

تقرير عن الدورات التدريبية في  
الإدارة تطبيقات الإدارة المبتكرة  
المبتكرة لمؤسسات التعليم العالي  
العراقية

للفترة من ٢٧-٣ إلى ٥-٤  
٢٠٢٢

A report on  
**Innovative Governance Practice in the  
Higher Education Institutions in Iraq**

27/3-5-4 2022

Prepared by  
Wasit University  
Local training team

April 2022



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

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## 1. Introduction

Wasit University believes that the success is directly related to the knowledge and the relevant skills that the staff have. Thus, the university seriously takes every single opportunity locally or globally to keep developing the staff at various levels (university and faculty level). For this reason, the university leaders and academic staff and management staff appreciate and acknowledge all the supportive efforts provided within INsPIRE project. This report presents the details of the preparation, the implementation, and report preparation stages. The report also contains several useful statistics which reflect the impression of the attendants during the eight training courses.

## 2. A brief history of Wasit University

Wasit University was established on 13-1-2003. The university started her academic journey with only three faculties (Education, Administration and Economics, and the Science). The academic extension and extending of infrastructure was continuing during the last 19 years and currently, the number of faculties reaches 15. The program of the university was not limited to horizontal development (i.e. adding new buildings) but also supporting the scholarships program by sending tens of academic staff to highly standard universities around the world in cooperation with the Iraqi ministry of higher education and scientific research. For further details on Wasit University please follow <https://uowasit.edu.iq/>

## 3. Identification of required management skills

The local training team was selected carefully taking in account the following:

- Variability of disciplines.
- Variability of experience through working previously in different administration positions.

Thus, feasibility of the identification of gaps in the management skills will be clear for the team and therefore the suggested training courses will be selected efficiently.

## 4. Local training team

The local training team consists of nine members (including the team leader). They all had a postgraduate degree in their disciplines and were working on different positions at the university. The table below lists the names and positions of the team members.

No.	Name	Email
1.	Prof.Dr. Ali Nassir Hilo	<a href="mailto:dralinasser@uowasit.edu.iq">dralinasser@uowasit.edu.iq</a>
2.	Prof.Dr.Sabeeh Lafta Farhan	<a href="mailto:drsabeeh@uowasit.edu.iq">drsabeeh@uowasit.edu.iq</a>
3.	Asst.Prof.Dr.Asad H.Humaish	<a href="mailto:asadaldefae@uowasit.edu.iq">asadaldefae@uowasit.edu.iq</a>
4.	Asst.Prof Dr.Esraa Saleh ◊Alomari	<a href="mailto:ealmoari@uowasit.edu.iq">ealmoari@uowasit.edu.iq</a>
5.	Asst.Prof.Dr.Hussein Razzaq Sabah	<a href="mailto:hrazzaq@uowasit.edu.iq">hrazzaq@uowasit.edu.iq</a>
6.	Dr.Aida Al-Obaidi	<a href="mailto:aidah@uowasit.edu.iq">aidah@uowasit.edu.iq</a>
7.	Dr.Righdan Muhsen Namous	<a href="mailto:raghdan@uowasit.edu.iq">raghdan@uowasit.edu.iq</a>
8.	Dr.Karrar Altaie	<a href="mailto:kaltaie@uowasit.edu.iq">kaltaie@uowasit.edu.iq</a>
9.	Asst.Lect.Manar Bashar Mortatha	<a href="mailto:manar@uowasit.edu.iq">manar@uowasit.edu.iq</a>

## 5. Gaps in management skill

After a couple of meetings, the local training local team has highlighted several gaps that weaken the university staff capabilities for doing their work efficiently. These gaps can be listed as in below:

- Staff who start working in new positions (e.g. leaders of units and divisions) are in need of being trained and be updated with the recent ministerial and university instructions, workflow and role authorities prior to commencement of the new role.
- Staff needs to be familiarised with the limits of their administrative powers so they will be able to conduct the necessary processes without fears.
- Staffs require knowing and practising the time management principles. This is very important for organising priorities.
- Quality management.
- Financial management.
- Human resource.
- Information system management.
- Missing of a measurable tool for assessment of staff performance in management because attending training courses without any exams may not secure that the attendants have obtained the required level of knowledge.

## 6. Proposed Training courses

Below listed training courses are proposed to meet the university strategic plan for administrative staff continuous development and to fill the gaps mentioned above.

No.	Suggested training course	Suggested trainer	Date
1.	<ul style="list-style-type: none"> <li><b>Administrative powers at the university and faculty level</b></li> </ul> <p>This course aims to explore different levels of administrative powers of regular staff, unit leaders, and the faculty and university leaders. This is essential in providing the staff with the required skills and knowledge to respond effectively and smoothly to the demands.</p>	Prof.Dr.Sabeeh L.Farhan Phd in Urban Design University of Technology <a href="mailto:drsabeeh@uowasit.edu.iq">drsabeeh@uowasit.edu.iq</a>	27-3-2022
2.	<ul style="list-style-type: none"> <li><b>How to Build the Essential Leadership Qualities</b></li> </ul> <p>Staff who start working in a new position (e.g., leaders in units or head of department) are in need to develop their leadership skills that help them to succeed and provide them with the ability to lead their team in a professional way.</p> <p><u>Course outcome</u></p> <p>1-Inspire and motivate the trainee to see themselves as a leader.</p> <p>2-Evaluate their current leadership skills and identify their weakness area.</p> <p>3-Help them to focus and develop their strength area in leadership.</p> <p>4-It will encourage the trainee to run their role effectively and efficiently.</p> <p>5-Learn the strategy to develop the essential qualities for leadership</p>	Dr.Aida Al-Obaidi Phd in Tissue engineering and stem cells therapeutics University of Bristol-UK <a href="mailto:aidah@uowasit.edu.iq">aidah@uowasit.edu.iq</a>	28-3-2022
3.	<ul style="list-style-type: none"> <li><b>Essential understanding of the HR management in the university</b></li> </ul>	Asst. Prof. Dr Asad H. Aldefai <a href="mailto:asadaldefae@uowasit.edu.iq">asadaldefae@uowasit.edu.iq</a>	29-3-2022

	<p>This course aims to familiarise the attendants (university staff) with the HR management principles and ministerial guidelines. The training course will also give the trainee more understanding around the main professional skills development and how they could understand the administrative transactions as stated in the legal texts from the higher authorities and finally develop this aspect in their personality.</p>	<p><a href="http://du.ig">du.ig</a> Ph.D in Civil Engineering University of Dundee UK</p>	
4.	<ul style="list-style-type: none"> <li>• <b>Quality management</b></li> </ul> <p>This course aims to raise the awareness of the university staff with the outlines of the quality management and how it is applied in Iraq.</p>	<p>Asst.Prof.Dr.Esraa Saleh Alomari Ph.D in Network Security (Cyber Security) <a href="mailto:elomari@uowasit.edu.iq">elomari@uowasit.edu.iq</a> <a href="#">ResearchGate Link</a> <a href="#">Google Scholar Link</a> <a href="#">LinkedIn Link</a> <a href="#">Publons Link</a></p>	30-3-2022
5.	<ul style="list-style-type: none"> <li>• <b>Simple but effective tools for time management</b></li> </ul> <p>This training course explores the importance of time management, negative effects of lack of prioritising tasks. Finally, providing simple but effective tools for time management of tasks at the desk</p>	<p>Dr.Raghdan Mohsen Namous <a href="mailto:raghdan@uowasit.edu.iq">raghdan@uowasit.edu.iq</a></p>	31-3-2022
6.	<ul style="list-style-type: none"> <li>• <b>Financial management</b></li> </ul> <p>Financial management principles are essential for all administrative staff. Thus, this course is designed to give advice on how to maximise your profit or wealth. This is supported by real-world examples such as Airbnb and Uber. These companies are well known to manage their finances in an effective and efficient way. These examples can INSPIRE the audience and give them an incentive to spend their money in an efficient way.</p>	<p>Dr Karrar Altaie <a href="mailto:kaltaie@uowasit.edu.iq">kaltaie@uowasit.edu.iq</a> <a href="#">ResearchGate link</a> <a href="#">Google Scholar link</a></p>	3-4-2022
7.	<ul style="list-style-type: none"> <li>• <b>Management information System</b></li> </ul> <p>This course covers the role of technology in recent management strategy and also</p>	<p>Asst. Lec Manar Bashar Mortatha <a href="mailto:manar@uowasit.edu.iq">manar@uowasit.edu.iq</a></p>	4-4-2022

