



Innovative Governance Practices in
the Higher Education Institutions in Iraq

Development of the action plan per each partner university

JANUARY 2023



Authors

Nazim Celal Irem, Istanbul Aydin University

Ilkay KARADUMAN, Istanbul Aydin University

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- [Evora University](#), Portugal
- [Aydin Istanbul University](#), Turkey
- [UNIMED- Mediterranean Universities Union](#), Italy

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Document Information

| | |
|-------------------------------------|--|
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| Deliverable | D3.1 Development of the action plan per each partner university |
| Work package | WP3 Implementation of changes and best practices through action plans |
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| Author (Partner Institution) | Istanbul Aydin University |
| Responsible Author(s) | Nazim Celal Irem Ilkay KARADUMAN |
| Abstract (for dissemination) | Based on the results of the needs analysis, the document reports the development of institutional action plans and collects the plans. Each institution was supported in the development of specific priorities, considering the local context and its specific features. The action plan will act as a reference for assessing the impact of all subsequent activities. |

Expected Outcomes of the WP3

The outcomes of WP3 are a) the formulation of action plans for each partner university and the piloting of their implementation in each Iraqi higher education institution (T3.2). The Iraqi Partners are participating in the piloting of the action plan, which means that implementing changes are expected to report on the activities implemented; b) reporting on the piloting, as part of D3.3, and development results along with an effective assessment report. c) A general guidebook for higher education institutions' strategic planning and administration. Together with Sumer University, European Partners will produce the Handbook. The IAU will direct the defining of the report's contents, the collecting of contributions, and the report's compilation. Later, it was determined that the European partners would compile the report, with the IAU contributing a chapter on strategic planning and quality assurance. Sumer University is anticipated to collaborate with European Partners in the development of the Handbook.

Partners' Responsibilities and Roles in WP3

The role of Istanbul Aydın University in WP3 is to lead the development of the work package in collaboration with the co-leader, Sumer University. In addition, the work package requires the drafting of action plans customized for each Iraqi university, implementation of changes and best practices, guiding their piloting in each of Iraq's higher education institutions, and a subsequent impact assessment. The University of Sumer is tasked with assisting the IAU in its engagement with Iraqi colleagues and coordinating the activities of Iraqi Partners.

All other Iraqi Partners are tasked with designing their own institution-specific action plans to enhance their management approaches and governance structures. Idealistically, the Iraqi university personnel participating and trained in the WP2 activity would also participate actively in the design of action plans alongside university leaders and academic and administrative staff. WP3 requires persons who have the capacity to apply the plan, such as trained employees and university officials. In this regard, all Iraqi partners have designated an INSPIRE project coordinator tasked with managing the internal procedures associated with the creation, execution, and monitoring of action plans.

The European Partners will give direction and assistance to the personnel trained in WP2 for the definition of the action and will ultimately provide examples of implementable actions. Therefore, the European partners will be involved in the preparation of Good Governance Guidelines and a book for strategic planning and governance, which will supplement the skills learned throughout the training by providing partners with direction for Action Plans. The Manual shall be translated into Arabic.

Distribution of responsibilities and tasks

The IAU is especially tasked with assisting in the preparation of a unique action plan for each Iraqi higher education institution (T3.1). It included two templates for this purpose: a template for an executive strategic plan and a template for an action plan. In a number of workshops, either with the entire team or with

individual institutions, it is made clear that, in order to maintain the coherence and relevance of the Project, the ultimate objective of strategic action planning in WP3 is to provide a solution to the problem(s) identified in the need analysis. The strategic action planning process is unrelated to the three- to five-year corporate strategy documents of the HEIs. It is better if the action plans and executive strategy plans could align with the terms, aims, objectives, and strategies outlined in the HEI's corporate policy papers, yet this is optional. Nonetheless, strategic action plans must be prepared within the scope of the INSPIRE Project in order to provide answers to the concerns identified in WP1 and stated in the UNIMED need analysis handbook. IAU was tasked with assisting Iraqi partners with the formulation of their action plans.

The Iraqi partners are needed to authorize strategic planning-trained personnel who will work with each university to establish an Action Plan. The anticipated starting point for the Action Plan will be the institution's self-evaluation. And it is the obligation of the Iraqi partners, particularly the relevant personnel, to convene meetings within their institutions to discuss the specific objectives to be addressed and the desired reforms to be implemented. Each Iraqi institution of higher education would appoint a person or team to oversee the Action Plans. English must be made available for The Plan. We can anticipate translation in the instance that the strategy is produced in Arabic. To facilitate the process of sharing and advice on behalf of the European Partners, however, each Iraqi university should make an English version (eventually a condensed form) of the document available. The University of Sumer would compile the ten action plans and facilitate their distribution among EU partners.

Objectives of Task Force 3

WP3's objective is to support the drafting, implementation, and monitoring of action plans, which are prepared in reference to the problems identified at each Iraqi university and reported by UNIMED in its Needs Analysis Report in WP1 and the adaptation of international managerial techniques to the local context in an appropriate manner; to ensure a successful implementation of governance changes in Iraqi HEIs, and to conduct periodic impact assessments and refinement of decisions.

How did it work?

By February 2022, all Iraqi partners are required to examine the UNIMED's Need Analysis Report that was created at the beginning of the Project as an outcome of the WP1. The study is highlighted because a considerable amount of time has passed since its initial release, and there were delays in the Project owing to the circumstances in Iraq and the COVID outbreak. Moreover, several of the staff of Iraqi HEI who have engaged in such WP1 activities have been replaced. What is required is to revisit the core project document to identify and redefine the difficulties, if necessary. The strategic planning procedure has begun. The first attempt of the IAU team was to start a discussion with the Iraqi partners about the difficulties they had discovered in the need analysis; Iraqi partners were invited to reflect on the need analysis for creating an action plan to solve the problems identified there. What type of steps needed to be taken? When? Who? What help was needed? In all virtual meetings with Iraqi partners, the same themes have been emphasized by the IAU team in various circumstances, such as defining the problems and determining the steps to be

taken to overcome them. We have also prepared two templates, namely a strategic plan (and an action plan templates, that supply solutions to all the problems which might be faced during the strategic planning process. These two templates were expected to

It has been found that the majority of Iraqi partners have yet to use the UNIMED report on need analysis as a point of reference. As soon as we noticed that the paper did not receive the necessary attention, we resent it to all partners. Despite this, certain action plans were only partially consistent with the criteria of the need analysis.

By February 2022, a timeline with some explanatory notes about the planning process has been created by IAU and delivered to project partners.

Chronology

- On May 25, 2021, the IAU team attended the WP2 discussion and planning gathering. When it came to the WP2 field visit, we were delighted to welcome INsPIRE partners to Istanbul Aydin University.
- The IAU team held an online meeting with the new representative of MOHESR
- September 28, 2021 - we met with the INsPIRE team to discuss the WP3 online activities.
- On October 25, 2021, we had a meeting to plan WP3 activities. During the conference, the responsibilities of IAU and Sumer University, as well as the objectives, division of responsibility, and distribution of duties under WP3 were defined.
- November 6, 2021 - Riccardo Mussari requested that the INsPIRE General Partners Meeting be held at Istanbul Aydin University, which was accepted by our side, as we had previously suggested. However, it was not possible owing to the epidemic.
- November 15, 2021 - Quality Assurance Workshop held by us. Prof. Funda Sivrikaya Serifoglu
- On January 25 and 26, 2022, General Partners Meeting was held online with IAU assisting in its organization.
- Considering our discussions with Iraqi partners during the partners' meeting, we concluded that maintaining close touch with all institutions involved in the Project would be advantageous. Therefore, we wrote an email requesting contact information for Iraqi personnel involved in WP3 efforts. In addition, we have given action plan, and strategic planning report templates for completion and return by March 4, 2022. Due to the lack of response, we were forced to extend the submission deadline to March 9. Again, there were only a handful of submissions, not from everyone. Therefore, we set another deadline as March 23.
- We told the INsPIRE coordination team that we had not received submissions from four Iraqi partners and requested assistance in contacting them.
- May 5, 2022 – May 9, we invited all Iraqi partners to discuss WP3 and their Action Plans. To recall the invitation, we emailed them again and respectfully requested to confirm their presence at the meeting on May 9. Prior to the meeting, we requested a draft of their Institutional Evaluation Report, Action Plan, and Strategic Planning Report, if not the final versions. Prof. Celal Nazim discussed the relevance of these documents and provided brief instruction on how to fill them out during the meeting.

- We received a couple of revised papers from Iraqi entities following the conference. On May 26, we participated in a zoom meeting with Al-Karkh University to analyze its reports in depth. In the end, we decided to have one-on-one meetings with each Iraqi institution to discuss their Action Plans and Strategic Planning processes. On May 26, we sent them an email requesting a recommended date for the session based on their schedules. Al-Karkh University was the only institution to respond with a proposed date and a request to evaluate their paperwork. We were unable to contact other partners. Therefore, we sought the INSPIRE Coordination team for assistance.
- May 27, 2022 - Since the University of Sumer is the co-leader of WP3, we expected them to assist us and interact with us, at least in regards to contacting Iraqi partners. We respectfully requested that they contact others in order to provide essential documentation. Unfortunately, the University of Sumer did not respond to our inquiry.
- On October, we sent emails requesting information about the possibility of holding the field visit at IAU. We discovered that it would not be feasible to go to Istanbul for various security difficulties for Iraqi partners. As a result, we offered to host an online event in lieu of a site visit.
- On October 27, the coordination team was informed of the obstacles encountered, attempts to engage Iraqi partners, and WP3 progress to date via an online meeting.
- On November 14, we went on a call for a second one-on-one session. We asked that the partners choose a date between the 21st and 25th of November, bring their papers, discuss them individually and make edits and reviews. Three institutions had appointments for the session; however, the bulk was still absent. Therefore, on November 29, we reconvened and revised the meeting time, despite the fact that certain partners were still absent. In December, we emailed everyone many times to confirm that they had received their session appointment. We have managed to conduct separate zoom sessions with three of the ten partners: Al-Furat Alawsat University, Wasit University, and Al-Wasim Green University.
- In addition, we had missing papers too. While we asked and many times reiterated the necessity of an Action Plan and Strategic Planning Report for WP3, only Al-Furat Alawsat Uni, Basrah Oil and Gas Uni and Al-Qasim Green Uni supplied both documents. The majority submitted either simply Action Plan (excel file) or Strategic Planning Report (word file).
- IAU team has drafted a section entitled “Strategic Planning as a Tool for Quality Assurance: Best Practices” for the Good Governance Handbook.
- IAU team to organize a planned online event as the final project activity on January 9, 2023.

