



Innovative Governance Practices
in the Higher Education Institutions

DOCUMENT TITLE:
**Report on the field visits
at the EU universities**



About INsPIRE

The overarching goal of INsPIRE is to support, through the cooperation of European institutions, the rebuilding, modernization, and internationalization of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems. Due to the recent crisis and political economic situation, the current higher education system requires a strong intervention to face the weakness of the existing governance system. To institutionalize good governance practices in Iraqi HEIs, which also means enforcing institutional values such as autonomy, accountability, participation, and internationalization, as well as implementing well-structured management systems, will contribute to the development of Iraqi HIEs helping them to meet the international standards.

The aim of the project is to support HEIs in Iraq in order to make them capable of establishing a modern governance framework through the adoption of innovative practices. The **specific objectives** of INsPIRE are the following:

- Enhancing good governance, management and accountability practices in the HEIs
- Establishing a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans
- Strengthening the international relations management within the HEIs
- Improving participation in strategic planning and development activities for non-university actors and non-state actors

More at

www.projectinspire.eu

Project Partners

- [University of Siena](#), Italy (coordinator)
- [Bologna University](#), Italy
- [Evora University](#), Portugal
- [Aydin Istanbul University](#), Turkey
- [UNIMED- Mediterranean Universities Union](#), Italy
- [University of Mosul](#)
- [University of Baghdad](#)
- [University of Basrah](#)
- [Al-Furat Al-Awsat Technical University](#)
- [University of Sumer](#)
- [Al-Qasim Green University](#)
- [University of Basrah Oil and Gas](#)
- [Al Karkh University for Science](#)
- [Southern Technical University](#)
- [Wasit University](#)
- [Ministry of Higher Education and Scientific Research 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	D2.3 Report on the field visits at the EU universities
Work package	WP2 Training and capacity building activities for internal staff in quality assurance and strategic planning
Date of Delivery	January 2023
Confidentiality Status	Public
Author (Partner Institution)	University of Evora
Abstract (for dissemination)	The document reports on the field visits performed in presence at the University of Siena and the University of Evora, and virtually at the Istanbul Aydin University.



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of the European Union

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Introduction

As the final step of the Capacity Building action for the benefit of Iraqi universities, some study visits have been arranged. In November 2022, the Iraqi colleagues travelled to Italy and Portugal. On January 2023, the Istanbul Aydin University organized a virtual visit, since it was impossible (due to political reasons) for Iraqis to officially travel to Turkey.

In November 2022, 30 academic staff members from Iraqi universities and 4 representatives from the Iraqi Ministry of Higher Education and Scientific Research participated in a circular field visit at two of the EU university partners in the framework of the INsPIRE project, the University of Siena and the University of Evora. The visits took place on November 14-15, 2022, in Siena, and on November 17-18 in Evora.

The Iraqi colleagues were university Rectors, vice-Rectors, Quality Assurance Directors and academics from different fields. The field visits were organized as an occasion for further training, so as to have the opportunity to compare their ways of implementing procedures and mechanisms in key areas such as the implementation of quality standard, the management of the internationalisation units, the management of research activities, the gender equality policies, academic services and more. The field visits saw the participation of a large number of trainers on behalf of the hosting universities, with the purpose of sharing experiences and go in depth into the institutional mechanism, to fully understand how to implement in practice university procedures and strategic decisions.

Finally, since it was not possible for the Iraqi colleagues to travel to Turkey, the Istanbul Aydin University offered the possibility to conduct a virtual visit to their offices. An online event was organized on January 9th, 2023. The meeting was very well-conducted and informative. The programme saw the participation of 7 out of the 11 Iraqi Partners (University of Baghdad, University of Basrah, Al-Furat Al-Awsat Technical University, Al-Qasim Green University, University of Basrah Oil and Gas, Southern Technical University, Wasit University), and 4 trainers: Prof. Celal Nazim Irem, Dean of Economics and Administrative Science Faculty, Prof. Mehmet Hakan Keskin, the Vice-Chancellor, Prof. Ayse Deniz Ozkan, Vice-Director of International Academic Relations, Assist.Prof. Meric Kilinc, Quality Expert.

The meeting allowed the Iraqi colleagues to learn how different offices work at the Istanbul Aydin University, and compare practices and mechanisms between the Iraqi system, the Turkish one, the system in Italy and in Portugal. Moreover, they had the chance to reflect about autonomy, management, strategic planning and quality assurance. The meeting completed the training path of Iraqi universities, taking benefit from the experiences of the European partners.

