

## INSPIRE WP3

### STRATEGIC PLAN ASSESSMENT FORM

#### University of Mosul

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	UNIVERSITY'S PLAN	ASSESSMENT
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<b>1 Introduction</b>		
<b>1.1 Organization</b>	<p>The UoM is one of the most prominent scientific and research institutions in Iraq. It is located in the northern part of the Iraqi city of Mosul, the biggest city in northern Iraq. The UoM carries out the mission of providing higher education and scientific research and improving the quality of life in the local community in specific and the Iraqi society in general.</p> <p>The UoM was established in 1967. Since its establishment, it has sought to communicate and interact with the community and provide academic and professional services. Despite all the intolerable</p>	<p>EXTENSIVE INFORMATION IS PROVIDED BY THE UNIVERSITY.</p> <p>DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.</p>

hardship, the university has maintained a remarkable status in the international rankings by following the international academic criteria to achieve quality education.

The university includes 24 colleges, 97 scientific and humanities majors, 7 research centres, 8 consulting offices, 7 museums, and 5 teaching hospitals. The number of the university teaching staff is 4,129 and the number of permanent employees is 3587. With more than 62,000 students, the university is providing its graduates with the required qualifications and skills to meet the needs of the labour market.

The university is affiliated to the Iraqi Ministry of Higher Education and Scientific Research and is acting under the ministerial codes, regulations, and instructions. Concomitantly, it seeks to adopt up-to-date methods of teaching and research to keep pace with the global scientific developments in capacity building. The university has sought to achieve its vision of leadership and excellence in teaching and learning, knowledge production and dissemination, and community service in order to assume a leading position among the other prominent Iraqi, Arab, and international universities.

**1.2 Objectives of the strategic planning process**

The objectives of the strategic planning process are to:

- ☑ First: Quality and Excellence

The UoM has been very keen to continuously improve the academic performance and adhere to

IN THIS PART, THE OBJECTIVES OF THE STRATEGIC PLANNING TIME SHOULD BE ORDERED IN MORE DETAIL.

the international academic accreditation standards by benefiting from the optimal models in this field to achieve success and progress.

☒ Second: Teamwork

The UoM supports joint work team collaboration and encourages team spirit and values to have a healthy environment.

Third: Justice and honesty

The UoM acts within the principles of justice and honesty in a way that ensures academic and scientific interaction with the local community and the Iraqi society in general.

☒ Fourth: Transparency and credibility

The UoM is committed to the highest ethical principles and pledges to work with integrity and transparency to achieve justice and enhance trust, credibility, and organizational accountability.

☒ Fifthly: innovation and creativity

The UoM particularly provides and encourages a healthy academic environment in which innovation and creativity at the academic and professional levels are distinctly sought.

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☒ Sixth: Leadership and continuous learning

The UoM adopts and raises the spirit of innovation, initiative, and excellence. It applies the best international practices in all its academic work. It also focuses on student success and maintains a constant desire for continuous learning and knowledge exchange among stakeholders.

☒ Seven: response

The UoM keenly responds to the needs of society and the requirements of the local labor market. It is continuously updating curricula, teaching methods, and practices as much as possible.

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**1.3 Methodology**

The first steps for preparing the strategic plan began with the formation of the Permanent Planning Committee according to University Order No. 9/13/7447 dated 5/3/2021. It consists of members who are specialized and have experience in this field. It is headed by the President of Mosul University, Prof. Dr Qusay Kamal Al-Din Al-Ahmadi, and its membership is each from the gentlemen whose names are listed below to prepare the five-year strategic plan 2021-2026 for the UoM, as follows:

- 1 Prof. Dr Qusay Kamal Al-Din Al-Ahmadi, President of the UoM, President of committee.
- 2 Prof. Dr Munir Salem Taha, Assistant President of the University for Scientific Affairs, member
- 3 Prof. Dr Zakaria Yahya El-Gamal, Director of the Department of Scientific Affairs, member

IN THIS SECTION, INFORMATION ABOUT THE STRATEGIC PLANNING COMMITTEE HAS BEEN PROVIDED BY THE UNIVERSITY.