	shades lights on the importance of computer skills for the university staff.	<a href="#">ResearchGate link</a>  <a href="#">Google Scholar link</a>	
8.	<ul style="list-style-type: none"> <li><b><i>Designing of potential administration unit leaders assessment system (A proposed certificate for management performance)</i></b></li> </ul> <p>This course can be aligned with the above course. It aims to ensure that the candidates are able to run certain roles at administrative or academic level.</p> <p>This course includes defining the needs for this assessment, the objectives, the university hierarchy and the expected outputs.</p>	<p>Asst.Prof.Dr.Hussein R. Al-Bugarbee PhD mechanical engineering Strathclyde University <a href="mailto:hrazzaq@uowasit.edu.iq">hrazzaq@uowasit.edu.iq</a></p>	5-4-2022

## 7. Preparation Stage:

A formal letter signed by the Vice chancellor of Wasit University to name the leader and members of the local training team and give the authorization of the start preparation stage. The team held several meetings at the college of engineering to discuss the steps of the announcement of event starting, scheduling training courses, procedure of registration and printing of posters. These meetings had finally agreed to start the event on 27-3-2022 and close on 5-4-2022 covering eight training courses.



Ministry of Higher Education  
& Scientific Research  
University of Wasit  
Department Of Scientific Affairs



جمهورية العراق  
وزارة التعليم العالي والبحث  
العلمي  
رئاسة جامعة واسط  
قسم الشؤون العلمية

العدد: ٢٦٤٤  
التاريخ: ٢٠٢٢/٢/١٤

((معا لمساعدة القوات المسلحة لبحر الإزماب))

### م/ تشكيل لجنة

استنادا للصلاحيات المخولة لنا نقرر تشكيل لجنة لإعداد و إدارة ندوات و ورش تدريبية لتطوير مهارات الكوادر التدريسية و الادارية ضمن برنامج INSPIRE الدولي برئاسة الاستاذ الدكتور علي ناصر حلو عميد كلية الهندسة و عضوية كل من الذوات المدرجة اسماتهم ادناه:

١. م. د. حسين رزاق صباح

١. م. د. اسراء صالح حسون

١. م. د. اسعد حافظ حميش

م. د. رعدان محسن ناموس

م. د. عايدة حميد حسن

م. د. كرار حميد فرج

م. م. منار بشار مرتضى



١. د. صبيح لفته فرحان

مساعد رئيس الجامعة للشؤون العلمية

٢١ ١٢

نسخة منه الى:

- مكتب السيد رئيس الجامعة المحترم للتفضل بالاطلاع لطفاً. مع التقدير.
- مكتب السيد مساعد رئيس الجامعة للشؤون العلمية المحترم للتفضل بالاطلاع لطفاً. مع التقدير.
- مكتب السيد مساعد رئيس الجامعة للشؤون الادارية المحترم للتفضل بالاطلاع لطفاً. مع التقدير.
- الكليات كافة للتفضل بالاطلاع لطفاً. مع التقدير.
- الصادرة



Ministry of Higher Education  
& Scientific Research  
University of Wasit  
Department Of Scientific Affairs



جمهورية العراق  
وزارة التعليم العالي والبحث  
العلمي  
رئاسة جامعة واسط  
قسم الشؤون العلمية


العدد: 2644  
التاريخ: 14/3/2022

((مع مساعدة القوات المسلحة لبحر الإرفاق))

### Formation of a committee

Based on the power assigned to us, a scientific committee is to be formed to start training the members of faculty and the university administration staff for professional university management. The training is within international INSPIRE program. The committee shall consist of:

Prof. Ali Nasser Hillo	The head
Prof. Ass. Esraa Saleh Hasoon Alomari	Member
Prof. Ass. Asad Hafudh Humaish	Member
Lecturer Righdan Mohsen Namus	Member
Lecturer Aida Hameed Hassan	Member
Lecturer Karrar Hameed Altaie	Member
Lecturer Ass. Manar Bashar Mortatha	Member

  
Prof. Sabeeh Lafta Farhan  
Vice chancellor

13/3

A copy is to send to

- The University president office.
- Vice chancellor office.
- Faculties.

## 8. Starting day

On the early morning of Sunday 27-3-2022, the registration desk starts recording attendants' names and having their signature and provides them with a copy of a questionnaire to fill at the end of the end of the training course. There were two banner carrying the INsPIRe logo and including the announcement of the project.



برعاية السيد رئيس جامعة واسط المحترم  
الاستاذ الدكتور مازن الحسني

تقيم جامعة واسط  
وضمن برنامج الاتحاد الاوروبي لدعم التعليم (ERASMUS+)  
ورش العمل الخاصة بمشروع (INSPIRE)



على قاعات كلية الهندسة  
للفترة من 2022-3-27 الى 2022-4-5  
من الساعة 10 صباحا الى الساعة 12 ظهراً

**Innovation Governance Practices  
in the Higher Education Institutions in Iraq**

## 9. First training course Sunday 27-3-2022

The INsPIRE training program was formally inaugurated on the 27<sup>th</sup> of March 2022. The session started with the statement of Dr Ali Nasser Hillo, who warmly welcomed the attendees and announced the launch of the program explaining the aims and goals of INsPIRE training program. The first workshop was immediately started after Dr Ali's speech. The workshop was given and managed by Prof. Sabeeh Lafta, the vice-chancellor of Wasit University. The workshop was titled "*Administrative powers at the university and faculty level*" and continued for two hours in an interactive lecture style. In addition, 124 people attended the session. Session feedback was collected and transformed into data with a positive impression about the program and the lecturer.