Outcomes

- 1) 8/10 Strategic Plans
- 2) 6/10 Strategic Action
- 3) Each university working on a strategic document, but on different levels of capacity and quality
- 4) 10 Feedback Reports (available in D3.3)

| University | Strategic Plan Format (<i>Word</i>) | Action Plan Format (<i>Excel</i>) |
|--|---------------------------------------|-------------------------------------|
| Southern Technical University | | |
| University of Mosul | | |
| Baghdad University | | |
| AL-Karkh University | | |
| Wasit University | | |
| AL-Qasim Green University | | |
| Basrah University for Oil and Gas | | |
| University of Sumer | | |
| AL-Furat Al-Awsat Technical University | | |
| Basrah University | | Only SWOT Analysis |

Annex I

Strategic Plan template (word)

<Logo>

<University Name >

Strategic Plan

<Sub-title>

26 March 2023

Prepared by <Name>, <Title>

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 <insert> and preparation of this strategic plan: <Insert names and titles of people to thank>.

Contents

INSTRUCTIONS: Update the Table of Contents as the final step before finalising your plan.

| | | |
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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

<Insert an introduction to the organization>

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.)

<Insert the vision of the organisation>

2.2 Mission

Why does your organization exist?

<Insert the mission of the organisation>

2.3 Values

What are the guiding principles of your work?

The core values of the organisation are:

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

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

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.

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

3.2 Objectives

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:

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

3.3 Actions

Which main actions should be taken to achieve your objectives?

Within <X time> the organisation aims to take these actions

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

- <Insert>

3.4 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:

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

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>

4 Appendices

INSTRUCTIONS: Add any necessary appendices. This could include a logframe, workplan, monitoring and evaluation table, etc.

4.1 <Appendix Title>

<Insert appendix content>

4.2 <Appendix Title>

<Insert appendix content>

Annex II

Action Plan template (Excel)

INSPIRE PROJECT WP3 ACTION PLAN TEMPLATE

| |
|--|
| <p>The chart in the next page shows the Goals, Objectives, Strategies, and Activities, together with the responsible parties for each activity, estimated resources, expected outcome(s), KIPs and Risks.</p> |
| <p>Your vision and mission statements are expected to be narrowly formulated with regard to the problem(s) you are formulating within the INsPIRE project. Vision refers to what do you think that your institution will become when you sorted out the problem within the parameters of the INsPIRE Project. Mission here refers to how/what you do now Here vision and mission do not refer to your institutional statements</p> |
| <p>VISION : Please write here</p> |
| <p>MISSION: Please write here</p> |
| <p>Here values refer to your institutional formulation, if exists any in your strategic plan.</p> |
| <p>VALUES</p> |
| <p>Please write here</p> |
| <p>TERMINOLOGICAL CLARIFICATIONS ABOUT THE ACTION PLAN SHEET PLEASE READ IT CAREFULLY</p> |
| <p>GOALS</p> |
| <p>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</p> |
| <p>OBJECTIVES</p> |
| <p>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</p> |
| <p>STRATEGY</p> |
| <p>Strategies are what must be done by the personnel of the organisation in order to achieve the needed progress. A strategy is a plan of action to achieve an objective; it is something that must be done to achieve the objective.</p> |
| <p>ACTIONS</p> |
| <p>What will be done? What actions should be taken to achive our goals?</p> |
| <p>DURATION</p> |
| <p>When, how long?</p> |
| <p>RESOURCES</p> |
| <p>Estimated cost, what is needed?</p> |
| <p>RESPONSIBLE DIVISION/ OFFICER</p> |
| <p>Who is in charge of the action? Whom to contact to?</p> |
| <p>EXPECTED OUTCOME</p> |
| <p>What do you want to succeed at each action?</p> |
| <p>KEY PERFORMANCE INDICATORS</p> |
| <p>Your suggested measurement of success. What benchmarks will be used as indicative performance indicator for each action?</p> |
| <p>RISKS</p> |
| <p>Potential obstacles, What could prevent you from performing our action?</p> |

SWOT ANALYSIS

Please fill in the table in response to the guiding questions provided to give an idea of what we are after. You can also fill in the table with similar but different questions in mind.

| STRENGTHS (INTERNAL ANALYSIS) | WEAKNESSES (INTERNAL ANALYSIS) |
|--|---|
| What are your assets? | What areas do you need improvement on? |
| Which one of those assets is the stringest? | What are the things you need to avoid? |
| What makes you other than the others? | What areas do your competitors have an advantage on? |
| What is the unique thing about your university? | Are you lacking in knowledge? |
| How skilled is the staff? | Are you lacking in knowledge? |
| What advantages you have over others? | Are staff not skilled enough? |
| | Do you have enough resources to start sucj an improvement? |
| | |
| | |
| | |
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| | |
| | |
| | |
| OPPORTUNITIES (EXTERNAL ANALYSIS) | THREATS (EXTERNAL ANALYSIS) |
| What external changes will bring your opportunities? | What are the negative aspects of the current situation? |
| What are the current ongoing trends? | What are the obstacles you are facing in the current mission? |
| Can you take advantage of the local situation? | |
| What is missing at you environment? | |
| Can you bring that missing for your students and/or staff? | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| ANALYSIS SUMMARY AND EVALUATION NOTES | |
| | |

| ITEMS | ACTIONS | SUBACTIONS | | | | | | | | | | | | | RESOURCES | RESPONSIBLE DIVISION/ OFFICER | EXPECTED OUTCOME | KEY PERFORMANCE INDICATOR(S) | RISKS |
|---------|----------------------|--------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|-----------|----------------------------------|------------------|------------------------------|-------|
| Item No | GOALS AND OBJECTIVES | | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | | | | |
| 1 | Goal 1 | | | | | | | | | | | | | | | | | | |
| | Objective 1.1 | Strategy 1.1 | | | | | | | | | | | | | | | | | |
| | | Action 1.1.1 | | | | | | | | | | | | | | | | | |
| | | Action 1.1.2 | | | | | | | | | | | | | | | | | |
| | | Action 1.1.3 | | | | | | | | | | | | | | | | | |
| | Objective 1.2 | Strategy 1.2 | | | | | | | | | | | | | | | | | |
| | | Action 1.2.1 | | | | | | | | | | | | | | | | | |
| | | Action 1.2.2 | | | | | | | | | | | | | | | | | |
| | Objective 1.3 | Strategy 1.3 | | | | | | | | | | | | | | | | | |
| | | Action 1.3.1 | | | | | | | | | | | | | | | | | |
| | | Action 1.3.2 | | | | | | | | | | | | | | | | | |
| | | Action 1.3.3 | | | | | | | | | | | | | | | | | |
| | | Action 1.3.4 | | | | | | | | | | | | | | | | | |
| 2. | Goal 2 | | | | | | | | | | | | | | | | | | |
| | Objective 2.1 | Strategy 2.1 | | | | | | | | | | | | | | | | | |
| | | Action 2.1.1 | | | | | | | | | | | | | | | | | |
| | Objective 2.2 | Strategy 2.2 | | | | | | | | | | | | | | | | | |
| | | Action 2.2.1 | | | | | | | | | | | | | | | | | |
| | | Action 2.2.2 | | | | | | | | | | | | | | | | | |
| | Objective 2.3 | Strategy 2.3 | | | | | | | | | | | | | | | | | |
| | | Action 2.3.1 | | | | | | | | | | | | | | | | | |
| | | Action 2.3.2 | | | | | | | | | | | | | | | | | |
| | | Action 2.3.3 | | | | | | | | | | | | | | | | | |
| | | Action 2.3.4 | | | | | | | | | | | | | | | | | |
| 3. | Goal 3 | | | | | | | | | | | | | | | | | | |
| | Objective 3.1 | Strategy 3.1 | | | | | | | | | | | | | | | | | |
| | | Action 3.1.1 | | | | | | | | | | | | | | | | | |
| | Objective 3.2 | Strategy 3.2 | | | | | | | | | | | | | | | | | |
| | | Action 3.2.1 | | | | | | | | | | | | | | | | | |
| | | Action 3.2.2 | | | | | | | | | | | | | | | | | |
| | Objective 3.3 | Strategy 3.3 | | | | | | | | | | | | | | | | | |
| | | Action 3.3.1 | | | | | | | | | | | | | | | | | |
| | | Action 3.3.2 | | | | | | | | | | | | | | | | | |
| | | Action 3.3.3 | | | | | | | | | | | | | | | | | |
| | | Action 3.3.4 | | | | | | | | | | | | | | | | | |

Annex III

Institutional plans



Al-Karkh University of Science

Strategic Plan

SWOT Analysis and Action Plan

Prepared by:

- Asst.Prof.Dr. Rafa Abbas Hasan
- Dr. Mustafa A. Alshekh

Meeting minutes

An online meeting was held via the Zoom platform with the Istanbul Aydin University on Thursday 26/5/2022 to discuss the strategic and operational plan and SWAT analysis of Al-Karkh University of Science as a part of INSPIRE project (WP3).

Attendees

Istanbul Aydin University

- Prof. Celal Nazim Ierm
- Dr. İlkey KARADUMAN
- Nazlı AKYÜZ

Alkarkh University of Science

- Asst.Prof.Dr. Rafa Abbas Hasan
- Dr. Mustafa A. Alshekh

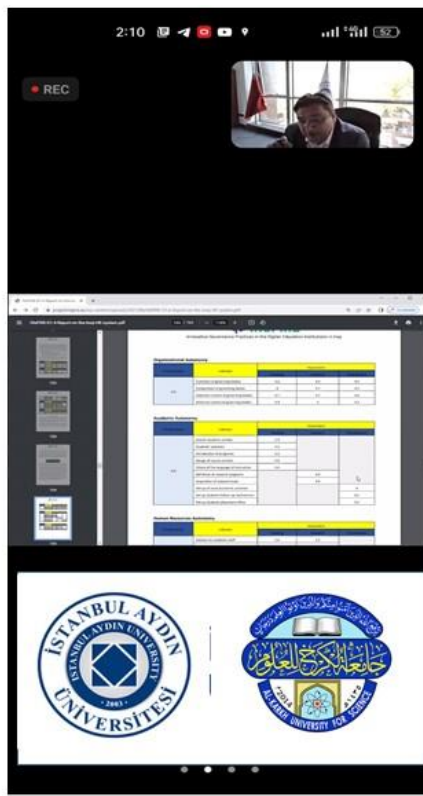
Agenda Action

The meeting began with an intervention by Mr. Silal, in which he reviewed the contents of the UNIMED report regarding the strategy and needs of Al-Karkh University of Science, followed by observations on the points contained in the Swat analysis that were sent by us. The focus was on the need to update the strengths of Al-Karkh University of Science to fit with what was mentioned in the UNIMED report, as well as discussing opportunities available to the university and take advantage of them to overcome weaknesses.

