## Strategic Issues

In order to achieve the university vision, mission and goals, and based on an analysis of the university's current reality, the following fifteen strategic issues have been identified through which the fifteen strategic goals of the university can be achieved:

| Addressed Party | Deputy President for Administrative Affairs | | | | |
|---|---|---|---|---|---|
| **The First Strategic Issue:**<br><br>**Attracting, qualifying and developing human resources to enable them to keep pace with the rapid developments in the fields of work.** | Priorities<br><br>(1-5) | Time Limit | | | |
| | | 23 | 24 | 25 | 26 | 27 |
| | 2 | 30% | 70% | Continuous | Continuous | Continuous |

| Obstacles and Limitations |
|---|
| - Poor investment in human capital.<br>- Centralization of recruitment and appointment.<br>- Weak training and development programs.<br>- Poor identification of training needs according to the knowledge and skill gap.<br>- Weak financial allocations for the development of human resources.<br>- Absence of effective incentive systems.<br>- Weak distribution of human resources according to the job description.<br>- Poor balance between workload and qualifications.<br>- Decline in the public service ethics. |

| Choice | Trained, distinguished human resources, and developed administrative staff |
|---|---|

| Programs | Procedures |
|---|---|
| Leadership Development | Living with leaders in foreign universities to gain experience |
| Development of the Functional Staff | - Developmental training courses in management and leadership.<br><br>- Developing a system to identify the training needs according to the career path.<br>- Identifying and contracting with training agencies.<br><br>- Scheduling employees to participate in training courses according to specialization and type of work. |
| Granting study leaves according to future needs | -Procedures are set according to the approved mechanisms based on the organizational structure and the actual need for specializations |
| Developing the speaking skills of teachers in living languages. | -Organizing courses in coordination with the relevant authorities<br>- Inventorying the requirements of formations |

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|---|---|
| | - assigning departments of languages in the relevant colleges<br>- Preparing the scientific material<br>- Scheduling courses over the years of the plan<br>- Distributing the needs to the courses in a way that does not affect the progress of the educational process |
| Restructuring human resources<br><br>(teachers and staff) of the university and colleges | -Re-describing jobs, inventory of specializations and naming them.<br>-Determining available and required qualifications.<br>-Analyzing Workload.<br>-Redistributing of human resources according to specialization and the actual need. |
| Developing loyalty and organizational citizenship for the university and colleges. | - Organizing educational seminars and workshops.<br>- Implementing opinion polls to measure the levels of loyalty and citizenship.<br>- Enhancing moral stimulation. |
| Effective and fair appointments | - Forming a central recruitment committee.<br>- Reviewing and announcing appointment controls in light of the laws and regulations in force.<br>- Identifying gaps in functional needs.<br>- Declaring the needs in accordance with the regulations in a way that achieves the principles of transparency and justice. |
| Updating and developing the job code of conduct | -Reviewing the current regulations.<br>-Updating the regulations according to developments (for students, faculty, staff, leaders, and scientific research). |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - Department of Human Resources<br>- The Center for Development and Continuing Education at the university and its units in the colleges. | - Deputy President of the University for Administrative Affairs<br>- Deputy President of the University for Scientific Affairs<br>- Studies and Planning Department | -High levels of performance according to the annual performance appraisal<br>-High levels of loyalty to the university and formation in opinion polls and questionnaires<br>-An increase in the percentage of proficiency in English and Arabic<br>-The number of implemented courses compared to the plan<br>-The number of trainees and graduates has increased compared to the plan |

| Addressed Party | Deputy President for Administrative Affairs | | | | |
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| **The Second Strategic Issue**: | Priorities | Time Limit | | | | |
|---|---|---|---|---|---|---|
| Administrative developing and improving the work methods towards electronic governance and support for university independence. | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 2 | 15% | 35% | 50% | Continuous | Continuous |

| **Obstacles and Limitations** |
|---|

- Resistance to change.
- Lack of benefit from specialists in the field of administrative development.
- Weak financial allocations.
- Weak investment in staff specialized in software and in the development of ready-made systems.
- Poor internet, intranet and communications
- Multiple sources of decision-making and issuance of different instructions.
- Infrastructure weakness.
- Weak administrative systems and the complexity of work procedures.
- Lots of exceptions.