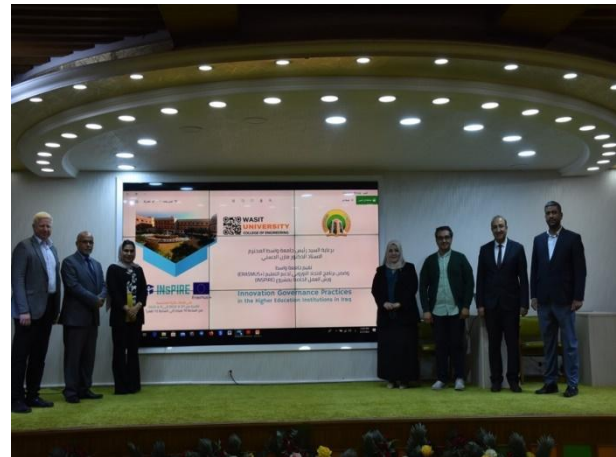
مستوى الصلاحيات الادارية في الجامعة و الكليات و الاقسام  
الفئة المستهدفة الكادر الاداري

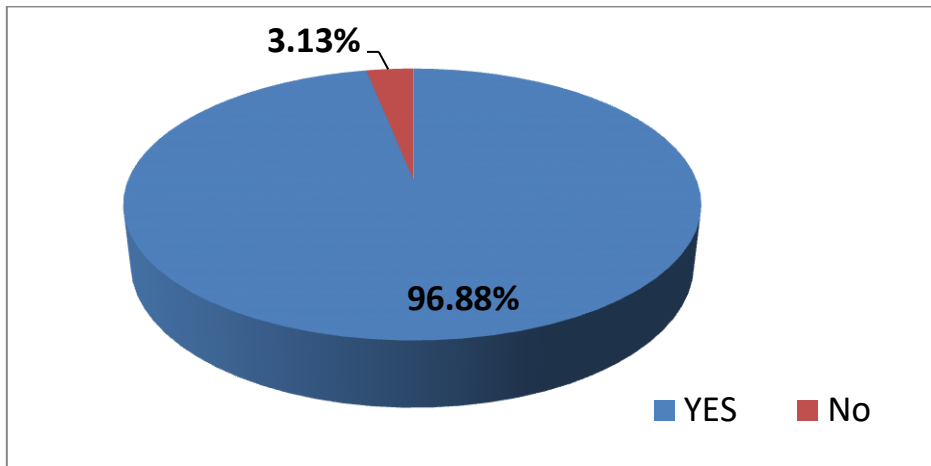
تهدف الورشة الى استكشاف مستويات مختلفة من السلطات الادارية للموظفين و اعضاء هيئة التدريس و الكادر الاداري في الجامعة

يلقيها  
اد.صبح لفته فرحان

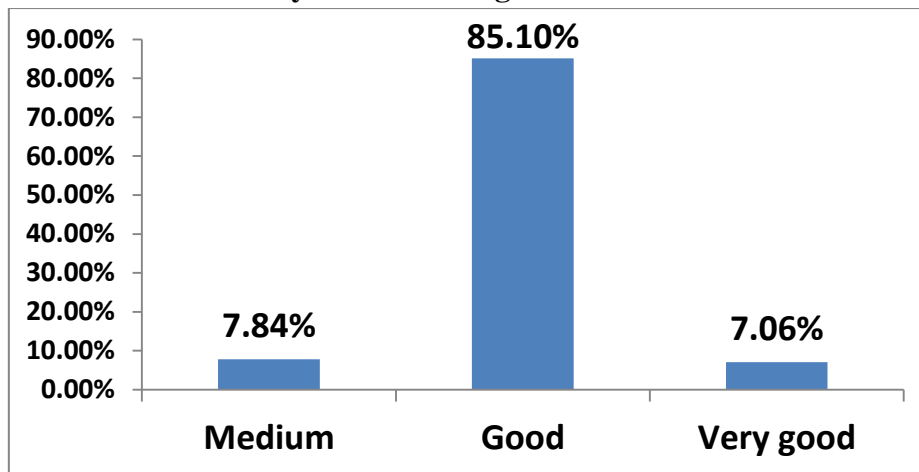
27 اذار  
10:00 صباحاً- 12:00 ظهراً  
قاعة كلية الهندسة/ جامعة واسط



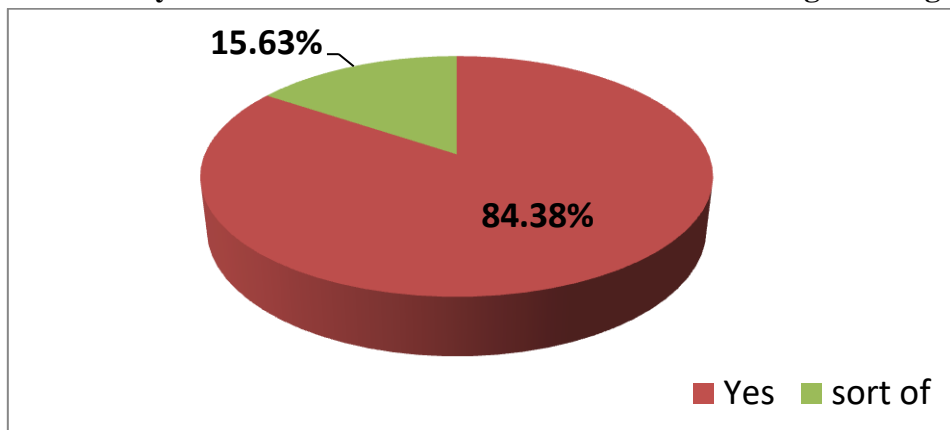




**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**

Questionnaire outputs

## 10. Second training course Monday 28-3-2022

The INsPIRE training program continued in providing high training professional workshops for Wasit University's staff. The second session started on the 28<sup>th</sup> of March at 10 am for two hours. The workshop was about *“Towards familiarisation with the ministry and university legislations and instructions & building of leadership skills”* leadership and was given by Dr Aida Hameed, who gave a general overview of successful leadership and the difference between the manager and the leader. The training material was delivered in an interaction style. The analysis of the collected feedback showed a very positive impression about the program in general and the lecturer in particular. One hundred forty-three people attended the session.



بناء و تطوير مهارات القيادة و ادارة الفريق

الفئة المستهدفة  
الكادر الاداري و الراغبين بتطوير مهارات القيادة و ادارة الفريق

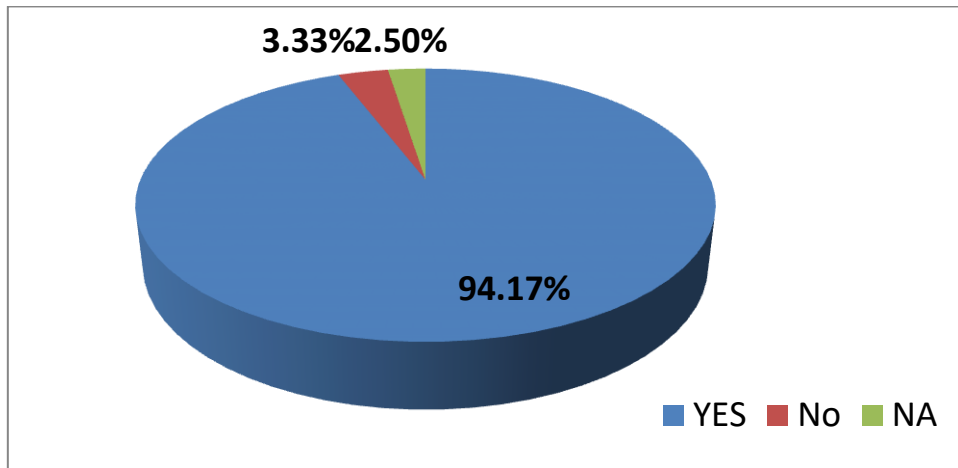
تهدف الورشة الى تشجيع الافراد لاختذ دورهم الصحيح في القيادة وإعطاء استراتيجيات لتحقيق المهارات الأساسية لقائد الفريق الناجح

