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Innovative Governance Practices in
the Higher Education Institutions in Iraq

Development of the action plan per each partner university

JANUARY 2023

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Innovative Governance Practices in the Higher Education Institutions in Iraq

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Innovative Governance Practices in the Higher Education Institutions in Iraq

Document Information

Project Title	Innovative Governance Practices in the Higher Education Institutions in Iraq
Project n.	598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP
Deliverable	D3.3 Development results and impact assessment report
Work package	WP3 Implementation of changes and best practices through action plans
Date of Delivery	14/01/2023
Confidentiality Status	Public
Author (Partner Institution)	Istanbul Aydin University
Responsible Author(s)	Nazim Celal Irem Ilkay KARADUMAN
Abstract (for dissemination)	All the activities and outcomes related to the WP3 Institutional plan have been assessed, and a collection of the assessments is reported here.

Introduction

WP3's objective was 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. Iraqi universities worked on the definition of strategic objectives and for the definition of a number of actions to follow-up on their strategic plans.

The document includes an assessment on the work done at the level of each institution, taking into consideration the work conducted on the Institutional strategic and action plan. The results of the diagnostic tool were used as the main reference to guide universities in the development of the strategic plan, and was used also to evaluate the progress accomplished in the process.

The assessment was conducted by Prof. Nazim Celal Irem and by Prof. Ilkay Karaduman, and Iraqi universities were supported along the process through dedicated sessions and bilateral meetings.

Annex I

Assessment Reports

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

Wasit University

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	Empty	UNIVERSITY SHOULD FILL THIS PART
Acknowledgements	Empty	UNIVERSITY SHOULD FILL THIS PART
Contents		RED COLORED PARTS SHOULD BE DELETED
1 Introduction		
1.1 Organization	Wasit University believes that improvement should be kept in a rising trend to adapt with global development. The leaders in the university believe that the success is directly related to the identifying the strength and weakness points, define the needs, raising awareness on the importance of development and capacity building. For this reason, the university leaders and academic staff and management staff appreciate and acknowledge all the supportive efforts provided within INsPIRE project in the previous work packages (i.e. WP1& WP2). This drafted report outlines Wasit University organizational profile and the plan	THE INFORMATION PROVIDED BY THE UNIVERSITY DOES NOT GIVE ANY INFORMATION ABOUT THE ORGANIZATIONAL STRUCTURE AND STRATEGIC PLANNING ORGANIZATION OF THE UNIVERSITY. DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.
1.2 Objectives of the strategic planning process	The objectives of the strategic planning process are to: * Improving the university and competing to obtain the qualification and eligibility to achieve high	IN THIS SECTION, THE STRATEGIC PLANNING OBJECTIVES OF THE UNIVERSITY ARE LISTED. HOWEVER, THE OBJECTIVES SET ARE NOT OBJECTIVE AND MEASURABLE.

	universities ranking on the local, regional and international level. * Improving the performance of the staff for both scientific and administrative sectors. * Achieving a mutual academic cooperation with international universities * Attracting students and providing them with science and knowledge as useful members of society * Provision of high standards educational and research support for the students and improve their skills to meet the carrier requirements.	IN THIS PART, THE OBJECTIVES OF THE STRATEGIC PLANNING TIME SHOULD BE ORDERED IN MORE DETAIL.
1.3 Methodology	* The University has a variety of experienced staff members who graduated from different universities in different countries. These universities include Iraqis, 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. * Wasit University already held WP2 within INsPIRE project and this provide us with more experience developing the plan. The feedbacks given by the attendants through the WP2 sessions were also helpful.	PLANNING METHODOLOGY SHOULD BE INCLUDED IN THIS SECTION. IN THIS SECTION, RESPONSIBLE PERSONS AT ALL LEVELS OF PARTICIPATING IN STRATEGIC PLANNING ACTIVITY, THE STRUCTURE OF THE STRATEGIC PLANNING COMMITTEE, THE ACTIVITY EXECUTION METHODOLOGY MUST BE EXPLAINED.
2 Organisational Profile	Wasit University was established on 13-1-2003. The university started her academic journey with only three faculties (Education, Administration and Economics, and the Science). The academic extension and extending of infrastructure was continuing during the last 19 years and currently, the number of	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT. THE INFORMATION GIVEN BY THE UNIVERSITY MUST BE MORE DETAILED AND COMPREHENSIVE

	faculties reaches 15. The program of the university was not limited to horizontal development (i.e. adding new buildings) but also supporting the scholarships program by sending tens of academic staff to highly standard universities around the world in cooperation with the Iraqi ministry of higher education and scientific research. For further details on Wasit University please follow https://uowasit.edu.iq/ 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	"An advanced educational, scientific, and cultural center" is the vision where successive university leaders want to lead the Wasit University to.	A VISION STATEMENT IS AN ORGANIZATION'S DECLARATION OF ITS MID-TERM AND LONG-TERM GOALS, STATING WHAT THEY WANT TO BECOME IN THE FUTURE. VISION STATEMENTS ACT AS A GOAL FOR A COMPANY TO STRIVE TOWARD. THE VISION STATEMENT CAN BE RE-ASSESSED TO FOCUS ON A CLEARER OBJECTIVE, AT THE END OF THE STRATEGIC PLANNING PROCESS, ITS TARGETED POINT.
2.2 Mission	Wasit University is exist to provide the community with a conscious, leading generation capable of serving the community by providing them with values, principles and scientific knowledge in accordance with national and international quality standards.	A MISSION STATEMENT DEFINES WHAT LINE OF BUSINESS AN ORGANIZATION IS IN, AND WHY IT EXISTS OR WHAT PURPOSE IT SERVES. THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.

