Strategic Plan

Al-Mustaqbal University

Updated: August 2023

Speech of Al-Mustaqbal University President

We have already experienced an era full of diligence and hard work so that our college becomes a Lighthouse of Knowledge, while adopting the Directives of the Ministry of Higher Education & Scientific Research, being committed to Noble Mottos that have to be accomplished within a Highly Planned Program. We are obliged to admit that an unbridled desire does lie in our souls, pushing us towards retrieving the Educational Process in our country as it has been before and much better. Indeed, we do look at the Future with optimistic eyes, waiting for a beautiful dream to be achieved, in which our College turns into a University. Thus, horizon of work expands, and our dreams keep growing.

Now, with the dream becoming a reality, and our College turning into a young ambitious University, we have started, with the usual enthusiasm, to develop a Five-Year Strategy, according to which, students shall be prepared and qualified scientifically as well as educationally. Meanwhile, we shall work on promoting the teaching, administrative, and research skills of our Staff Members, considering innovation and creativity as goals for all.

After relying on God Almighty, with the support of our Ministry, and all our University Members, we are full of hope to achieve all the legitimate goals we aspire to in our next five-year strategic   plan.

Prof Dr. Hasan Shakir Majdi
President
Al-Mustaqbal University

Summary

We do believe that the great changes, occurring in the various life aspects surrounding our Educational Institution, whether Economic, Political, Social, Technological, and others, shall undoubtedly increase the need to develop a strategic plan that might assist in establishing a clear route to be tracked amid all of these variables.

In accordance with the guidelines of the Ministry of Higher Education & Scientific Research / Quality Assurance and Academic Accreditation Department, certain steps have been taken for the preparation of the Strategic Plan, including the formation of a Specialized Working Group, Headed by Prof Dr. Hasan Shakir Majdi. President of Al-Mustaqbal University, setting a time for drafting the plan as per the Ministry Instructions, in addition to determining its duration for five years, starting in 2021 and ending in 2026.

Besides, a series of other steps have been taken according to the Strategic Plan Guideline submitted by the Quality Assurance and Academic Accreditation Department at the Ministry of Higher Education & Scientific Research.

Contents

#	Topics	Page
1.	Speech of Al-Mustaqbal University President	2
2.	Summary	3
3.	Content	4
4.	Introduction	5
5.	Steering Committee	6
6.	Strategic Plan Design Motives	7 – 9
7.	Basic Components of Strategic Plan	10 - 13
8.	University Actual Reality & Gap Identification	14 - 26
9.	Summary of Actual Reality & Gap Identification	26 – 28
10.	University Strategic Plan Design & Achievement of Goals	29 - 36
11.	Planning Budget	37 - 38
12.	Implementation & Follow-Up	39

Introduction

The Five-Year Strategic Plan can be considered as a framework, which includes all policies and programs that shall be adopted by Al-Mustaqbal University during the next five years, 2021-2026. This Plan starts with a series of steps to be implemented according to the guideline issued by Quality Assurance and Academic Accreditation Department at the Ministry of Higher Education & Scientific Research.

While designing the Strategic Plan, Al-Mustaqbal University aspires to build a Distinguished Scientific Edifice, in which the Intellectual Capabilities already available at the University shall be promoted and maintained, increasing competitiveness among other Institutions to higher degrees in order to achieve more innovation and creativity, whether in Research or Academic Distinction.

Furthermore, Al-Mustaqbal University is keen on taking advantage of E-Learning so as to be effectively utilized in Teaching/Learning Processes. There is no doubt that E-Learning has a great effect on developing Students' Skills and Practical Knowledge, in addition to creating an appropriate Educational Environment for them.

In fact, Al-Mustaqbal University is quite aware of the necessity to adapt Curricula and Academic Courses so as to meet Modern Technology Developments, in addition to enhancing the Teaching Techniques, Methods and Approaches, taking into consideration the status of Labor Market, whether at present or in the future.

Steering Committee

A team of Specialists & Experts has been assembled to take the responsibility of designing the University Strategic Plan, taking into consideration that the Plan shall be finalized within a specific period of time, assigned as per the instructions of the Ministry, whereas the Strategic Plan Duration, as stated before, has been determined for the next five years, 2021-2026.

However, the Work Team has been headed by Prof. Dr. Hasan Shakir Majdi, President of UOMUS, and the membership of the gentlemen listed in **Table No. 01**.