Field visit to the University of Siena and University of Evora

In November 2022, 30 academic staff members from Iraqi universities and 4 representatives from the Iraqi Ministry of Higher Education and Scientific Research participated in a circular field visit at two of the EU university partners, the University of Siena and the University of Evora.

The visits took place on November 14-15, 2022, in Siena, and on November 17-18 in Evora.

Main topics of the visits were Quality Assurance, Gender and equality policies and practices, Control and quality processes, Knowledge Transfer, Cooperation, Innovation Strategic Orientation, Academic Service, Project Management, etc. The visit was also a great occasion for networking.

More than 15 trainers and presenters were involved in the filed visits.

43 participants took place in the visits, of which 34 Iraqi beneficiaries.

The Iraqi colleagues were university Rectors, vice-Rectors, Quality Assurance Directors and academics from different fields. The field visits were organized as an occasion for further training, so as to have the opportunity to compare their ways of implementing procedures and mechanisms in key areas such as the implementation of quality standard, the management of the internationalisation units, the management of research activities, the gender equality policies, academic services and more. The field visits saw the participation of a large number of trainers on behalf of the hosting universities, with the purpose of sharing experiences and go in depth into the institutional mechanism, to fully understand how to implement in practice university procedures and strategic decisions.



Innovative Governance Practices in the Higher Education Institutions in Iraq

Agenda visit at the University of Siena

INsPIRE

« *«INnovative governance Practices for
Higher Education Institutions in Iraq»* »

Field Visit at the University of Siena

Siena, 14-15 November 2022

AGENDA



Innovative Governance Practices in the Higher Education Institutions in Iraq

Monday, 14 November 2022
09.30 – 16.30

Venue: University of Siena, Historical Hall of the Rectorate, Via Banchi di Sotto, 55

09:30 – 10:00	<i>Arrival and registration of participants</i>
	Institutional greetings
	Prof. Riccardo Mussari, Project Coordinator
	Prof. Roberto di Pietra, Rector of the University of Siena
10:00 – 10:30	Prof. Ciro Corvese, Head of the Business and Law Department of the University of Siena
	Prof. Moneer Al Saadi, Rector of Baghdad University
10:30 – 11:15	Managing Quality Assurance at the University of Siena: Part I
	Quality Assurance Office of the University of Siena
11:15 – 11:45	<i>Coffee break</i>
11:45 – 12:30	Managing Quality Assurance at the University of Siena: Part II
	Quality Assurance Office of the University of Siena
12:30 – 13:00	Open discussion: Q&A
13:00 – 14:15	<i>Lunch</i>
14:15 – 15:20	Gender and equality policies and practices at the University of Siena: Part I
	Central Committee for the promotion of equal opportunities at the University of Siena
15:20 – 16:10	Gender and equality policies and practices at the University of Siena: Part II
	Central Committee for the promotion of equal opportunities at the University of Siena
16:10 – 16:30	Open discussion: Q&A
20.00	SOCIAL DINNER <i>Ristorante San Desiderio, Piazza L. Bonelli n.2</i>



Innovative Governance Practices in the Higher Education Institutions in Iraq

Tuesday, 15 November 2022

09.30 – 16.30

Venue: University of Siena, Historical Hall of the Rectorate, Via Banchi di Sotto, 55

09:30 – 10:00	<i>Arrival and registration of participants</i>
10:00 – 10:45	Project INsPIRE: where are we now and what is next Riccardo Mussari, University of Siena
10:45 – 11:00	Open discussion: Q&A
11:00 – 11:30	<i>Coffee break</i>
11.30 – 12.30	INsPIRE Financial Management Céline Michèle Aline Vivier, University of Siena & Orlando Luca, UNIMED
12:30 – 13:00	Open discussion: Q&A
13:00 – 14:15	<i>Lunch</i>
14:15 – 15:00	Internal control and quality processes at the University of Siena: Part I Independent evaluation office at the University of Siena
15:00 – 16:00	Internal control and quality processes at the University of Siena: Part II Independent evaluation office at the University of Siena
16:00 – 16:30	Open discussion: Q&A
16.30 – 17.00	Certificates
<hr/> <i>FREE DINNER</i> <hr/>	