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: * Adopting the principle of integrity and transparency in all transactions. * Growing up love of the homeland and developing the spirit of good citizenship. * Following regulations, laws and instructions. * Avoiding negative practices and rejecting sectarianism and partisanship. * Adopting standards of competence and specialization in selecting all employees, whether in administrative positions or committees. * Encouraging teamwork, rejecting authoritarianism and exclusivity, and respecting university and societal norms and traditions. * Follow the justice approach in all transactions at all levels. * Adopting the work of the rights and duties system. * Adoption of the principle of reward and punishment.	THE VALUES OF THE UNIVERSITY ARE WELL LISTED, BUT IT CAN BE SHORTER AND CLEAR.
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: * Education. * Research. * Curriculums * Accreditations * Quality assurance. * E-governance * Staff and students development.	THE CURRENT APPROACH OF THE UNIVERSITY SHOULD BE EXPLAINED IN MORE DETAIL. THIS SECTION SHOULD ANSWER FOLLOWING QUESTION: WHAT ARE YOUR ORGANIZATIONS' PRIORITIES? (ARE THE PRIORITIES YOU WILL BE FORMULATING IN THIS PROJECT IN CONGRUITY WITH YOUR ORGANIZATIONS OVERALL PRIORITIES?

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 * Lack of awareness of the importance of the vision, mission and goals. * Lack of technical and administrative staff due to financial problems. * Lack of the financial support for scientific research which is considered one of the main obstacles. * The existence of gaps and lack of communications between the international educational institutions and the Iraqi institutions.	TO BE ABLE TO ASSESS CURRENT CHALLENGES FOR AN ORGANIZATION, IT IS NECESSARY TO CONDUCT A SWOT ANALYSIS THAT REVEALS THE ORGANIZATION'S STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS. A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.
3 Plan		
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. * Improving the university and competing to obtain the qualification and eligibility to achieve high universities ranking on the local, regional and international level. * Improving the performance of the staff for both scientific and administrative sectors. * Achieving a mutual academic cooperation with international universities * attracting students and providing them with science and knowledge as useful members of society * Provision of high standards educational and research support for the students and improve their skills to meet the carrier requirements.	A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL. A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME. GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED. UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.2 Objectives	Within five years the organisation aims to achieve the following objectives:	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A

	* Carrying out the self-evaluation process periodically and adopting the results of the evaluation in the improvement processes. * Developing and following up strategic plans for the purpose of developing plans for improvement. * Continuous development of all university employees. * Adoption of the principle of transparency, tolerance and joint action * Expanding and developing school curricula to suit the labor market * The use of modern technology in the learning and teaching processes * Applying quality standards and academic accreditation in all university facilities * Seeking to increase the financial returns of the university and harnessing these revenues in development processes. * Opening the field of study to foreign students by applying for primary and higher studies.	CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.3 Actions	Within 5 years, the organisation aims to take these actions * Improve the PGs by applying the RDP programs. * Increase the opportunities for foreign students. * Increase the financial returns by obtaining more governmental funds. * Holding continuous training targeting various skills0 * Strength the communications with non-academic institutions for achieving practical researches.	ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED. THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.
3.4 Key indicators	What are the measurements of success? How are we going to know that we achieve our goals?	KEY INDICATORS ARE THE CRITICAL (KEY) QUANTIFIABLE INDICATORS OF PROGRESS TOWARD

	Achievement of the objectives will be measured using the following key indicators: * International ranking. * Satisfaction of beneficiaries. * Self-assessment report. * Iraqi universities ranking. * Annual Iraqi performance assessment * Effectiveness of scientific research	AN INTENDED RESULT. KPIS PROVIDE A FOCUS FOR STRATEGIC AND OPERATIONAL IMPROVEMENT, CREATE AN ANALYTICAL BASIS FOR DECISION MAKING AND HELP FOCUS ATTENTION ON WHAT MATTERS MOST. KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION
3.5 Target groups	* University leaders. * Teaching staff. * Students (Ugs and PGs) * Administration staff. * Technical staff.	TARGET GROUPS CAN BE EXPANDED TO INCLUDE NOT ONLY MICRO ENVIRONMENTAL ELEMENTS, BUT ALSO THE MACRO ENVIRONMENT.
3.6 Strategic approach	BLANK	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.
3.7 Programs / activities	* 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.	THE PROGRAMS TO BE CREATED STEP BY STEP SHOWING THE IMPLEMENTATION OF THE STRATEGIC PLAN SHOULD BE ANNOUNCED.
4 Appendices		
Action Plan Format	Missing	ACTION PLAN SHOULD ALSO BE PREPARED AND ADDED IN THE GIVEN FORMAT.

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

Al-Furat Al-Awsat Technical University

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	Done	COMPETED
Acknowledgements	Empty	COMPETED
Contents		COMPETED
1 Introduction		
1.1 Organization	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	DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.

	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.	
1.2 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.	THE OBJECTIVES ARE WELL PLANNED. SHORT SENTENCES CAN BE USED.

Second- In the field of scientific research:

1- Preparing scientists researchers and technical experts in line with sustainable development goals and community service in all technical disciplines.

2- Motivating the teaching staff to work according to the foundations of excellent scientific research and to publish scientific products in internationally journals.

3- Working on linking research and its results with sustainable development goals and finding scientific solutions to the country's social, economic and technical problems.

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

5- Establishing research centre at the university aimed at finding scientific solutions to the problems of society.

Third- In the field of community service:

1- Continuous evaluation of specializations in scientific departments by suspending them or creating new scientific departments that keep pace with development in the labor market and simulate societal needs.

2- Directing the advisory and research offices in the university's formations to provide advisory services aimed at enhancing the leadership role of the university in society.

3- Providing continuous education and training programs for all institutions and segments of society and striving to spread scientific culture.

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

1- Supporting cooperation with international universities in the field of scientific research and cultural exchange and joint supervision of graduate studies to develop the capabilities of teachers and students.