| Choice | Flexible administrative patterns and structures, and easy and electronically governed work methods |
|---|---|

| **Programs** | **Procedures** |
|---|---|
| - Conducting a study to create the position of the Deputy University President for strategy and quality affairs. | - Conducting a study to create the position of Deputy University President for strategy and quality affairs. |
| - Developing the organizational structure. | - Forming a committee to review the organizational structure and describe the structure on the basis of the objectives and duties of the formations it consists of. |
| - Setting a guide to standard work procedures and their facilitation. | - Forming committees to write the standard work procedures. |
| - Electronic management and governance. | - Developing IT applications.<br>- Developing the internet and communications.<br>- Developing university and college website pages on the global information network in accordance with the international standards.<br>- Re-engineering the registration work and shifting towards electronic business (e-student management program).<br>- Implementing a system for evaluating the performance of library work.<br>- Defining a set of work areas to shift to electronic business instead of paper work.<br>- Setting the standards and requirements for adopting electronic management.<br>- Electronic modeling of transactions completion procedures. |
| - Developing systems of incentives, rewards and excellence awards. | - Electronic accounting systems development programs. |
| - Approving the program and performance budget of the university and colleges. | - Approaching the competent authorities to approve the new pattern |

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|---|---|
| | - Rehabilitating the employees of the finance departments in the presidency of the university and its divisions in the formations to deal with the new pattern.<br>- Adopting the official transition to apply the new style. |
| - Developing crisis management work | - Creating a risk management unit<br>- Preparing a risk management manual |
| -Developing programs for insurance and health insurance. | - Appealing to the Ministry of Health and specialized hospitals<br>- Issuing instructions and regulations that organize programs |
| - Fighting administrative and financial corruption. | -Holding introductory seminars to identify administrative and financial corruption practices and their legal penalties<br>-Developing mechanisms to simplify the procedures and clarify university instructions, laws and regulations<br>-Adopting the form of correspondence, completion of transactions and monitoring electronically (implementation of the e-government program) |
| - Developing media and public relations in the university and colleges. | - Developing media work in colleges to public relations and media.<br>- Training courses for media personnel. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - University Formations | -Deputy University President for Scientific Affairs<br>-Deputy University President for Administrative Affairs<br>-Department of Quality Assurance and University Performance<br>-Studies and Planning Department | - The number of effective changes that occurred in the organizational structures.<br>- Documentation of standard work procedures manuals.<br>- The number of measures taken to reduce cases of administrative and financial corruption.<br>- The number of electronically transferred procedures compared to the planned one.<br>- Increasing the number of website visitors.<br>- Improving the website's ranking in international rankings. |

| Addressed Party | Deputy President for Administrative Affairs | | | | |
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| **The Third Strategic Issue**: <br><br> Maximizing the financial resources of the university to achieve integration with limited government funding. | Priorities | Time Limit | | | | |
|---|---|---|---|---|---|---|
| | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 1 | 20% | 20% | 20% | 20% | 20% |

| **Obstacles and Limitations** |
|---|

- Central orientations.
- Instructions, regulations and laws specific to investment.
- Intense competition.
- The general economic situation.
- The security situation.
- Weak deduction of the ownership of the university lands in order to invest them.
- Lack of staff specialized in investment.
- No sponsors and supporters.
- Limited government funding.

| Choice | Sustainable financial resources for the university's current and future commitments |
|---|---|

| **Programs** | **Procedures** |
|---|---|
| - Activating evening studies. | - Preparing a study on the economic feasibility of evening studies and evening study fees, according to market needs. |
| - Activating parallel education. | - Developing a system to promote and motivate parallel education. |
| - Economic investment of university resources. | - Preparing feasibility studies for the investment of untapped lands and buildings. |
| - Investing in university housing for associates. | - Preparing feasibility studies for investment in university housing in coordination with the public and private sectors <br> - Announcing about investment opportunities <br> - Studying offers and choosing the best one <br> - Contracting procedures |
| - Investing in the university hostels. | - Preparing a feasibility study for investing in the hostels. |
| - Investing in technology parks. | - Developing procedures and mechanisms to organize the work of technology parks |
| - Opening up of consulting offices to the public and private sectors. | - Reconsidering postgraduate wages (private alimony). <br> - Implementing profitable production projects. <br> - Re-evaluating the revenues and investment returns of the assets of the university and colleges and classifying the colleges on the basis of that. |
| - Activating the work of the cooperation mechanisms committees. | - Urging committees to cooperate with public and private sector institutions by activating research contracts. <br> - Developing a quarterly action plan to move on the public and private sectors <br> - Initiating proposals for cooperation mechanisms with the public and private sectors <br> - Forming joint committees with the public and private sectors to limit cooperation opportunities and start them, each according to his specialization |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - University Formations | - Deputy University President for Administrative Affairs<br>- Financial Affairs Department<br>- Department of Construction and Projects | - The rate of increase in financial resources.<br>- Number of completed projects compared to planned. |

