



Strategic Plan Al Farahidi University 2026 – 2021

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Strategic Planning Committee:

The Strategic Planning Committee was formed according to the university order No. **A / 151** on 18/4/2023, consisting of the persons listed below:

1.	Prof. Tarek Hefzy	President of the University	(Chairman)
2.	Assoc. Prof. Raed Khaled Ibrahim	Assistant President for Administrative Affairs	(Member)
3.	Prof. Mohsen Jabr Jowajj	Assistant President for Scientific Affairs	(Member)
4.	Assoc. Prof. Waleed Khaled Ibrahim	Dean of the College of Medical Technology	(Member)
5.	Assoc. Prof. Adnan Naji Jameel	Dean of the College of Technical Engineering	(Member)
6.	Assoc. Prof. Jamal Fadel Tawfiq	Information Technology Division Officer	(Member)
7.	Assoc. Prof. Dr. Ahmed Menem Hassoun	Teaching in the Department of Architecture Engineering	(Member)
8.	Dr. Rabaa Mezher Shaker	Director of Quality Assurance and Academic Accreditation Department	(Member)
9.	Nouf Saad Sultan	Department of Quality Assurance and Academic Accreditation	(Rapporteur)

1. Introduction:

The rehabilitation of educational institutions through the preparation of strategic plans and their implementation according to a specific timetable and the nomination of the authorities responsible for the implementation of each of its paragraphs is necessary for these institutions and work out if they want to continue development and progress to keep pace with the local, regional and global community. The stage of writing a self-evaluation report for the educational institution with all its activities, effectiveness, educational, research, administrative and other operations is the first step to determine the current status of the institution and draw its future path by identifying gaps in performance, weaknesses, and then preparing improvement plans that are formulated and starting to implement them as a second step, as well as enhancing the strengths and excellence of its performance and opportunities available to it. To improve institutional performance and improve the outputs of the educational process in preparation for obtaining accreditation in both institutional and programmatic types after the requirements of the national standards set by the Iraqi Council for Accreditation Engineering Education are achieved.

Metadata about the institution:

Foundation Name University of Alfarahidi

Type : private university

Study Orientations :Medical ,Engineering, Scientific, Administrative, Educational and Media

Study costs: There are morning and evening studies for different tuition fees according to specialization

Academic certificates awarded: Bachelor's degree in the field of specialization

Number of members of the University Council: (15) members, including the President of the University

Year Established : 2012

Geographical location: Iraq - Baghdad - the intersection of Al-Jadriyah Bridge

<http://www.uoalfarahidiuc.edu.iq> the official website and e-mail of the university info@uoalfarahidi.edu.iq

2. The university in brief:

Al-Farahidi University was established to be a scientific, academic and cognitive edifice that supports the university scientific process in our beloved Iraq, and the university obtained the approval of the Council of Ministers and the recognition of the Iraqi Ministry of Higher Education and Scientific Research according to the ministry's letter No. (2678) on (26/5/2013). Where the area of the university is (44) dunums and includes the following faculties:

A. College of Education.

B. Faculty of Mass Communication.

c. Medical Technical College.

d. Technical College of Engineering.

c. College of law.

H. Faculty of Dentistry.

G. Faculty of Pharmacy.

d. College of Administration and Economics.

y. College of Science.

The university has been keen to include a group of professors who are distinguished by experience and scientific knowledge in various medical, engineering, scientific and humanitarian disciplines, which makes the scientific and skill level in our university at high levels. Al-Farahidi University, with its distinguished location, buildings, facilities, sports fields, classrooms, laboratories and specialized studios, creates the scientific atmosphere from multiple and distinct disciplines and exercises its role in preparing specialized cadres and preparing them to serve the country and support the scientific and educational process in our beloved Iraq. The university places on top of its priorities to keep pace with the current and future developments of the times in order to ensure its leadership among the Iraqi official, private, regional and international universities.