Representatives of Al-Karkh University of Science expressed their great interest in the observations made by Prof. Cilal regarding the need to increase the number of strengths according to the capabilities available at the university, and they will work to update the points contained in the Swat analysis. The representatives of Al-Karkh University of Science also requested that the next meeting include discussions about the importance of technology marketing, especially the patents available at the university, and considering them as one of the sources of funding for the university.

Next Meeting

The two parties agreed to continue meetings for the purpose of discussing the operational plan at the end of June, followed by work on writing the strategic and operational plan in its final form.



SWOT ANALYSIS

| STRENGTHS (INTERNAL ANALYSIS) | WEAKNESSES (INTERNAL ANALYSIS) |
|--|---|
| existence of a vision, mission and goals for the university and its formations are declared, documented and approved | Limited participation of students and specialized civil society groups in developing future plans for the university |
| The existence of a database that forms foundations in the Studies and Planning | The existence of centralization in institutional performance as a result of the legislation and laws in force that restrict the transition from centralization to decentralization in work. |
| The existence of a unique scientific disciplines | There is no integrated improvement plan for all university formations, which negatively affects institutional performance. |
| Increasing the percentage of research published in local and international journals | The lack of specialized teaching and administrative staff in the institution and its formations |
| | There is not enough infrastructure that suits the educational and research activities of the university |
| | Lack of teaching staff in certain specializations |
| | |
| | |
| OPPORTUNITIES (EXTERNAL ANALYSIS) | THREATS (EXTERNAL ANALYSIS) |
| Encouraging the Ministry to plan strategically for universities and to provide the available capabilities. | State budget crisis |
| The labor market's growing need for specific scientific disciplines | Lack of financial Resources |
| The economic and social developments in society and the development taking place in economic sectors | Few jobs granted to the university from the MOHE |
| | lack of job opportunities for graduates in both private and public sectors |
| | Development of another university in the area |
| | |
| | |
| | |
| ANALYSIS SUMMARY AND EVALUATION NOTES | |
| | |
| | |

ALKARKH UNIVERSITY OF SCIENCE

[illegible]



AL-Qasim Green University

Strategic Plan

AL-Qasim Green University Strategic Plan 2022-2027

4 January 2023

Prepared by:

| No. | Names | Title |
|-----|--|------------------------------------|
| 1 | Prof. Dr. Fadhil Rasool Abbas AL-Khafaji, | Vice-Rector of scientific affairs |
| 3 | Asst. Prof. Dr. Hayder Abd Alrazzaq Abd Dibs | Coordinator\ Lecturer & researcher |



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Acronyms

| | |
|-----|-------------------------------|
| M&E | Monitoring and Evaluation |
| NGO | Non-Governmental Organization |
| PMO | Project Management Office |
| HE | Higher Education |
| QGU | AL-Qasim Green Unversity |

1 Introduction

The Strategic Plan is the programming documentation outlining the University mission, objectives and strategic areas of intervention. This Strategic Plan acknowledges that our accumulated wealth of knowledge and experience must be constantly protected and enhanced, as we explore all possible openings in a changing world. Our origins go far back, establishing deep roots that provide firm foundations for the constant renewal of the University, as well as the energy to drive experimentation and innovation. The central role played by students is built into our DNA.

The education of young people is thus the key goal that the University pursues with determination not purely to transfer knowledge, but above all to develop a vision that reaches beyond the present to anticipate whatever tomorrow will bring. So investing in education, training and research linked to societal needs is a priority, if we are to pass on our knowledge and, more importantly, develop a fully encompassing vision of the future.

1.1 Organisation

The organizational structure of the Al-Qasim Green University is considered as the administrative reference that regulates the sequence of powers within the framework of the university.

1. Rector of the Al-Qasim Green University / Chairman of the Council
2. Vice rector of the University for Scientific Affairs
3. Vice rector of the University for Administrative Affairs
4. Gentlemen, deans of colleges and institutes
5. Council Secretary

The University Council convenes in a periodic meeting (at least once a month) and the management of the Council is supervised by the University President and its members, each according to his terms of reference stipulated in the law and the regulations issued according to it. The Al-Qasim Green University is subject to the laws issued by the Ministry of Higher Education and Scientific Research. Here is a Arabic chart of University organization.



1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- To clearly identify the university's mission and objectives, its priorities, and targets for improvement,
- Detect challenges and opportunities facing higher and available resources. Then make good strategic planning to improve year by year.
- reviewing from time to time current approaches to planning across the HE sector, in order to identify the principles that are being applied and then to disseminate those which appear to be effective.

1.3 Methodology

WHO DEVELOPED THE PLAN

1. The president of university
2. The vice rector of scientific affairs
3. The vice rector of the administrative affairs
4. Head of higher education department
5. Head of International and cultural relationship department
6. Head of quality assurance department
7. Head of control performance department

THE STRATEGIC PLANNING COMMITTEE

1. The president of university
2. The vice rector of scientific affairs
3. The vice rector of the administrative affairs
4. Deans of the university faculties
5. Head of higher education department
6. Head of International and cultural relationship department
7. Head of quality assurance department
8. Head of control performance department
9. Some other administrative and scientific staff
10. Students

The **STAKEHOLDERS** were consulted are:

1. Companies surrounding the university
2. The graduated students
3. The third stakeholders (in markets)

A strategic planning is the part of the strategic management process which is concerned with identifying the institution's long-term direction. It is a continuous, cyclical activity with three main phases:

1. planning – researching and analysing strategy and plans, generating ideas and choices
2. Documentation – documenting the plans
3. Implementation and monitoring – taking action to achieve the agreed goals, and monitoring progress or non-achievement in order to adapt the future strategy.

Figure 1 shows the **strategic planning process**

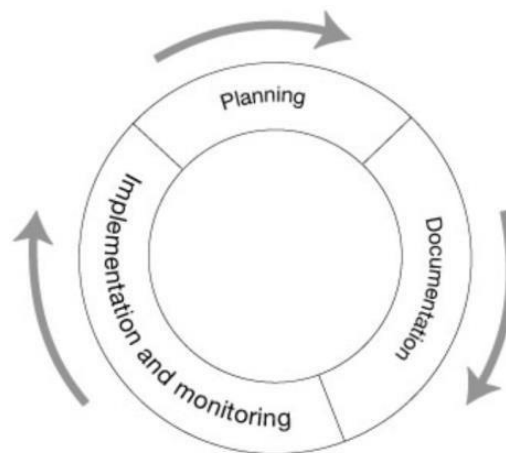


Figure 1 The strategic planning process

2 Organisational Profile

Al-Qasim Green University is an Iraqi public higher education institution founded in 2012 according to the ministerial letter no. q/4/1/1150 in April 24th, 2012. It is based in Al-Qasim city/ Babylon Province, Iraq, 120 KMs southern Baghdad. The university was first founded after separating the colleges of Agriculture and Veterinary Medicine from Babylon University and moving them to the new location in Al-Qasim city, followed by initiating of new colleges.

The university now has eight colleges: they are College of Agriculture, College of Veterinary Medicine, College of Environmental Science, College of Food Science, College of Science, College of Water Resources Engineering, College of Biotechnology, and College of Physical Education and Sport Sciences. In addition to the colleges, the university has two consultant bureaus: The Agriculture Consultant Bureau, and The Ecological Consultant Bureau. The university is a member in the European Erasmus+ program.

Sustainable energy and environmentally friendly have been taken into consideration when designing and constructing the buildings of the university, hence is the word “green” is chosen in its name. The university now includes about 728 teaching staff members and employees, 3420 undergraduates, and about 4460 students graduated from the university since its foundation. The university is built on exploration through teaching, learning, research and collaboration among educators, students, and local as well as global communities.

2.1 Vision

Excellence in providing academic programs and leadership in training and consulting, in order to convert the society and environment to Green society and environment.

2.2 Mission

To take the university to levels that can have academic staff to produce students (undergraduate and postgraduate) have the ability to play a big role and participate in their society and work places and convert both of them to green society and work places.

2.3 Values

The core values of the organisation are:

- Academic freedom;
- Individual merit;
- The rigor in the execution of any tasks;
- The democracy underlying the decision;
- The absence of social, ethnic or confessional discrimination.
- The balance between gender in both academic and administrative sides
- Encourage the volunteer work to help the society to be more green.