| Addressed Party | Deputy President for Administrative Affairs | | | | |
|---|---|---|---|---|---|
| **The Fourth Strategic Issue**:<br><br>Enhancing the university's capabilities and sustainability. | Priorities | Time Limit | | | |
| | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 2 | 20% | 30% | 50% | Continuous | Continuous |

**Obstacles and Limitations**

- Weak financial allocations.
- The weakness of the mechanism for redistributing lands and resources to colleges, compared to the number of students and scientific departments.
- The absence of university faculties in one location.
- The absence of a contemporary vision in the design of university and college buildings.

| Choice | Sufficient and outstanding sustainable buildings and equipment |
|---|---|

| Programs | Procedures |
|---|---|
| - Studying and re-distributing college sites. | - Forming a committee to study the sites of colleges and prepare a report on the sites proposed for them. |
| - Developing and modernizing the buildings of the university formations.<br>- Contemporarizing the design of work offices, redistributing the work sites, organizing the internal environment and transportation lines. | - Preparing designs for each college in which interest is given to imparting the universality and identity of the college in the design, taking into account that the buildings are environmentally friendly.<br>- Developing environmentally friendly transport lines. |
| - Infrastructure development program for extra-curricular activities. | - Increasing the number of playgrounds and technical workshops and equipping them with modern equipment and tools as needed and in accordance with international standards. |
| - Developing and updating libraries. | - Activating joint cooperation and twinning with Iraqi and international central libraries.<br>- Linking the central library of the university with the colleges' libraries.<br>- Adopting an electronic documentation of university theses so that they are available on the global information network. |

| | | - Building a database on the global information network for library books and e-books.<br>- Participating the central library's participation in global databases and global digital, electronic and virtual libraries. |
|---|---|---|
| - Alternative and renewable energy programmes. | | - Applying investment in the uses of solar energy.<br>- Increasing green spaces.<br>- Waste sorting and recycling.<br>- Water recycling. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - Department of Diwan Affairs.<br>- The Department of Construction and Projects in the Presidency of the University in cooperation with the university formations. | - Deputy University President for Administrative Affairs<br>- Deputy University President for Administrative Affairs<br>- Studies and Planning Department.<br>- Department of Quality Assurance and University Performance. | - The number of colleges whose locations have changed.<br>- The number of colleges that have been updated.<br>- Areas of update in libraries.<br>- The amount of solar energy supplied compared to the total energy supplied.<br>- Added green spaces.<br>- The amount of sorted and recycled waste.<br>- The amount of recycled water. |

<br>

| Addressed Party | Deputy President for Scientific Affairs | | | | |
|---|---|---|---|---|---|
| **The Fifth Strategic Issue**:<br><br>Developing undergraduate and postgraduate curricula in accordance with international competitiveness standards. | Priorities | Time Limit | | | |
| | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 1 | 50% | 50% | Continuous | Continuous | Continuous |
| **Obstacles and Limitations** | | | | | |
| - Poor communication and openness to international universities.<br>- Weak curricula preparation and development system.<br>- Weakness in measuring the ability of scientific departments to achieve their educational objectives.<br>- Weak procedures for assigning teachers to prepare textbooks.<br>- Shortage of financial allocations.<br>- Weak openness to the labor market and to updating curricula according to the needs.<br>- Weak participation of the private sector and the labor market. | | | | | |
| Choice | Curricula that compete with international universities. | | | | |
| **Programs** | **Procedures** | | | | |
| - Updating the curricula for all majors. | - Following up the procedures according to the approved mechanisms for each program. | | | | |