The university adopts the regulations and instructions issued by the Iraqi Ministry of Higher Education and Scientific Research and seeks to prepare students academically, technically, professionally and applied by providing them with scientific knowledge and applied experiences and developing their skills. Applied and enlightened by the Arab, Islamic and human heritage to contribute to building an advanced civil society through the preparation of human cadres in scientific and humanitarian disciplines that believe in the unity of the people and the homeland. The university grants a bachelor's degree according to specialization and this certificate is subject to the rules of evaluation of certificates and multiple degrees in the Iraqi Ministry of Higher Education and Scientific Research, which is equivalent to the certificates granted by public universities. Its financial resources and community service.



Figure (1) Pictures showing the development at Al-Farahidi University

3. Preparation for planning:

A. Internal stimuli:

First . Great attention to the items of the strategic plan and its implementation according to the proposed timetable and entrusting this to the responsible authorities with the provision of the necessary funding for the implementation of the plan's projects.

Secondly. Attention to setting objective criteria for the selection of academic leaders (branch head, department head, department rapporteurs, as well as administrative leaders (university president, assistants, deans and their assistants, directors of the center and administrative departments) and within the requirements of the organizational structure and the points system.

Thirdly. Updating curricula to meet the requirements of the labor market and in coordination with government universities and colleges.

Fourthly. Activating the agreements concluded and concluding new agreements with reputable international institutions to implement mutual programs that include, joint supervision, participation in discussions, visiting professors, conducting joint research and organizing joint practical events such as conferences, seminars and workshops.

Fifthly. Giving great importance to training courses and the target groups of teachers, technicians and employees in different disciplines in order to improve their performance.

Sixthly. Honoring teachers, employees and technicians who are distinguished from their peers.

Seventhly. Seeking to make the ratio (student / professor) close to the required percentages in the national classification by attracting distinguished professors and allowing holders of master's and bachelor's degrees to complete their postgraduate studies.

Eighth . Emphasizing the students' acquisition of the required skills that meet the requirements of the labor market through joint coordination between all parties (student, university professor, university leadership, employers).

Ninth . Improving the media level of the university through:

A. University Website

b. Social networking pages of the university, colleges and departments.

c. Al-Farahidi Satellite Channel.

tenth. Expanding the application of self-learning strategies in addition to updating learning strategies to acquire students the required skills.

Eleventh. Allocating awards for outstanding students in each stage, as well as monitoring awards for distinguished students at the level of extracurricular activities.

Twelfth. Work to increase green spaces and establish recreational centers for students and take their opinions on the university services provided to them.

Thirteenth. Improving and updating laboratories (equipment, infrastructure and technical staff) according to the number of students.

Fourteenth. TRYING TO LINK THE CENTRAL LIBRARY AND DEPARTMENT LIBRARIES WITH THE DATABASES OF INTERNATIONAL PUBLISHING HOUSES (SPRINGER ELSEVIER, ECT. • Through financial allocations.

Fifteenth. Increasing the number of students admitted to the university according to the absorptive capacity through the expansion of the university's infrastructure of classes and student services.

Sixteenth. Spreading the principles and basics of quality assurance among all members at the university.

Seventeenth. Financial planning should be aligned with the strategic plan and not isolated from it.

b. External stimuli:

First. The university seeks to be internationally known through the quality of its graduates, the quality of its services, and the quality of scientific research carried out by its teaching and research staff.

Secondly. Seeking to obtain institutional accreditation as well as program accreditation under national standards in preparation for obtaining program accreditation by reputable international accredited institutions .

Thirdly. Bridging the gap between the university and its various departments, the labor market and the beneficiaries in order to provide university services.

Fourthly. Diversifying the sources of income for the university.

Fifthly. Continuous improvement of the quality of university services provided to the community such as conducting laboratory tests, training courses and consulting services.

Sixthly. Ensure that students obtain the required skills as well as develop the skills, knowledge and abilities of graduates in line with the requirements of the labor market.

Seventhly. Activating the current agreements with various scientific and international institutions and concluding twinning agreements between the university and reputable international universities.

Eighth. Giving a role to old graduates and employers in developing curricula in line with developments in the requirements of the labor market

Ninth. Bridging the gap between the university and its various departments and working with the beneficiaries in order to provide university services.

