, 120 KMs southern Baghdad. The university was first founded after separating the colleges of Agriculture and Veterinary Medicine from Babylon University and moving them to the new location in Al-Qasim city, followed by initiating of new colleges. The university now has eight colleges: they are College of Agriculture, College of Veterinary Medicine, College of Environmental Science, College	DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.

	of Food Science, College of Science, College of Water Resources Engineering, College of Biotechnology, and College of Physical Education and Sport Sciences. In addition to the colleges, the university has two consultant bureaus: The Agriculture Consultant Bureau, and The Ecological Consultant Bureau. The university is a member in the European Erasmus+ program. Sustainable energy and environmentally friendly have been taken into consideration when designing and constructing the buildings of the university, hence is the word "green" is chosen in its name. The university now includes about 728 teaching staff members and employees, 3420 undergraduates, and about 4460 students graduated from the university since its foundation. The university is built on exploration through teaching, learning, research and collaboration among educators, students, and local as well as global communities.	
1.2 Objectives of the strategic planning process	The objectives of the strategic planning process are to: • The importance of good strategic planning is recognised throughout higher education. All universities and colleges understand the need to clearly identify their mission and objectives, their priorities and targets for improvement, and the action to be taken to achieve them. Good progress has been made over a long period to improve the rigour of strategic planning. • But the challenges and opportunities facing higher education are growing every year. There is a constant need to secure greater value from available	THE OBJECTIVES REPORTED BY THE UNIVERSITY ARE EXPLAINED IN VERY LONG SENTENCES. THE OBJECTIVES SHOULD BE MEASURABLE AND SHORT SENTENCES.

resources. Also the decisions and choices which institutions have to make become ever more complex as the requirements of students, staff, employers and society change. All of this places a premium on good strategic planning: the quality of planning must itself improve year by year.

• Differences in approach and procedures are healthy and welcome in the diverse HE sector. There is no single right way to undertake strategic planning: what matters is what works for the institution, taking account of its culture, needs and organisation. But we believe that there is value in reviewing from time to time current approaches to planning across the HE sector, in order to identify the principles that are being applied and then to disseminate those which appear to be effective.

• In 2018 we undertook a consultation exercise to review our approach to strategicplanning in higher education.

• At the same time, we recognise the ambivalence of many universities and colleges towards such good practice guidance. In some cases, this is because their practices and procedures are already well developed and effective, and they question what value they will gain from generic good practice reports. There is also an underlying concern that such guidance may be, or may be used in a way which becomes, prescriptive, seeking to impose a single model which may be inconsistent with what works in practice for individual institutions.

• We take those concerns seriously. We recognise that good planning cannot beimposed

	externally. It will happen only if individual institutions want to do it. And it will keepdeveloping and improving only through the innovations and commitment of individualinstitutions, each seeking to identify its own route to success. So in this guidance we are notseeking to prescribe a single approved model. Instead, we have tried to illustrate the rangeof good practice and identify the principles applied, with a view to providing a useful overviewfor those who want it.	
1.3 Methodology	Strategic planning is the part of the strategic management process which is concerned with identifying the institution's long-term direction. It is a continuous, cyclical activity with three main phases:	DESCRIBE THE METHODOLOGY USED TO COMPLETE THE STRATEGIC PLANNING PROCESS, INCLUDING WHICH STAKEHOLDERS WERE CONSULTED, HOW THEY WERE CONSULTED AND WHO DEVELOPED THE PLAN
	1. planning – researching and analysing strategy and plans, generating ideas and choices 2. Documentation – documenting the plans 3. Implementation and monitoring – taking action to achieve the agreed goals, and monitoring progress or non-achievement in order to adapt the future strategy. Figure 1 shows the strategic planning process	IN THIS SECTION, RESPONSIBLE PERSONS AT ALL LEVELS OF PARTICIPATING IN STRATEGIC PLANNING ACTIVITY, THE STRUCTURE OF THE STRATEGIC PLANNING COMMITTEE, THE ACTIVITY EXECUTION METHODOLOGY MUST BE EXPLAINED.
2 Organisational Profile	BLANK	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.
2.1 Vision	Excellence in providing academic programs and leadership in training and consulting, in order to	A VISION STATEMENT IS AN ORGANIZATION'S DECLARATION OF ITS MID-TERM AND LONG-TERM GOALS, STATING WHAT THEY WANT TO BECOME IN

	contribute to the service of society and meet the needs of the labor market.	THE FUTURE. VISION STATEMENTS ACT AS A GOAL FOR A COMPANY TO STRIVE TOWARD. THE VISION STATEMENT IS LIKE A MISSION STATEMENT. THE STRATEGIC PLANNING PROCESS MUST BE AN EXPRESSION FOCUSING ON THE FOLLOWING POINT
2.2 Mission	To nurture students' knowledge and skills by developing quality academic programs and recruiting outstanding competencies, within a sustainable and productive institutional environment and serving the society.	THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
2.3 Values	The core values of the organisation are: • Academic freedom; • Individual merit; • The rigor in the execution of any tasks; • The democracy underlying the decision; • The absence of social, ethnic or confessional discrimination.	THE VALUES OF THE UNIVERSITY ARE WELL LISTED BUT CAN BE EXPANDED.
2.4 Current approach	Blank	WHAT ARE YOUR ORGANIZATIONS' PRIORITIES? (ARE THE PRIORITIES YOU WILL BE FORMULATING IN THIS PROJECT IN CONGRUITY WITH YOUR ORGANIZATIONS OVERALL PRIORITIES?) <DESCRIBE THE CURRENT AIMS, OBJECTIVES, STRATEGY AND ACTIVITIES OF THE ORGANISATION, INCLUDING ANY MAJOR ACHIEVEMENTS>
2.5 Current challenges	There are many current challenges faced by the university some of them internal called weaknesses and other external called threats as we can concluded write down:	WELL DEFINED