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|---|---|
| - Twinning academic programs with international programs. | - Following up the procedures according to the approved mechanisms for each program. |
| - Preparing curricula for approved academic programs. | - Contracting with publishing houses that own the printing rights for books.<br>- Contracting with the University House for Printing and Publishing.<br>- Supporting books. |
| - Printing methodological and auxiliary books. | - Determining the required books according to the academic curricula and contemporary scientific trends.<br>- Assigning professors in colleges according to their majors.<br>- Approaching the entities that own intellectual property rights and obtaining approvals.<br>- Contracting with professors.<br>- Sending books to print. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - Colleges and institutes in the University of Baghdad, in coordination with the deans' committees. | - Deputy University President for Scientific Affairs<br>- Department of Scientific Affairs | - The number of printed authored and translated books compared to the plan. |

| Addressed Party | Deputy President for Scientific Affairs | | | | |
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| **The Sixth Strategic Issue**: | Priorities | Time Limit | | | | |
|---|---|---|---|---|---|---|
| - Adopting contemporary teaching methods that enhance the teaching and learning process, and develop students' creative thinking and research. | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 2 | 20% | 20% | 20% | 20% | 20% |

**Obstacles and Limitations**

- Poor communication and openness to international universities.
- Resistance to change.
- Weak university initiatives to send faculty members abroad.
- Weak desire of a number of teachers to modernize the teaching methods.
- Poor equipment of classrooms and laboratories in the faculties with presentation methods, smart boards and modern scientific equipment.

| Choice | Contemporary and pioneering teaching methods that simulate the methods of solid universities |
|---|---|

| **Programs** | **Procedures** |
|---|---|
| - Developing contemporary teaching skills based on the capabilities of the college. | - Identifying training needs and gaps<br>- Developing the scientific and skill material<br>- Scheduling training programs according to the gaps<br>- Starting training programs according to the schedule |
| - Developing influence and persuasion skills based on the capabilities of the college. | - Identifying training agencies inside and outside Iraq and contracting with them.<br>- Developing the scientific and skill material<br>- Scheduling training programs according to the gaps<br>- Starting training programs according to the schedule |
| - Developing the skills of dealing with students, depending on the capabilities of the college. | - Determining the number of participating teachers.<br>- Developing the scientific and skill material<br>- Scheduling training programs according to the gaps<br>- Starting training programs according to the schedule |
| - Developing the skills of describing the academic program and course. | - Preparing a timetable to involve teachers in training in a way that does not conflict with their teaching duties.<br>- Developing the scientific and skill material.<br>- Scheduling training programs according to the gaps<br>- Starting training programs according to the schedule |
| - Developing foreign language acquisition skills in coordination with cultural centers in Iraq. | - Forming a working group to coordinate with international bodies.<br>- Implementing programs according to availability and plan |
| - Developing skills in coordination with international universities and the United Nations development programs. | - Preparing a technical presentation for the needs of the university that is required to be funded and implemented by international agencies.<br>- Approaching the concerned authorities. |

| **The Executive Party** | **Follow-up Party** | **Indicators of Success** |
|---|---|---|
| - Scientific departments and continuing education units in the university formations.<br>- Development and Continuing Education Center. | - Deputy University President for Scientific Affairs<br>- Department of Studies and Planning | - The number of teachers and technicians in the laboratories and workshops in each program, compared to the plan. |

| Addressed Party | Deputy President for Scientific Affairs | | | | |
|---|---|---|---|---|---|
| **The Seventh Strategic Issue**: | Priorities | Time Limit | | | |
| -Merging departments, branches, centers and academic programs or constructing them according to the requirements of the labor market and the needs of the community. | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 3 | Continuous | Continuous | Continuous | Continuous | Continuous |

| Obstacles and Limitations |
|---|
| - Lack of funding.<br>- Lack of information about the needs of the labor market.<br>- Infrastructure shortage.<br>- A shortage of advanced staff with scientific titles majored in the fields to be developed. |

| Choice | Departments, branches, centers and academic programs commensurate with the needs of the labor market and respond to the needs of society |
|---|---|

| Programs | Procedures |
|---|---|
| - Designing programmes<br>- Deleting programs<br>- Integrating programs | -Procedures are set according to the approved mechanisms for each programme. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - University Formations | - Deputy University President for Scientific Affairs<br>- Department of Studies and Planning<br>- Department of Scientific Affairs<br>- Department of Higher Studies | -The number of departments, branches and centers constructed, merged or deleted compared to the plan. |