Tenth . Expanding the base of university professors who are internationally recognized by scientific and international institutions

through evaluating research and participating in various other scientific events

Eleventh. Seeking to enter international rankings such as (Times, Crane Matrix). (

Twelfth . Continuous work on developing the relationship between the university cadres and the cadres working in various fields of work and others at the personal and official levels in order to increase the frameworks of cooperation between the university and these sectors

Thirteenth. Responding to the changes in the labor market by opening the horizons of new scientific departments and modern laboratories that meet these variables.

Al-Farahidi University Steps to prepare the strategic plan

4. Strategic Plan:

a. Preparation for planning (incentives for formulating the strategic plan):

The axes in which the SWOT analysis will be employed can be limited as follows:

First. Curricula.

Secondly. Students.

Thirdly. Improvement plan.

Fourthly. Community service.

Fifthly. Governance and management.

Sixthly. Faculty members.

Seventhly. Improvement activities.

Eighth. Financial and material resources.

B. Strengths and weaknesses of the internal environment of the University (Strengths and Weaknesses) :

Application Analysis (S . W . O . T) The following criteria:

First of all. First Criterion: Curricula

Strengths (S) and Opportunities (O))	Vulnerabilities (W) and threats (T))
<p>The presence of the course description is clearly and accurately formulated, including integrated information about the course such as description, outputs, vocabulary, and others, which makes the educational process more streamlined.</p>	<p>Although there is an academic program, it needs to be improved in its vocabulary to meet the requirements that we reached to achieve the goals, taking into account that the goals are applicable, measurable and observable.</p>
<p>The content of the academic program is consistent with the university's policy.</p>	<p>Limited balance of course content and academic program between the needs of the individual and society.</p>
<p>Encouraging the psychological factor and including it in the description of the courses makes the student's behavior and improvement one of the most important educational goals in addition to achieving sustainable development.</p>	<p>The absence of a special unit that deals with students with special needs, although e-learning is an auxiliary mechanism for them.</p>

<p>The university cannot interfere in updating the curricula in accordance with the instructions of the ministry.</p>	<p>The introduction of teaching methods courses contributes to teaching the student to think, constructive criticism and problem solving.</p>
	<p>The presence of feedback by students useful in evaluating the methodology of the educational process down to the university's strategy.</p>
	<p>The presence of electronic systems for learning enriches the educational process in terms of the use of time and the amount of information given.</p>
	<p>The existence of evaluation mechanisms and evaluation of the effectiveness of the invention systems applied at the university makes it safe from major mistakes.</p>
	<p>The existence of technical mechanisms for evaluating students represents a continuous follow-up of their educational level.</p>

<p>There is no participation of the beneficiaries in the design and development of the curriculum because the process is limited to the powers of the Ministry.</p>	<p>The e-learning curriculum and system adopted a comprehensive positive point for the educational process at the university.</p>
<p>Despite the existence of twinning agreements, the issue of curriculum development remains limited to the requirements and instructions of the ministry.</p>	<p>Benefiting from cooperation and twinning agreements to ensure the application of international standards at the university.</p>

Secondly. Second criterion: students

Strengths (S) and Opportunities (O))	Vulnerabilities (W) and threats (T))
<p>Setting clear controls and policies for admission by the university that help the student easily with all those wishing to accept</p>	
<p>Maintaining the confidentiality of student information is a key pillar of the reputation of any educational institution and increasing trust between it and admitted students.</p>	
<p>Providing the university with special and comfortable places for students to provide services raises the competitive level of the university and helps the student to acquire what he wants inside the university.</p>	

<p>The founder's provision of guides and guidance for the services provided, starting from introducing the university to all student systems, will contribute to achieving psychological stability for students and ensuring fair dealing in accordance with the laws and controls for dealing with knowledge of those evidences.</p>	<p>There are no boarding departments or student housing affiliated with the university.</p>
<p>The university's periodic questionnaires to collect students' information about the services provided is considered an introduction to continuous improvement and to know the extent of student satisfaction with those services</p>	
<p>Conducting testing and evaluation processes for students in an organized manner that contributes to the university's verification of the validity of the educational process provided and the extent to which students benefit from it</p>	
<p>The university provides statistics of success and absence rates and other matters that make it easier for the student to identify his educational level.</p>	

Transparency in giving students all information about their performance and their scientific and behavioral level will contribute to solving the resulting problems and enhancing the opportunities for improvement available.	
Benefiting from the results of the questionnaires submitted to students to determine their needs contributes to increasing the level of service provision at the university.	
The university's provision of aid and financial grants activates the social responsibility of the university and increases the confidence of its clients, especially students.	
Providing academic advising programs that contribute to the integration of the educational process provided at the university.	