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

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

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

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

1- Adopting the highest evaluation standards in the institutional and program areas to achieve the requirements of total quality management for the university.

2- Providing the basic requirements for the university's advancement within the international rankings.

3- Establishing the infrastructure implement the e-government project to facilitate electronic

communication between the university's formations and its joints.

4-   To develop the capabilities of faculty members to raise the level of their performance and create the necessary incentives for that.

5-   Enhancing the university's academic reputation by encouraging its researchers to participate in scientific research platforms and to publish their scientific products.

Sixth- Providing an attractive university environment:

1-   Improving and sustaining infrastructure and services in accordance with national and international academic accreditation standards.

2-   Rehabilitation and maintenance of green spaces at the university and its formations in accordance with the standards of the green university to improve the university environment for students.

3-   Developing information technology services and applications at the university to facilitate rapid communication between the university and students.

4-   Facilitating the sharing of knowledge by developing the university's virtual library project and linking it to an electronic application that facilitates the student to obtain what he wants from books and research.

| 1.3 Methodology | BLANK | 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	BLANK	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.
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.	WELL-DEFINED VISION STATEMENT. MAYBE "MOST DISTINGUISHED UNIVERSITY IN IRAQ" CAN BE BETTER.
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.	THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
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	THE VALUES OF THE UNIVERSITY ARE WELL LISTED
2.4 Current approach	Blank	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	Blank	WHAT COULD PREVENT YOU FROM REALIZING YOUR VISION AND WHAT SHOULD BE DONE? PLEASE REFER TO THE SWOT ANALYSIS AT THE ACTION PLAN TEMPLATE <DESCRIBE THE CURRENT CHALLENGES FACED BY THE ORGANISATION>
3 Plan		
3.1 Goals	• Goal 1: International Research to achieve SDGs • Goal 2: Enhance our Global Reputation • Goal 3: Global Talent	A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL. A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME. GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED. UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.

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	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.3 Actions	Actions prepared in a table design.	ACTIONS ARE WELL PLANNED
3.4 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	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION

	1- Signing MOU for the mobility of scientific research. 2- Creating an effective climate for international cooperation. 2-2 1- Cooperation agreements with international universities. 2- Training laboratory staff in international specialized centers. 2-3 1- Seek to cooperate with international organizations in the community. 2- Communicate with global and scientific developments. Key indicators- objective 3 1- Internationalization of the curriculum (IoC). 2- The attraction of international students. 3- Fostering Global Mobility. 4- Train students with skills to act on global challenges. 5- Mentoring MSc and PhD students for the new knowledge society	
3.5 Target groups	BLANK	<DESCRIBE THE TARGET GROUPS THAT THE TEAM/ORGANISATION WILL WORK WITH>
3.6 Strategic approach	BLANK	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.

| 3.7 Programs / activities | BLANK | <BRIEFLY DESCRIBE THE PROGRAMS AND/OR SPECIFIC ACTIVITIES THAT WILL BE IMPLEMENTED AS PART OF THE STRATEGIC APPROACH> |

4 Appendices

| Action Plan | Prepared | OK |

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

AL-Qasim Green University

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	Done	COMPETED
Acknowledgements	Empty	SHOULD BE FILLED
Contents		COMPETED
1 Introduction		
1.1 Organization	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	DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.

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.

| **1.2 Objectives of the strategic planning process** | The objectives of the strategic planning process are to:

 • The importance of good strategic planning is recognised throughout higher education. All universities and colleges understand the need to clearly identify their mission and objectives, their priorities and targets for improvement, and the action to be taken to achieve them. Good progress has been made over a long period to improve the rigour of strategic planning.

 • But the challenges and opportunities facing higher education are growing every year. There is a constant need to secure greater value from available | THE OBJECTIVES REPORTED BY THE UNIVERSITY ARE EXPLAINED IN VERY LONG SENTENCES.

 THE OBJECTIVES SHOULD BE MEASURABLE AND SHORT SENTENCES. |

resources. Also the decisions and choices which institutions have to make become ever more complex as the requirements of students, staff, employers and society change. All of this places a premium on good strategic planning: the quality of planning must itself improve year by year.

• Differences in approach and procedures are healthy and welcome in the diverse HE sector. There is no single right way to undertake strategic planning: what matters is what works for the institution, taking account of its culture, needs and organisation. But we believe that there is value in 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.

• In 2018 we undertook a consultation exercise to review our approach to strategicplanning in higher education.

• At the same time, we recognise the ambivalence of many universities and colleges towards such good practice guidance. In some cases, this is because their practices and procedures are already well developed and effective, and they question what value they will gain from generic good practice reports. There is also an underlying concern that such guidance may be, or may be used in a way which becomes, prescriptive, seeking to impose a single model which may be inconsistent with what works in practice for individual institutions.

• We take those concerns seriously. We recognise that good planning cannot beimposed

	externally. It will happen only if individual institutions want to do it. And it will keepdeveloping and improving only through the innovations and commitment of individualinstitutions, each seeking to identify its own route to success. So in this guidance we are notseeking to prescribe a single approved model. Instead, we have tried to illustrate the rangeof good practice and identify the principles applied, with a view to providing a useful overviewfor those who want it.	
1.3 Methodology	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	DESCRIBE THE METHODOLOGY USED TO COMPLETE THE STRATEGIC PLANNING PROCESS, INCLUDING WHICH STAKEHOLDERS WERE CONSULTED, HOW THEY WERE CONSULTED AND WHO DEVELOPED THE PLAN IN THIS SECTION, RESPONSIBLE PERSONS AT ALL LEVELS OF PARTICIPATING IN STRATEGIC PLANNING ACTIVITY, THE STRUCTURE OF THE STRATEGIC PLANNING COMMITTEE, THE ACTIVITY EXECUTION METHODOLOGY MUST BE EXPLAINED.
2 Organisational Profile	BLANK	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.
2.1 Vision	Excellence in providing academic programs and leadership in training and consulting, in order to	A VISION STATEMENT IS AN ORGANIZATION'S DECLARATION OF ITS MID-TERM AND LONG-TERM GOALS, STATING WHAT THEY WANT TO BECOME IN