2.4 Current approach

Describe the current aims, objectives, strategy and activities of the organisation, including any major achievements

2.5 Current challenges

There are many current challenges faced by the university some of them internal called weaknesses and other external called threats as we can concluded write down:

Weaknesses

- 1- Poor communication with the private sector
- 2- There is no internet for teachers or students
- 3- Lack of academic and administrative experience
- 4- The lack of a financial budget to support scientific research
- 5- The location of the university is in a small town and the population is small
- 6- Lack of e-governance applications at the university level.
- 7- Weak university communication with graduates.
- 8- The lack of joint research projects with external parties or their scarcity.
- 9- Weak development programs for academic and administrative staff.
- 10- Increasing the teaching and administrative burdens to reduce the time allocated for scientific research
- 11- Not keeping pace with the tremendous scientific development in terms of scientific curricula and teaching methods

Threats

1. The small number of students accepted into some of its colleges
2. Competition from the large number of public and private universities
3. Lack of financial resources allocation compared to the university's obligations.
4. Centralization of the higher education system.
5. Laws and instructions do not keep pace with the latest developments in the education sector
6. The actual need to construct new buildings and facilities with the continued geographical dispersal of some of the university's faculties that are located outside the main site of the university.
7. Weakness of management information systems, which leads to a lack of university administration reliance on reports and statistics extracted from them.
8. Inadequate implementation of electronic governance at the university level.
9. The absence or weakness of coordination between the university and its faculties on the one hand, and business institutions and civil society organizations on the other hand

3 Plan

3.1 Goals

- Try to increase the infrastructure and equipment that gave a little pollution.
- Involve the women to leaderships at all levels of the university.
- Developing appropriate infrastructure for the educational and green environment.
- Building strategic partnerships with the leading organizations, locally and internationally to enhance the quality of education and training courses.
- Make the syllabus more courses and training have green sides

3.2 Objectives

The strategic goal is to prepare the university and its formations to be distinguished in the present and the future, and to make a qualitative leap in its strategic performance in accordance with international standards and leadership in its various cognitive, educational and research roles, as well as serving the community and upgrading it, and enhancing the university's position within the framework of international classifications. From this standpoint, a number of strategic objectives can be identified, including:

- 3.2.1. Increase the green areas by perform many volunteer works lead it by university (staff and students) to replant the lands in the province of the university
- 3.2.2. Replace the electrical generators that have been used in university with new generators use winds or other clean energy to produce the electricity.
- 3.2.3. Improve the syllabus of undergraduate and postgraduate students to have more green courses.
- 3.2.4. Start to convert the university buildings to green buildings
- 3.2.5. Make the university transportation green to reduce the pollutions

3.3 Actions

Regarding to 3.2.1. objective the actions will be:

1. Gave the staff and students of the university some training courses about how to plants the lands, kinds of the plantations that convenient to each area that we intend to replanted.

2. Make groups to distribute them into these lands
3. Provide each group with the plantations that will use to replant the bare lands
4. Put time schedule to perform all above steps.

Regarding to 3.2.2. objective the actions will be:

5. Make a committee to count how many generators in university use fuel or gas to produce the electricity in the university and how much the produce (Kv)
6. Replace these generators with new generate the electricity based on schedule time with those work based on solar energy or winds energy
7. Replace the university light for all the university roads

3.4 Key indicators

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

- 20 courses
- 25 groups of the university staff and students
- 2000 trees for each group
- One- tow month for each group
- Buy at least five big generators in the first 6 months
- Operate at least two generators in the first 2 months
- Replace about 20% as first stage the roads light to those use solar energy in 2 months

3.5 Target groups

1. Department of Human Resources.
2. The Continuing Education Centre at the university and its units in the faculties.
3. Construction and Projects Department
4. Other university formations

Monitoring Position

- Assistant to the President of the University for Administrative Affairs.
- Assistant to the President of the University for Scientific Affairs.
- All Faculty deans in the university
- Department of Quality Assurance and University Performance.
- Department of service and operations
- Department of the Projects and construction

3.6 Strategic approach

AL-Qasim Green University will be a national leader both in developing multiple pathways for students to complete degrees and in designing imaginative curricula and learning experiences, research and scholarly activity that anticipate and respond effectively to shifting social and economic challenges and opportunities.

Goal: To build an environment of research and creative collaboration that identifies, anticipates and responds to evolving societal and student needs. Key Strategies:

- 1- Create the QGU Virtual Campus, which will provide a premier learning environment for place-bound students and professionals seeking to improve their skills and their own potential for promotion within the workplace.
- 2- Utilize partnerships and collaborations to develop new programs.
- 3- Enhance and support faculty research programs by increasing the participation of undergraduate and graduate students as well as departments and community partners

3.7 Programs / activities

SWOT ANALYSIS

Please fill in the table in response to the guiding questions provided to give an idea of what we are after. You can also fill in the table with similar but different questions in mind.

| | | | | |
|--|---|--|--|--|
| <p>What are your assets?</p> <p>Which one of those assets is the strongest?</p> <p>What makes you other than the others?</p> <p>What is the unique thing about your university?</p> <p>How skilled is the staff?</p> <p>What advantages you have over others?</p> | <p>STRENGTHS (INTERNAL ANALYSIS)</p> <p>1. The multiplicity and diversity of modern scientific disciplines at the university.</p> <p>2. The university specializes in a clean environment.</p> <p>3. Some colleges and scientific departments are productive</p> <p>4. Infrastructures are available and good</p> | <p>WEAKNESSES (INTERNAL ANALYSIS)</p> <p>1. Poor communication with the private sector</p> <p>2. There is no internet for teachers or students</p> <p>3. Lack of academic and administrative experience</p> <p>4. The lack of a financial budget to support scientific research</p> <p>5. The location of the university is in a small town and the population is small</p> <p>6. Lack of e-governance applications at the university level.</p> <p>7. Weak university communication with graduates.</p> <p>8. The lack of joint research projects with external parties or their scarcity.</p> <p>9. Weak development programs for academic and administrative staff.</p> <p>10. Increasing the teaching and administrative burdens to reduce the time allocated for scientific research</p> <p>11. Not keeping pace with the tremendous scientific development in terms of scientific curricula and teaching methods</p> | <p>What areas do you need improvement on?</p> <p>What are the things you need to avoid?</p> <p>What areas do your competitors have an advantage on?</p> <p>Are you lacking in knowledge?</p> <p>Are you lacking in knowledge?</p> <p>Are staff not skilled enough?</p> <p>Do you have enough resources to start sucj an improvement?</p> | |
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| <p>What external changes will bring your opportunities?</p> <p>What are the current ongoing trends?</p> <p>Can you take advantage of the local situation?</p> <p>What is missing at you environment?</p> <p>Can you bring that missing for your students and/or staff?</p> | <p>OPPORTUNITIES (EXTERNAL ANALYSIS)</p> <p>1. The existence of agreements and memoranda of scientific cooperation between Al-Qasim Green University and a number of local universities and international institutions</p> <p>2. Marketing the scientific and research output of the university locally and regionally to increase students' interest in the university.</p> <p>3. Contracting with telecommunications companies to secure the internet</p> <p>4. Support sending graduate students to reputable international universities</p> | <p>THREATS (EXTERNAL ANALYSIS)</p> <p>1. The small number of students accepted into some of its colleges</p> <p>2. Competition from the large number of public and private universities</p> <p>3. Lack of financial resources allocation compared to the university's obligations.</p> <p>4. Centralization of the higher education system.</p> <p>5. Laws and instructions do not keep pace with the latest developments in the education sector</p> <p>6. The actual need to construct new buildings and facilities with the continued geographical dispersal of some of the university's faculties that are located outside the main site of the university.</p> <p>7. Weakness of management information systems, which leads to a lack of university administration reliance on reports and statistics extracted from them.</p> <p>8. Inadequate implementation of electronic governance at the university level.</p> <p>9. The absence or weakness of coordination between the university and its faculties on the one hand, and business institutions and civil society organizations on the other hand</p> | <p>What are the negative aspects of the current situation?</p> <p>What are the obstacles you are facing in the current mission?</p> | |
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| <p>ANALYSIS SUMMARY AND EVALUATION NOTES</p> | | | | |
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Al-Furat Al-Awsat Technical University

Strategic Plan

Al-Furat Al-Awsat Technical University

Ministry of Higher Education and Scientific research

Baghdad

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

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Prof. Dr. Riccardo Mussari (Project Coordinator)

Martina Zipoli (Project Manager)

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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.

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

<Describe the current aims, objectives, strategy and activities of the organisation, including any major achievements>

2.5 Current challenges

<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

SWOT ANALYSIS

Please fill in the table in response to the guiding questions provided to give an idea of what we are after. You can also fill in the table with similar but different questions in mind.

| STRENGTHS (INTERNAL ANALYSIS) | | WEAKNESSES (INTERNAL ANALYSIS) | |
|--|---|---|---|
| What are your assets? | The university has seen significant growth in the academic, scientific, and urban fields, keeping up with the advancement of technical education levels | Adherence to the SDGs, Community engagement, Increase the publication impact and Improve access to external funding sources | What areas do you need improvement on? |
| Which one of those assets is the stringest? | Academic and Scientific | Scientific publishing in predatory journals | What are the things you need to avoid? |
| What makes you other than the others? | The university has 12 technical colleges and institutes with a total of 104 scientific departments | | What areas do your competitors have an advantage on? |
| What is the unique thing about your university? | The university has many college and institutes in 5 governances in Iraq | The university budget is based on the budget received from the Ministry of Education and Scientific Research, and on the basis of which improvement plans are developed | Are you lacking in knowledge? |
| How skilled is the staff? | The scientists researchers and technical experts in line with sustainable development goals and community service in all technical disciplines | Lack of Financial Resources | Are you lacking in knowledge? |
| What advantages you have over others? | 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 | The staff need more training to improve their skill | Are staff not skilled enough? |
| | | Need to get more resources | Do you have enough resources to start sucj an improvement? |
| | | | |
| | | | |
| OPPORTUNITIES (EXTERNAL ANALYSIS) | | THREATS (EXTERNAL ANALYSIS) | |
| What external changes will bring your opportunities? | Partnerships in support of university initiatives, Interest in academic program expansion, Interest in expansion of cultural activities | The lack of a work environment after graduation due to the suspension of the work of most of Iraq's factories and factories | What are the negative aspects of the current situation? |
| What are the current ongoing trends? | International Research to achieve SDGs, Enhance our Global Reputation, Global Talent | Lack of financial allocations according to the annual budget, which hinders the development of laboratories and their supply with the latest equipment | What are the obstacles you are facing in the current mission? |
| Can you take advantage of the local situation? | Yes, it is possible to take advantage of the current situation and start improving | | |
| What is missing at you environment? | Supporting scientific research and researchers financially and morally, creating units and centers concerned with scientific research and urging researchers to participate in conferences inside and outside Iraq and to publish research in reputable journals with a high impact factor. | | |
| Can you bring that missing for your students and/or staff? | Yes, it is possible and will improve them skill | | |
| | | | |
| | | | |
| | | | |
| ANALYSIS SUMMARY AND EVALUATION NOTES | | | |
| | | | |



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University of Baghdad

Strategic Plan

Prepared by Sudad Amer Dayl, Director of scholarships and cultural relations

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

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Acronyms

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

1 Introduction

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

2.1 Vision

A leading, knowledge-producing university that competes globally

2.2 Mission

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

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

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

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

3.1 Goals

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.