Thirdly. Third criterion: improvement plan

Strengths (S) and Opportunities (O))	Vulnerabilities (W) and threats (T))
The existence of a vision, mission and objectives for each college and the university makes the work procedures be clearer and transparent vision, mission and objectives, and the results can be measured significantly.	Not being sure of the extent to which the employees at the university understand the vision, mission and goals.
There are annual goals and plans set by the departments and faculties of the university through which we can distribute tasks and determine the timing of the results of those plans that contribute to controlling the relationship and outputs.	There is no confirmation that the university's mission may meet the requirements of the university, the labor market and all relevant authorities.
Giving powers to colleges and departments prevents centralization in work that complicates work procedures.	The existence of a mechanism for evaluating performance, but it must be made periodically so that the performance of the university is monitored permanently.
	Lack of clarity of the procedures taken by colleges and educational departments in devising solutions according to field and scientific studies.

Fourthly. Fourth Criterion: Community Service

Strengths (S) and Opportunities (O))	Vulnerabilities (W) and threats (T))
Putting social responsibility within the university's planning in the field of training.	
The presence of maintaining the website and updating it with the latest activities of the university makes it easier for users to identify the course of work and activity of the university.	
Organizing training programs for students that contribute to providing them with professional skills as well as scientific certificate.	
	The university's participation in activating special awareness programs about addiction makes it at the forefront of institutions that are concerned with social responsibility

	Providing community contributions and activities and documenting them according to evaluation reports that make it easier for the university to improve these activities annually
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Fifth. Fifth criterion: Governance and management

Strengths (S) and Opportunities (O))	Vulnerabilities (W) and threats (T))
The existence of documented and announced organizational structures for each college.	Lack of representation of employers in university councils.
The presence of documented laws and instructions that are applied correctly makes the work and service provision at the university clearer.	
The existence of manuals for powers and job descriptions, which facilitates the distribution of tasks and exit from centralization at work.	
The existence of mechanisms and a system to receive the suggestions and complaints of university employees increases the effectiveness of	

<p>feedback and its usefulness for the university to identify problems and try to overcome them and seize opportunities for improvement.</p>	
<p>Setting special criteria for the selection of external parties dealing with it, which is the most important global directives for the purpose of obtaining the services and products provided so as to increase the quality of the university's work and not vice versa.</p>	
<p>Providing controls for contracting with external parties contributes to avoiding any future errors in dealing with those parties in accordance with those controls.</p>	
<p>Include in the planning budget a plan for improvement and development that will contribute to providing the necessary resources to perform the operations and activities of the university when implementing the plans without delay.</p>	<p>Lack of health insurance applied at the university</p>

<p>The presence of special formations that manage capacity building and development, such as identifying training needs and developing and implementing training plans, will contribute to the formation of a distinguished and efficient cadre that leads the educational processes properly.</p>	
	<p>Providing professional systems for information systems and management increases work efficiency and simplifies routine procedures.</p>
	<p>The existence of special committees for promotion and promotions operating under government laws and legislation will ensure that no employee is unjust.</p>
	<p>Defining the services provided by the university and classifying them in announced special documents and guides increases the university's</p>

	<p>competitiveness compared to the rest of the educational institutions.</p>
	<p>The existence of professional systems to monitor the handling of modern technologies in accordance with ethical controls makes the use of these technologies safer without violations.</p> <p>The existence of professional systems to monitor the handling of modern technologies in accordance with ethical controls makes the use of these technologies safer without violations.</p>
<p>Not specifying the entities in the university that deal under the Iraqi intellectual protection laws.</p>	<p>Providing mechanisms and means to ensure the atmosphere of freedom of expression for teachers, administrators and students that further address the university's problems and enhance opportunities for improvement.</p>

