



Basrah University for Oil and Gas

# Strategic Plan

Reinforcing the competencies of university staff in strategic planning and the process of redefinition of institutional action plans (WP3)

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## Acronyms

BUOG	Basrah University for Oil and Gas
MOHESR	Ministry of Higher Education and Scientific Research
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PMO	Project Management Office

# 1 Introduction

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BUOG is the first Iraqi university specialized in the field of oil and gas, as well as covering all other energy fields. The university includes two colleges:

1. College of Oil and Gas Engineering.
2. College of Industrial Management of Oil and Gas.

The College of Oil and Gas Engineering in the academic year (2013-2014) consists of: the Department of Oil and Gas Engineering and the Department of Chemical Engineering and Oil Refining, with a total of (152) male and female students from the scientific branch graduates. The Department of Polymers and Petrochemicals Engineering was established, as well as in the academic year (2017/2018). The College of Industrial Management for Oil and Gas was created, which contains three departments: the Department of Oil and Gas Management and Marketing, the Department of Oil and Gas Economics and the Department of Oil Projects, as well as the creation of evening studies in the university's faculties.

## 1.1 Organisation

Reorganizing the organizational structure of the university in accordance with the latest developments required by the ministry to facilitate the conduct of business and relations between the university's departments and people.

## 1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- Developing the skills of the teaching staff.
- Attracting foreign lecturers and developing the skills of local lecturers in prestigious universities.
- Participation with researchers from universities that have experience in the field of scientific research.
- The participation of highly ranked universities in preparing the curriculum.

## 1.3 Methodology

This scientific and educational institution has set a vision, mission and goals to make it one of the distinguished scientific edifices at the local and global levels, providing the public and private sectors with highly qualified cadres and the ability to interact, innovate and provide the best bids.

## 2 Organisational Profile

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Because the university was recently established, the university's dependence on the state's general federal budget to finance its business and projects, and the state's adoption of a policy of austerity (given the current situation that the country is going through) has made the university work to develop its financial system by benefiting from self-financing, improving the efficiency of public spending and maximizing the return from it. As well as improving the financial services provided to the university's employees and teachers, through:

1. Developing and updating the university's financial system database by computerizing all financial operations and working on the completion of the networking project for the financial system rules at the university and college levels.
2. Improving banking and insurance services for teachers and employees through the adoption of modern banking services and the possibility of activating health insurance for teachers, employees and students.
3. Improving self-financing capabilities through:
  - Work to open advisory offices at the university and activate its role.
  - Diversifying the resources of the Higher Education Fund.
  - Increasing the number of students on the parallel education channel for colleges.
  - Increasing the number of students at private expense in postgraduate studies in the future.
  - Organizing educational courses and workshops with material resources for the university.
  - Opening evening studies in the faculties of the university.

### 2.1 Vision

1. BOUG seeks to prepare an educated generation that is armed with science and adopts it as a sound basis for making radical changes, putting scientific knowledge and scientific method in thinking and analysis, believing in the right of its nation to a decent life. A generation looking towards building a unified Iraqi society, advanced in its knowledge, personality and morals, aware of its nation's heritage, unity and eternal Islamic message, as well as securing the country's needs of specialists in various branches of knowledge and expanding that.
2. Rehabilitation of a building of halls, laboratories and other requirements in the university presidency building to be the headquarters of the College of Industrial Management of Oil and Gas in all its departments.
3. Completing the buildings of the faculties inside the university.
4. Improving student services and activities.
5. Paying attention to the green spaces of the university and colleges.
6. Establishing scientific and educational student forums.

## 2.2 Mission

1. Attention to the intellectual and scientific construction of its outputs through openness to the experiences of sober international universities in the fields of specialization.
2. Developing the administrative skills and capabilities at the university through the preparation of programs and participation in them.
3. Preparing scientific cadres capable of development, creativity and innovation to serve the community.
4. Using advanced educational methods and expanding scientific research.
5. Applying comprehensive quality assurance standards in line with academic accreditation standards.
6. Contribute to community service by available means, including:
  - Providing study opportunities and deep specialization in various fields of knowledge to meet the needs of the country.
  - Encouraging scientific research to ensure the scientific sobriety of the university and researchers.
  - Develop the spirit of teamwork among students.
  - Enabling the Iraqi society to deal with technological and informational developments, invest and develop them.
  - Strengthening links between Iraqi, Arab and international universities and scientific bodies.

## 2.3 Values

The analysis of the current situation of the university was based on the matrix (SWOT analysis), which includes a study of the reality of the state of the university through the effects of the internal environment and the external environment through a statement of the strengths and weaknesses related to the factors of the internal environment and the opportunities and challenges related to the external environmental factors affecting the university.

As the university sought to invest its existing strengths in reducing weaknesses and overcoming them according to the available capabilities and with the efforts and concerted efforts of its cadres in making more giving to evaluate the course of the university's work. According to a well-studied scientific administrative perspective, the university was able to carry out its career with great vigour.