	contribute to the service of society and meet the needs of the labor market.	THE FUTURE. VISION STATEMENTS ACT AS A GOAL FOR A COMPANY TO STRIVE TOWARD. THE VISION STATEMENT IS LIKE A MISSION STATEMENT. THE STRATEGIC PLANNING PROCESS MUST BE AN EXPRESSION FOCUSING ON THE FOLLOWING POINT
2.2 Mission	To nurture students' knowledge and skills by developing quality academic programs and recruiting outstanding competencies, within a sustainable and productive institutional environment and serving the society.	THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
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 VALUES OF THE UNIVERSITY ARE WELL LISTED BUT CAN BE EXPANDED.
2.4 Current approach	Blank	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	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:	WELL DEFINED

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

•   •   Developing appropriate infrastructure for the educational and digital environment.

•   Building strategic partnerships with the leading organizations, locally and internationally.

•   Enhancing the quality of education and training.

•   Expansion and diversification in income sources and funding.

•   Developing institutional performance.

•   Improving learning outcomes and graduates' attributes.

A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL.

A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME.

GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED.

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: • Administrative development and improvement of work methods towards e-governance, attracting and qualifying human resources to keep pace with developments In different fields of work • Maximizing the university's financial resources to achieve integration with limited government funding. • Developing curricula for primary and higher studies, and adopting contemporary teaching methods that support the e-learning project in accordance with international standards. • Developing scientific research and directing it to serve the community, and publishing scientific products within solid international databases and repositories. • Applying the principles of total quality and university performance in accordance with	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.

	international standards and achieving advanced classifications • Obtaining academic accreditation (programmatic and institutional. • Promote community service initiatives and encourage collective volunteer work. • Refining and developing students' extracurricular talents	
3.3 Actions	Actions prepared in a table design.	ACTIONS ARE WELL PLANNED BUT A TIMELINE SHOULD BE GIVEN FOR EACH.
3.4 Key indicators	Achievement of the objectives will be measured using the following key indicators: • Effective changes in organizational structures. • Documentation of the standard work procedures manual. • Measures taken to reduce cases of administrative and financial corruption. • Increase website views. • Improve website ranking in global rankings. • The percentage increase in financial resources • The number of colleges that have been created	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION
3.5 Target groups	• Department of Human Resources. • The Continuing Education Center at the university and its units in the faculties. • Construction and Projects Department	<DESCRIBE THE TARGET GROUPS THAT THE TEAM/ORGANISATION WILL WORK WITH>

	• Other university formations	
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	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.
3.7 Programs / activities	• Develop IT applications. • Development of the Internet and communications. • Development of university and college website pages on the information network global according to international standards.	UNIVERSITY SHOULD BRIEFLY DESCRIBE THE PROGRAMS AND/OR SPECIFIC ACTIVITIES THAT WILL BE IMPLEMENTED AS PART OF THE STRATEGIC APPROACH

	• Defining a set of work areas to shift to electronic business instead of paper work.	
	Electronic modelling for the completion of transactions	
4 Appendices	• Creating a risk management unit	
	Prepare risk management manual	
ACTION PLAN	Done	DONE

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

University of Baghdad

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	Done	COMPETED
Acknowledgements	Empty	RED PARTS SHOULD BE DELETED
Contents		RED PARTS SHOULD BE DELETED
1 Introduction		
1.1 Organization	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,	MORE SYSTEMATIC AND DETAILED INFORMATION ON THE ORGANIZATIONAL STRUCTURE OF THE UNIVERSITY SHOULD BE PROVIDED DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.

	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	BLANK	STRATEGIC PLANNING OBJECTIVES SHOULD BE LISTED HERE. THE OBJECTIVES SHOULD BE MEASURABLE AND SHORT SENTENCES.
1.3 Methodology	BLANK	UNIVERSITY SHOULD 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	BLANK	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.
2.1 Vision	A leading, knowledge-producing university that competes globally	IT LOOKS LIKE A MISSION STATEMENT. THE STRATEGIC PLANNING PROCESS MUST BE AN EXPRESSION FOCUSING ON THE FOLLOWING POINT
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.	ACTUALLY, THIS STATEMENT IS VERY LONG AND DOESN'T LOOK LIKE A MISSION STATEMENT. AN ORGANIZATION'S MISSION STATEMENT SHOULD INCLUDE ONE OR IF IT IS SO NECESSARY TWO STRONG, WELL-WRITTEN SENTENCES THAT TALK ABOUT WHY A COMPANY EXISTS, THE VALUE IT BRINGS TO ITS CUSTOMERS, THE CORE BELIEFS THAT DRIVE ITS WORK, AND WHAT SETS IT APART FROM OTHER COMPANIES DOING SIMILAR WORK. THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION

		STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
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	EACH VALUE IS EXPLAINED IN DETAIL BY THE UNIVERSITY. JUST PROVIDING A LIST OF SUMMARY VALUES MAY ALSO BE ENOUGH.

	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	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.	IN THIS SECTION IT IS EXPECTED TO CONSIDER THE UNIVERSITY'S PRIORITIES TO SEEK ANSWERS TO THE FOLLOWING QUESTION BUT NOT TO REFER TO ONLY THE UNIVERSITY'S STRENGTHS. WHAT ARE YOUR ORGANIZATIONS' PRIORITIES? (ARE THE PRIORITIES YOU WILL BE FORMULATING IN THIS PROJECT IN CONGRUITY WITH YOUR ORGANIZATIONS OVERALL PRIORITIES?) COMPLETE

	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.	TO BE ABLE TO ASSESS CURRENT CHALLENGES FOR AN ORGANIZATION, IT IS NECESSARY TO CONDUCT A SWOT ANALYSIS THAT REVEALS THE ORGANIZATION'S STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS. A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.