Wednesday 16 November 2022

Transfer from Siena to Evora



Innovative Governance Practices in the Higher Education Institutions in Iraq

Agenda visit at the University of Siena

«INnovative governance Practices
for Higher Education Institutions in Iraq »

Field Visit at the University of Évora
Évora, 17-18 November 2022

AGENDA

Thursday, 17 November 2022

09.00 – 17.00

Venue: University of Evora, Historical building, Palácio do Vimioso – Sala 205
Largo Marques de Marialva 8

09:00 – 09:30 *Arrival and Registration of participants*

Welcome and Institutional greetings

- 09.30 – 10.00
- *Professor Doutora Hermínia Vilar – Rector of University of Évora*
 - *Professor Doutor Paulo Queresma – Vice-Rector*
-

The Portuguese Higher Education System

- 10.00 – 10.30
- *Paulo Resende da Silva*
-

University of Évora Quality Assurance System

10.30 – 11.30

11:30 – 12.00 *Coffee break*

Knowledge Transfer, Cooperation, Innovation Strategic Orientation

- 12.00 – 12.30
- *Soumodip Sarkar*
-

12.30 – 14.00 *Lunch*

14.00 – 14.30 *Informal visit to the Colégio do Espírito Santo: Cisterna, Biblioteca, Sala dos Actos, Capela.*

Academic services

- 14:30 – 15.15
- *Academic (student and curriculum) Management - Dr^a Dulce Caldeira*
 - *International Mobility - Dr^a Marina Cordeiro*
-

Science Service and Project Management

- 15:15 – 16:00
- *Science Service and Team Management – Dr^a Cláudia Belchiorinho*
 - *Project Financial and Controlling Management – Dr^a Isália Morais*
-



Innovative Governance Practices in the Higher Education Institutions in Iraq

Final Remarks

16:45 – 17:00

- *Martina Zipoli, UNIMED*
-

SOCIAL DINNER

20:00

Restaurant details will be shared in Evora

Friday, 18 November 2022

09.00 – 17.00

Venue: University of Evora, Historical building, Largo dos Colegiais 2

09:00 – 09:30 *Arrival and Registration of participants, Distribution in groups*

09:30 – 10:30 *Research centres networking*

10:30 – 11:00 *Closing ceremony and certificates*

Friday 18 November 2022

Travel from Evora to Lisbon

Travel back to Iraq

Training resources / Presentations

[Siena Carlo-Citter QA](#)

[Siena Franzi-Donata GEP](#)

[Siena Giovanni-Romano QA](#)

[Siena Guido-Badalamenti Gender-Balance-2022](#)

[Siena Agnetis-Alessandro IEC](#)

[Siena Riccardo-Mussari Where-are-we-now-and-what-is-next](#)

[Evora Quality-Assurance-services-at-UoE](#)

[Evora Welcome-to-Evora](#)

[Evora Knowledge-trasfer-and-innovation-at-UoE](#)

[Evora Portuguese-Higher-Education-System](#)

[Evora UoE Science-and-Cooperation-Services](#)

[Evora UoE SIADAP](#)

[Evora Academic-Services-at-UoE](#)

Pictures



**INSPiRE FIELD VISIT IN SIENA
14-15 NOVEMBER 2022**

 **INSPiRE**
Innovative Governance Practices
in the Higher Education Institutions

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











INSPIRE FIELD VISIT IN EVORA 17-18 NOVEMBER 2022

 **INSPiRE**
Innovative Governance Practices
in the Higher Education InstitutionsCo-funded by the
Erasmus+ Programme
of the European Union

Virtual visit at Istanbul Aydin University

Since it was not possible for the Iraqi colleagues to travel to Turkey, the Istanbul Aydin University offered the possibility to conduct a virtual visit to their offices. An online event was organized on January 9th, 2023. The meeting was very well-conducted and informative.

The programme saw the participation of 7 out of the 11 Iraqi Partners (University of Baghdad, University of Basrah, Al-Furat Al-Awsat Technical University, Al-Qasim Green University, University of Basrah Oil and Gas, Southern Technical University, Wasit University), and 4 trainers: Prof. Celal Nazim Irem, Dean of Economics and Administrative Science Faculty, Prof. Mehmet Hakan Keskin, the Vice-Chancellor, Prof. Ayse Deniz Ozkan, Vice-Director of International Academic Relations, Assist.Prof. Meric Kilinc, Quality Expert.

