University of Baghdad

Strategic Plan

23 January 2023

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Acknowledgements

INSTRUCTIONS: Complete the acknowledgements section by listing people who assisted with preparing the plan. You can also thank beneficiaries / participants.

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

1- Dr. Moneer Tolephih / University president
2- Dr. Marwan Ashour / Vice-chancellor of scientific affairs
3- Dr. Rana Thabit / head of quality assurance department

Contents

Acronyms

INSTRUCTIONS: List any acronyms used in the report especially the ones used more times.

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

1 Introduction

INSTRUCTIONS: Complete the introduction with some background on the organisation and the objectives of the strategic planning process.

1.1 Organisation

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, while the extensions of 1982 were under the care of Hisham Ashkouri, a 1970 Baghdad graduate.

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.
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.

The university is ranked within:

- 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

The objectives of the strategic planning process are to:

- <Insert objective>
- <Insert objective>
- <Insert objective>
- <Insert objective>
- <Insert objective>

1.3 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

INSTRUCTIONS: Complete the organisational profile with information about the history of the organisation, why it exists, and its vision and mission and core values.
What do you do now but feel that you need to change?

2.1 Vision

Where do you want to lead your organization? (Please reflect on this topic with your needs analysis in mind and insert a statement summarizing where you want to see your organization when the problems you have identified have solved with the project.)

A leading, knowledge-producing university that competes globally

2.2 Mission

Why does your organization exist?

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.

2.3 Values

What are the guiding principles of your work?

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:

- 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 units and students. The university supports the trend towards more decentralization of decision-making.
- 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

What are your organizations' priorities? (Are the priorities you will be formulating in this project in congruity with your organizations overall priorities?)

strength point

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:

Supporting university leaders and their conviction of the importance of strategic planning.

The number and diversity of scientific specializations at the university.

Availability of a number of distinguished expertise and competencies at the university.

The university's continuous endeavor to achieve quality assurance and obtain academic, programmatic and institutional accreditation.

The prevalence of a culture of excellence and the pursuit of university advancement in the past few years.

Availability of human and material resources that would enhance the strategic planning paths.

More faculty members obtaining doctorate degrees in prestigious universities, whether inside or outside Iraq.

The presence of a group of faculty members who believe in the importance of applying the strategic planning curriculum.

The university's distinguished location in the capital, Baghdad.

The university is linked to a wide network of academic and scientific relations with regional and international institutions and universities.

The university has a distinguished library, the largest in Iraq.

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

The university's strategic plan faces a number of internal and external challenges, including:

- 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.
- 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

INSTRUCTIONS: Describe the strategy for the organisation, including the objectives, key indicators, target groups, target areas and approach.

3.1 Goals

What should we do to realize our vision? A goal is a specific target, an end result or something to be desired. It is a major step in achieving the vision.

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:-

- 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.
- 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:

- 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 Actions

Which main actions should be taken to achieve your objectives?

1- Leadership Development
- Living with leaders in foreign universities to gain experience.

2- Staffing Development
- Developmental training courses in the field of management and leadership.
- 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.
- 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
- 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
- (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.
- Organizing educational seminars and workshops.
- Implementation of opinion polls to measure levels of loyalty and citizenship.
- Moral stimulation.

7- Crisis management work development
- Creation of a risk management unit
- Preparing a risk management manual

8- 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)

3.3 Key indicators

What are the measurements of success? How are we going to know that we achieve our goals?

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

- Quality assurance measurements.
- HR
- Different studies

3.4 Target groups

Working with ministry of higher education and scientific research, NGOs and international organisations and universities.

3.5 Strategic approach

Mentioned in 3.2

3.6 Programs / activities

Mentioned in 3.2