

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

University of Baghdad

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN , approved by: Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	Done	COMPETED
Acknowledgements	Empty	RED PARTS SHOULD BE DELETED
Contents		RED PARTS SHOULD BE DELETED
1 Introduction		
1.1 Organization	<p>The University of Baghdad is the largest university in Iraq, and second in the Arab world to the University of Cairo. The University of Baghdad was formed in 1957 by the amalgamation of a number of existing institutions in the city, of which the longest-established was the College of Law, established in 1908. Its stated vision is to be "a pioneering and productive cognitive university that competes with other universities internationally". Al-Jadriya is the oldest and most significant of its campuses. It is located on an isthmus in central Baghdad bounded on three sides by the River Tigris and is characterised by a distinguished architectural heritage. Initial constructions in the 1960s were designed by a group including Walter Gropius,</p>	<p>MORE SYSTEMATIC AND DETAILED INFORMATION ON THE ORGANIZATIONAL STRUCTURE OF THE UNIVERSITY SHOULD BE PROVIDED</p> <p>DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.</p>

	<p>while the extensions of 1982 were under the care of Hisham Ashkouri, a 1970 Baghdad graduate.</p> <p>Other campuses are located at Bab al-Muadham, Ali Wizariya and Nahda Cross Road which are used all day long with around one third of the student body taking their courses in the evening.</p> <p>There are ten research centres in the University of Baghdad include Palestinian studies, scientific Arab heritage and market research and consumer protection. Moreover, journals published by the University colleges include the Iraqi Journals of Science (founded 1959), Physics (2002) and Tropical Diseases (2004), each appearing four times a year in English and Arabic.</p> <p>The university is ranked within:</p> <ul style="list-style-type: none"> • Times Higher Education World University Rankings. • Qs World University Rankings. • Qs Arab Region. • S. News Best Arab Region Universities Rankings • RUR University Ranking. • URAP University Ranking by Academic Performance • Green metric university ranking. • Scimago Institutions Rankings. 	
1.2 Objectives of the strategic planning process	BLANK	STRATEGIC PLANNING OBJECTIVES SHOULD BE LISTED HERE. THE OBJECTIVES SHOULD BE MEASURABLE AND SHORT SENTENCES.
1.3 Methodology	BLANK	UNIVERSITY SHOULD DESCRIBE THE METHODOLOGY USED TO COMPLETE THE STRATEGIC PLANNING PROCESS, INCLUDING WHICH STAKEHOLDERS WERE CONSULTED, HOW THEY WERE CONSULTED AND WHO DEVELOPED THE PLAN

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	A leading, knowledge-producing university that competes globally	IT LOOKS LIKE A MISSION STATEMENT. THE STRATEGIC PLANNING PROCESS MUST BE AN EXPRESSION FOCUSING ON THE FOLLOWING POINT
2.2 Mission	We, the University of Baghdad, are an integrated system of scientific and humanities faculties, institutes and reputable research centers. We believe that building a human being is the basis for having generations capable of leading society and building a nation. Its purpose is to learn, teach, research, and serve the community by providing a stimulating university environment, distinguished human resources, and appropriate curricula. With the requirements of the labor market, in order to prepare qualified graduates; It is characterized by minds, scientists, and innovators, and openness to society to achieve partnership and sustainable development, confirms the integration of theoretical and applied knowledge, and competes globally.	<p>ACTUALLY, THIS STATEMENT IS VERY LONG AND DOESN'T LOOK LIKE A MISSION STATEMENT.</p> <p>AN ORGANIZATION'S MISSION STATEMENT SHOULD INCLUDE ONE OR IF IT IS SO NECESSARY TWO STRONG, WELL-WRITTEN SENTENCES THAT TALK ABOUT WHY A COMPANY EXISTS, THE VALUE IT BRINGS TO ITS CUSTOMERS, THE CORE BELIEFS THAT DRIVE ITS WORK, AND WHAT SETS IT APART FROM OTHER COMPANIES DOING SIMILAR WORK.</p> <p>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</p>

		STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
2.3 Values	<p>The success of the university's strategy requires defining a set of governing values that represent the basic premise governing the behavior of all university members, and these values must be continuously strengthened in order to turn into practical practices and a solid basis for transactions in the university at all levels. The main axis of the university's governing values is academic excellence, which drives three main components of the university's mission: education and students, graduate studies and research, community service and environmental development. Emphasizing the values of excellence in performance in the previous three areas will help achieve the university's mission. These values can be summed up as follows:</p> <ul style="list-style-type: none"> • Social and Ethical Commitment: The University of Baghdad seeks to achieve the highest levels of social and moral commitment, and to consolidate the values of moderation, moderation and equality in line with the teachings of the true Islamic religion, authentic Arab customs and traditions, and human ideals. • Affiliation: The university strives to achieve the highest levels of sincere national belonging to its students and employees by strengthening the patriotic spirit and giving priority to the public interest over all personal interests. • Transparency and academic freedom: The university encourages openness and interaction with others, and emphasizes its interest in the values of justice, integrity and academic freedom. • Decentralization: The university believes in the necessity of the participation of all its parties in the decision-making process, and this is achieved by strengthening decisions at the levels of departments, faculties, divisions, administrative 	<p>EACH VALUE IS EXPLAINED IN DETAIL BY THE UNIVERSITY.</p> <p>JUST PROVIDING A LIST OF SUMMARY VALUES MAY ALSO BE ENOUGH.</p>