The meeting allowed the Iraqi colleagues to learn how different offices work at the Istanbul Aydin University, and compare practices and mechanisms between the Iraqi system, the Turkish one, the system in Italy and in Portugal. Moreover, they had the chance to reflect about autonomy, management, strategic planning and quality assurance. The meeting completed the training path of Iraqi universities, taking benefit from the experiences of the European partners.

Agenda Virtual visit Istanbul Aydin University

 ISTANBUL AYDIN UNIVERSITY		Co-funded by the Erasmus+ Programme of the European Union 																				
<h2>INsPIRE WP3 Activity by Istanbul Aydin University</h2>																						
<table border="1"><thead><tr><th colspan="2">Program</th></tr></thead><tbody><tr><td>14.00</td><td>Prof. Dr. Celal Nazim IREM Dean of Economics and Administrative Sciences Faculty</td></tr><tr><td>14.30</td><td>• <i>Opening Speech</i> • <i>Introductory of IAU</i></td></tr><tr><td>14.00</td><td>Prof. Dr. Mehmet Hakan KESKİN Vice-Chancellor</td></tr><tr><td>15.00</td><td>• <i>Centre of Excellence and Quality</i></td></tr><tr><td>15.00</td><td>Ayşe Deniz ÖZKAN Vice-Director of International Academic Relations</td></tr><tr><td>15.30</td><td>• <i>Internationalization and Quality</i></td></tr><tr><td>15.00</td><td>Assist. Prof. Dr. Meriç KILINÇ Quality Expert</td></tr><tr><td>15.30</td><td>• <i>University Strategies and Quality Process</i></td></tr><tr><td>16.00</td><td>Closing speech and thanks</td></tr></tbody></table>			Program		14.00	Prof. Dr. Celal Nazim IREM Dean of Economics and Administrative Sciences Faculty	14.30	• <i>Opening Speech</i> • <i>Introductory of IAU</i>	14.00	Prof. Dr. Mehmet Hakan KESKİN Vice-Chancellor	15.00	• <i>Centre of Excellence and Quality</i>	15.00	Ayşe Deniz ÖZKAN Vice-Director of International Academic Relations	15.30	• <i>Internationalization and Quality</i>	15.00	Assist. Prof. Dr. Meriç KILINÇ Quality Expert	15.30	• <i>University Strategies and Quality Process</i>	16.00	Closing speech and thanks
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<p>*The time for participants from Europe is 12:00 - 14:30, from Iraq and Turkey 14:00 - 16:30</p>																						
 9th of January 2023, Friday	 Meeting ID : 842 5011 6163																					
 14:00 - 16:30 GMT+3	Password : 740771																					

Training resources / Presentations

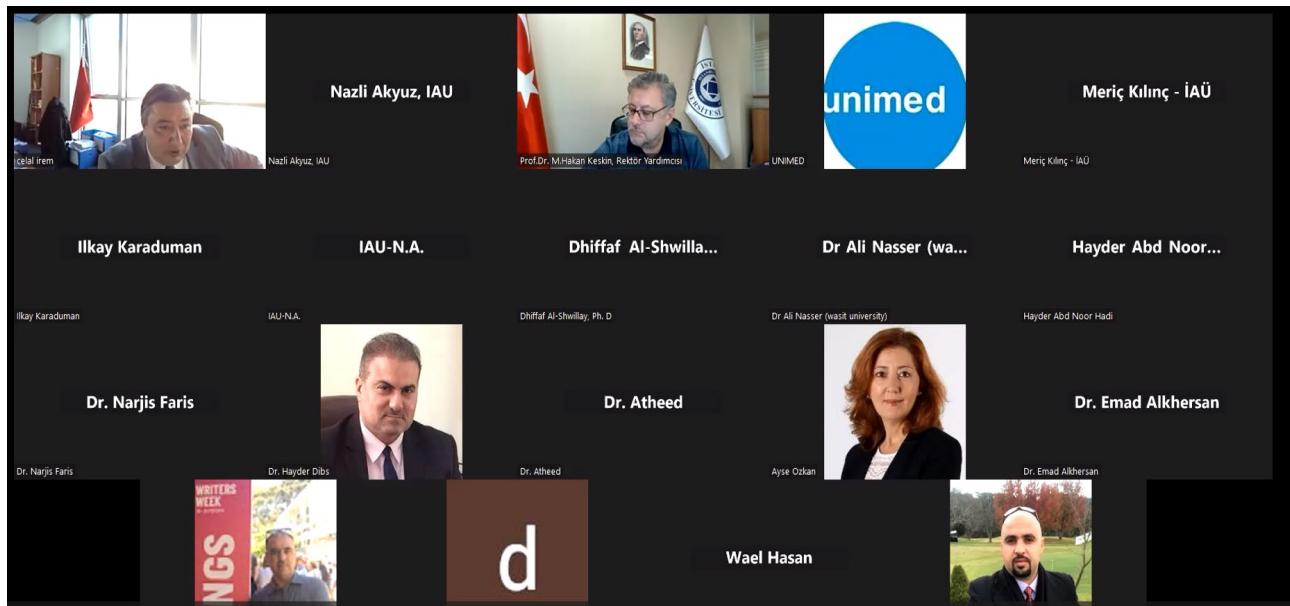
[IAU Center-of-excellence-and-quality](#)