| Addressed Party | Deputy President for Scientific Affairs | | | | | |
|---|---|---|---|---|---|---|
| **The Eighth Strategic Issue:** <br> - Developing scientific research and directing it to serve the community. | Priorities <br> (1-5) | Time Limit | | | | |
| | | 23 | 24 | 25 | 26 | 27 |
| | 1 | 20% | 20% | 20% | 20% | 20% |

| **Obstacles and Limitations** |
|---|
| - Lack of funding. <br> - Paying attention to theoretical concepts and staying away from the real problems that the state suffers from. <br> - Weakness in communication and publishing in reputable international journals. <br> - Relative weakness in dealing with foreign languages for a number of majors. <br> - Weakness of the stimulus system approved by the university. <br> - Not activating the text of the Higher Education Law regarding the disbursement of a reward for scientific research. <br> - Resisting change and leaning towards traditional solutions that do not contribute to changing reality. <br> - The lack of data provision and the governmental and private institutions' refusal to provide researchers with real data. |

| Choice | Sober scientific research with realistic solutions to society's problems |
|---|---|

| **Programs** | **Procedures** |
|---|---|
| - Scientific research and productions concerned with specific problems from the public and private sectors. | - Coordinating with public and private sector institutions to diagnose the core problems. <br> - Forming research teams. |
| - Research programs and scientific products in environmental sustainability. | - Forming field academic cooperation councils. <br> - Developing mechanisms for cooperation. <br> - Approving of cooperation plans. <br> - Starting implementation. |

| **The Executive Party** | **Follow-up Party** | **Indicators of Success** |
|---|---|---|
| - University Formations | - Deputy University President for Scientific Affairs <br> - Department of Scientific Affairs <br> - Department of Quality Assurance and University Performance | -The number of implemented scientific research and outputs that address the problems of the society, compared to what was planned. |

| Addressed Party | Deputy President for Scientific Affairs | | | | |
|---|---|---|---|---|---|
| **The Ninth Strategic Issue**: | Priorities | Time Limit | | | |
| -Publishing scientific results within the reliable global databases and repositories. | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 1 | 20% | 20% | 20% | 20% | 20% |

| Obstacles and Limitations |
|---|

- Lack of funding.
- Poor communication and publication in reputable international journals.
- Relative weakness in dealing with foreign languages for a number of specializations.
- Weakness of the motivation system approved by the university.
- Weakness in activating the text of the Higher Education Law regarding the disbursement of a reward for scientific research.

| Choice | Publication in discreet international databases and repositories |
|---|---|

| Programs | Procedures |
|---|---|
| -An incentive program for publishing in discreet global databases and repositories. | - Raising awareness of reliable international databases and repositories and journals with a high impact factor.<br>- Developing financial and moral incentives for publishing in discreet international databases and repositories.<br>- Confirming the adoption of publishing with reliable global databases and repositories as one of the evaluation points. |
| -A training program for publishing in reliable global databases and repositories. | - Training courses on how to publish within the discreet global repositories. |
| -Activating the publication of graduate students' research in reliable global databases and repositories. | - Encouraging postgraduate students and following them up for the purpose of publishing in reputable journals.<br>- Developing mechanisms to enable students to publish in reliable global databases and repositories. |
| -Entry of university formations journals into the discreet international collections. | - Procedures are set according to the mechanisms approved by the international sources. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - University Formations | - President of the University of Baghdad<br>- Deputy University President for Scientific Affairs<br>- Department of Scientific Affairs<br>- Department of Quality Assurance and University Performance | -Increasing the number of research published in global databases and repositories compared to the total number of published research.<br>-The number of research that received appreciation awards. |

| Addressed Party | Deputy President for Scientific Affairs | | | | |
|---|---|---|---|---|---|
| **The Tenth Strategic Issue**: <br><br> - Marketing applied research | Priorities <br><br> (1-5) | Time Limit | | | | |
| | | 23 | 24 | 25 | 26 | 27 |
| | 2 | 20% | 20% | 20% | 20% | 20% |

| Obstacles and Limitations |
|---|

- Poor communication and openness to institutions in the public and private sectors.
- Weak motivation and economic feasibility.
- The weakness of a number of teachers' tendency towards applied research compared to their tendency towards theoretical and survey research.
- Poor equipment of laboratories and other needs.
- Weak cooperation between public and private sector institutions with researchers.