	<p>The application of the internal audit procedure starting with the plans and ending with the results of the audit is a preventive tool for the systems and activities applied at the university.</p>
	<p>Activating twinning with reputable universities and making reference comparisons with them increases the development of the university.</p>

Sixthly. Sixth criterion: faculty members

Strengths (S) and Opportunities (O))	Vulnerabilities (W) and threats (T))
<p>The existence of needs related to faculty members and discussing them contributes to obtaining a sufficient and efficient number of them at the university.</p>	
<p>The presence of an efficient formation or committee that implements selection mechanisms for teaching staff also facilitates the accession of the distinguished elite of applicants to occupy teaching positions.</p>	
<p>The existence of solid procedures for the implementation of support and training activities represented by training needs and the annual training plan and then the implementation of the plans will contribute to increasing the experience and efficiency of teaching staff.</p>	
<p>Documenting the databases and qualifications of teaching</p>	

<p>staff makes the differentiation based and the selection of the most appropriate tasks by the university administration, and the faculty member will contribute to the field of specialization.</p>	
<p>The existence of instructions for the quorum that allows the university to deal fairly with members of the teaching staff without grievance to one party at the expense of the other.</p>	
<p>Providing research requirements for teachers and providing an appropriate infrastructure and work environment to complete such research contributes to developing the capabilities of faculty members and raising the reputation of the university.</p>	
<p>Providing facilities and the existence of laws and legislations to support faculty members in their active participation in research and</p>	<p>Lack of clear instructions regarding the use of teaching and learning methods.</p>

international forums contributes to increasing the percentage of their scientific giving and thus benefits the university as a whole.	
	The absence of special instructions and criteria for granting awards and evaluating faculty members by the university.
	It is preferable to prepare the facilities for the teaching assistant to participate in forums and research, and to develop and publish them in the form of university circulars or brochures so that faculty members can identify their items.

Seventhly. Criterion Seven: Improvement Activities

Vulnerabilities (W) and threats (T)	Strengths (S) and Opportunities (O)
The limited participation of representatives of the beneficiaries in the Department of Scientific Affairs contributes to the knowledge of the university and the development of university plans.	The presence of a formation at the university to develop a documented plan represented by the Department of Scientific Affairs contributes to the university's knowledge, the development of university plans and the continuity of its participation in local and international forums for research.
	The presence of databases and banks of information within the data of the library enriches the knowledge of students and researchers.
Lack of cooperative agreements with other parties to co-own or use high-cost research equipment.	The existence of programs, agreements and mechanisms for the participation of faculty members in communicating with international universities enriches the knowledge of the authority and thus benefits the university as a whole.
There are no specific protocols with international university libraries.	The existence of agreements with research centers affiliated with local and

	<p>international universities increase the knowledge and scientific benefits gained for universities.</p>
	<p>Setting controls and mechanisms for granting full-time teaching staff to conduct scientific research in international institutions that increases the skill and experience of those cadres for the benefit of the university.</p>
	<p>The existence of a plan (planning budget) that includes scientific research activities and their consequences of participation in seminars and conferences reflects the importance of this field for the university that facilitates actual participation under the set plan.</p>

	Encouraging researchers to obtain international awards in the field of scientific research, as well as providing research sabbatical hours and calculating those hours within the faculty member's quorum to give motivation for effective participation.
There are no clear mechanisms for dealing with approved multidisciplinary projects and institutions, nor is there participation in projects and research with local and international strategic partners.	The presence of research centers in all faculties of the university enriches the scientific and research aspect of the university.
there are priorities for research with financial and economic returns?	Determining the area of expertise required for research makes the research objective and its outputs serve the university and society.
	Partnership agreements in funded research projects that improve the reputation and competitive position of the university at the local, regional and international levels.