[IAU WP3](#)

[IAU Internationalisation-and-Quality](#)

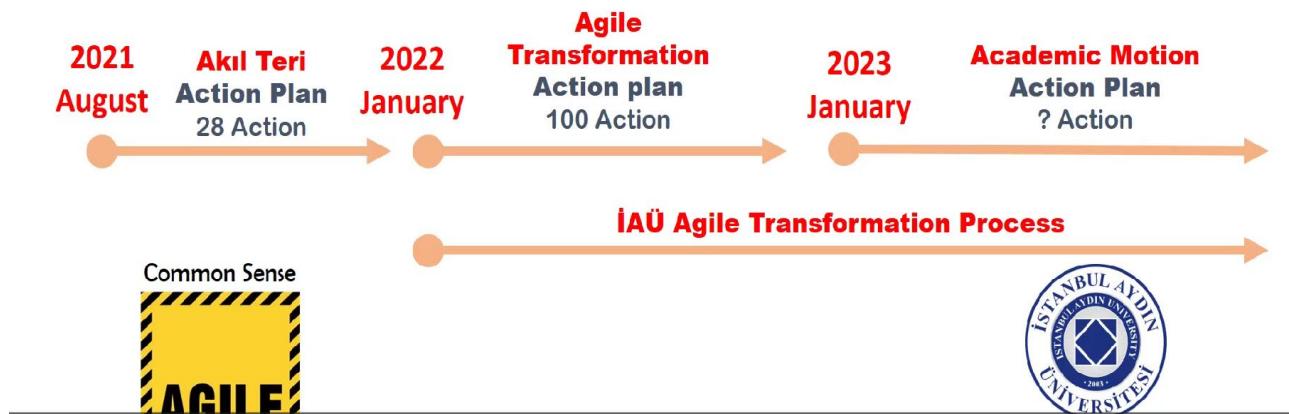
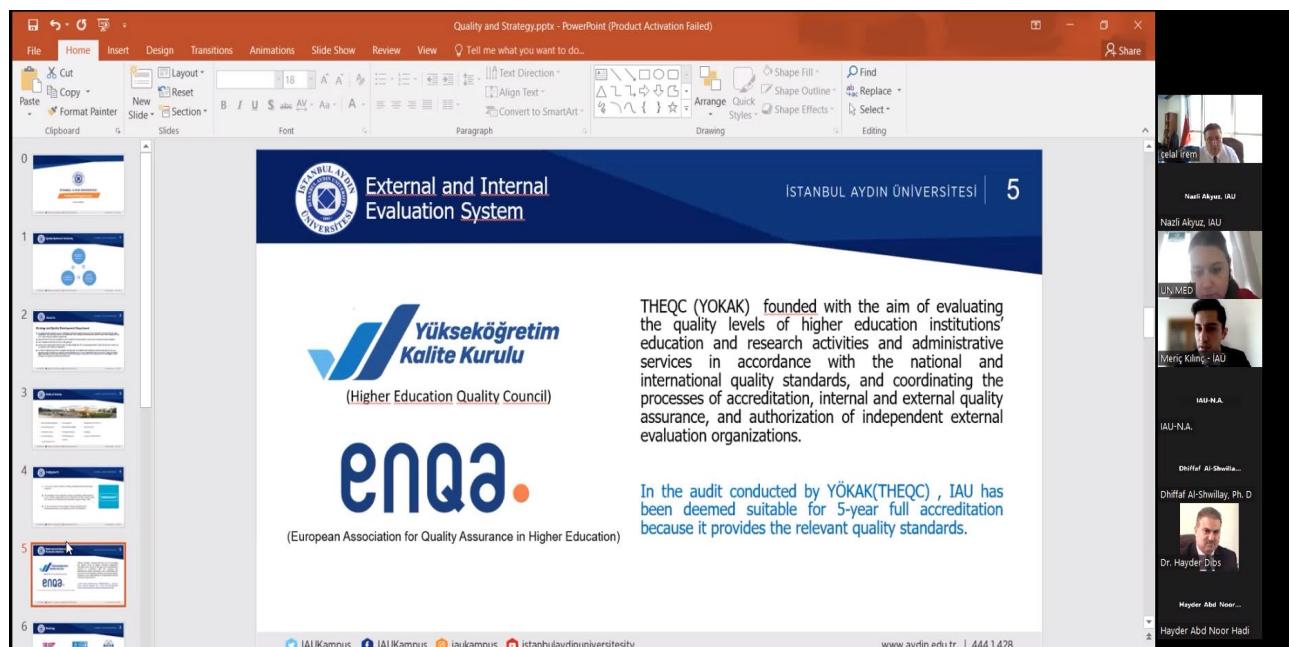
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Pictures