| Choice | Marketed applied research with economic return |
|---|---|

| Programs | Procedures |
|---|---|
| - Developing a mechanism for conducting research in coordination with the public and private sectors. | - Determining the main problems that public and private sector institutions suffer from, according to the specialization of each formation. <br> - Developing a mechanism for conducting research according to the problems, while providing support for the completion of research (wages and bonuses). <br> - Distributing the problems among formations according to specialization. <br> - Facilitating the contracting process between the two parties. |
| - Activating the mechanism of cooperation and advisory offices with public and private sector institutions. | - Determining areas of cooperation and the nature of contracts that can be approved. |
| - A marketing plan program for applied research. | - Identifying the parties that can apply and invest in the results of the research, and making those parties public. |
| - Supporting creative and innovative applied research. | - Determining the number of participating research teams. <br> - Preparing a timetable to involve the research teams in the completion of the nominated research. <br> - Forming a working group to coordinate with the research teams. <br> - Creating a website to market the research output. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - University Formations | - Deputy University President for Scientific Affairs <br> - Department of Studies and Planning <br> - Department of Scientific Affairs <br> - Department of Quality Assurance and University Performance | - The number of completed applied research. <br> - The number of marketed research. <br> - The number of creative and innovative research. |

| Addressed Party | Department of Quality Assurance and University Performance | | | | |
|---|---|---|---|---|---|
| **The Eleventh Strategic Issue**: <br><br>- Ensuring university quality and performance in accordance with international competition standards and achieving advanced rankings. | Priorities <br> (1-5) | Time Limit | | | |
| | | 23 | 24 | 25 | 26 | 27 |
| | 1 | 20% | 30% | 50% | Continuous | Continuous |

| Obstacles and Limitations |
|---|

- Poor culture of quality.
- Poor knowledge of international quality standards.
- Weak quality development practices and focusing on the forms received from the Ministry.
- Weak quality plans to identify the gaps and mechanisms to reduce them.
- The small number of specialists working in the field of quality.
- Weak standards of the national classification of universities in the field of quality.
- Weakness in attracting foreign teachers.
- Small numbers of foreign students.

| Choice | High quality education and outstanding university performance |
|---|---|

| Programs | Procedures |
|---|---|
| - Spreading the culture of quality and enhancing awareness of international standards. | - Holding seminars and workshops in the university formations in the field of quality. |
| - Developing qualified staff to work in the field of quality. | - Training courses for workers in the field of quality according to the need. <br> - Developing the scientific material <br> - Scheduling <br> - Implementing the courses according to schedule and need. |
| - Qualifying the Quality Assurance and University Performance Department to obtain the ISO certificate. | - Completing the official correspondence with the ISO certification bodies <br> - Completing the required rehabilitation stages. <br> - Rehabilitating the units <br> - Requesting a final examination. |
| - Increasing the university's academic reputation and improving its position in international rankings. | - Expanding the database of foreign professors. <br> - Activating international research cooperation. |
| - Allocating a quality budget. | - Tracking procedures for budget allocation in coordination with the Finance Department. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - Sections of Quality Assurance and University Performance in the formations of the University | - President of the University of Bagdad <br> - Deputy University President for Scientific Affairs <br> - Department of Quality Assurance and University Performance | - The number of implemented seminars and workshops compared to the planned ones. <br> - The number of female staff that have been trained compared to the total number of workers in the field of quality. <br> - The number of professional certificates obtained by workers in the field of quality, compared to their total number. |

| | | |
|---|---|---|
| | | - Obtaining an international professional certificate in the field of quality.<br>- Matching the budget with the needs |

| Addressed Party | Department of Quality Assurance and University Performance | | | | |
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| **The Twelfth Strategic Issue**: | Priorities | Time Limit | | | | |
|---|---|---|---|---|---|---|
| - Obtaining programmatic and institutional academic accreditation. | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 1 | 5% | 15% | 20% | 30% | 30% |

| Obstacles and Limitations |
|---|

- Poor financial allocation for appropriation.
- The high costs of international accreditation bodies.
- Weak culture of quality in the academic community.
- Weak support and motivation of employees.
- Poor communication with international bodies specialized in the field of accreditation

| Choice | International academic programmatic and institutional accreditation |
|---|---|

