



INSPIRE

Co-funded by the
Erasmus+ Programme
of the European Union



Al-Furat Al-Awsat Technical University

Strategic Plan

Al-Furat Al-Awsat Technical University

Ministry of Higher Education and Scientific research

Baghdad

23 January 2023

Prepared by Dr. Ali Najah Kadhim, Director of Quality Assurance and University
Performance Department

Acknowledgements

We would like to thank the following people for their contribution to the help in preparation of this strategic plan:

Istanbul Aydin University

Prof. Dr. Celal Nazım İREM

Teach. Asst. Nazlı AKYÜZ

INsPIRE Project

Prof. Dr. Riccardo Mussari (Project Coordinator)

Martina Zipoli (Project Manager)

Contents

| | |
|--|------------|
| Acknowledgements | i |
| Istanbul Aydin University | i |
| Acronyms | iii |
| 1 Introduction..... | 1 |
| 1.1 Objectives of the strategic planning process | 1 |
| 1.2 Methodology | 3 |
| 2 Organisational Profile | 4 |
| 2.1 Vision..... | 4 |
| 2.2 Mission | 4 |
| 2.3 Values..... | 4 |
| 2.4 Current approach..... | 4 |
| 2.5 Current challenges..... | 5 |
| 3 Plan..... | 6 |
| 3.1 Goals | 6 |
| 3.2 Objectives..... | 6 |
| 3.3 Actions..... | 7 |
| 3.4 Key indicators | 10 |
| 3.5 Target groups | 11 |
| 3.6 Strategic approach..... | 11 |
| 3.7 Programs / activities..... | 11 |

Acronyms

| | |
|-----|-------------------------------|
| M&E | Monitoring and Evaluation |
| NGO | Non-Governmental Organization |
| PMO | Project Management Office |

1 Introduction

Organisation

For various reasons, Al-Furat Al-Awsat Technical University (ATU) stood out. It assisted in its quick expansion and ascension to the ranks of notable global institutions in a short period. It is located in a neighbourhood with a history of civilized culture dating back to pre-Christian antiquity and the Islamic caliphate, as well as modern educational institutions and cultural and religious organizations.

The university has seen significant growth in the academic, scientific, and urban fields, keeping up with the advancement of technical education levels, the improvement of scientific programs and departments, the development of the university's social services, and its ongoing interaction with students and their academic and extracurricular needs. Such accomplishments are mostly credited to the university's chancellor, Prof. Dr. Mudhaffar Sadiq Al-Zuhairy, for his pleasant efforts, responsible management, and stimulating conceptions.

The university has twelve technical colleges and institutes with a total of 104 scientific departments in the disciplines of health and medicine, engineering and technology, and administrative, agricultural, and applied arts, in addition to graduate programs in the doctoral, master's, higher diploma, bachelor's, and technical diploma levels.

1.1 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

First- In the field of technical education:

- 1- Preparing university generations of middle and upper cadres capable of keeping pace with global technical developments in various disciplines.
- 2- Continuous renewal and innovation in all aspects of the educational process at the level of undergraduate and graduate studies.
- 3- Interact with partners in the labor market to monitor practical needs and adapt to them.
- 4- Working on the use of various modern teaching and learning methods and effective communication with students to increase the relationship between the student and the university.

- 5- Achieving academic accreditation for the university's academic programs nationally and internationally.

Second- In the field of scientific research:

- 1- Preparing scientists researchers and technical experts in line with sustainable development goals and community service in all technical disciplines.
- 2- Motivating the teaching staff to work according to the foundations of excellent scientific research and to publish scientific products in internationally journals.
- 3- Working on linking research and its results with sustainable development goals and finding scientific solutions to the country's social, economic and technical problems.
- 4- Motivating the faculty staff to work as research teams and enhancing participation with various scientific institutions to raise the level of the university globally.
- 5- Establishing research centre at the university aimed at finding scientific solutions to the problems of society.

Third- In the field of community service:

- 1- Continuous evaluation of specializations in scientific departments by suspending them or creating new scientific departments that keep pace with development in the labor market and simulate societal needs.
- 2- Directing the advisory and research offices in the university's formations to provide advisory services aimed at enhancing the leadership role of the university in society.
- 3- Providing continuous education and training programs for all institutions and segments of society and striving to spread scientific culture.

Fourth- In the field of cooperation with universities and other scientific institutions:

- 1- Supporting cooperation with international universities in the field of scientific research and cultural exchange and joint supervision of graduate studies to develop the capabilities of teachers and students.
- 2- Building a system of strategic relations with universities and reputable scientific institutions in a way that contributes to developing educational and research capabilities and programs.
- 3- Sustainable cooperation with supporting institutions to hold scientific seminars and conferences for the dissemination of knowledge, innovations and technology transfer.