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

- 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

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



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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)

Prepared by

Prof. Dr. Emad H. Al-Khersan and Asst. Prof. Dr. Raad Z. Homod

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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

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

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.



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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.



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Strength points

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.

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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

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.



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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.

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



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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:



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- 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.

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.



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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.



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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.

SWOT ANALYSIS

Please fill in the table in response to the guiding questions provided to give an idea of what we are after. You can also fill in the table with similar but different questions in mind.

| STRENGTHS (INTERNAL ANALYSIS) | | WEAKNESSES (INTERNAL ANALYSIS) | |
|--|---|--|---|
| What are your assets? | The assets in our university are lecture rooms, offices for employees and administrators | Areas that need improvement are scientific laboratories and libraries. | What areas do you need improvement on? |
| Which one of those assets is the stringest? | The lecture rooms | The things we should avoid is accepting large numbers of students. | What are the things you need to avoid? |
| What makes you other than the others? | It's nothing. | They have robust infrastructure. | What areas do your competitors have an advantage on? |
| What is the unique thing about your university? | What makes us unique from others is that our university is specialized in the field of oil and gas. | Yes, of course | Are you lacking in knowledge? |
| How skilled is the staff? | Intermediate skills | Yes sure | Are you lacking in knowledge? |
| What advantages you have over others? | A newly established university | Yes | Are staff not skilled enough? |
| | | No, there is no | Do you have enough resources to start sucj an improvement? |
| | | | |
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| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| OPPORTUNITIES (EXTERNAL ANALYSIS) | | THREATS (EXTERNAL ANALYSIS) | |
| What external changes will bring your opportunities? | Attracting foreign lecturers and developing the skills of local lecturers in prestigious universities | Financial Allocations | What are the negative aspects of the current situation? |
| What are the current ongoing trends? | There are no such intentions | Adherence to the instructions of the Ministry of Higher Education and Scientific Research. | What are the obstacles you are facing in the current mission? |
| Can you take advantage of the local situation? | No | | |
| What is missing at you environment? | Shortage of specialized lecturers | | |
| Can you bring that missing for your students and/or staff? | Yes it is possible | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| ANALYSIS SUMMARY AND EVALUATION NOTES | | | |
| | | | |



University of Mosul

Strategic Plan

The five-year strategic plan of the University of Mosul

2021 - 2026

22 July 2022

Prepared by Assist Prof Dr. Mazin Samie Hasan, Director of Quality Assurance department,
coordinator project in UoM.

Acknowledgements

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

- 1 Prof. Dr Qusay Kamal Al-Din Al-Ahmadi, President of the UoM.
- 2 Prof. Dr Munir Salem Taha, Assistant President of the University for Scientific Affairs,
- 3 Prof. Dr Zakaria Yahya El-Gamal, Director of the Department of Scientific Affairs.
- 4 Prof. Maan Waad Allah Al-Maadidi, Head of the Department of Business Administration - College of Administration and Economics.
- 5 Assistant Prof Dr Rawaa Poutros Poulos, Director of Scholarships and Cultural Relations Department.
- 6 Assistant Prof Dr Iman Bashir Muhammed Abu Radan, Department of Business Administration - College of Administration and Economics.
- 7 Assistant Prof, Dr Mazin Sami Hassan, Director of the Department of Quality Assurance.
- 8 Dr Ahmed Obeid Owaid, Director of the Statistics and Planning Department.
- 9 Dr Uday Qusay Abdul Qadir Chalabi, Head of the Quality Assurance Division.
- 10 Mr Musa Salem Al-Basso, Head of the Educational Laboratories Quality Division.

And to all third parties, NGO that contributed to the completion of the strategic plan of the UoM

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Acronyms

| | |
|-----|-------------------------------|
| UoM | University of Mosul |
| NGO | Non-Governmental Organization |

1 Introduction

1.1 Organisation

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.

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 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 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.

- **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.

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
- 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

2 Organisational Profile

2.1 Vision

INTERNATIONAL PIONEERING AND DISTINCTION IN OUR INNOVATIVE KNOWLEDGE AND ORIGINAL VALUES

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 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.

2.3 Values

The core values of the organisation are:

- *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 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.*

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

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.
- 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 colleges, and do an agreement develop with these departments and colleges.

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

3.2 Objectives

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

- Developing and updating the organizational structure of the university.
- 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.



Southern Technical University

Strategic Plan

The University Strategic Plan For The
Coming Five Years Between 2021-2026

May of 2022

Prepared by

INSPIRE Team@STU

Presented by

Prof. Dr. Alaa Fareed Abdulahad\ Vice Chancellor
Dr. Narjis Faris Abdullah\ Director of Scholarships
and Cultural Relations

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Editorials Team

1. Prof Dr. Alaa Fareed Abdulahad\ Vice Chancellor of the Scientific Affairs
2. Ass. Prof Dr. Rita Salim Adam\ Director of Quality Assurance Dept.
3. Dr. Narjis Faris Abdullah\ Director of Scholarships and Cultural Relations Dept.
4. Dr Ayad Abdulkhaleq Yahya\ Director of Scientific Affairs Dept.
5. Ass. Prof. Dr. Thikra Sabbar Dhahi\ Manager of Scientific Researches & World Ranking Centre

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Acronyms

SWOT Strong-Weak-Opportunity-Threats

KPIs Key of Performance Indicators

1 Introduction

The strategic planning as a process is not a simple task that is adopted verbally and systematically by our university, but its rather than, it is the involvement and collection of a complex set of threads and analyses of the different circumstances which facing our university, while, is defining a comprehensive identity and defining a vision for the future, selecting strategic options and establishing evidence of activity and action.

1.1 Organisation

The Southern Technical University was established in middle of August in 2014 and it linked to the Ministry of Higher Education and Scientific Research ,The headquarters of the university in the province of Basra, where this development comes based on technical scientific expansion requirements in south of Iraq to be an important addition ,To Its counterparts from technical and academic universities Scattered in the land of our dear country , The university included in the beginning of its establish the following colleges and institutes:

- ❖ Basra Engineering Technical College
- ❖ Basra Administrative Technical College
- ❖ Basra Health and Medical Technical College
- ❖ Basra Technical Institute
- ❖ Nasiriyah Technical Institute
- ❖ Shatra Technical Institute
- ❖ Amara Technical Institute
- ❖ Qurna Technical Institute

Then the university expanded in response to the requirements of the labor market and the urgent need Our dear southern provinces enrich the scientific and technical area with cadres technical and engineering, including the opening of the **College of Graduate Studies**, to be truly an important addition, for university students to fulfill their desire to complete their higher studies. and on the same line established in Thi-Qar province , the **Technical College** in its two branches of Electromechanics as well as accounting techniques and then established **Technical College of Maysan**, with its branches: Electromechanical and Building Engineering and Construction. **Shatra Technical College** established, with its two branches, Medical Laboratory Techniques, Tissue culture techniques and medicinal plants. Nevertheless, the university is continuing to submit its students to the labor market, whether it is governmental or private sector, by qualifying them scientifically and technically to be able to meet those needs and enhance their scientific standing.

1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are:

- The description and evaluation of the university environment in addition to form the strategic milestones
- The perfect use of the resources and direct the financial and human abilities
- Raise the awareness of the quality and excellency in performance to improve the university environment
- Achieve the complementation in connecting the strategic aims of the workers emptions

1.3 Methodology

- Update and review the strategic plane
- Take the decision about the assumption and the directional principles
- Highlighted the first repetition for the new strategic plan
- Analysis and update the targets yearly.
- The second repetition for the new strategic plan
- Reviewing and Accepting

2 Organisational Profile

Southern Technical University under its management and affiliates works to enhance the quality of education and academic staff performance by keeping place in modernity development in science and technology procedures. Knowledge rooting, leadership and creativity so that its output will qualified with high skills and talent which are necessary for the country improvement future.

2.1 Vision

Global leadership and creativity in building the society knowledge that supports the freedom of thought and the advanced scientific research. Substantially, the university working by seek the leadership and proficient in the quality of education to develop the production of knowledge, skills enhancement, talent supportive and economic improvement.

2.2 Mission

Providing distinctive education and producing suitable applied scientific research that serve the community and contribute to an active contribution in building the country, through the provision of educational and research environment which are conducive to creativity, the optimum use of modern technology, and building local and international actors' partnership.

2.3 Values

The core values of the organisation are:

- The description and evaluation of the university environment in addition to form the strategic milestones
- The perfect use of the resources and direct the financial and human abilities
- Raise the awareness of the quality and excellency in performance to improve the university environment
- Achieve the complementation in connecting the strategic aims of the workers emptions

2.4 Current approach

- ✓ Enhancement the capabilities of the graduated students and support them even after their graduation
- ✓ Build the communicating bridges between the university and the community
- ✓ Materialize the concept of the productive university throughout the activation of consultative and scientific Bureau

2.5 Current challenges

The poor financial support results in lacking in the lab. Equipment, new staff, improve the university environment, and inability to get free access to the scientific journals.

3 Plan

The University planning to be recognise by improved its investment in the power of partnerships to achieve the best outcomes. Internally, partnership is critical to the collaborative interactions that give the edge to our teaching programs, facilitate our international role and play a key part in the success of our research efforts and whole strategic planning.

3.1 Goals

- ✓ Enhancement the capabilities of the graduated students and support them even after their graduation
- ✓ Build the communicating bridges between the university and the community
- ✓ Materialize the concept of the productive university throughout the activation of consultative and scientific Bureau

3.2 Objectives

- ❖ The description and evaluation of the university environment in addition to form the strategic milestones
- ❖ The perfect use of the resources and direct the financial and human abilities
- ❖ Raise the awareness of the quality and excellency in performance to improve the university environment
- ❖ Achieve the complementation in connecting the strategic aims of the workers emptions

3.3 Actions

- Envision by using the data to plan and make a strategic plan
- Engage the university with other international universities to build the academic place around the world
- Educate the new joining members to help the university to achieve the strategic procedure
- Earmark the expert outcomes to achieve the development for the required fields
- Evaluate the results in sequence to highlight the weaknesses step by step and find the solution as soon as possible until get the goals as estimated before.

3.4 Key indicators

Established; Build; Satisfied & Achieved

3.5 Target groups

Academic, Technical & Administrative Staffs, and Students.