| Programs | Procedures |
|---|---|
| - Adopting academic accreditation standards according to faculties' majors. | - Preparing a self-assessment report, determining the size of the gap, and developing an improvement plan that includes detailed action axes for each standard of academic accreditation.<br>- Holding a periodic meeting of the Central Committee for Quality and submitting reports on the progress of the work to the head of the formation.<br>- Dedicating a paragraph in the minutes of the college meeting for academic accreditation to be submitted to the university.<br>- Coordinating with the accreditation granting body in order to determine accreditation requirements.<br>- Paying subscription fees to international accreditation organizations.<br>- Preparing the eligibility report within a specified period.<br>- Developing the strategic plan for the stages of accreditation. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - University formations. | - Department of Quality Assurance and University Performance<br>- Sections of Quality Assurance and University Performance in the University Formations | - The number of programs and formations that have obtained accreditation compared to the plan. |

| Addressed Party | Deputy President for Scientific Affairs | | | | | |
|---|---|---|---|---|---|---|
| **The Thirteenth Strategic Issue**:<br><br>- Activating international relations and cooperation with universities and institutions. | Priorities | Time Limit | | | | |
| | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 2 | 30% | 30% | 40% | Continuous | Continuous |

| Obstacles and Limitations |
|---|
| - Weak follow-up and interest in international coordination.<br>- The small number of signed agreements.<br>- Weak procedures for attracting foreign universities.<br>- The security situation.<br>- Lack of financial allocations. |

| Choice | Distinguished cooperation and relations with universities, international institutions and bodies |
|---|---|

| Programs | Procedures |
|---|---|
| - Following-up the agreements signed with international institutions and universities.<br>- Holding twinning and agreements with discreet international universities of advanced global rankings. | - Introducing an administrative formation for international and twinning agreements.<br>- Evaluating the current agreements, reconsidering their revitalization, and developing their provisions to serve the revitalization of scientific research, scholarships, fellowships, and teacher training programs abroad. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| - Department of Missions and Cultural Relations<br>- Units of Cultural Relations in University Formations | - President of the University of Baghdad<br>- Deputy President for Scientific Affairs | - The number of agreements that have been activated compared to the total number of agreements.<br>- The number of agreements that were signed compared to what was planned.<br>- Number of benefit areas<br>- (Research, dispatch, fellowships, scholarships). |

| Addressed Party | Deputy President for Administrative and Financial Affairs | | | | |
|---|---|---|---|---|---|

| **The Fourteenth Strategic Issue**: | Priorities | Time Limit | | | | |
|---|---|---|---|---|---|---|
| - Promoting community service initiatives and encouraging collective volunteer work. | (1-5) | 23 | 24 | 25 | 26 | 27 |
| | 2 | 20% | 20% | 20% | 20% | 20% |

| **Obstacles and Limitations** |
|---|

- Not defining the areas to contribute to social responsibility.
- Absence of indicators for evaluating and appreciating the social responsibility practices.
- Lack of awareness of what community service is in the academic community.
- Poor collective and individual volunteer work practices.

| Choice | Pioneering initiatives in the field of social responsibility and distinguished and tangible services |
|---|---|

| **Programs** | **Procedures** |
|---|---|
| - Contributing to solving community problems based on the faculties' competence. | - Developing university formations for social responsibility initiatives.<br>- Dedicating a day as part of the graduation activities to present the colleges' contributions to social responsibility. |
| - Working in teams to contribute to social responsibility. | - Organizing community health campaigns for college teachers and students, in coordination with the Ministry of Health and Environment. |
| - Raising awareness of what community service is. | - Organizing campaigns for the students of the concerned faculties to maintain projects of a service nature. |
| - Raising awareness of what social responsibility is | - Conducting campaigns to introduce and maintain cultural evidence.<br>- Contributing to the strategy to combat poverty in Iraq.<br>- Holding campaigns to introduce community services previously provided by the university. |

| **The Executive Party** | **Follow-up Party** | **Indicators of Success** |
|---|---|---|
| - University Formations | - Deputy President for Scientific Affairs.<br>- Deputy President for Administrative Affairs<br>- Department of Studies and Planning. | - The number of completed community contributions.<br>- The number of entities that benefited from community services. |

| Addressed Party | Deputy President for Administrative Affairs | | | | | |
|---|---|---|---|---|---|---|
| **The Fifteenth Strategic Issue**: <br><br> -Refining and developing students' extracurricular talents. | Priorities <br><br> (1-5) | Time Limit | | | | |
| | | 23 | 24 | 25 | 26 | 27 |
| | 3 | 20% | 20% | 20% | 20% | 20% |