	• 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.	A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL. A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME. GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED. UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.

	• Enhancing the university's capabilities and sustainability. • Developing primary and postgraduate curricula in accordance with global competition standards. • Adopting contemporary teaching methods that enhance the teaching and learning process and develop students' creative thinking and research. • Integrating departments, branches, centers, and academic programs or creating them according to the requirements of the labor market and the needs of society. • Developing scientific research and directing it to serve the community. • Publishing scientific products within solid international databases and repositories. • Marketing of applied research. • Ensuring quality and university performance in accordance with international competition standards and achieving advanced classifications. • Obtaining academic, programmatic and institutional accreditation. • Activating international relations and cooperation with universities and institutions. • Promoting community service initiatives and encouraging collective volunteer work. • Refining and developing the extra-curricular talents of students. A measure of change in order to bring about the achievement of the goal. The attainment of each goal may require a number of objectives to be reached Within <X> years the organisation aims to achieve the following objectives:	

	• Ensuring quality and university performance in accordance with international competition standards and achieving advanced classifications <2022-2027> • Attracting, qualifying and developing human resources to enable them to keep pace with the rapid developments in various fields of work <2022-2032> • Enhancing the university's capabilities and sustainability <2022-2030> • Integrating departments, branches, centers, and academic programs or creating them according to the requirements of the labor market and the needs of society <2022-2035> • Publishing scientific products within solid international databases and repositories <2022-2027>	
3.2 Objectives	MENTIONED IN GOALS SECTION	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.3 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.	ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED. THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.

	- 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)	
3.4 Key indicators	Achievement of the objectives will be measured using the following key indicators: • Quality assurance measurements. • HR • Different studies	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION
3.5 Target groups	Working with ministry of higher education and scientific research, NGOs and international organisations and universities.	UNIVERSITY SHOULD DESCRIBE THE TARGET GROUPS THAT THE TEAM/ORGANISATION WILL WORK WITH. NOT ONLY MICRO ENVIRONMENT BUT ALSO MACRO ENVIRONMENT OF THE ORGANIZATION
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	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.

	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	MENTIONED 3.2	UNIVERSITY SHOULD BRIEFLY DESCRIBE THE PROGRAMS AND/OR SPECIFIC ACTIVITIES THAT WILL BE IMPLEMENTED AS PART OF THE STRATEGIC APPROACH. THIS PART MUST BE FILLED SEPERATELY
4 Appendices	MENTIONED 3.2	UNIVERSITY SHOULD BRIEFLY DESCRIBE THE PROGRAMS AND/OR SPECIFIC ACTIVITIES THAT WILL BE IMPLEMENTED AS PART OF THE STRATEGIC APPROACH. THIS PART MUST BE FILLED SEPERATELY
ACTION PLAN	Missing	ACTION PLAN SHOULD BE PREPARED AND ADDED IN THE GIVEN FORMAT

INSPIRE WP3
STRATEGIC PLAN ASSESSMENT FORM
University of Sumer
Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	Empty	UNIVERSITY SHOULD FILL THIS PART
Acknowledgements	Empty	UNIVERSITY SHOULD FILL THIS PART
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1 Introduction

1.1 Organization	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)	DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.

1.2 Objectives of the strategic planning process	The objectives of the strategic planning process are to: • Achieving the vision of the University of Sumer.<Insert objective> • Providing high quality educational services.	IN THIS PART, THE OBJECTIVES OF THE STRATEGIC PLANNING TIME SHOULD BE ORDERED IN MORE DETAIL.
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)	IN THIS SECTION, RESPONSIBLE PERSONS AT ALL LEVELS OF PARTICIPATING IN STRATEGIC PLANNING ACTIVITY, THE STRUCTURE OF THE STRATEGIC PLANNING COMMITTEE, THE ACTIVITY EXECUTION METHODOLOGY MUST BE EXPLAINED.
2 Organisational Profile	EMPTY	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.
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.	VISION STATEMENT OF THE UNIVERSITY SHOULD DESCRIBE THE DESIRED LONG-TERM RESULTS OF UNIVERSITY'S EFFORTS. VERY LONG. THE VISION STATEMENT CAN BE RE-ASSESSED TO FOCUS ON A CLEARER OBJECTIVE, AT THE END OF THE STRATEGIC PLANNING PROCESS, ITS TARGETED POINT.
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	THE THREE PARTS OF A MISSION STATEMENT ARE:

	research and scientific studies sober in a manner that serves the community.	MISSION AND PURPOSE: THE MAIN REASON A COMPANY EXISTS. ITS PURPOSE IN A BROAD SENSE.
		VALUES: THE CORE VALUES THAT DRIVE EVERYDAY DECISIONS AND BEHAVIOR IN THE COMPANY.
		GOALS: WHAT THE COMPANY HOPES TO ACHIEVE BY STICKING CLOSE TO ITS MISSION AND VALUES.
		UNIVERSITY SHOULD PREPARE A SHORT AND MEANINGFUL MISSION STATEMENT COVERING THESE THREE PARTS.
		VERY LONG. THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
2.3 Values	• the responsibility • The good manners • Excellence • Teamwork and Collaboration • Efficiency and effectiveness	WELL LISTED. CAN BE EXPANDED.

	• Equality of opportunity, justice and equality at work	
	• Continuous development and improvement	
2.4 Current approach	▪ Application of AACSB Accreditation Standards in the College of Business and Economics.	THE CURRENT APPROACH OF THE UNIVERSITY SHOULD BE EXPLAINED IN MORE DETAIL.
	▪ 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 university's lack of independence in Admission and registering students in its academic programs	A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.