	Motivating faculty members to publish in international journals contributes to raising the level of knowledge of the university as well as the experiences gained by faculty members.
	Activating strong relations and ties with other local and international institutions enables the university to raise the level of providing its services.
Lack of clear policies, procedures and controls regarding intellectual property.	Supporting and motivating faculty members and graduates to obtain awards and patents that raise the level of the university scientifically and cognitively.
Lack of standards for the ethics of scientific research.	The university's provision of the latest library publications increases the knowledge value for students and teaching staff.
The absence of common software systems from international and local universities (for libraries).	Providing directories and statistics for the library that save time and effort for users, students and academics.

<p>The library does not participate in the international classifications of scientific research.</p>	<p>Maintaining an appropriate environment in the library contributes to increasing the demand for it.</p>
	<p>The development processes that occur in the library, including the electronic processing of the library, contribute to increasing the user's usefulness and shortening the time for researchers and beneficiary students.</p>

Eighth Standard: Financial and material resources

<p>(i) Threats (W) vulnerabilities</p>	<p>(O) Opportunities(S) Strengths</p>
	<p>The existence of financial reports represented by planning budgets and financial regulations makes the work of the university in all its activities within the available possibilities.</p>
	<p>The diversification of funding sources for the university contributes to filling the outcome in certain aspects, so the diversity of these sources allows the university to deal with alternative plans when unexpected risks occur.</p>

	The application of professional accounting systems contributes to simplifying procedures and applying financial budgets accurately.
	The existence of an independent formation that manages the financial affairs at the university and has the powers to manage financial plans and budgets contributes to arranging work in the right way, as financial resources are the basis of each project.
	The presence of special internal and external formations that carry out financial audits contributes to the integrity of financial operations and activities and not to waste the financial resource and exploit it optimally.
	The presence of appropriate infrastructure in the university in addition to the presence of special formations working on the maintenance and sustainability of these infrastructures will develop the services provided at the university without delay or negative impact on educational processes.

	<p>The existence of long-term strategic plans such as the five-year financial plan contributes to ensuring the conduct of the university's operations for years to come without delay.</p>
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5. Essential components of building a strategic plan:

A. University Mission:

Contribute to the events of quantitative and qualitative development in the scientific, cultural, educational and scientific research movement in the new Iraq, by preparing scientific and enlightened cadres that blend with the elements of modernity and establish modern principles, ideas and visions with a scientific spirit, taking keep pace with modern developments in teaching and learning as an approach, and commitment to the national line based on the unity of the people and the homeland.

B. Educational Institution:

Leadership in the field of scientific research and academic excellence by spreading knowledge, contributing to building society, supporting economic growth, sustainable development and improving the quality of life.

C. Governing Values:

The success of the university's strategy requires the identification of a set of governing values that represent the basic starting point governing the behavior of all university children, and these values must be continuous strengthening processes in order to turn into applied practices and a solid basis for dealings at 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, students, community service and environmental development.

These values can be summarized as follows:

First of all. Social and ethical commitment:

Al-Farahidi University 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, the original Arab customs and traditions, and the highest human ideals.

Secondly. Affiliation:

Al-Farahidi University strives to achieve the highest levels of sincere national belonging to its students and employees by strengthening the national spirit, and giving priority to the public interest over all personal interests.

Thirdly. 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.

Fourthly. 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 and research centers.

Fifthly. Affiliation:

The university believes that it is part of this ancient country with the richness of its intellectual and cultural diversity and the multiplicity of its children's backgrounds.

The first axis: the strategic plan.

Timeline		Responsibility for implementation	Measurement indicators	Business Strategies	Goal
Periodic auditing	2021 - 2026	<ul style="list-style-type: none"> - Dean of the Faculty. - Heads of departments. - Quality Control Department 	<ul style="list-style-type: none"> - The presence of hanging boards in all faculties and laboratories at the university. - Clarity of vision, mission and objectives for all affiliates and students. 	<ul style="list-style-type: none"> - The vision, mission and objectives are formulated in line with the mission of the university and the requirements of the college and the labor market 	Esther Strategic Plan
Periodic auditing	2021 - 2026			<ul style="list-style-type: none"> - Disseminate the vision, mission and goals on the website. 	

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The second axis: governance and management.