IAU Agile Transformation Process

Quality and Strategy.pptx - PowerPoint (Product Activation Failed)

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External and Internal Evaluation System

İSTANBUL AYDIN ÜNİVERSİTESİ | 5

Yükseköğretim Kalite Kurulu
(Higher Education Quality Council)

enqa.
(European Association for Quality Assurance in Higher Education)

THEQC (YÖKAK) founded with the aim of evaluating the quality levels of higher education institutions' education and research activities and administrative services in accordance with the national and international quality standards, and coordinating the processes of accreditation, internal and external quality assurance, and authorization of independent external evaluation organizations.

In the audit conducted by YÖKAK(THEQC) , IAU has been deemed suitable for 5-year full accreditation because it provides the relevant quality standards.

IAUKampus iaukampus istanbulaydinuniversitesi

www.aydin.edu.tr | 444 1428

Nazi Alayez, IAU
Nazli Alayez, IAU
UN-MED
Meric Kiliç, IAU
IAU-N.A.
Dilek Al-Shwillay, Ph. D
Dr. Hayder Dib
Hayder Abd Noor Hadi

Why internationalization?

Develop intercultural competences of our students

Ability to communicate and act appropriately and effectively across cultural differences

Important soft and transferable skill
Employability skills in the global economy

Global economy requires that people work across borders and different cultures

«**Global citizens**» Civically minded and engaged graduates who understand complex global challenges and can work for solutions together



IAU-N.A.

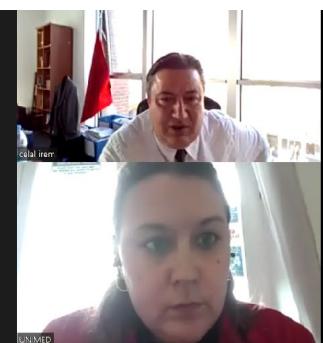


Nazli Akyuz, IAU

Nazli Akyuz, IAU

Dr. Hayder Dibs

Meriç Kılınç - İAU



Dr. Atheed

Meriç Kılınç - İAU



Meriç Kılınç - İAU

UNIMED

Raad Z. Homaa

020814

Dr. Nazli Faris

ATU QA Depart...