تلقاها  
م.د. عايدة حميد حسن

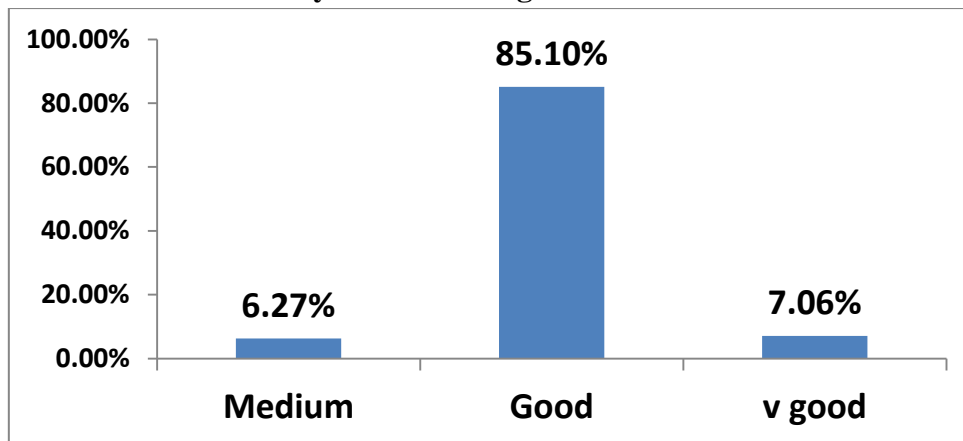
28 آذار  
من 10:00 صباحاً- 12:00 ظهراً  
قاعة كلية الهندسة/ جامعة واسط

INSPIRE

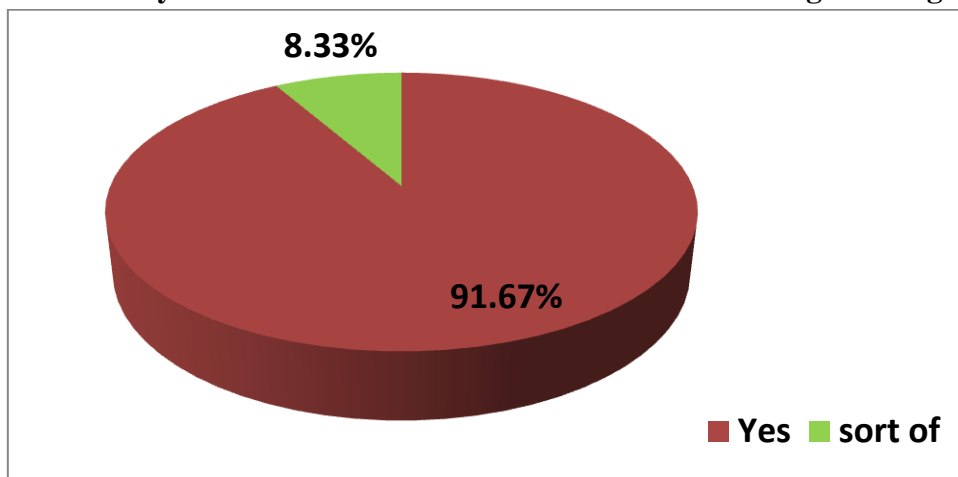




**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**

Questionnaire outputs

## 11.Third training course Tuesday 29-3-2022

For the third day, INsPIRE training program continued with great success. The third workshop was titled “*Essential understanding of the HR management in the university*“ and was given by Dr Asad H. Humaish for two hours in interaction style. The workshop focused on the main features of human resource management and the most common problems and challenges it faces. One hundred thirty-five participants attended the workshop. The collected feedback showed a positive impression about the program in general and the lecturer in particular.

ادارة الموارد البشرية  
مفاهيم اساسية

الفئة المستهدفة  
الكادر الاداري

تهدف هذه الدورة إلى تطوير مهارات الموظفين المهنية التي تساعدهم على فهم القوانين الإدارية للجامعات وتزويدهم بالقدرة على قيادة فريقهم بطريقة احترافية