THERE IS NO SUFFICIENT EXPLANATION ON THE METHOD TO BE FOLLOWED BY THE COMMITTEE IN THE REPORT PREPARED BY THE UNIVERSITY.

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.

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- 4 Prof. Maan Waad Allah Al-Maadidi, Head of the Department of Business Administration - College of Administration and Economics, member  
 5 Assistant Prof Dr Rawaa Poutros Poulos, Director of Scholarships and Cultural Relations Department, member  
 6 Assistant Prof Dr Iman Bashir Muhammed Abu Radan, Department of Business Administration - College of Administration and Economics, member  
 7 Assistant Prof, Dr Mazen Sami Hassan, Director of the Department of Quality Assurance and University Performance, a member  
 8 Dr Ahmed Obeid Owaid, Director of the Statistics and Planning Department, a member  
 9 Dr Uday Qusay Abdul Qadir Chalabi, Head of the Quality Assurance Division, a member  
 10 Mr Musa Salem Al-Basso, Head of the Educational Laboratories Quality Division, Member

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**2 Organisational Profile**

EMPTY

IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.

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**2.1 Vision**

International pioneering and distinction in our innovative knowledge and original values

VISION STATEMENT SHOULD BE A SHORT, ONE OR MAXIMUM TWO SENTENCE STATEMENT.

THE VISION STATEMENT CAN BE RE-ASSESSED TO FOCUS ON A CLEARER OBJECTIVE, AT THE END OF THE STRATEGIC PLANNING PROCESS, ITS TARGETED POINT.

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**2.2 Mission**

Our faith lies in capacity building and empowerment when it comes to education and learning, scientific research and community service. Our university serves to initiate basic and advanced university

THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A

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programmes in all fields, and affiliate them regionally and universally in a way that ensures the development of qualified graduates to support the society and its institutions. Our university is also keen to have a scientifically innovative environment for applicable research and intellectual creativity by adopting modern technologies in the light of encouraging humanitarian, ethical, and professional values, maintaining environment, developing infrastructures, and enhancing active partnerships with local, regional and international institutions.

SHORT MISSION STATEMENT CLEARED FROM  
SUBSTITUTE WORDS CAN BE CREATED.

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### 2.3 Values

Working towards an outstanding international rank that reflects our pioneering role internationally, regionally, and locally.

☑ Supporting distinguished academics scientifically and vocationally in all majors, especially rare ones.

☑ Developing and updating reliable academic curricula for undergraduate and postgraduate studies.

☑ Empowering university students and graduates by equipping them with skills and knowledge that enhance their intellectual and vocational abilities, adopting talents, and funding business opportunities in coordination with relevant ministries and entities.

☑ Encouraging international publication of research in discreet assimilations and developing our scientific journals to join these assimilations, enhancing the findings of applicable researches and marketing them

Applying modern quality control systems and developing depended national and international

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TEXT PROVIDED BY THE UNIVERSITY IS NOT RELATED  
TO THE VALUES. UNIVERSITY'S VALUES SHOULD BE  
LISTED IN THIS SECTION.

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institutional programmes which consolidates university performance.

☒ Adopting modern e-government systems and technologies as well as updating organizational unit tasks.

☒ Reinforcing and varying sources of university funding, focusing on rational expenditure.

☒ Developing university infrastructure to find an optimal educational environment that encourages innovation and creativity for both students and faculty.

☒ Consolidating human, moral, and vocational values in students and faculty developing cooperation and patriotism towards society and the environment.

☒ Building relationships and partnerships with international, regional and local establishments for joint positive cooperation in adopting modern practices and experiments.

☒ Supporting community responsibility and community service initiatives through developing scientific consultations, and developing continuous learning programmers, and postgraduate research, in addition to encouraging volunteer work.