	<p>units and students. The university supports the trend towards more decentralization of decision-making.</p> <ul style="list-style-type: none"> • Teamwork: Belief in teamwork as one team to achieve the university's vision, mission and goals, and this is achieved through the integration of the university's plans with the plans of colleges, institutes and research centers, as well as inviting partners and stakeholders to contribute to the rooting of teamwork. 	
2.4 Current approach	<p>In pursuit of the university to bring about positive changes in management systems based on the philosophy and system of total quality management in higher education supported by the Association of Arab Universities, the university has begun to lay the first building blocks of the total quality management system in its faculties, hoping to complete it and reap its fruits gradually, making a leap Quality in the management of the university, its faculties and centers, and the reality of the services it provides to society and private sector institutions, in line with the changing reality in our world in light of the information and technology revolution. Among the strengths that exist for the success of the strategy:</p> <p>Supporting university leaders and their conviction of the importance of strategic planning.</p> <p>The number and diversity of scientific specializations at the university.</p> <p>Availability of a number of distinguished expertise and competencies at the university.</p> <p>The university's continuous endeavor to achieve quality assurance and obtain academic, programmatic and institutional accreditation.</p> <p>The prevalence of a culture of excellence and the pursuit of university advancement in the past few years.</p>	<p>IN THIS SECTION IT IS EXPECTED TO CONSIDER THE UNIVERSITY'S PRIORITIES TO SEEK ANSWERS TO THE FOLLOWING QUESTION BUT NOT TO REFER TO ONLY THE UNIVERSITY'S STRENGTHS.</p> <p>WHAT ARE YOUR ORGANIZATIONS' PRIORITIES? (ARE THE PRIORITIES YOU WILL BE FORMULATING IN THIS PROJECT IN CONGRUITY WITH YOUR ORGANIZATIONS OVERALL PRIORITIES?)</p> <p>COMPLETE</p>

	<p>Availability of human and material resources that would enhance the strategic planning paths.</p> <p>More faculty members obtaining doctorate degrees in prestigious universities, whether inside or outside Iraq.</p> <p>The presence of a group of faculty members who believe in the importance of applying the strategic planning curriculum.</p> <p>The university's distinguished location in the capital, Baghdad.</p> <p>The university is linked to a wide network of academic and scientific relations with regional and international institutions and universities.</p> <p>The university has a distinguished library, the largest in Iraq.</p>	
2.5 Current challenges	<p>The university's strategic plan faces a number of internal and external challenges, including:</p> <ul style="list-style-type: none"> • Increasing pressure on the university's faculties by increasing the number of students admitted to it beyond its plans and actual absorptive capacities as a result of the ministry's commitment to accepting all students graduating from the preparatory stage, and in light of the expected population increase, the university will face severe pressure as a result of the increase in the number of these students in the future. • The low scientific level of students admitted to the university as a result of the problems faced by the education sector and the traditional study methods and curricula. • The rapid and massive global developments that pose a new challenge represented in the ability to keep pace with them and include them in the curricula, seminars and research plans. • The competition of private universities and colleges, which began to invade scientific and medical disciplines that were the preserve of public universities. 	<p>TO BE ABLE TO ASSESS CURRENT CHALLENGES FOR AN ORGANIZATION, IT IS NECESSARY TO CONDUCT A SWOT ANALYSIS THAT REVEALS THE ORGANIZATION'S STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS.</p> <p>A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.</p>

	<ul style="list-style-type: none"> • Variables of labor market requirements as well as the weak relationship with the labor market. • Lack of allocation of financial resources compared to the obligations of the university. • centrality in the higher education system. • Failure to keep up with laws and instructions with the latest developments in the education sector. 	
3 Plan		
3.1 Goals	<p>The strategic goal is to raise the readiness of the university's formations to be distinguished now and in the future, and to make a qualitative leap in its strategic performance in accordance with international standards within a framework of true citizenship and leadership in its various cognitive, educational and research roles, as well as serving the community and upgrading it, and strengthening the university's position within the framework of international rankings of universities, and in A framework of balancing between contemporaneity with modern trends in higher education and the preservation of originality represented by the country's national constants and values. Within the framework of this strategic objective, a number of strategic objectives can be identified, as follows:-</p> <ul style="list-style-type: none"> • Attracting, qualifying and developing human resources to enable them to keep pace with the rapid developments in various fields of work. • Administrative development and improvement of working methods towards e-governance and support for the university's independence. • Maximizing the university's financial resources to achieve integration with limited government funding. 	<p>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.</p> <p>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.</p> <p>GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED.</p> <p>UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.</p>