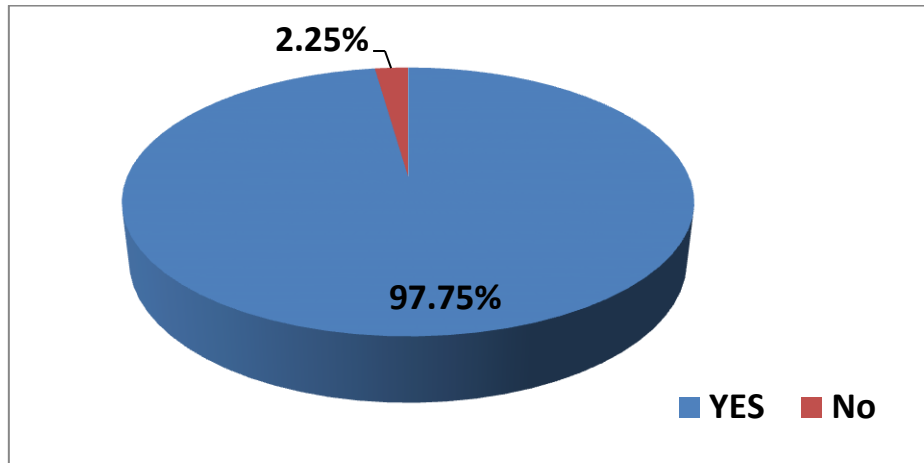
يلقيها  
أ.م.د. اسعد حافظ حميش

29 آذار  
10:00 صباحاً- 12:00 ظهراً  
قاعة كلية الهندسة/ جامعة واسط

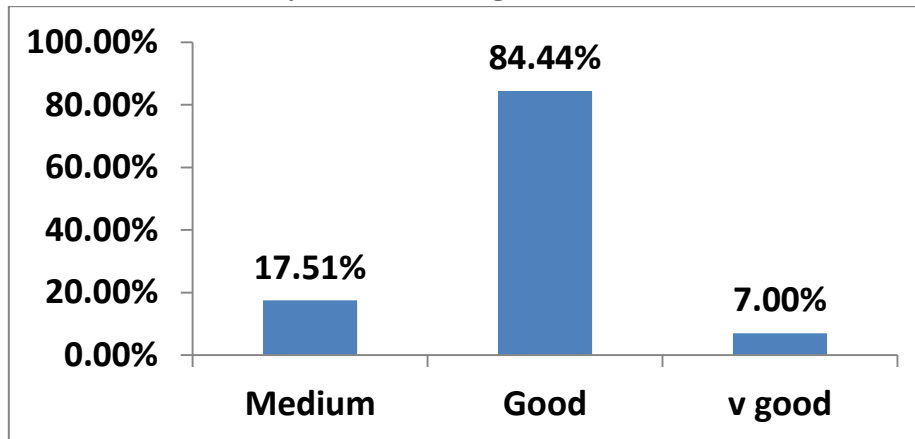




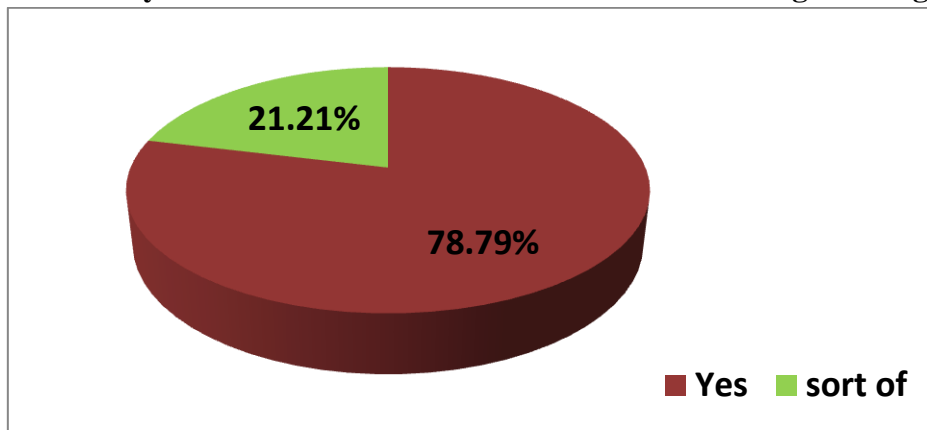


**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**

Questionnaire outputs

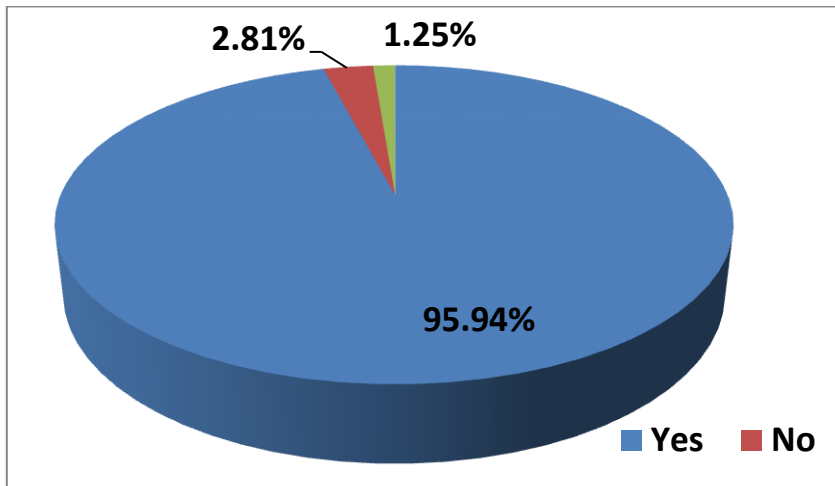


## 12. Fourth training course Wednesday 30-3-2022

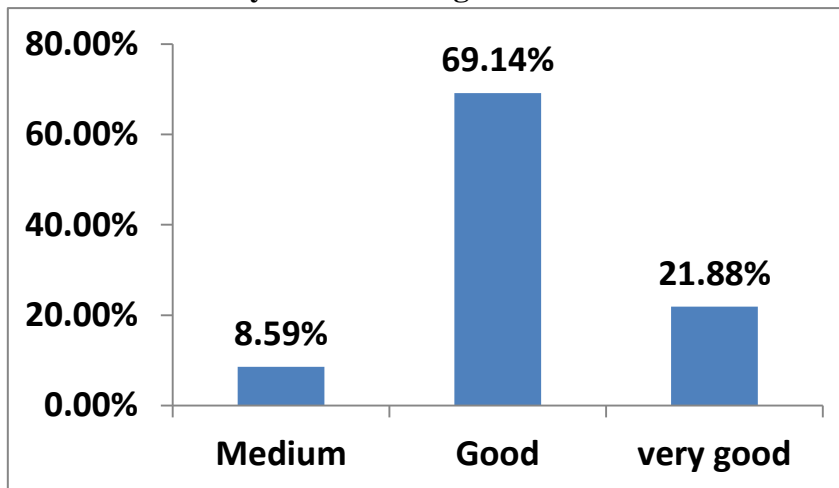
On the 30<sup>th</sup> of March, the fourth workshop of INsPIRE training program was held. The workshop was titled “*Quality management*”, given by Dr. Esraa Saleh Alomari. Even Though the concept of quality management in Iraq was found in 2008, still the institutions of higher education need an awareness. For that, the workshop went through the essential quality management features. The lecture also touched on who is the founder of quality in the world? and what is Total Quality Management (TQM) , as well as how the concepts of quality were applied from the point of view of the Iraqi

Ministry of Higher Education and Scientific Research. One hundred ten people attended the workshop and showed their satisfaction with the material that had been delivered to the workshop. The Workshop Recommends that we need to hold more workshops of awareness in Quality Management such as (Quality Management System, Total Quality Management, Define all the ISO certificates and the importance of them and how to get certified.

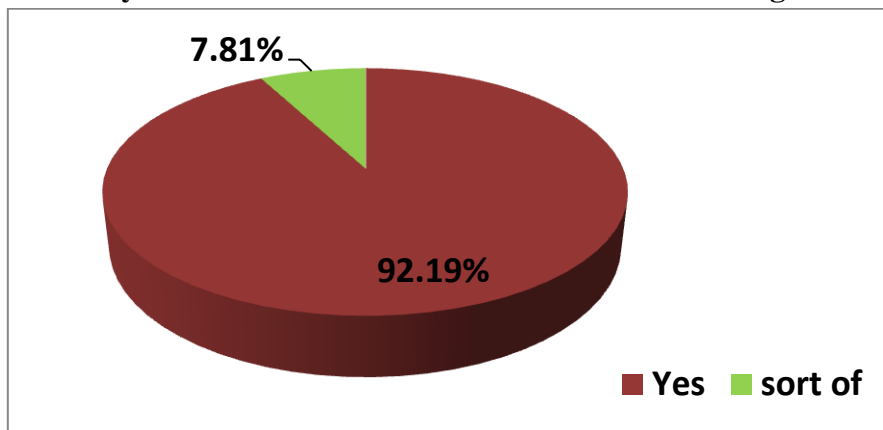


**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**

Questionnaire outputs

### 13.Fifth training course Thursday 31-3-2022

The fifth day of INsPIRE training program was on the 31<sup>st</sup> of March. The fifth workshop was titled “*Simple but effective tools for time management*” and was delivered by Dr Righdan Mohsen Namus. The workshop covered some simple yet important concepts and theories about time management going through Eisenhower’s urgent/important principles, priority matrix, efficient using of To-Do list, scheduling your day, goals setting and interruption management. The workshop also included a case study which discussed in an interactive style.

The session feedback showed high satisfaction with the provided material. Two hundred three people attended the workshop.

## ادارة الوقت باساليب بسيطة وفعالة

الفئة المستهدفة  
الكادر الاداري

نستكشف في هذه الورشة التدريبية أهمية إدارة الوقت والآثار السلبية لعدم تحديد أولويات المهام. ايضا، سنتعلم أدوات بسيطة ولكنها فعالة لإدارة وقت المهام اثناء العمل