⬜ 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

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.

A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL.

A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE

	• 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.>	METHODS USED TO GET THE INTENDED OUTCOME. GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED. UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.2 Objectives	• 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	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
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.	ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED. THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.

	• 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.	
3.4 Key indicators	NOT EXISTED	THESE PARTS SHOULD ALSO BE FILLED AS EXPLAINED ON THE FORM.
3.5 Target groups	NOT EXISTED	
3.6 Strategic approach	NOT EXISTED	
3.7 Programs / activities	NOT EXISTED	
4 Appendices		
ACTION PLAN	MISSING	ACTION PLAN SHOULD BE PREPARED AND ADDED

INSPIRE WP3
STRATEGIC PLAN ASSESSMENT FORM
University of Mosul
Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	COMPLETED	COMPLETED
Acknowledgements	COMPLETED	COMPLETED
Contents	COMPLETED	COMPLETED
1 Introduction		
1.1 Organization	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	EXTENSIVE INFORMATION IS PROVIDED BY THE UNIVERSITY. DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.

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 | IN THIS PART, THE OBJECTIVES OF THE STRATEGIC PLANNING TIME SHOULD BE ORDERED IN MORE DETAIL. |

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 | IN THIS SECTION, INFORMATION ABOUT THE STRATEGIC PLANNING COMMITTEE HAS BEEN PROVIDED BY THE UNIVERSITY.

THERE IS NO SUFFICIENT EXPLANATION ON THE METHOD TO BE FOLLOWED BY THE COMMITTEE IN THE REPORT PREPARED BY THE UNIVERSITY.

IN THIS SECTION, RESPONSIBLE PERSONS AT ALL LEVELS OF PARTICIPATING IN STRATEGIC PLANNING ACTIVITY, THE STRUCTURE OF THE STRATEGIC PLANNING COMMITTEE, THE ACTIVITY EXECUTION METHODOLOGY MUST BE EXPLAINED. |

	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	EMPTY	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.
2.1 Vision	International pioneering and distinction in our innovative knowledge and original values	VISION STATEMENT SHOULD BE A SHORT, ONE OR MAXIMUM TWO SENTENCE STATEMENT. THE VISION STATEMENT CAN BE RE-ASSESSED TO FOCUS ON A CLEARER OBJECTIVE, AT THE END OF THE STRATEGIC PLANNING PROCESS, ITS TARGETED POINT.
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	THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A

	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.	SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
2.3 Values	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	TEXT PROVIDED BY THE UNIVERSITY IS NOT RELATED TO THE VALUES. UNIVERSITY'S VALUES SHOULD BE LISTED IN THIS SECTION.

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	THE CURRENT APPROACH OF THE UNIVERSITY SHOULD BE EXPLAINED IN MORE DETAIL.

2.5 Current challenges	lecturers staff	A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.
	⬚ 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	
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	A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL. A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME. GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED. UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.2 Objectives	Within 3 years the organisation aims to achieve the following objectives: ⬚ Developing and updating the organizational structure of the university.	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN

	⬜ 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.	GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.3 Actions	BLANK	ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED.

		THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.
3.4 Key indicators	BLANK	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION
3.5 Target groups	BLANK	TARGET GROUPS CAN BE EXPANDED TO INCLUDE NOT ONLY MICRO ENVIRONMENTAL ELEMENTS, BUT ALSO THE MACRO ENVIRONMENT.
3.6 Strategic approach	BLANK	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.
3.7 Programs / activities	BLANK	THE PROGRAMS TO BE CREATED STEP BY STEP SHOWING THE IMPLEMENTATION OF THE STRATEGIC PLAN SHOULD BE ANNOUNCED.
4 Appendices		
ACTION PLAN	MISSING	ACTION PLAN SHOULD ALSO BE PREPARED AND ADDED IN THE GIVEN FORMAT

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

Basrah University for Oil and Gas

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	COMPLETED	COMPLETED
Acknowledgements	COMPLETED	COMPLETED
Contents	COMPLETED	COMPLETED
1 Introduction		
1.1 Organization	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.	DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.
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.	IN THIS PART, THE OBJECTIVES OF THE STRATEGIC PLANNING TIME SHOULD BE ORDERED IN MORE DETAIL.

	• 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..	IN THIS SECTION, RESPONSIBLE PERSONS AT ALL LEVELS OF PARTICIPATING IN STRATEGIC PLANNING ACTIVITY, THE STRUCTURE OF THE STRATEGIC PLANNING COMMITTEE, THE ACTIVITY EXECUTION METHODOLOGY MUST BE EXPLAINED.
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.	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.

	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.	VISION STATEMENT DESCRIBES THE DESIRED LONG-TERM RESULTS OF YOUR COMPANY'S EFFORTS VISION STATEMENT SHOULD BE A SHORT, ONE SENTENCE STATEMENT. THE VISION STATEMENT CAN BE RE-ASSESSED TO FOCUS ON A MORE CLEAR OBJECTIVE, AT THE END OF THE STRATEGIC PLANNING PROCESS, ITS TARGETED POINT.

	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.	THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.

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.	TEXT PROVIDED BY THE UNIVERSITY IS NOT RELATED TO THE VALUES. UNIVERSITY'S VALUES SHOULD BE LISTED IN THIS SECTION.
	As the university sought to invest its existing strengths in reducing weaknesses and overcoming them according to the available capabilities and with the efforts and concerted efforts of its cadres in making more giving to evaluate the course of the university's work. According to a well-studied scientific administrative perspective, the university was able to carry out its career with great vigour.	

strength point

1. The presence of a database and modern information systems at the university.
2. The presence of efficient and qualified human cadres with various specializations.
3. The presence of a clear vision, mission, values and strategic objectives, which are reviewed periodically.
4. University leaders have the necessary powers to carry out the tasks.
5. The university and colleges have a job description guide for all teachers and employees.
6. The university has clear written policies and procedures for its accounting operations.