- Enhancing the university's capabilities and sustainability.
 - Developing primary and postgraduate curricula in accordance with global competition standards.
 - Adopting contemporary teaching methods that enhance the teaching and learning process and develop students' creative thinking and research.
 - Integrating departments, branches, centers, and academic programs or creating them according to the requirements of the labor market and the needs of society.
 - Developing scientific research and directing it to serve the community.
 - Publishing scientific products within solid international databases and repositories.
 - Marketing of applied research.
 - Ensuring quality and university performance in accordance with international competition standards and achieving advanced classifications.
 - Obtaining academic, programmatic and institutional accreditation.
 - Activating international relations and cooperation with universities and institutions.
 - Promoting community service initiatives and encouraging collective volunteer work.
 - Refining and developing the extra-curricular talents of students.
- A measure of change in order to bring about the achievement of the goal. The attainment of each goal may require a number of objectives to be reached
- Within <X> years the organisation aims to achieve the following objectives:

	<ul style="list-style-type: none"> • Ensuring quality and university performance in accordance with international competition standards and achieving advanced classifications <2022-2027> • Attracting, qualifying and developing human resources to enable them to keep pace with the rapid developments in various fields of work <2022-2032> • Enhancing the university's capabilities and sustainability <2022-2030> • Integrating departments, branches, centers, and academic programs or creating them according to the requirements of the labor market and the needs of society <2022-2035> • Publishing scientific products within solid international databases and repositories <2022-2027> 	
3.2 Objectives	MENTIONED IN GOALS SECTION	<p>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.</p> <p>UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.</p>
3.3 Actions	<ol style="list-style-type: none"> 1- Leadership Development <ul style="list-style-type: none"> - Living with leaders in foreign universities to gain experience. 2- Staffing Development <ul style="list-style-type: none"> - Developmental training courses in the field of management and leadership. 	<p>ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED.</p> <p>THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.</p>

	<ul style="list-style-type: none"> - Develop a system to identify training needs according to the career path. - Identifying and contracting with training bodies. - Scheduling employees to participate in training courses according to specialization and type of work. 3- Granting study leaves according to future needs. <ul style="list-style-type: none"> - The procedures are set according to the approved mechanisms, according to the organizational structure and the actual need for specializations 4- Develop teachers' speaking skills in living languages <ul style="list-style-type: none"> - Organizing courses in coordination with the relevant authorities - Inventory of needs of formations - Assignment of language departments in the relevant faculties - Preparing the scientific material - Scheduling courses throughout the years of the plan - Distributing needs to courses in a way that does not affect the progress of the educational process 5- HR restructuring <ul style="list-style-type: none"> - (teachers and staff) for the university and colleges - Re-characterization of jobs, inventory of specializations and naming them. - Diagnosing the available and required qualifications. - Workload analysis. - Redistribution of human resources according to specialization and actual need. 6- Developing loyalty and organizational citizenship for the university and colleges. <ul style="list-style-type: none"> - Organizing educational seminars and workshops. 	
--	--	--

	<ul style="list-style-type: none"> - Implementation of opinion polls to measure levels of loyalty and citizenship. - Moral stimulation. <p>7-</p> <ul style="list-style-type: none"> - Crisis management work development - Creation of a risk management unit - Preparing a risk management manual <p>8-</p> <ul style="list-style-type: none"> - Anti-administrative and financial corruption - Holding introductory seminars to identify administrative and financial corruption practices and their legal penalties - Develop mechanisms to simplify procedures and clarify university instructions, laws and regulations - Adopting the correspondence format and completing transactions and monitoring electronically (implementation of the e-government program) 	
3.4 Key indicators	<p>Achievement of the objectives will be measured using the following key indicators:</p> <ul style="list-style-type: none"> • Quality assurance measurements. • HR • Different studies 	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION
3.5 Target groups	Working with ministry of higher education and scientific research, NGOs and international organisations and universities.	UNIVERSITY SHOULD DESCRIBE THE TARGET GROUPS THAT THE TEAM/ORGANISATION WILL WORK WITH. NOT ONLY MICRO ENVIRONMENT BUT ALSO MACRO ENVIRONMENT OF THE ORGANIZATION
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	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.

	<p>respond effectively to shifting social and economic challenges and opportunities.</p> <p>Goal: To build an environment of research and creative collaboration that identifies, anticipates and responds to evolving societal and student needs. Key Strategies:</p> <ol style="list-style-type: none"> 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 	
3.7 Programs / activities	MENTIONED 3.2	UNIVERSITY SHOULD BRIEFLY DESCRIBE THE PROGRAMS AND/OR SPECIFIC ACTIVITIES THAT WILL BE IMPLEMENTED AS PART OF THE STRATEGIC APPROACH. THIS PART MUST BE FILLED SEPERATELY
4 Appendices	MENTIONED 3.2	UNIVERSITY SHOULD BRIEFLY DESCRIBE THE PROGRAMS AND/OR SPECIFIC ACTIVITIES THAT WILL BE IMPLEMENTED AS PART OF THE STRATEGIC APPROACH. THIS PART MUST BE FILLED SEPERATELY
ACTION PLAN	Missing	ACTION PLAN SHOULD BE PREPARED AND ADDED IN THE GIVEN FORMAT