İlkay KARADUMAN

Wael Hasan

0002:35

video1457766942





Innovative Governance Practices in the Higher Education Institutions in Iraq

Annex I

Participant List University of Siena

Field Visits University of Siena

Institution	Name	Surname	Email	Position
University of Siena	Riccardo	Mussari	riccardo.mussari@unisi.it	Professor and INSPIRE project Coordinator
University of Siena	Pasquale	Ruggiero	ruggiero@unisi.it	Professor
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University of Baghdad	Omar Faith Hasan	Al-Fatiawi	omar.al-fatiawi@coeng.uobaghdad.edu.iq	Director of Quality Assurance Department
University of Baghdad	Sudad Amer Dayl	Davl	sudaddayl@sc.uobaghdad.edu.iq	Director of Scholarships and Cultural Relations Department
University of Basrah	Saad shaheen hammadi	Altaher	saad.shaheen@uobasrah.edu.iq	Chancellor of University of Basrah
University of Basrah	Murtadha Mohammedsalh Majeed	Almuasafer	murtadha.majeed@uobasrah.edu.iq	College of Medicine Dean
University of Basrah	Atheed Habeeb Taha	Taha	atheed.taha@uobasrah.edu.iq	Director of scholarship and cultural relationship Dept.
University of Mosul	Muneer Salim Taha	A-Badrani	msal-badrany@uomosul.edu.iq	Vice president of University of Mosul
University of Mosul	Mazin Sami Hasan	Hasan	nazensamie@uomosul.edu.iq	Director of quality assurance department / Local coordinator
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University of Sumer	Hatim Abdalkareem Jabber	Al-Shuwaili	dr.hatim77@gmail.com	Assistant Professor Department of Law
University of Wasit	Mutamamed Abd Hajeer	AlDakkeli	dr.mutammed@gmail.com	Local coordinator
University of Wasit	Mazin Hasan Ilasim	Al-Hasany	nrazin@uowasit.edu.iq	Rector of Wasit University
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University of Wasit	Luma Abulumnaaf Raheem	AlMahdi	lama@uowasit.edu.iq	Director of Quality Assurance Dept.
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Ministry of Higher Education and Scientific Research	Noor Subhi Abed	Al-Dulaimi	noorsubhi76@gmail.com	Director of Development and Human Development/MOHESR
Ministry of Higher Education and Scientific Research	Moafaq Sachit Samir	Samir	unorg.scrd@gmail.com	Project supervisor at the Ministry, Department of international projects
Ministry of Higher Education and Scientific Research	Abbas Ghadban Hajj	Alamara	abbas.ghadban83@gmail.com	Head of the Department of students affairs/MOHESR