7. The university provides opportunities to send its members abroad for missions, fellowships, study leave and scientific conferences.

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

2.4 Current approach	BUOG believes that academic education has the main role in the development of the country by providing it with qualified scientific and knowledgeable cadres. Therefore, our university sought to qualify professional cadres armed with science and knowledge in their field of specialization, and the fact that our university is specialized in the field of oil and gas, which is the main tributary to the economy of our beloved country and the wealth of future generations. Our university has been keen to make every effort to qualify the leading cadres in this field	THE CURRENT APPROACH OF THE UNIVERSITY SHOULD BE EXPLAINED IN MORE DETAIL.

	for the optimal investment of these wealth that contribute to the prosperity and prosperity of the country.	
2.5 Current challenges	1. Direct competition from neighbouring universities. 2. Double the budget allocated to the university. 3. Weak community contribution to the financing of public education institutions. 4. Weak connection between the scientific research system and the needs of society. 5. The opportunities offered by (private sector companies) to a large selection of faculty members to leave work at the university and work for them with great privileges. 6. Not having enough grades to appoint new administrators and technicians.	A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.
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	A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL. A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME. GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED.

	programs for their teaching and learning skills and continuous training to apply these strategies with the required efficiency.	UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.2 Objectives	Among the most important priorities of the objectives that BUOG aspires to, can be listed as follows: 1. Established the evening study of the College of Oil and Gas Engineering and the College of Industrial Management of Oil and Gas. 2. Initiate the Department of Geological Engineering and Petroleum Exploration in the College of Oil and Gas Engineering. 3. Establish the College of Oil and Gas Extractive Operations Engineering, which includes the Departments of Oil and Gas Engineering, and the Department of Geological Engineering and Oil Exploration. 4. Establish the College of Engineering for Oil and Gas Transformational Operations, which includes the departments of Chemical Engineering, Oil Refining, Polymer Engineering and Petrochemicals. 5. Creation of the Department of Oil and Gas Economics and the Department of Oil Projects Management within the College of Industrial Management of Oil and Gas. 6. Presenting preliminary studies and proposals to open postgraduate studies within the university's faculties. 7. Opening a special advisory office at the university's presidency that includes conducting studies and consulting contracts in the fields of oil	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.

	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.	ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED.
	2. Completing the buildings of the faculties inside the university.	THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.
	3. Improving student services and activities.	
	4. Paying attention to the green spaces of the university and colleges.	
	5. Establishing scientific and educational student forums.	
	6. Encouraging distinguished scientific research in educational or research institutions.	
	7. Attention to the quality of scientific research outputs.	
	8. Encouraging publication in magazines and websites with academic credibility and reputation.	

9. Encouraging faculty members to achieve global knowledge dissemination for the educational and research institution.

10. Providing a positive scientific environment that attracts distinguished scholars and researchers to work in educational and research institutions and interact with promising national competencies.

11. Raising the level of awareness of the university's affiliate towards the importance of distinguished scientific research.

12. The increasing turnout of faculty members to publish electronic lectures.

13. Interest in the work of the electronic library for students.

14. Using specialized programs in the field of university software and applying them in university departments and joints (human resources programs, examination committees, postgraduate studies and others).

15. Connecting the university presidency and its faculties with an electronic network (the Internet).

16. Postgraduate studies represent the top of the educational pyramid, because of their great importance in enriching society with researchers and scholars, and centers of expertise that contribute to finding solutions related to all societal problems. Postgraduate studies are programs responsible for achieving progress and advancement for societies in various fields, and what increased their importance at the time. The current speed of knowledge flow, which calls for its development for the following reasons:

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

competition, and university institutions are among the most important institutions concerned.

• To develop human resources by preparing researchers who are able to lead the future and who acquire the knowledge, skills and attitudes that qualify them to deal with the era of the knowledge economy.

| **3.4 Key indicators** | Achievement of the objectives will be measured using the following key indicators:

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

 1.2. Encouraging, supporting and investing scientific research in the national economy:

 • Benefit from the sponsorship program and creators.

 • Publishing at least one academic product per year for faculty members at the university.

 • Directing students' graduation projects to flow into the course of applied and practical research to serve the community.

 • Holding conferences, symposia, seminars and scientific sessions at the university level and its faculties, according to its scientific specializations, and finding out what it needs of scientific research that can serve its projects and improve its performance. | KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION |

	• 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	TARGET GROUPS CAN BE EXPANDED TO INCLUDE NOT ONLY MICRO ENVIRONMENTAL ELEMENTS, BUT ALSO THE MACRO ENVIRONMENT.

programs for their teaching and learning skills and continuous training to apply these strategies with the required efficiency.

3.6 Strategic approach	The strategy of BUOG is distinguished by being specialized in the field of oil, gas, in the fields of energy in general. Due to this sector of great importance at the local and global levels, so it took measures at the beginning of its establishment that its outputs should be qualitative in terms of the scientific and knowledge level, and it attracted graduate students from the Ministry of Education at high rates, which in turn was reflected on raising the scientific level of the university, which in turn was reflected in raising the scientific level of students and the increasing demand and desire for the outputs of the Ministry of Education to complete their studies. The BUOG believes that academic education has the main role in the development of the country by providing it with qualified scientific and knowledgeable cadres. Therefore, BUOG sought to qualify professional cadres armed with science and knowledge in their field of specialization, and the fact that our university is specialized in the field of oil and gas, which is the main tributary to the economy of our beloved country and the wealth of future generations. BUOG has been keen to make every effort to qualify the leading cadres in this field for the optimal investment of these wealth that contribute to the prosperity and prosperity of the country.	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.