Timeline		Responsibility for implementation	Measurement indicators	Business Strategies	Goal
6 months	2021 - 2026	-University Presidency -University Council	-Board meetings -Committee meetings -Delegations -Activities outside and inside the university -Cooperation agreements	Allocating a building floors for deanships, colleges and their scientific and administrative departments, and a special building for the presidency of the university.	Allocating 20% of the Deanship's time to strategic planning
continuous	2001 - 2026	-University Presidency -Deanships of Faculties -Quality Assurance Department	Number of meetings and meetings between the Quality Assurance Department and the employer.	Periodic reports.	Compliance with quality accreditation standards

Annually	2021 - 2026	Dean of the College Human Resources	<ul style="list-style-type: none"> -Performance appraisal results - Commitment to the specified budget -Percentage of completion in projects -Change in the number of human resources 	Maintain senior management long enough to ensure the implementation of the strategic plan	Raising resource efficiency
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The third axis: financial and material resources.

Timeline		Responsibility for implementation	Measurement indicators	Business Strategies	Goal
Annually	2021 - 2026	-Finance Department -Planning Department -Quality Assurance Unit	- Achieving the established financial plan -Competitive position among private colleges - Conformity with the planning or estimated budget - Conformity of infrastructures to institutional accreditation requirements	- A clear financial plan and reviewed continuously - Application of modern financial and accounting systems - Activating the role of continuing education, consulting and scientific research to diversify funding sources - Provide sufficient classrooms commensurate with the number of students to give lectures. - Provide a library for students equipped with all books and scientific references. - Provides a cafeteria with all the needs of the student	Development of financial resources and performance

Fourth Theme: Faculty Members.

Timeline		Responsibility for implementation	Measurement indicators	Business Strategies	Goal
continuous Annually	2021 - 2026	<ul style="list-style-type: none"> -Assistant President for Scientific and Administrative Affairs -Dean of the College -Human Resources Department 	<ul style="list-style-type: none"> -Accurate job description of exact functions. - Providing the need of teachers commensurate with the needs of the department. 	Setting standards and procedures with high accuracy and transparency in the selection of faculty members	Mechanisms used to select faculty members
The beginning of each academic year	2021 - 2026	<ul style="list-style-type: none"> -Dean of the College -Human Resources Department 	Job description of the required jobs	Attracting qualified faculty members with higher degrees	Faculty Competence

Fifth Theme: Students.

Timeline		Responsibility for implementation	Measurement indicators	Business Strategies	Goal
Annually	2021 - 2026	-Scientific Affairs -Dean of the College -Sign up	<ul style="list-style-type: none"> - Matching the admission plan with the absorptive number. -Easy retrieval and saving of data at any time -The capacity of the club and the level of services provided. - A questionnaire for the opinion of students at the university. Reports of exam results and statistics on the number of students and the results of successful and failed students. - Providing the need of teachers commensurate with the needs of the department. 	<ul style="list-style-type: none"> - Updating and adopting a clear and announced policy for admission, and the update is done according to capacity. - Electronically keep students' data in a safe and confidential place - Preparing the internal sections for students. - Shifting from paper examination systems to electronic by adopting modern digital programs for the university and providing infrastructure. - Providing classrooms commensurate with the number of students and special elevators for use by people with special needs. 	Student Services

continuous	2021 - 2026	-Dean of the College - Alumni Follow-up Unit. - Department of Student Affairs.	- Statistical reports coming out of the Alumni Unit. - The existence of statistics, offices and allocations required by the labor market	Establishing a special unit to follow up graduates and help them be employed Providing graduates with the skills required in the labor market that give them preference and excellence in the labor market	Graduates
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Sixth Theme: Scientific Research.