Weaknesses
1-   Poor communication with the private sector
2-   There is no internet for teachers or students
3-   Lack of academic and administrative experience
4-   The lack of a financial budget to support scientific research
5-   The location of the university is in a small town and the population is small
6-   Lack of e-governance applications at the university level.
7-   Weak university communication with graduates.
8-   The lack of joint research projects with external parties or their scarcity.
9-   Weak development programs for academic and administrative staff.
10-   Increasing the teaching and administrative burdens to reduce the time allocated for scientific research
11-   Not keeping pace with the tremendous scientific development in terms of scientific curricula and teaching methods
Threats
1.   The small number of students accepted into some of its colleges
2.   Competition from the large number of public and private universities
3.   Lack of financial resources allocation compared to the university's obligations.
4.   Centralization of the higher education system.

5.   Laws and instructions do not keep pace with the latest developments in the education sector

6.   The actual need to construct new buildings and facilities with the continued geographical dispersal of some of the university's faculties that are located outside the main site of the university.

7.   Weakness of management information systems, which leads to a lack of university administration reliance on reports and statistics extracted from them.

8.   Inadequate implementation of electronic governance at the university level.

9.   The absence or weakness of coordination between the university and its faculties on the one hand, and business institutions and civil society organizations on the other hand

3 Plan

3.1 Goals

•   •   Developing appropriate infrastructure for the educational and digital environment.

•   Building strategic partnerships with the leading organizations, locally and internationally.

•   Enhancing the quality of education and training.

•   Expansion and diversification in income sources and funding.

•   Developing institutional performance.

•   Improving learning outcomes and graduates' attributes.

A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL.

A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME.

GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED.

3.2 Objectives	The strategic goal is to prepare the university and its formations to be distinguished in the present and the future, and to make a qualitative leap in its strategic performance in accordance with international standards and leadership in its various cognitive, educational and research roles, as well as serving the community and upgrading it, and enhancing the university's position within the framework of international classifications. From this standpoint, a number of strategic objectives can be identified, including: • Administrative development and improvement of work methods towards e-governance, attracting and qualifying human resources to keep pace with developments In different fields of work • Maximizing the university's financial resources to achieve integration with limited government funding. • Developing curricula for primary and higher studies, and adopting contemporary teaching methods that support the e-learning project in accordance with international standards. • Developing scientific research and directing it to serve the community, and publishing scientific products within solid international databases and repositories. • Applying the principles of total quality and university performance in accordance with	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.

	international standards and achieving advanced classifications • Obtaining academic accreditation (programmatic and institutional. • Promote community service initiatives and encourage collective volunteer work. • Refining and developing students' extracurricular talents	
3.3 Actions	Actions prepared in a table design.	ACTIONS ARE WELL PLANNED BUT A TIMELINE SHOULD BE GIVEN FOR EACH.
3.4 Key indicators	Achievement of the objectives will be measured using the following key indicators: • Effective changes in organizational structures. • Documentation of the standard work procedures manual. • Measures taken to reduce cases of administrative and financial corruption. • Increase website views. • Improve website ranking in global rankings. • The percentage increase in financial resources • The number of colleges that have been created	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION
3.5 Target groups	• Department of Human Resources. • The Continuing Education Center at the university and its units in the faculties. • Construction and Projects Department	<DESCRIBE THE TARGET GROUPS THAT THE TEAM/ORGANISATION WILL WORK WITH>

	• Other university formations	
3.6 Strategic approach	AL-Qasim Green University will be a national leader both in developing multiple pathways for students to complete degrees and in designing imaginative curricula and learning experiences, research and scholarly activity that anticipate and respond effectively to shifting social and economic challenges and opportunities. Goal: To build an environment of research and creative collaboration that identifies, anticipates and responds to evolving societal and student needs. Key Strategies: 1- Create the QGU Virtual Campus, which will provide a premier learning environment for place-bound students and professionals seeking to improve their skills and their own potential for promotion within the workplace. 2- Utilize partnerships and collaborations to develop new programs. 3- Enhance and support faculty research programs by increasing the participation of undergraduate and graduate students as well as departments and community partners	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.
3.7 Programs / activities	• Develop IT applications. • Development of the Internet and communications. • Development of university and college website pages on the information network global according to international standards.	UNIVERSITY SHOULD BRIEFLY DESCRIBE THE PROGRAMS AND/OR SPECIFIC ACTIVITIES THAT WILL BE IMPLEMENTED AS PART OF THE STRATEGIC APPROACH

	• Defining a set of work areas to shift to electronic business instead of paper work. Electronic modelling for the completion of transactions	
4 Appendices	• Creating a risk management unit Prepare risk management manual	
ACTION PLAN	Done	DONE