- 4- Interact with global scientific experiences and expertise in the scientific and technical field.

Fifth- In the field of performance evaluation and international rankings:

- 1- Adopting the highest evaluation standards in the institutional and program areas to achieve the requirements of total quality management for the university.
- 2- Providing the basic requirements for the university's advancement within the international rankings.
- 3- Establishing the infrastructure implement the e-government project to facilitate electronic communication between the university's formations and its joints.
- 4- To develop the capabilities of faculty members to raise the level of their performance and create the necessary incentives for that.
- 5- Enhancing the university's academic reputation by encouraging its researchers to participate in scientific research platforms and to publish their scientific products.

Sixth- Providing an attractive university environment:

- 1- Improving and sustaining infrastructure and services in accordance with national and international academic accreditation standards.
- 2- Rehabilitation and maintenance of green spaces at the university and its formations in accordance with the standards of the green university to improve the university environment for students.
- 3- Developing information technology services and applications at the university to facilitate rapid communication between the university and students.
- 4- Facilitating the sharing of knowledge by developing the university's virtual library project and linking it to an electronic application that facilitates the student to obtain what he wants from books and research.

1.2 Methodology

<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

2.1 Vision

To be the most distinguished university in technical education through a real contribution to building a society of knowledge and scientific research to be a global competitor.

2.2 Mission

ATU is keen to respond quickly the requirements of the stakeholders to be a pioneering and effective base for community service and leadership. By strengthening the principles of quality technical education, developing research capabilities and creative thinking to create a stimulating academic environment. Qualifies intellectually and skilfully a graduate who is able to compete professionally to serve the community in accordance with global developments.

2.3 Values

The core values of the organisation are:

- Honesty and Respect
- Ethical and social responsibility
- Loyalty and belonging to the university
- Academic Freedom
- Teamwork
- Quality and Excellence
- Originality and innovation
- Transparency and accountability

2.4 Current approach

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

What could prevent you from realizing your vision and what should be done? Please refer to the SWOT analysis at the Action Plan template

<Describe the current challenges faced by the organisation>

3 Plan

3.1 Goals

- **Goal 1:** International Research to achieve SDGs
- **Goal 2:** Enhance our Global Reputation
- **Goal 3:** Global Talent

3.2 Objectives

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

Objective 1:

1-1 Motivating the academic staff to work as international research teams and enhancing participation with various scientific institutions to raise the level of the university globally.

Objective 2:

2-1 Cooperation with international universities in the field of scientific research, cultural exchange and joint supervision of graduate studies.

2-2 Building a system of strategic relations with universities and reputable scientific institutions in a way that contributes to developing educational and research capabilities and programs.

2-3 Sustainable cooperation with international universities to hold scientific seminars and conferences for the dissemination of knowledge, innovations and technology transfer.

Objective 3:

3-1 attract a diversity of highly qualified international students to our bachelor, Master, and Doctoral programs

3.3 Actions

Within 3 the organisation aims to take these actions

| Action 1.a | Resources needed, actors and responsibilities | timeframe |
|--|--|-----------|
| Description: Organization of research workshops with international researcher partners. | Continuing Education Center (CEC), INsPIRE unit | 2022-2023 |
| Organization of research teams: the researchers, master, Ph.D. students from Al-Furat Al-Awsat Technical University (ATU) with international researcher partners, focused on specific research topics. | Colleges' & Institutes' Councils | 2022-2023 |
| The attraction of renowned international researchers Implementation of an INsPIRE unit to help international grant capture and international project management. | Department of Scholarships & Cultural Relations, INsPIRE unit | 2022-2023 |
| Search for increasing publication impact. | Department of Scientific Affairs | 2023-2024 |
| Development of policies to attract young researchers and senior international talent. | Department of Quality Assurance and University Performance | 2023-2024 |
| Develop a "Research Map at ATU" to facilitate the search for partnerships by international institutions. | Department of Quality Assurance and University Performance | 2023-2024 |
| Improve the participation in international research networks. | Colleges' & Institutes' Councils | 2023-2024 |

| Action 2.a | Resources needed, actors and responsibilities | timeframe |
|--|--|-----------|
| Description: Work to conclude cooperation agreements with international universities to exchange experiences and enhance cooperation. | Department of Scholarships & Cultural Relations, INsPIRE unit | 2022-2023 |

| | | |
|--|---|-----------|
| Working on creating an effective climate for international cooperation with international universities and seeking to train students in other universities | Department of Scholarships & Cultural Relations, INSPIRE unit | 2022-2023 |
|--|---|-----------|