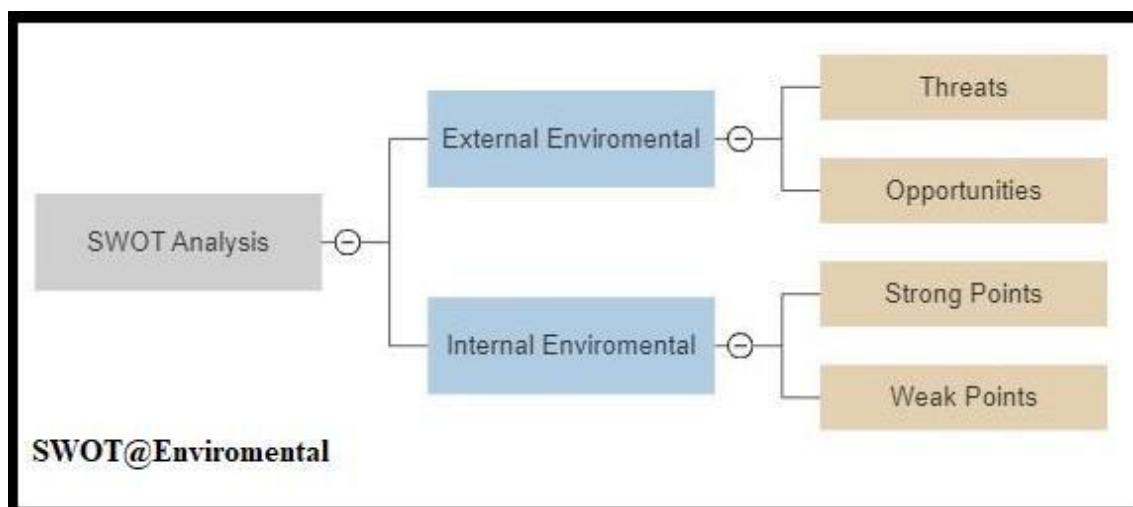
3.6 Strategic approach

- ✓ Define the vision for the future by the university leaders
- ✓ Identify the planning goals and mentioned objectives
- ✓ Established the sequential goals after realized by the university to reach the stated vision
- ✓ Achieved the established goals and stated vision.

3.7 Programs / activities

- ✓ Determine the university strategic position to be ready for establishment
- ✓ Prioritize your objectives to achieve the goals
- ✓ Develop a strategic plan in parallel with the round environment
- ✓ Execute and manage the university strategic plan.
- ✓ Analyse the weak and strong points and optimize them.
- ✓ Review and revise the plan in sequence.

4.2 Appendix BStrong- Weak- Opportunity- Threats



4.3 Appendix CKey of Performance Indicators

| ت | المعيار (الهدف) | المخرجات المطلوبة | وصف مؤشرات القياس | مسؤولية التنفيذ | التوقيت الزمني |
|---|--|---|---|---|--|
| 1 | Mission and Goals | التحقق من مؤشرات أهداف الخطة المستقبلية | النسبة المئوية لمؤشرات أداء أهداف الخطة المستقبلية التي حققت المستوى المطلوب المستهدف الى اجمالي عدد المؤشرات المستهدفة لهذه الاحداث في نفس السنة | رئاسة الجامعة | 2021 2022 2023 2024 2025 2026 |
| 2 | Education, learning, and learn- ing sources | التحول الى النظام القصلي ومن ثم الى نظام المقررات للمناهج الدراسية | النسبة المئوية لتحويل الاقسام العلمية الى النظام القصلي - نظام المقررات | - المساعد العلمي - قسم الدراسات والتخطيط - الاقسام العلمية | 2021 2022 2023 2024 2025 2026 |
| | | التعلم الالكتروني المنهج | النسبة المئوية لتحويل الى: - التعليم الالكتروني - التعليم المنهج | - المساعد العلمي - مركز الحاسبة الالكترونية - الاقسام العلمية | 2021 2022 2023 2024 2025 2026 |
| 3 | Teaching Committee, Academic Staff, Scientific Research Movement, and | تعليم يتمتع بجودة عالية وإداء متميز | - الجاز تقرير التقييم الذاتي 25 - الجاز خطة التحسين 25 - الجاز تقرير المطابقة 25 - الحصول على الاعتماد المؤسسي 0 | - رئاسة الجامعة - قسم ضمان الجودة - الكليات والمعاهد | -2021 (2022) |
| | | عدد الطلبة : اساتذا | نسبة اجمالي عدد الطلبة الى اجمالي عدد هيئة التدريس | - رئاسة الجامعة - المساعد العلمي - المساعد الإداري | -2021 (2022) |
| | Capabilities building | التعب العلمي | نسبة توزيع الاقتاب العلمية الى عدد هيئة التدريس | - المساعد العلمي - قسم الدراسات والتخطيط | -2021 (2022) |
| | | البحوث العلمية | متوسط عدد البحوث المنشورة / المقبولة تنشر خلال السلة الى عدد التدريسيين نسبة 1.14 : 1 تدريسي | - المساعد العلمي - قسم الشؤون العلمية | -2021 (2022) |
| | | البحوث العلمية بالمستويات العالمية | معدل عدد البحوث المنشورة / المحكمة في المستويات العالمية الى عدد التدريسيين خلال السنة | | -2021 (2022) |
| | | | قرب هيئة التدريس للتقاعد / النقل خارج الجامعة | نسبة اعضاء هيئة التدريس لأسباب - بلوغ السن التقاعدي - غير بلوغ السن التقاعدي - النقل خارج الجامعة الى عدد التدريسيين الاجمالي | - المساعد الإداري - قسم الشؤون الإدارية والمالية - قسم الشؤون القانونية - قسم ضمان الجودة - الاقسام العلمية للتشكيلات |

| | | | | | |
|--------------------------------------|---|--|--|--|---|
| | | نسبة اعضاء هيئة التدريس لأسباب - التعيين الحديث - تغيير العنوان الوظيفي الى لقب تدريسي الى عدد هيئة التدريس الاجمالي | تعيين هيئة التدريس / الاحصاف | | |
| | - المساعد العلمي - قسم الشؤون العلمية - مركز التعليم المستمر - قسم البعثات والعلاقات الثقافية - قسم ضمان الجودة - الاقسام العلمية للتشكيلات | نسبة اعضاء هيئة التدريس لأسباب - صلاح وطرق التدريس - بناء القدرات العلمية - اخرى الى عدد هيئة التدريس الاجمالي | البرامج التدريبية للهيئة التدريسية داخل / خارج العراق | | |
| | | نسبة اعضاء هيئة التدريس لأسباب - الزمالات البحثية - التفرغ العلمي - الإقفاطات العلمية - اخرى الى عدد هيئة التدريس الاجمالي | التفرغ والإقفاطات لهيئة التدريس داخل / خارج العراق | | |
| 2022 2023 2024 2025 2026 | - المساعد العلمي - قسم الدراسات والتخطيط | نسبة اعلى من حملة شهادة الدكتوراه مقارنة بحملة شهادة الماجستير | رفع نسبة الحاصلين على الدكتوراه مقارنة بحملة الماجستير | | |
| | | نسبة اجمالي عدد الطلبة الى اجمالي هيئة التدريب | عدد طلبة : مدرب | | |
| | | نسبة اجمالي عدد الطلبة الى اجمالي الملاك الإداري | عدد طلبة : اداري | | |
| | - رئاسة الجامعة - المساعد العلمي - المساعد الإداري - عمادات الكليات والمعاهد - قسم للشؤون الإدارية والمالية - قسم للشؤون القانونية | نسبة اجمالي العالوين الوظيفية الى المدرسين القعيين نسبة اجمالي العالوين الوظيفية الى الملاك الإداري | العالوين الوظيفية والإدارية | | |
| | | نسبة اعضاء هيئة التدريب لأسباب - بلوغ السن التقاعدي - غير بلوغ السن التقاعدي - النقل خارج الجامعة الى عدد المدرسين / عدد الملاك الإداري | فرب هيئة التدريب والملاك الإداري والخدمي للتقاعد / النقل خارج الجامعة | | |
| | - رئاسة الجامعة - المساعد الإداري - قسم الشؤون الإدارية والمالية - قسم الشؤون القانونية - الكليات والمعاهد - الاقسام العلمية | نسبة اعضاء هيئة التدريب / الإداري لأسباب: - التعيين الحديث - تغيير عالوين وظيفية الى من إداري الى فني الى عدد المدرسين / الإداريين | تعيين هيئة التدريب / الاحصاف | Training Commit- tee, Adminis- trative and Service Staffs | 4 |

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| | | نسبة اعضاء هيئة التدريب / الاداري لأسباب: - بناء وتعزيز القدرات التدريبية والادارية - دورات الترفيع وتغيير المناوين الوظيفية الى عدد هيئة التدريب الاجمالي / الاداريين | البرامج التدريبية التطويرية داخل / خارج العراق | | |
| | - المساعد العلمي - المساعد الاداري - قسم الشؤون الادارية والمالية - قسم المبعثات والعلاقات الثقافية - قسم ضمان الجودة - الكليات والمعاهد - الاقسام العلمية والشعب الادارية | نسبة اعضاء هيئة التدريب / الاداريين لأسباب: - الايفادات لأغراض التدريب - الايفادات الادارية - اخرى الى عدد هيئة التدريب / الاداريين الاجمالي | الايفادات لهيئة التدريب والاداريين داخل / خارج العراق | | |
| | - المساعد العلمي - شؤون الطلبة - الكليات والمعاهد - الاقسام العلمية | نسبة عدد الطلبة المقبولين الفعلي الى عدد الطلبة وفق خطة القبول - على مستوى الاقسام العلمية - على مستوى الكلية / المعهد | التحقق من خطة القبول | | |
| | - قسم ضمان الجودة - الاقسام العلمية | متوسط التقدير العام لطلبة السنة المتنتية لجودة خبرات التعلم وفق مقياس ليكرت على خمس مستويات | تقديم الطلبة لجودة التعلم / السنة المتنتية | | |
| | - قسم ضمان الجودة - الاقسام العلمية | متوسط التقدير العام للطلبة لجودة المناهج وفق مقياس ليكرت على خمس مستويات | تقديم الطلبة لجودة المناهج (فعلي / سنوي / مقررات) | Students Acceptance plan and undergrad- uate incomes | 5 |
| | - المساعد العلمي - قسم ضمان الجودة - الاقسام العلمية - شعبة التأهيل والتوظيف والمذاينة | النسبة المئوية للخريجين الذين - توظفوا - التحقوا بالدراسات العليا خلال السنة التالية لخريجهم الى عدد الطلبة الخريجين | توظيف الخريجين والتحاقهم بالدراسات العليا | | |
| | - المساعد العلمي - قسم ضمان الجودة - الاقسام العلمية | متوسط تقدير رضا الطلبة عن الخدمات المختلفة المقدمة: - المكتبة - المطاعم - المرافق الرياضية - الارشاد - اخرى ليكرت من خمس مستويات | رضا الطلبة عن الخدمات الجامعية المقدمة | | |
| | - المساعد العلمي - كلية الدراسات العليا - الاقسام العلمية | نسبة عدد الطلبة المقبولين الفعلي لكل برنامج الى عدد الطلبة وفق خطة القبول - على مستوى كل برنامج - على مستوى جميع البرامج بالكلية الواحدة | التحقق من خطة القبول | Graduate (Higher Studies) Programs Exclus- ively for the Colleges with Graduate | 6 |
| | | متوسط التقدير العام لطلبة مرحلة البحث لجودة خبرات التعلم وفق مقياس ليكرت من خمس مستويات | تقديم الطلبة لجودة التعليم / مرحلة البحث | Studies arrang- ing with Graduate College | |