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**2.4 Current approach**

- ☒ Regulations and laws
- ☒ Providing quality education opportunities
- ☒ Infrastructure hub
- ☒ achieve quality
- ☒ Finance and budget
- ☒ scientific research development
- ☒ International Cooperation and Public Relations

**THE CURRENT APPROACH OF THE UNIVERSITY SHOULD BE EXPLAINED IN MORE DETAIL.**

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## 2.5 Current challenges

### lecturers staff

☒ There is a tribulation in providing all the research requirements for researchers due to the lack of specification financial and destroying most of the university laboratories.

☒ The University needs to involve the lecturer's staff in the experience exchange programs with international Universities.

### Students

☒ The University needs to create a unit for disabled students. Activating the use of students' ideas and suggestions more in making decisions.

☒ Complete the announcement of student behaviour rules.

### Scientific Research

☒ As a result of the destruction, there is a lack of scientific research supplies and equipment in laboratories.

☒ Lack of awareness beneficiaries to benefit from research and to submit research proposals and ideas that serve them.

☒ The University needs to expand the satisfaction measure for the beneficiaries of the University services.

☒ Holding a local conference concerned with employers in the public and private sectors at which it will be presented Patents and research that serve the labour market.

### Community Service

☒ The University needs to publish its social services through its official website and platforms.

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**A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.**



☒ The University needs to prepare annual reports on its services provided to the community and they are discussed at the level of the university council.

Curriculum

☒ Increasing the academic program's course content on professional and sustainable development.

☒ The necessity of comparing the University's educational curricula with its counterparts from international departments and

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### 3 Plan

#### 3.1 Goals

Raising the efficiency of institutional performance to improve the competitive position of the university

☒ Applying quality standards and evaluating the university's capabilities and educational effectiveness

☒ Improving the competitiveness of university students

☒ Developing the capabilities and skills of the teaching staff and improving the levels of educational service

☒ Developing scientific research and directing its products towards enhancing public services

☒ Seeking to establish and develop partnerships

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.

UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.

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#### 3.2 Objectives

Within 3 years the organisation aims to achieve the following objectives:

☒ Developing and updating the organizational structure of the university.

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

- ☒ Apply the principles of governance and develop decision-making processes to raise the level of effectiveness.
- ☒ Establishment and development of research centers, educational hospitals, and centers for the development of capabilities of students.
- ☒ Completion of the damaged buildings whose construction is required to meet the cases of absorption.
- ☒ Study the audit and internal audit models and their conformity with exemplary practices for academic accreditation and international quality.
- ☒ Expanding programs to develop student's skills and abilities and prepare them for the labour market.
- ☒ Increasing the university's ability to attract international students to study at the university.
- ☒ Improving the participation of faculty members in international research projects to enhance their expertise and capabilities.
- ☒ Seeking to increase the number of scientific cooperation agreements with local and international universities.
- ☒ Establishing research and knowledge partnership programs with local and international universities.
- ☒ Encouraging cultural and scientific exchange programs with academic institutions, whether local or international.

**GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL.**

**UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.**

### 3.3 Actions

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**ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED.**

		THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.
<b>3.4 Key indicators</b>	BLANK	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION
<b>3.5 Target groups</b>	BLANK	TARGET GROUPS CAN BE EXPANDED TO INCLUDE NOT ONLY MICRO ENVIRONMENTAL ELEMENTS, BUT ALSO THE MACRO ENVIRONMENT.
<b>3.6 Strategic approach</b>	BLANK	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.
<b>3.7 Programs / activities</b>	BLANK	THE PROGRAMS TO BE CREATED STEP BY STEP SHOWING THE IMPLEMENTATION OF THE STRATEGIC PLAN SHOULD BE ANNOUNCED.
<b>4 Appendices</b>		
<b>ACTION PLAN</b>	MISSING	ACTION PLAN SHOULD ALSO BE PREPARED AND ADDED IN THE GIVEN FORMAT