| Action 2.b | Resources needed, actors and responsibilities | timeframe |
|--|--|-----------|
| Working on holding virtual seminars with researchers from international universities to exchange experiences and develop the capabilities of university professors and students. | Continuing Education Center (CEC), INSPIRE unit | 2022-2023 |
| Training laboratory staff in international specialized centers to increase experience in operating scientific equipment efficiently. | Department of Quality Assurance and University Performance | 2023-2024 |

| Action 2.c | Resources needed, actors and responsibilities | timeframe |
|---|---|------------------|
| Description: Discussing the foundations of cooperation with international universities and organizations to hold conferences and seminars. | Department of Scientific Affairs | 2021-2022 |
| Holding the 1st International Conference to Achieve the Sustainable Development Goals, in 6-7 June 2022 Istanbul, Turkey cooperation with Altınbaş university | University Council | 2021-2022 |
| Seek to cooperate with international organizations in the community to gain additional supporters for the university's scientific and research activities. | Department of Scientific Affairs, INSPIRE unit | 2022-2023 |
| Adopting qualitative qualification programs that keep pace with the rapid scientific development of university members. | Department of Quality Assurance and University Performance | 2023-2024 |
| Communicate with global and scientific developments to obtain all that is new regarding technical education. | Department of Scholarships & Cultural Relations, INSPIRE unit | 2023-2024 |

| | | |
|---|----------------------------------|-----------|
| Urging researchers to communicate and learn with global experiences in the field of technical education and to transfer these experiences to reality at the university. | Colleges' & Institutes' Councils | 2023-2024 |
|---|----------------------------------|-----------|

| Action 3.a | Resources needed, actors and responsibilities | timeframe |
|--|--|------------------|
| Description: Study the curricular international structure and teaching methodologies | Department of Studies and Planning, Colleges' & Institutes' Councils | 2022-2023 |
| Increase the offering of courses fully or partially taught in English | Continuing Education Center (CEC), INsPIRE unit | 2022-2023 |
| Implementation of a training program consisting of EMI (English as a Medium of Instruction), ECTS (European Credit Transfer System), an active teaching and learning methodologies, for the efficient offering of courses in English | Continuing Education Center (CEC), Department of Studies and Planning, INsPIRE unit | 2022-2023 |
| Applying the Bologna process in the truism departments working on project of TVET 2 | Department of Studies and Planning, Department of Quality Assurance and University Performance INsPIRE unit | 2022-2023 |
| Bring visiting faculty and experienced researchers to short courses and short-term research activities | Department of Scholarships & Cultural Relations | 2022-2023 |
| Disseminate internationally the possibility of interaction with the community projects | Department of Scientific Affairs, INsPIRE unit | 2022-2023 |
| Provide wide opportunities for faculty, staff, and students to enhance their international and cross-cultural experience | Department of Scientific Affairs, Department of Scholarships & Cultural Relations, INsPIRE unit | 2023-2024 |
| Implement a built-in mobility window in all undergraduate programs facilitating study abroad without delaying graduation | Department of Scholarships & Cultural Relations, INsPIRE unit | 2023-2024 |
| Have meeting places for students to discuss international issues | INsPIRE unit | 2023-2024 |

| | | |
|---|--|-----------|
| Implement a program to offer regular opportunities for internships in clinics and research laboratories of the university | Continuing Education Center (CEC), Department of Quality Assurance and University Performance INsPIRE unit | 2023-2024 |
| Facilitate the joint participation of undergraduate and graduate students in international activities | Department of Scholarships & Cultural Relations, INsPIRE unit | 2023-2024 |

3.4 Key indicators

Achievement of the objectives will be measured using the following key indicators:

Key indicators- objective 1

- 1- Adherence to the SDGs.
- 2- Community engagement and the SDGs.
- 3- Increase the publication impact.
- 4- Improve access to external funding sources.

Key indicators- objective 2

2-1

- 1- Signing MOU for the mobility of scientific research.
- 2- Creating an effective climate for international cooperation.

2-2

- 1- Cooperation agreements with international universities.
- 2- Training laboratory staff in international specialized centers.

2-3

- 1- Seek to cooperate with international organizations in the community.
- 2- Communicate with global and scientific developments.

Key indicators- objective 3

- 1- Internationalization of the curriculum (IoC).
- 2- The attraction of international students.
- 3- Fostering Global Mobility.
- 4- Train students with skills to act on global challenges.
- 5- Mentoring MSc and PhD students for the new knowledge society

3.5 Target groups

<Describe the target groups that the team/organisation will work with>

3.6 Strategic approach

<Describe the overall approach that will be used to achieve the objective>

3.7 Programs / activities

<Briefly describe the programs and/or specific activities that will be implemented as part of the strategic approach>