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| 12 | Financial | - الموازنة للتخطيطية العامة - صندوق التعليم العالي | - مدى تحقيق التخصيصات المالية لأنشطة الجامعة - مدى تنفيذ النفقات الرأسمالية والتشغيلية إزاء تخصيصات الموازنة العامة - مدى مساهمة صندوق التعليم العالي لأنشطة الجامعة / الكلية / المعهد | - المساعد الإداري - قسم الشؤون الإدارية والمالية - قسم ضمان الجودة - الكليات والمعاهد |
| 13 | Control and Auditing | - برامج الرقابة والتدقيق الداخلي | - عدد برامج الرقابة والتدقيق لكل سنة - مدى تغطية البرامج للأنشطة كافة / الجامعة وتشكيلاتها | - رئاسة الجامعة - قسم الرقابة والتدقيق الداخلي - قسم ضمان الجودة |
| 14 | University leaderships (the Chancellor, the Vice- Chancellors, and the Deans | - برامج تدريبية وتطويرية - إيفادات داخل / خارج العراق | - عدد المشاركين بالبرامج التدريبية إلى العدد الكلي للقيادات - عدد الموظفين إلى العدد الكلي للقيادات - أخرى | - رئاسة الجامعة - قسم ضمان الجودة |

Note: Its possible to add any other indicator/goal by STU targets or any of its colleges and institutes

KPIs@STU



Co-funded by the
Erasmus+ Programme
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University of Sumer

Strategic Plan

University of Sumer

27 May 2022

Department of Quality Assurance and University Performance

Acknowledgements

Quality assurance

Performance evaluation

Assistant to the President of the University for Scientific Affairs

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INSTRUCTIONS: Update the Table of Contents as the final step before finalising your plan.

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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

1.1 University of Sumer

University of Sumer is one of the institutions of the Iraqi State Ministry of Higher Education and Scientific Research. Founded in 2014 in Thi -Qar Governorate / Al-Rifai District, and as a pioneering scientific edifice in the field of education and scientific research, the university included the following colleges (College of Medicine, College of Law, College of Science, College of Administration and Economics, College of Agriculture, College of Basic Education, College of Agriculture, College of Computer Science and information technology)

1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- Achieving the goals of University of Sumer, which are:
 - ✓ Providing the community with specialized and distinguished scientific cadres by relying on high-quality international standards.
 - ✓ To keep pace with scientific and technical development to reach leadership in teaching and learning.
 - ✓ Adopting the principle of continuous improvement and improvement to reach the distinguished and effective leadership in serving the community in an organized manner and addressing its problems through scientific research.
 - ✓ Providing scientific and technical advice to the community that contributes to its development and keeping pace with developments through conducting research and studies and establishing scientific and cultural relations with universities and other institutions locally and globally.
 - ✓ Adopting distinguished academic programs and developing them on a permanent basis in line with international standards and national requirements and in a manner that serves the progress of the educational process.
 - ✓ Reaching universality in level, content and practice, and its commitment to preserving values and culture Providing high quality educational services.
- Providing high quality of educational services.

1.3 Methodology

The strategic plan was prepared through the formation of a committee comprising individuals working in (quality assurance, performance evaluation, the department of the university president's assistant for scientific affairs)

2 University of Sumer Profile

2.1 Vision

University of Sumer seeks to lead in the field of education, learning and scientific research locally and globally, in a way that contributes to community service by relying on international standards of quality and sustainable development.

2.2 Mission

Graduating, preparing and qualifying qualified scientific cadres specialized in various fields of science with a high level of knowledge and creativity by relying on high-quality international standards and keeping pace with scientific and technical development by conducting research and scientific studies sober in a manner that serves the community.

2.3 Values

What are the guiding principles of your work?

- the responsibility
- The good manners
- Excellence
- Teamwork and Collaboration
- Efficiency and effectiveness
- Equality of opportunity, justice and equality at work
- Continuous development and improvement

2.4 Current approach

Improving the university's infrastructure, activating the quality management system, and qualifying Faculty members and professional staff.

- ✓ Application of AACSB Accreditation Standards in the College of Business and Economics.
- ✓ Application of AIC Accreditation Standards in the College of Agriculture
- ✓ Application of the standards of the NACTA accreditation body in the College of Basic Education.
- ✓ Application of ABET accreditation standards in the College of Computer Science and Information Technology.
- ✓ Providing training programs according to the needs of the community and the university

- ✓ Reception of students from outside the governorate or remote areas from within the governorate
- ✓ Improving the administrative system at the university through the application of the international administrative standard ISO 9001

2.5 Current challenges

The current challenges faced by the University of Sumer:

- ✓ The university's lack of independence in Admission and registering students in its academic programs
- ✓ The lack of independence in the university in the financial aspect.
- ✓ Weakness in financial allocations (investment, executive).
- ✓ The small number of faculty, technical and administrative staff members.
- ✓ The number of students exceeds the number of teachers.
- ✓ Weak infrastructure in the city of Rifai.
- ✓ The increase in the number of students in schools that the university does not accommodate due to the weak infrastructure, and the lack of teaching staff.

3 Plan

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

3.1 Goals

- Providing the community with specialized and distinguished scientific cadres by relying on high-quality international standards.
- Keeping pace with scientific and technical development to reach excellence in teaching and learning.
- Providing scientific and technical consultations to the community that contribute to the development of society through conducting research and studies and establishing scientific and cultural relations with universities and other institutions locally and globally.
- Adopting distinguished academic programs in line with international standards and national requirements, and to serve the educational process.
- Reaching universality in level, content and practice, and its commitment to preserving values and culture.

3.2 Objectives

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

- Admission of students in undergraduate programs for various sciences at the university (medical, law, computer science and information technology, education, agriculture, physical and biological sciences).
- Applying international specialized program accreditation standards for academic programs (Bachelor's, Master's) located at the university.
- Establishing scientific relations with academic institutions and scientific institutions at the local and international levels.
- Establishing scientific advisory offices to provide advice to the beneficiaries.
- The work of scientific research addresses the problems of the labor market and society .
- Availability of academic programs for students in line with the labor market and society

3.3 Actions

- Employment of graduate degree holders (Masters, Ph.D.) according to the university's need.

- Building a number of classrooms in the faculties of the university
- Building a number of laboratories in the faculties of the university
- Establishing administrative offices commensurate with the number of divisions and administrative units in the university and its faculties.
- Establishing cultural relations with local and international universities to achieve the development of the skills of faculty members.
- Establishing research and scientific centres in different fields of science.



University of Basrah

Strategic Plan

SWOT Analysis

SWOT ANALYSIS

Please fill in the table in response to the guiding questions provided to give an idea of what we are after. You can also fill in the table with similar but different questions in mind.

[illegible]



Wasit University

Strategic Plan

Acknowledgements

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

| No. | Names | Title |
|-----|------------------------------|------------------------------------|
| 1. | Prof.Dr.Ali Naser Hilo | Dean of the College of Engineering |
| 2. | Asst.prof.Dr.Hussein R.Sabah | College of Engineering |
| 3. | Dr.Righdan Muhsen Nemous | College of Engineering |