### strength point

1. The presence of a database and modern information systems at the university.
2. The presence of efficient and qualified human cadres with various specializations.



3. The presence of a clear vision, mission, values and strategic objectives, which are reviewed periodically.
4. University leaders have the necessary powers to carry out the tasks.
5. The university and colleges have a job description guide for all teachers and employees.
6. The university has clear written policies and procedures for its accounting operations.
7. The university provides opportunities to send its members abroad for missions, fellowships, study leave and scientific conferences.

#### Weak points

1. The components of the organizational culture at the university are weak and incoherent.
2. The incentive and reward systems in the university do not live up to the level of ambition.
3. Limited modern technical devices used in the fields of teaching and learning.
4. The lack of educational and professional preparation and qualification for the newly appointed faculty member.
5. The shortage of specialized cadres at the university to meet all university work requirements.
6. Lack of the necessary infrastructure for the university building and its faculties.
7. The decrease in the financial allocations granted to the university due to the current financial policy of the country.

## **2.4 Current approach**

BUOG believes that academic education has the main role in the development of the country by providing it with qualified scientific and knowledgeable cadres. Therefore, our university sought to qualify professional cadres armed with science and knowledge in their field of specialization, and the fact that our university is specialized in the field of oil and gas, which is the main tributary to the economy of our beloved country and the wealth of future generations. Our university has been keen to make every effort to qualify the leading cadres in this field for the optimal investment of these wealth that contribute to the prosperity and prosperity of the country.

## **2.5 Current challenges**

1. Direct competition from neighbouring universities.
2. Double the budget allocated to the university.
3. Weak community contribution to the financing of public education institutions.

4. Weak connection between the scientific research system and the needs of society.
5. The opportunities offered by (private sector companies) to a large selection of faculty members to leave work at the university and work for them with great privileges.
6. Not having enough grades to appoint new administrators and technicians.

## 3 Plan

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### 3.1 Goals

1. Increasing the annual admission plan.
2. Creation of new scientific departments.
3. Creating new colleges according to the requirements of the lab or market, at a rate of (8-14) colleges.
4. Studying the needs of the national lab or market and determining the required specializations.
5. Creating scientific departments and branches required by the lab or market.
6. Activating the scholarships and fellowships programme.
7. Participation of teachers in training programs on teaching and learning methods.
8. Caring for faculty members and their assistants through continuous development programs for their teaching and learning skills and continuous training to apply these strategies with the required efficiency.

### 3.2 Objectives

Among the most important priorities of the objectives that BUOG aspires to, can be listed as follows:

1. Established the evening study of the College of Oil and Gas Engineering and the College of Industrial Management of Oil and Gas.
2. Initiate the Department of Geological Engineering and Petroleum Exploration in the College of Oil and Gas Engineering.
3. Establish the College of Oil and Gas Extractive Operations Engineering, which includes the Departments of Oil and Gas Engineering, and the Department of Geological Engineering and Oil Exploration.
4. Establish the College of Engineering for Oil and Gas Transformational Operations, which includes the departments of Chemical Engineering, Oil Refining, Polymer Engineering and Petrochemicals.
5. Creation of the Department of Oil and Gas Economics and the Department of Oil Projects Management within the College of Industrial Management of Oil and Gas.
6. Presenting preliminary studies and proposals to open postgraduate studies within the university's faculties.

7. Opening a special advisory office at the university's presidency that includes conducting studies and consulting contracts in the fields of oil and gas, its departments, and feasibility studies related to that.
8. Opening of the General Chemistry Laboratory in the College of Oil and Gas Engineering.
9. Expansion of classrooms at the university presidency site by building classrooms with a student club for students of the College of Industrial Management of Oil and Gas.
10. Establishing a specialized scientific journal in the field of oil and energy.
11. Forming a scientific promotion committee for the university.

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### **3.3 Actions**

1. Rehabilitation of a building of halls, laboratories and other requirements in the university presidency building to be the headquarters of the College of Industrial Management of Oil and Gas in all its departments.
2. Completing the buildings of the faculties inside the university.
3. Improving student services and activities.
4. Paying attention to the green spaces of the university and colleges.
5. Establishing scientific and educational student forums.
6. Encouraging distinguished scientific research in educational or research institutions.
7. Attention to the quality of scientific research outputs.
8. Encouraging publication in magazines and websites with academic credibility and reputation.
9. Encouraging faculty members to achieve global knowledge dissemination for the educational and research institution.
10. Providing a positive scientific environment that attracts distinguished scholars and researchers to work in educational and research institutions and interact with promising national competencies.
11. Raising the level of awareness of the university's affiliate towards the importance of distinguished scientific research.
12. The increasing turnout of faculty members to publish electronic lectures.
13. Interest in the work of the electronic library for students.
14. Using specialized programs in the field of university software and applying them in university departments and joints (human resources programs, examination committees, postgraduate studies and others).
15. Connecting the university presidency and its faculties with an electronic network (the Internet).
16. Postgraduate studies represent the top of the educational pyramid, because of their great importance in enriching society with researchers and scholars, and centers of expertise that contribute to finding solutions related to all societal problems. Postgraduate studies are programs responsible for achieving progress and advancement for societies in various fields, and what increased their importance at the

time. The current speed of knowledge flow, which calls for its development for the following reasons:

- Postgraduate studies are the fertile field and field field for scientific research.
- It is the source of preparing scientists and researchers and investing their creative energies to reach solutions to community issues.
- It plays an active role in enriching scientific research in various fields of society and its development.
- Starting from the reality of community issues and studying the factors affecting it and the reasons for achieving them, and providing procedural scientific proposals that can be implemented in reality.
- It works to renew and develop culture, and to move away from stagnation in old frameworks.
- Proceeding from the interconnected relationship between education and society, as the role of education is to change society and solve the problems and issues it is exposed to, and most developed countries have begun to transform their societies into knowledge-based societies and their economy has become based on knowledge, and a desire to benefit from the experiences of some developed countries. Some Arab countries, including the Kingdom of Saudi Arabia, which is one of the economically emerging countries, are striving towards interest in the knowledge economy, by focusing on developing the human element and directing it to be creative and more productive by increasing the importance of knowledge, its generation, dissemination, and investment in global competition, and university institutions are among the most important institutions concerned.
- To develop human resources by preparing researchers who are able to lead the future and who acquire the knowledge, skills and attitudes that qualify them to deal with the era of the knowledge economy.

### **3.4 Key indicators**

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

1. There is no doubt that scientific research (basic and applied) is the main foundation upon which the knowledge society is built. Hence, BUOG seeks to consolidate its scientific and research identity within its strategic plan according to production, creativity and innovation standards in cooperation with the rest of the major universities, state and community institutions, and as follows:
  - 1.2. Encouraging, supporting and investing scientific research in the national economy:

- Benefit from the sponsorship program and creators.
  - Publishing at least one academic product per year for faculty members at the university.
  - Directing students' graduation projects to flow into the course of applied and practical research to serve the community.
  - Holding conferences, symposia, seminars and scientific sessions at the university level and its faculties, according to its scientific specializations, and finding out what it needs of scientific research that can serve its projects and improve its performance.
  - Activating sabbatical programs, training programs, and study fellowships in international universities.
- 1.3. Developing strategic directions for scientific research at the university level:
- Updating solid scientific research plans in scientific departments.
  - Encouraging scientific publishing in solid international journals with a good impact factor.
  - Increasing and developing the number of scientific research centres.
  - Establishing active partnerships for scientific research with international universities and solid scientific institutions.
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### **3.5 Target groups**

1. Increasing the annual admission plan.
2. Creating new scientific departments.
3. Creating new colleges according to the requirements of the labour market, at a rate of (8-14) colleges.
4. Studying the needs of the national labour market and determining the required specializations.
5. Creating scientific departments and branches required by the labour market.
6. Developing the capabilities of the teaching staff
7. Activating the scholarships and fellowships programme.
8. Participation of teachers in training programs on teaching and learning methods.
9. Caring for faculty members and their assistants through continuous development programs for their teaching and learning skills and continuous training to apply these strategies with the required efficiency.

### **3.6 Strategic approach**

The strategy of BUOG is distinguished by being specialized in the field of oil, gas, in the fields of energy in general. Due to this sector of great importance at the local and global levels, so it took measures at the beginning of its establishment that its outputs should be qualitative in terms of the scientific and knowledge level, and it attracted graduate students from the Ministry of Education at high rates, which in turn was reflected on raising the scientific level of the university, which in turn was reflected in raising the scientific level of students and the increasing demand and desire for the outputs of the Ministry of Education to complete their studies.

The BUOG believes that academic education has the main role in the development of the country by providing it with qualified scientific and knowledgeable cadres. Therefore, BUOG sought to qualify professional cadres armed with science and knowledge in their field of specialization, and the fact that our university is specialized in the field of oil and gas, which is the main tributary to the economy of our beloved country and the wealth of future generations. BUOG has been keen to make every effort to qualify the leading cadres in this field for the optimal investment of these wealth that contribute to the prosperity and prosperity of the country.

### **3.7 Programs / activities**

1. The government's tendency to increase support for higher education in Iraq with a strategic plan for the development of higher education.
2. The state's direction towards granting more autonomy to universities.
3. The late start of preparing the strategy allows benefiting from the experiences of others.
4. Preparing a clear and serious strategy that maximizes the chances of obtaining government support.
5. The imperative for institutions to obtain accreditation gives opportunity for major changes that have always been hampered by traditional laws and bureaucratic regulations.
6. Increased demand for open education.
7. Growth in demand for higher education.
8. International agreements and partnership projects.
9. Opening evening studies at the university.

## 4 Appendices

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