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.	THE PROGRAMS TO BE CREATED STEP BY STEP SHOWING THE IMPLEMENTATION OF THE STRATEGIC PLAN SHOULD BE ANNOUNCED.
4 Appendices		
ACTION PLAN	DONE	DONE

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

Southern Technical University

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

	UNIVERSITY'S PLAN	ASSESSMENT
Cover Page	COMPLETED	COMPLETED
Acknowledgements	COMPLETED	COMPLETED
Contents	COMPLETED	COMPLETED

1 Introduction

1.1 Organization	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	DETAILED UNIVERSITY ORGANIZATION SHOULD BE PROVIDED IN THIS FIELD INCLUDING ORGANIZATIONAL CHARTS.

	⬚ 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	IN THIS PART, THE OBJECTIVES OF THE STRATEGIC PLANNING TIME SHOULD BE ORDERED IN MORE DETAIL.

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	IN THIS SECTION, RESPONSIBLE PERSONS AT ALL LEVELS OF PARTICIPATING IN STRATEGIC PLANNING ACTIVITY, THE STRUCTURE OF THE STRATEGIC PLANNING COMMITTEE, THE ACTIVITY EXECUTION METHODOLOGY MUST BE EXPLAINED.
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.	IN THIS SECTION, THE PROFILE OF THE UNIVERSITY MUST BE GIVEN WITH A PERSPECTIVE FROM THE PAST TO THE PRESENT.
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.	VISION STATEMENT SHOULD BE A SHORT, ONE SENTENCE STATEMENT. THE VISION STATEMENT CAN BE RE-ASSESSED TO FOCUS ON A MORE CLEAR OBJECTIVE, AT THE END OF THE STRATEGIC PLANNING PROCESS, ITS TARGETED POINT.
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.	THE MISSION STATEMENT SHOULD BE KNOWN AND ADOPT BY STUDENT AND EMPLOYEES AT ALL LEVELS OF THE UNIVERSITY. LOOKING FROM THIS PERSPECTIVE, A SHORT MISSION STATEMENT CLEARED FROM SUBSTITUTE WORDS CAN BE CREATED.
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	TEXT PROVIDED BY THE UNIVERSITY IS NOT RELATED TO THE VALUES. UNIVERSITY'S VALUES SHOULD BE LISTED IN THIS SECTION.

	● 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	THE CURRENT APPROACH OF THE UNIVERSITY SHOULD BE EXPLAINED IN MORE DETAIL.
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.	A DETAILED SWOT ANALYSIS SHOULD BE INCLUDED HERE.

3 Plan

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	A GOAL IS AN ACHIEVABLE OUTCOME THAT IS GENERALLY BROAD AND LONGER TERM WHILE AN OBJECTIVE IS SHORTER TERM AND DEFINES MEASURABLE ACTIONS TO ACHIEVE AN OVERALL GOAL. A GOAL IS A SHORT STATEMENT OF THE DESIRED OUTCOME TO BE ACCOMPLISHED OVER A LONG TIME FRAME, USUALLY THREE TO FIVE YEARS. IT IS A BROAD STATEMENT THAT FOCUSES ON THE DESIRED RESULTS AND DOES NOT DESCRIBE THE METHODS USED TO GET THE INTENDED OUTCOME. GOALS CAN BE TIME-BOUND, OUTCOME-ORIENTED, AND PROCESS-ORIENTED.

		UNIVERSITY'S GOALS SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
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	OBJECTIVES ARE SPECIFIC, ACTIONABLE TARGETS THAT NEED TO BE ACHIEVED WITHIN A SMALLER TIME FRAME, SUCH AS A YEAR OR LESS, TO REACH A CERTAIN GOAL. OBJECTIVES DESCRIBE THE ACTIONS OR ACTIVITIES INVOLVED IN ACHIEVING A GOAL. UNIVERSITY'S OBJECTIVES SHOULD BE REASSESSED REGARDING ISSUES LISTED ABOVE.
3.3 Actions	o Envision by using the data to plan and make a strategic plan o Engage the university with other international universities to build the academic place around the world o Educate the new joining members to help the university to achieve the strategic procedure o Earmark the expert outcomes to achieve the development for the required fields o 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.	ACTIONS ARE SHORT-TERM STEPS TO BE TAKEN ON THE PATH TO THE PURPOSE. THEY SHOULD BE TIME-ORIENTED AND MEASURED. THE ACTIONS OF THE UNIVERSITY CAN BE RE-ASSESSED FROM THIS PERSPECTIVE.
3.4 Key indicators	Established; Build; Satisfied & Achieved	KEY INDICATORS MUST BE PLANNED SEPARATELY FOR EACH MEASUREABLE ACTION

3.5 Target groups	Academic, Technical & Administrative Staffs, and Students.	TARGET GROUPS CAN BE EXPANDED TO INCLUDE NOT ONLY MICRO ENVIRONMENTAL ELEMENTS, BUT ALSO THE MACRO ENVIRONMENT.
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.	ON THIS PART UNIVERSITY SHOULD DESCRIBE THE OVERALL APPROACH THAT WILL BE USED TO ACHIEVE THE OBJECTIVE.
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.	THE PROGRAMS TO BE CREATED STEP BY STEP SHOWING THE IMPLEMENTATION OF THE STRATEGIC PLAN SHOULD BE ANNOUNCED.
4 Appendices		
ACTION PLAN	Not Included	ACTION PLAN SHOULD ALSO BE PREPARED IN THE GIVEN FORMAT.

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

Al Karkh University

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

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	Strategic Plan Document not provided by university	

INSPIRE WP3

STRATEGIC PLAN ASSESSMENT FORM

Basrah University

Assessment report prepared by: Assoc.Prof. Ilkay KARADUMAN **, approved by:** Prof. Celal Nazim IREM

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