Timeline		Responsibility for implementation	Measurement indicators	Business Strategies	Goal
continuous	2021 - 2026	Assistant President for Scientific Affairs	- Number of scientific research directed to serve the community. - Number of published research that has an impact factor. - Number of completed research related to the labor market and community service	- Scientific research aimed at serving the community - Sober research with a scientific journal completed -Research has a link with the labor market and community service	-Scientific research and community service -Sober global containers -Marketing of applied research

monthly	2021 - 2026	Research Groups	Sober scientific publishing and realistic practical application	Scientific research through research groups - master's thesis and doctoral theses	Achieving the goal of community service according to research trends
monthly	2021 - 2026	Scientific Assistant	Performance Appraisal Unit	Counting the number of research published locally and internationally (S) Scopus, Clarivate by the efforts of teachers at the university and in accordance with the agreements that are held locally and internationally	Local and global evaluation of the university
Weekly	2021 - 2026	Scientific follow-up	Number of Quotes	Quoting certain information from research published in the name of the university (benefiting international students from outside the university from university research)	Citing scientific research as a source for graduate students Citation

monthly	2021 - 2026	Department of Scientific Affairs	Google Scholar Teaching Profile	Counting the number of original and received research for teachers and participation in local and international seminars and conferences	The importance of scientific research in the promotion of teachers (constitutes a large percentage of the evaluation of teaching performance)
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The seventh axis: community service.

Timeline	Responsibility for implementation	Measurement indicators	Business Strategies	Goal	
Worked out	2022	-Dean of the College -Assistant President for Scientific and Administrative Affairs	Questionnaires to measure the satisfaction of the beneficiaries of its services periodically	The presence of specialized units and centers within the university	Highly efficient dental examination clinics within the university

continuous	2021 - 2026	-Continuing Education Center -Department of Student Activities -Quality Assurance Department	Continuous programs, workshops and seminars	The presence of specialized units and centers within the university	Continuing Education Center
continuous	2021 - 2026	-Assistant President for Administrative Affairs	Reduce the use of generators	Use solar energy regulations by taking advantage of sunlight during the day	Use of renewable energy
Annually	2021 - 2026	-Assistant President for Administrative Affairs	-The capacity of the club and the level of services provided.	- Providing a student club commensurate with the number of students, health clinics and sports clubs.	Student Club

It's been worked on.	2022	-Assistant to the President for Scientific Affairs	Reducing accidents and injuries that occur as a result of transit.	- Providing a special crossing bridge for affiliates.	A bridge for the university
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The eighth axis: curricula.

t	College	section	Twinning side	School System
1	Education	Physical Education	College of Physical Education and Sports Sciences / University of Baghdad	Annual system for all stages
		English language	College of Education for Girls / University of Baghdad	Annual system for all stages
		Arabic Language	College of Education Ibn Rushd / University of Baghdad	Annual system for all stages
2	Information	Radio and television	College of Mass Communication / University of Baghdad	Annual system for all stages
		Public Relations	College of Mass Communication /	Annual system for all stages

			University of Baghdad	
3	Medical Technology	Medical Laboratory Techniques	Faculty of Health and Medical Technologies / Central Technical University	(m2, m3, m4) annual system, (M1) Semester system
		Medical Device Technologies	Technical College of Electrical Engineering / Central Technical University	Annual system for all stages
		Forensic Sciences	College of Science / Karkh University of Science	(M3, M4) annual system (first level. and second level system of courses)
		Dental industry	Faculty of Health and Medical Technologies / Central Technical University	(m2, m3) annual system, (M1) Semester system
		Anesthesia techniques	Faculty of Health and Medical Technologies / Central Technical University	(m2, m3) annual system, (M1) Semester system
		Radiology and sonar techniques	Faculty of Health and Medical Technologies / Central Technical University	(m2, m3) annual system, (M1) Semester system
		Aviation	Technical Engineering College / Central Technical University / Najaf	Annual system for all stages

4	Engineering Technology	Communications	Technical Engineering College / Central Technical University / Najaf	Annual system for all stages
		Architecture	Department of Architecture Engineering / College of Engineering / University of Baghdad	Yearly + Quarterly
5	Management and Economics	Accounting	Department of Accounting / College of Administration and Economics / Iraqi University	Semester system for all stages
		Finance & Banking	Department of Finance and Banking / College of Administration and Economics / Al-Mustansiriya University	Semester system for all stages
6	Pharmacy	-	Faculty of Pharmacy / Al-Mustansiriya University	Semester system for all stages
7	dentistry	-	College of Dentistry / University of Baghdad	Annual system for all stages
8	Law	-	College of Law / Al-Nahrain University	Semester system for all stages