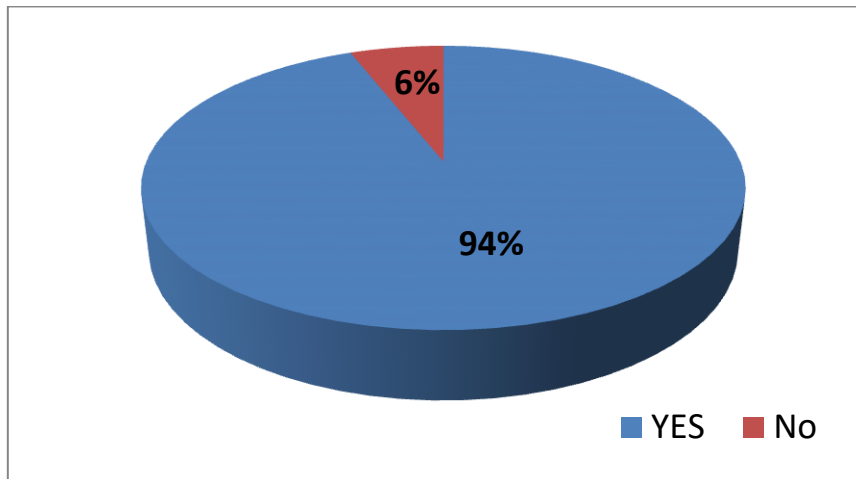
يلقيها  
م.د. رغدان محسن ناموس

31 اذار  
10:00 صباحاً- 12:00 ظهراً  
قاعة كلية الهندسة/ جامعة واسط

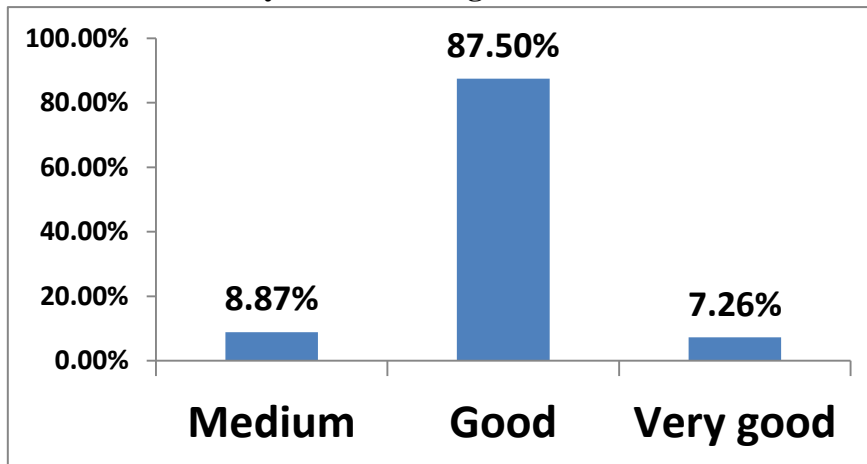




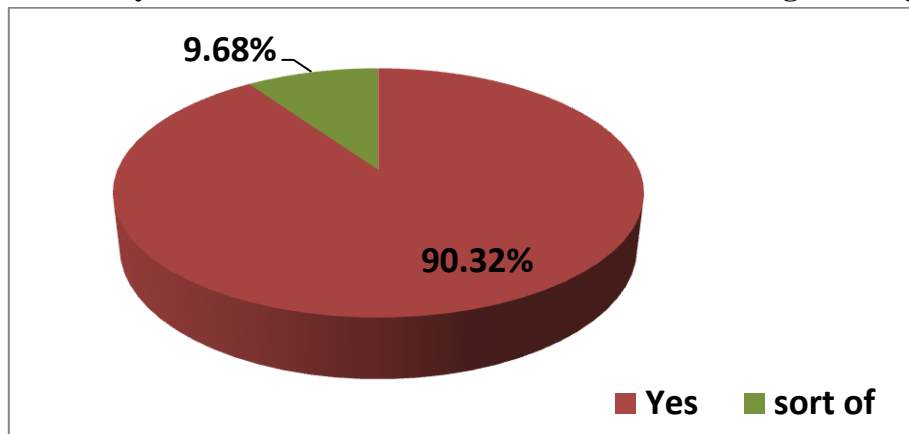


**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**

Questionnaire outputs

## 14. Sixth training course Sunday 3-4-2022

*Financial management* was the title of the sixth workshop of INsPIRE training program. The workshop was given by Dr Karar Altaie. Financial management principles were quickly reviewed, showing the importance of effective management of the capital even if it is little. One hundred twenty-three people attended the session and showed positive feedback about the material that had been given and the INsPIRE training program in general.

### الإدارة المالية الناجحة

الفئة المستهدفة  
الكادر الإداري

مبادئ الإدارة المالية ضرورية لجميع الموظفين وبالتالي تم تصميم هذه الدورة لإعطاء لمحة عامة عن النظام المالي والأساليب والأدوات الحديثة التي تساعد في هذا السياق