Innovative Governance Practices in the Higher Education Institutions in Iraq

Annex II

Participant List University of Evora

Field Visits University of Evora

Institution	Name	Surname	Email	Position
University of Siena	Simona	Caramia	simona.caramia@student.unisi.it	
UNIMED	Martina	Zipoli	m.zipoli@uni-med.net	Project Manager
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University of Evora	Maria Eduarda	Miranda	marya_eduarda09@hotmail.com	Intern
Al-Furat Alawsat Technical University	Mudhafer Sadeq Hasan	Al-Zuhairi	mshz005@yahoo.com	Rector of Al-Furat Alawsat Technical University
Al-Furat Alawsat Technical University	Ali Najah Kadhim	Alshamani	Ali.alshamani@gmail.com	Director of Quality Assurance Department
Al-Furat Alawsat Technical University	Hashim Ali Hasab	Hwayazwee	hashim@auu.edu.iq	Director of Scholarships & Cultural Relations Dept.
Al-Karkh University of Science	Thamir Abdulkameer Hasan	Al-Najafi	president@kus.edu.iq	Rector of Al-Karkh University of Science
Al-Karkh University of Science	Bassma Hussain Hamad	Hamad	dr.bassmalmussain@kus.edu.iq	Quality Assurance Dept.
Al-Karkh University of Science	Khalida Ali Thejeel	Al-Sudani	khalidathjeel@kus.edu.iq	Director of scholarships and culture relations Dept. / Local coordinator
Al-Qasim Green University	Hayder Abd Alrazaq Abd	Dilos	Dr.hayderdilbs@wrec.uodasisim.edu.iq	Local coordinator, Faculty of Engineering
Al-Qasim Green University	Mohammad Hadi Mohammad	Al-Hasnawy	mohammad.alhasnawy@qvet.uodasisim.edu.iq	Director of scholarships and cultural relations
Al-Qasim Green University	Hayder Abd Noor Hadi	Alowaidi	hayderabd@uodasisim.edu.iq	Director of Quality Assurance Department
Basrah University for Oil and Gas	Emad Hassan Ridha	Sadah Al-Khersan	emad.alkhersan@buog.edu.iq	Vice-Chancellor of Scientific Affairs
Basrah University for Oil and Gas	Baad Zaalaa Homod	Albiani	raadahmood@yahoo.com	Director of Scholarships and Cultural Relations Dept.
Basrah University for Oil and Gas	Wael Hasan Farhan	Al-Zubaidi	wael.hasan@buog.edu.iq	Computer Center Director
Southern Technical University	Alaa Fareed Abdullaah	Abdullah	alaabotto@stsu.edu.iq	Vice-Chancellor of Scientific Affairs
Southern Technical University	Narjis Faris Abdullah	Abdullah	narjis.faris@stsu.edu.iq	Director of Scholarships & Cultural Relations Dept.
Southern Technical University	Rita Salim Adam	Marderos	dr.ritaadam@stsu.edu.iq	Director of Quality Assurance Dept.
University of Baghdad	Moneer Hameed Tolephih	AL-Qanbar	moneerht@yahoo.com	President of the University of Baghdad
University of Baghdad	Omar Falih Hasan	Al-Fatiawi	omar.al-falawi@coeng.uobaghdad.edu.iq	Director of Quality Assurance Department
University of Baghdad	Sudad Amer Dayl	Dayl	sudaddayl@sc.uobaghdad.edu.iq	Director of Scholarships and Cultural Relations Department
University of Basrah	Saad shaheen hammadi	Altaher	saad.shaheen@uobasrah.edu.iq	Chancellor of University of Basrah
University of Basrah	Murtadha Mohamedsalih Majeed	Almusatafer	murtadha.maiseed@uobasrah.edu.iq	College of Medicine Dean
University of Basrah	Atheed Habeeb Taha	Taha	atheed.taha@uobasrah.edu.iq	Director of Scholarship and cultural relationship Dept.
University of Mosul	Muneer Salim Taha	A-Badrani	msal-badrany@uomosul.edu.iq	Vice president of University of Mosul
University of Mosul	Mazin Sami Hasan	Hasan	mazen.samie@uomosul.edu.iq	Director of quality assurance department / Local coordinator
University of Mosul	Oday Qusay Abdullaader	Abdullaader	odaychalarib@uomosul.edu.iq	Official of scholarship and cultural relations division
University of Sumner	Adel Radhi laber	Jaber	prof.dr.adel@ios.edu.iq	Rector of Sumner University
University of Sumner	Hatim Abdalkareem Jabber	Al-Shuwaili	dr.hatim77@gmail.com	Assistant Professor Department of Law
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University of Wasit	Mazin Hasan Jasim	Al-Hasany	mazin@uowasit.edu.iq	Rector of Wasit University
University of Wasit	Ali Nasser Hilo	Hilo	dralinasser@uowasit.edu.iq	Dean of Engineering College
University of Wasit	Luma Abulmunaf Raheem	Almehdi	lama@uowasit.edu.iq	Director of Quality Assurance Dept.
Ministry of Higher Education and Scientific Research	Sadeq Awad Kadhim	Kadhim	sadiq20610@gmail.com	Deputy general manager directorate of scholarship & cultural relations
Ministry of Higher Education and Scientific Research	Noor Subhi Abed	Al-Dulaimi	noorsubhi76@gmail.com	Director of Development and Human Development/MOHESR
Ministry of Higher Education and Scientific Research	Moafaq Sachit Samir	Samir	unorg.scrds@gmail.com	Project supervisor at the Ministry, Department of international projects
Ministry of Higher Education and Scientific Research	Abbas Ghadhban Haj	Alamara	abbas.ghadhban83@gmail.com	Head of the Department of students affairs/MOHESR



Innovative Governance Practices in the Higher Education Institutions in Iraq

Annex II

Participant List Istanbul Aydin University

Virtual Visit to İstanbul Aydin University

Institution	Name	Surname
İstanbul Aydin University	Meric	Kilinc
İstanbul Aydin University	Celal Nazim	Irem
İstanbul Aydin University	Ayse Deniz	Ozcan
İstanbul Aydin University	Hakan	Keskin
İstanbul Aydin University	Nazli	Akyuz
UNIMED	Martina	Zipoli
University of Baghdad	Dhiffaf	Al-Shwillay
University of Baghdad	Omar Falih	Hassan
Al-Furat Alawsat Technical University	Ali Najah Kadhim	Alshamani
Al-Qasim Green University	Hayder Abd Alrazaq Abd	Dibs
Al-Qasim Green University	Hayder Abd Noor	Hadi
Al-Qasim Green University	Mohammad Hadi Mohammad	Al-Hasnawy
Basrah University for Oil and Gas	Wael Hasan Farhan	Al-Zubaidi
Basrah University for Oil and Gas	Emad Hassan Ridha	Sadah Al-Khersan
Basrah University for Oil and Gas	Raad Zaalan Homod	Albnian
Southern Technical University	Alaa Fareed Abdulahad	Abdulahad
Southern Technical University	Narijs Faris Abdullah	Abdullah
University of Basrah	Atheed Habeeb Taha	Taha
University of Wasit	Ali Nasser Hilo	Hilo