| Obstacles and Limitations |
|---|
| - The weakness of the culture of extra-curricular activities in order to refine the personality. <br> - Weak encouragement and motivation from the college to participate in extra-curricular activities. |

| Choice | Attracting talented students in extra-curricular activities and developing technical, sports, cultural and operational skills |
|---|---|

| Programs | Procedures |
|---|---|
| - Raising awareness of extracurricular student activities. | - Holding seminars and workshops to raise the awareness of extracurricular student activities. <br> - Preparing for student activities. |
| - Developing and modernizing student activities (sports, artistic, cultural, and professional). | - Organizing scientific, sports, artistic and cultural competitions within the university. <br> - Intensive participation in sports, artistic and cultural competitions outside the university. |
| - Developing the University of Baghdad Award for Extracurricular Student Activities. | - Forming a technical committee to set criteria for the award. |

| The Executive Party | Follow-up Party | Indicators of Success |
|---|---|---|
| -Student Activities Department in the university. <br> -Division of Student Activities in Colleges | - Deputy President for Administrative Affairs <br> - Department of Studies and Planning <br> - Department of Quality Assurance and University Performance | -The number of extra-curricular activities students participated in inside and outside the university compared to previous years. <br> -The number of extra-curricular student activities that were carried out inside and outside the university compared to the plan. <br> -The number of awards obtained by the university |

# Implementation and Follow-Up Plan

The university designs the implementation plan and the appropriate follow-up system to implement its strategy. The following points have been taken into account in this regard:

• The plan includes all activities that achieve the mission and strategic goals of the university.
• The plan shows the priorities for implementing the activities and their logical sequence.
• The plan clearly defines in each activity the following:
  o Objectives to be achieved.
  o Implementation mechanisms.
  o Responsibilities.
  o Schedule.
  o Monitoring and evaluation indicators.
  o Achievement levels.
• The plan estimates the financial allocations required to implement the plan, and the expected risk management methods.

The implementation and follow-up of the strategic plan is an essential part of the strategic management efforts of the university. Any effective strategic plan must be implemented within the framework of mechanisms, foundations, policies, programs and resources. Besides, there must be a good mechanism for following-up and monitoring the implementation processes. In light of this, the following must be done:

1. Forming a permanent committee, whose mission is to follow-up and monitor the implementation of the strategy, in cooperation with the various parties related to the university.
2. This committee is headed by the president of the university and includes in its membership fourteen members who have a direct relationship and responsibility with the fifteen strategic issues. Two other members, who are specialists in the field of strategic planning are also added to benefit from their knowledge and opinions. The committee has a rapporteur concerned with recording its minutes, calling for its meetings, and compiling reports for the follow-up implementation.
3. A sub-committee is formed for each axis, headed by a specialized member from the Standing Committee for the implementation and follow-up of the strategy. The sub-committee consists of four members.
4. Drawing up operational plans annually in the light of the five-year strategy.
5. The annual operational plans include detailed procedures and activities for all programs set out in the five-year strategy.
6. Dividing the annual work plans into semi-annual plans to facilitate the procedures and follow-up.
7. Forming a technical administrative unit under the name of Strategic Planning and Follow-up Unit, linked to the Studies and Planning Department/ University Presidency. Among the tasks of this unit are:

a. Preparing annual and semi-annual plans necessary to implement the programs and activities of the strategy.
b. Following-up the implementation of the plan, evaluating it periodically, and preparing periodic follow-up reports.
c. Preparing a system to follow-up the implementation with the preparation of the required sample forms for the forms.
d. Developing an accurate mechanism for the  evaluation and control processes.
e. All procedures required for the implementation and follow-up of the plan.
8. Establishing a precise mechanism for the follow-up and monitoring processes, including the following steps:

**a.** Determining what is required to be measured during the implementation processes, and the activities, and results to be monitored and evaluated.

**b.** Formulating performance standards and indicators that are characterized by the ability to measure objectively and consistently.

**c.** Measuring the actual performance during the implementation of the activities of the axis under the follow-up.

**d.** Balancing between the actual performance and the intended implementation using the specified criteria.

**e.** Adopting the necessary corrective actions.