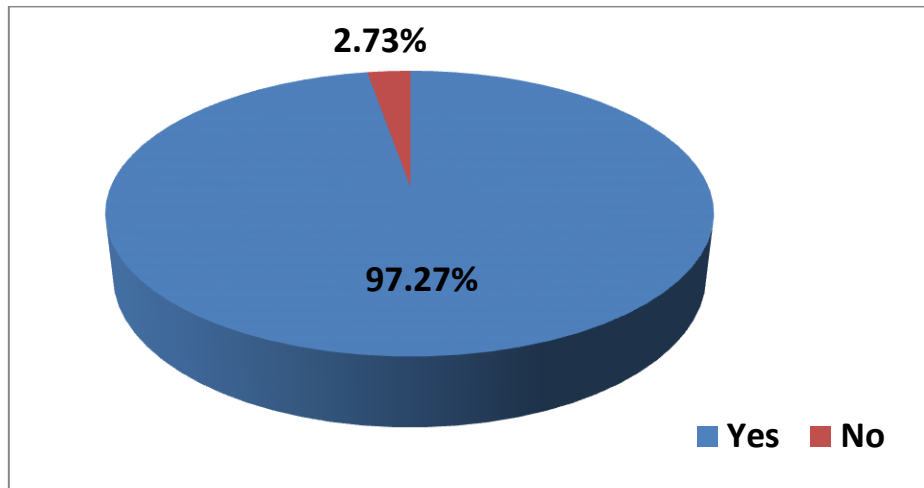
يلقيها  
م.د. كرار حميد فرج

3 نيسان  
10:00 صباحاً - 12:00 ظهراً  
قاعة كلية الهندسة/ جامعة واسط

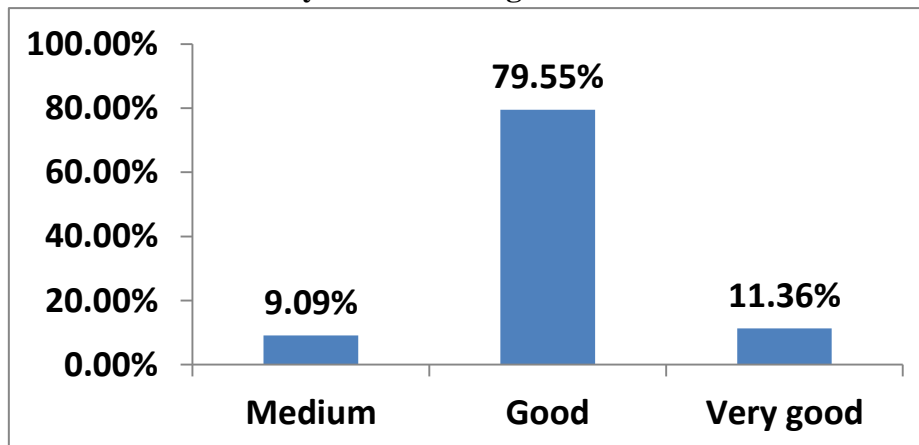




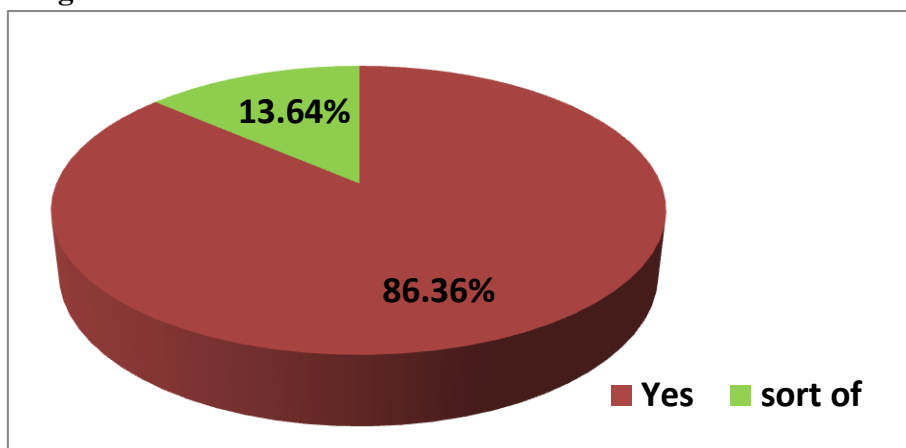




**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**  
Questionnaire outputs

## 15. Seventh training course Monday 3-4-2022

Under “*Management of information System*”, the seventh workshop was held. The workshop went through the essential computer skills that almost everyone needs. The workshop also covered criteria for ranking university websites and some advanced tools for large data management. The lecture was delivered by Ass. Lecturer Manar Bashar Mortatha who demonstrated the learning material effectively and efficiently. One hundred sixty-five people attended the session and showed a positive impression of the session.

ادارة المعلومات الالكترونية

الفئة المستهدفة  
الكادر الاداري

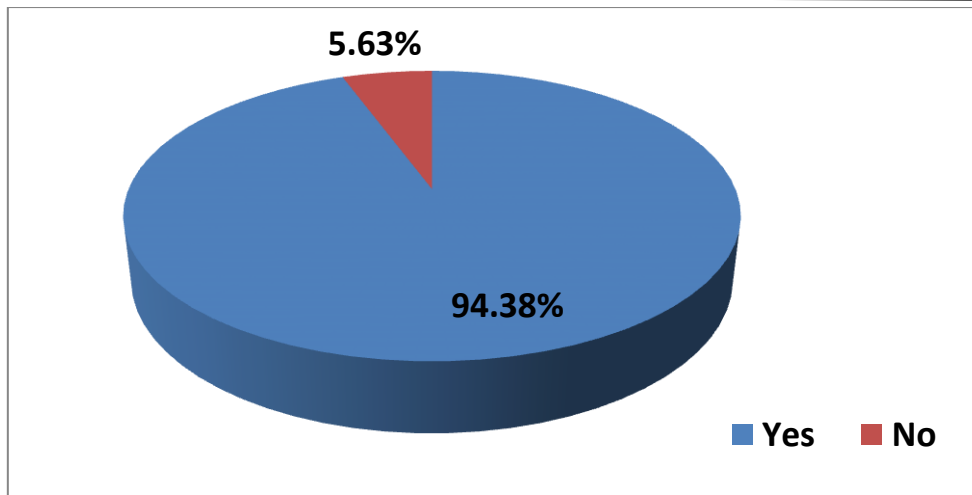
ستقدم هذه الورشة التدريبية معلومات حول ادارة المعلومات الالكترونية وكيفية استخدامها في العمل. ايضا ستقدم هذه الورشة إمكانية تطوير مواقع الويب للمنافسة في التصنيفات العالمية

يلقيها  
م.م. منار بشار مرتضى

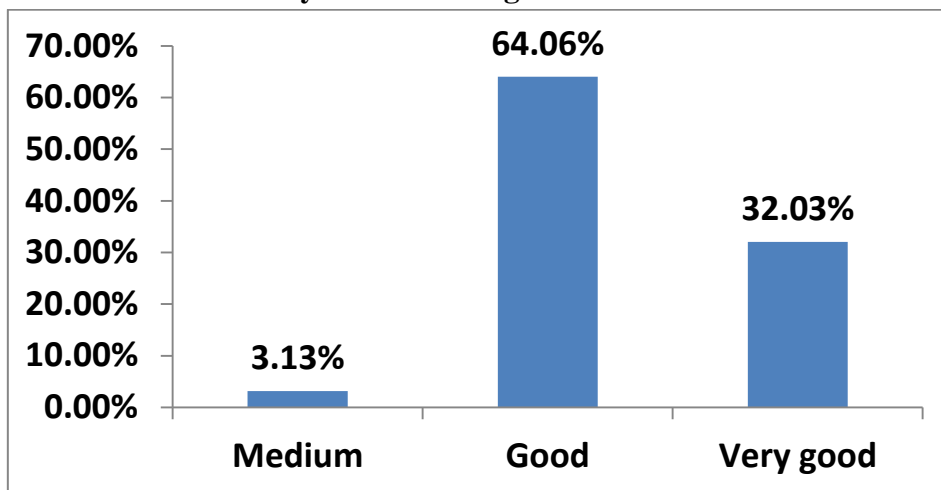
4 نيسان  
10:00 صباحاً- 12:00 ظهراً  
قاعة كلية الهندسة/ جامعة واسط



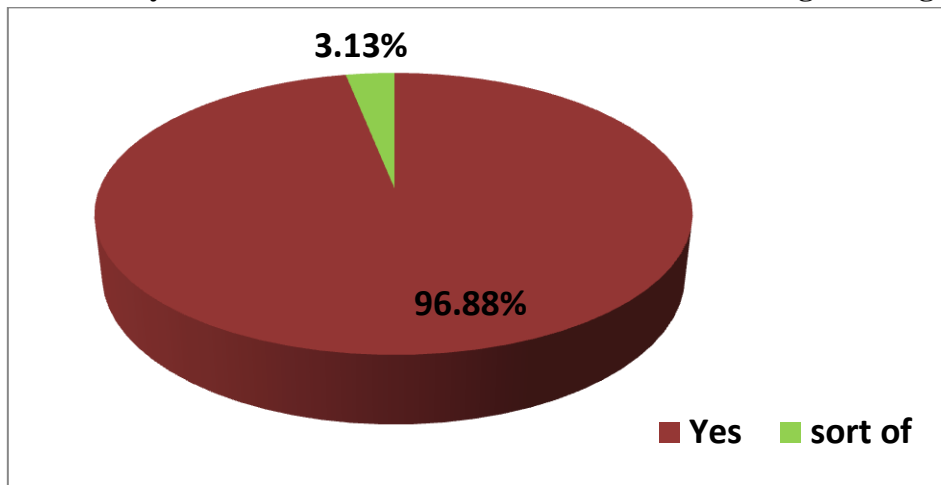




**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**

Questionnaire outputs



## 16.Eighth training course Tuesday 5-4-2022

The eighth session was about *“Designing of potential administration unit leaders assessment system (A proposed certificate of management performance)”* which suggested an administrative system that enables the administrative staff to do their job efficiently. The system presented a set of certificates that the employee should have before locating a managerial position. The workshop was delivered by Dr Hussein Razaq. The session feedback showed an excellent impression of the suggested project. At the end of the session, there was a test sample for the attendance regarding the ministerial regulations.