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Acronyms

INSTRUCTIONS

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

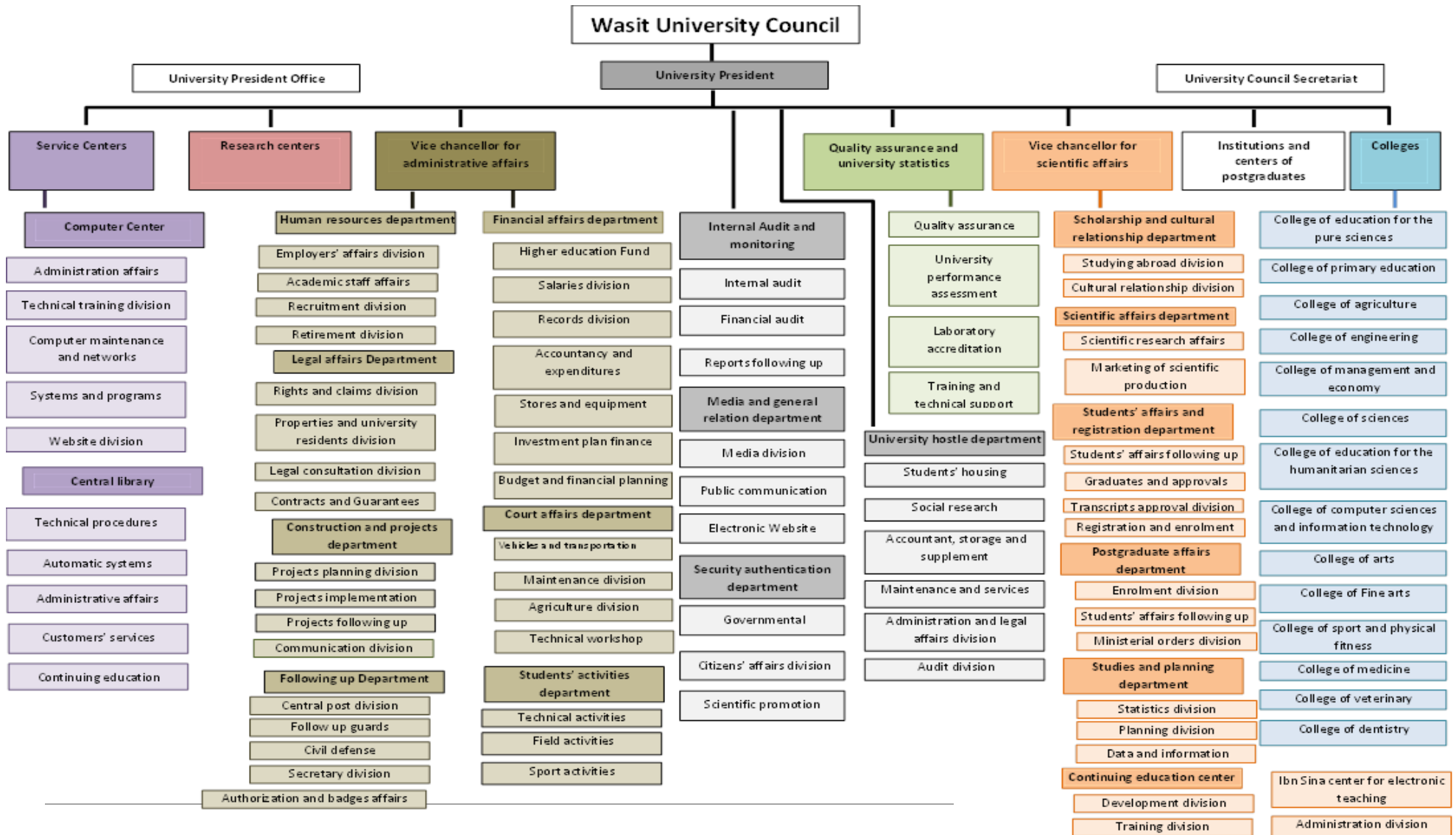
| | |
|-----|-------------------------------|
| M&E | Monitoring and Evaluation |
| NGO | Non-Governmental Organization |
| PMO | Project Management Office |

1 Introduction

1.1 Organisation

Wasit University was established on 2003 in the center of Al-Kut city in Wasit Province which locates 180 km to the south of Baghdad, the capital of Iraq. During the last two decades, Wasit University has extended both horizontally and vertically. Nowadays, it has 15 colleges and tens of departments and undergraduate and postgraduate programs. The organisation strategic plan for the five years is prepared by the central committee in the university. However, for this strategic plan by the team mentioned in the cover page

Wasit University follows a typical administration structure ass shown in figure below:



1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- Setting the necessary steps for improving the managerial aspects of the university and colleges leaders.
- Planning to the effective processes to fulfil the quality assurance requirements.
- Improving the university social reputation.
- Enhancing the management of research and inclusion of stakeholders.
- Internationalisation of the university.
- Expanding the modern teaching and learning processes.

1.3 Methodology

As it was mention earlier in this report that the strategic plan shown in this report was prepared by the committee which contains a number of different academic disciplines and different administration experience. Some of the members working at the university building and the others are working at the college and department levels. The methodology of executing the strategic plans can be summarized the following parts:

- A. Defining the objective.
- B. Proposing the required actions such as decisions or training courses..etc.
- C. Defining the indicators of measuring the achievement of each object.

The committee took in her consideration the variety of experienced staff members who graduated from different universities in different countries. These universities include Iraqis (local), Arabic, Asian and European. This variety of scholarship students helps in transferring their experience which was obtained from training courses or observations in other universities, particularly European one, helps identifying the gaps in Wasit University and proposing a strategic plan for covering these gaps.

2 Organisational Profile

Wasit University was established on 13-1-2003. The university started her academic journey with only three faculties (Education, management and Economics, and the Science). The complex of the university was simple and the faculties were sharing few buildings. However, the academic extension and extending of infrastructure was continuing during the last two decades.

Till 2022, there are:

- 15 colleges
- 42 departments.
- More than 450 graduates from MSc and PhD.
- 82 laboratories.
- More than 15000 students.
- 950 academic staff

There were also several programs in strengthen the connections with international universities through scholarships and co-authored researches. For further details on Wasit University please follow <https://uowasit.edu.iq/>

2.1 Vision

“The university will be an advanced educational, scientific, and cultural center“

2.2 Mission

Wasit University is existed to serve the community by a conscious, leading, well-educated generation.

2.3 Values

Wasit University adopts a set of values stemming from the interest in university ethics, the most prominent of which are the following:

- Integrity and transparency in all transactions.
 - Love of the homeland and spirit of good citizenship.
 - Following regulations, laws and instructions.
 - Rejecting sectarianism and partisanship.
 - Encouraging teamwork and rejecting authoritarianism.
 - Justice approach in all transactions at all levels.
 - Adopting the work of the rights and duties system.
 - Principle of reward and punishment.
-

2.4 Current approach

Wasit University priorities are to achieve the objectives by well done processes to realize the University vision. Currently, the university works on development through a number of paths:

- **Management:**

Successful management is the core of the successful university. This is because good management of leaders will lead to set other priorities and the necessary processes to achieve them and to develop the university in teaching, learning and research. It is important to mention that all these priorities are connected together.

- **Quality assurance.**

During the last few years, the ministry of higher education and scientific affairs has urged all the academic institutions to raise the awareness regarding the quality assurance and to assess the extent that they follow every year.

- **Research**

Research is a main core for a successful university. The academic reputation of a university is mainly depending on the research. For this reason, Wasit University push their academic staff to publish their scientific papers in well standard journals.

- **Education**

Good education means good outputs of graduated students.

- **E-governance**

Electronic governance helps in saving time , good communication and well archiving and following up. Thus, Wasit University plan to convert gradually E- governance during the future.

- **Curriculums**

Curriculums have direct connections with the education. A good education should be along with modern and up-to-date and useful curriculums. The ministerial regulations allow 20% of update by a lecturer.

- **Accreditations**

Wasit University believes that accreditation is a proof for a good education, good curriculum, good research...etc. It means that the university follow a concise plan for their goals.

- **Staff and students development.**

To achieve a good research, good education, smooth use of E-governance, accreditation and meet the quality assurance aspects, continuous development of students and staff (academic and none-academic) should be provided. This is because the development of university is not the role and responsibility pf leaders only but it is shared by all as one team.

2.5 Current challenges

In this section, the strengths, weaknesses, opportunities and threats will illustrated as in the table below:

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> • Good infrastructure (i.e. buildings). • Good variety of educated staff who graduated from international universities. • Variety of disciplines given by the 15 colleges. | <ul style="list-style-type: none"> • Lack of budget for research. • Lack of awareness of quality assurance. • Lack of communications with stakeholders. |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Starting building research groups. • Strengthening the co-supervision on Msc and Phd thesis. • Increasing the out class activities for students. | <ul style="list-style-type: none"> • Many private universities are opened and huge competencies there. • Several managerial positions are given to untrained members. |

3 Plan

3.1 Goals

- Equip students with modern knowledge in their discipline.
- To engage colleges in practical researches that serve community.
- Support students' capability of decision making.
- To strengthen the links between the university and community.
- Building a strong competence with other universities.
- High standard management.

3.2 Objectives

For goal 1: *Equip students with modern knowledge in their discipline.*

- Using variable techniques of teaching.
- Updating curriculum and expanding and developing school curricula to suit the labor market.

For goal 2: *To engage colleges in practical researches that serve community.*

- Increase communications with governmental and private sectors.

For goal 3: *Support students' capability of decision making.*

- Increase the extracurricular activities.
- Improving the assessment and analysis skills.

For goal 4: *To strengthen the links between the university and community*

- Increase the social activities and volunteering campaigns.
- Hosting the combined academic and public seminars.

For goal 5: *Building a strong competence with other universities*

- Opening the field of study to foreign students by applying for primary and higher studies.
-

- Seeking to increase the financial returns of the university and harnessing these revenues in development processes.
- Applying quality standards and academic accreditation in all university facilities

For goal 6: *high standard management*

- Continuous development of all university employees.
- Adoption of the principle of transparency, tolerance and joint action
- Carrying out the self-evaluation process periodically and adopting the results of the evaluation in the improvement processes.

3.3 Actions

- For the actions taken by Wasit University to achieve their objectives please see the **Appendix A**.

3.4 Key indicators

Achievement of the objectives will be measured using a number of key indicators. Kindly, see **Appendix A** which has the key indicators for achieving objectives.

3.5 Target groups

The strategic plan is set to target different levels of staff including:

- University leaders.
- Teaching staff.
- Students (Ugs and PGs)
- Administration staff.
- Technical staff.

3.6 Strategic approach

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

3.7 Programs / activities

Many programs and activities are set and implemented and targeted staff and students. These include but not limited to:

- Annual assessment for teaching staff.
- Appreciating and honouring distinguished faculty members.
- Research development program.
- Technical training courses.
- Developing academic curriculums.
- English zone activities.
- Three Minutes competitions.
- Opening new PG studies.

4 Appendices

4.1 Appendix A

<Excel file showing the goals, objectives, actions, responsible unites, expected outcomes and key indicators >

[illegible]

[illegible]

| | | | | | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------------------------------|--|--|
| | Objective 6.2: Adoption of the principle of transparency, tolerance and joint action | Action 6.2.1: Announcement of guidelines and criteria of nominations for scholarships and | | | | | | | | | | | | | all university departments | opportunities are open for all | No claims are records | |
| | Objective 6.3: Carrying out the self-evaluation process periodically and adopting the results of the evaluation in the improvement processes. | Strategy 6.3 | | | | | | | | | | | | | | | | |
| | | Action 6.3.1: Implementing the annual assessment of academic staff performance | | | | | | | | | | | | | Quality assurance departments and units in the university and colleges | | High overall scores should be obtained | limitations of modifications in the assessment forms |
| | | Action 6.3.2: Implementing the annual assessment of non academic staff performance | | | | | | | | | | | | | Quality assurance departments and units in the university and colleges | | High overall scores should be obtained | limitations of modifications in the assessment forms |