مقترح شهادة كفاءة الاداء  
الاداري

الفئة المستهدفة  
موظفي الوحدات و الشعب الادارية على مستوى الجامعة  
و الكليات و بقية من سيتم ترشيحه للعمل مستقبلا فيها

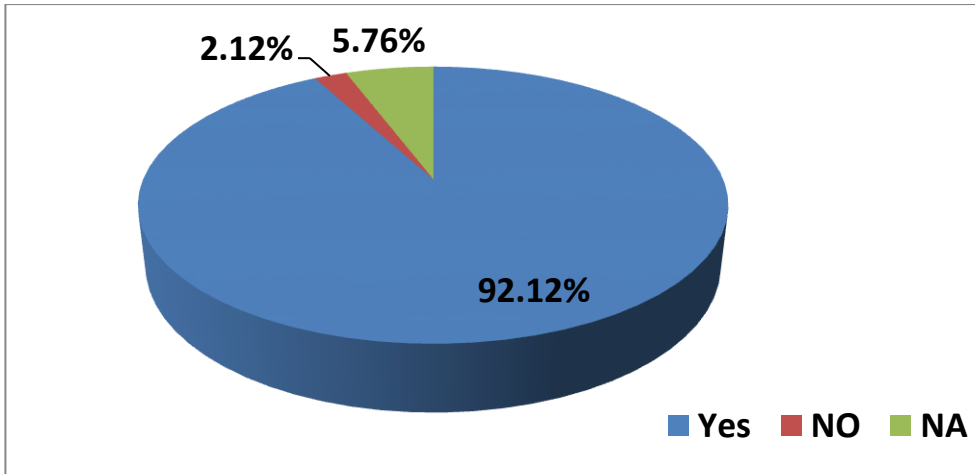
بناء أداة تقييم تسهل باستمرار اختيار الموظفين المؤهلين  
للمناصب الإدارية المحتملة في المستقبل

يلقيها  
أ.م.د. حسين رزاق صباح

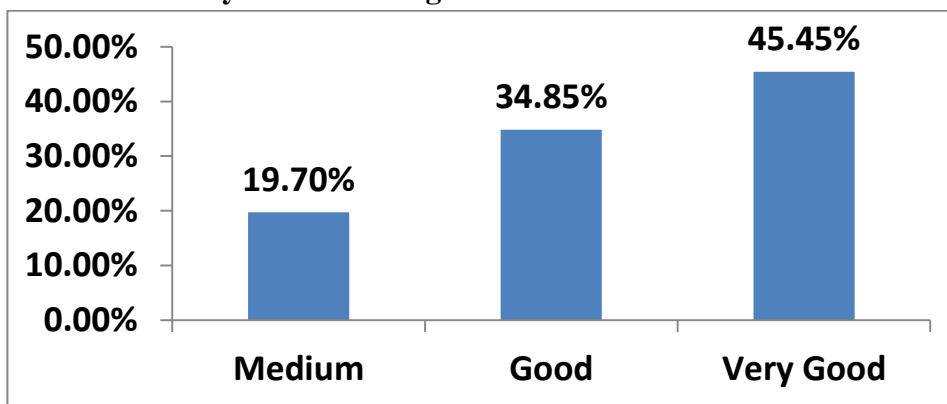
5 نيسان  
10:00 صباحاً- 12:00 ظهراً  
قاعة كلية الهندسة/ جامعة واسط



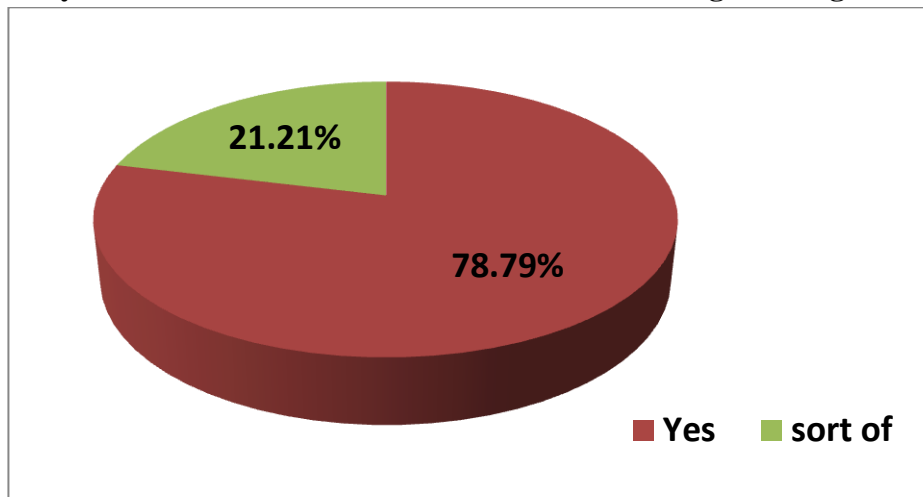




**A. Overall suitability of the training course materials**



**B. Clarity of the contents and its relevance to the training course goal**



**C. Performance of the presenter**

Questionnaire outputs

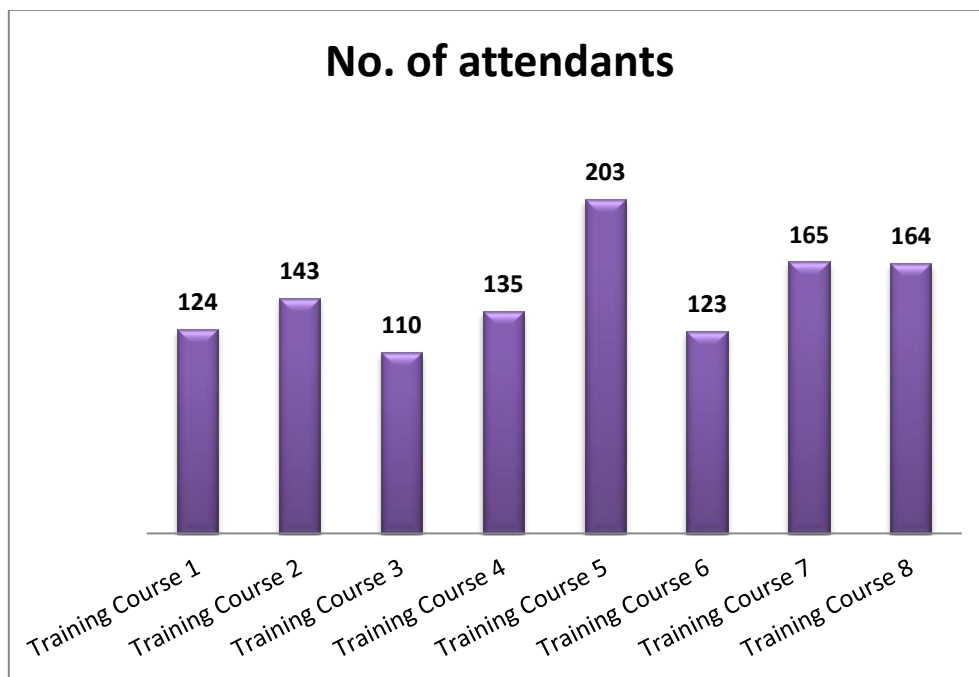
## 17. Closure of the event

INSPIRE training program closure was held immediately after the last training session. The president of Wasit University, Prof. Mazin Al Husseini, the Vice-Chancellor, Prof. Sabeeh Lafta and many faculties deans attended the closure session. The president showed his interest and support for such cooperation. All the attendants showed very good impressions towards this program and wished to start a new phase of the program.





### 18. Indicators extracted from the questionnaire



## 19.Recommendations

1. Hold future sessions in leadership skills for all the staff who work in the university management.
2. Holding more training courses on the Iraqi ministry of education regulations to raise the awareness among the academic and administration staff.
3. Building more computer tests on the light of the information given in the training course which can be used later for assessment of administrative staff members.