#	Name	Job / Department	Assignment
1.	Prof. Dr. Hasan Shakir Majdi	Al-Mustaqbal University President	Head
2.	Prof. Dr. Mijbil Rafeeq Marjan	Consultant	Member
3.	Dr Ezzil-Din Hassan Kadhim	Rapporteur / Accounting Dept.	Member
4.	Mr. Muhammad Jasim Khalil	Former Quality Assurance & Academic Accreditation Member	Member
5.	Mr. Sadiq Hashim Fihan	Head of Chamber of Commerce / Babylon	Member

[Table No. 01: Steering Committee members of designing the Strategic Plan]

1. Strategic Plan Design Motives

Results of Quadruple Analysis (SWOT)

We shall first investigate and diagnose the Strength & Weakness Points of the University's Internal Structure.

A. Strength Points

Al-Mustaqbal University shall attempt to accomplish positive changes in its Administrative Systems so as to conform to Quality Management System, adopted in Private Higher Education, and supported by Arab Universities Association. These changes shall constitute points of strength to the University, and they can be summarized as follows:

1. There should be clear Vision, Mission, Values, and Strategic Goals
2. Availability of Modern Information Systems and Database.
3. Department Heads should have all appropriate authorizations, scientific, administrative & financial so that they could suitably carry out work.
4. The University should have a Job Description Guide for all employees.
5. The University is assumed to have clear and written policies for Professional, Administrative, Financial as well as Service Systems
6. The University shall be provided with a high-quality Internal Internet Network, covering all the Campus Area.
7. The University should be equipped with Electronic Governance Systems, as they are highly required for Internal Communications.
8. The University should have a distinguished Library, which is supposed to contain more than 9,350 hardcover books, covering all required majors.
9. The University should be able to communicate with its Graduates through an effective Rehabilitation & Employment Unit, which is assumed to have a clear vision of its work, recording all graduate data and job opportunities.
10. The University should achieve International Rankings.
11. The University should provide opportunities for its employees to attend Conferences, in addition to granting them Scholarships inside & outside Iraq.
12. The University is assumed to have an Electronic Website that can be used by Academics, Employees and Students.
13. There should be a Human Resources Department, efficient and qualified for all Majors, Scientific as well as Humanities.
14. The University should adopt certain programs to ensure Quality and Academic Accreditation.

15. Creating an appropriate environment for the Teaching / Learning Processes, and adopting Non-Traditional Methods, compatible with the requirements of Information & Communication Technology.
16. Establishing & Concluding all types of Collaboration Agreements, Cultural, Scientific and Academic with Universities and Research Centres inside and outside Iraq.
17. Training and promoting Faculty Members and Employees so as to be constantly updated with the recent achievements in the Field of Teaching Methodology as well as other specialisations.

B. Weakness Points

While implementing the Strategic Plan of Al-Mustaqbal University, there is a possibility that we might confront some Weakness Points, and we shall summarize them as follows:
1. Some Academics and Employees might be somehow ignorant of the real essence of the University Vision, Mission, Values and Strategic Goals.
2. Motivation & Reward Systems might not meet the required ambition.
3. Inappropriateness of the Criteria adopted for Educational Outcomes Assessment.
4. Rarity & Improperness of Training Programs and Applied Workshops.
5. Poor Correlation between Educational Product and Labor Market Requirements.
6. Some Academics, Researchers and Employees might be unskilled at using Computer Technologies that are highly required for professional, research and administrative work.
7. Limitation of Technical Teaching Aids and other Tools.
8. Shortage of Faculty Members, especially those with PHDs and other advanced titles.
9. Degree of Employee Turnover.

Now we move to diagnosing available opportunities as well as the threats of the external environment surrounding the University.

A. Available Opportunities

UOMUS is addressing specific opportunities, whether at present or in the future. These opportunities can be summarized as follows:

1. Exploiting Scientific Knowledge through the appropriate use of Educational Technology.
2. Making us of National & Arab Standards of Excellence in Professional, Scientific, and Research Performance in order to ensure Quality & Academic Accreditation.
3. Concluding Joint Agreements with Arab as well as International Universities
4. Benefiting from International Organizations Activities, such as UNESCO and UNICEF in everything related to developing Educational Systems
5. Use of Scientific Research and Training Programs for Community Service & Development.
6. Employing all available expertise
7. Communicating and cooperating with the Private Sector so as to provide job opportunities for the University Graduates.

B. Threats

The Strategic Plan of Al-Mustaqbal University might face a number of internal and external threats, such as
1. Rapid growth and development of Technology
2. Rivalry of other Educational Institutions
3. There might be an overlap between Ministerial Instructions and Laws in Force.
4. Increase of Environmental Pollution and its Negative Effect on people and community.
5. Inadequacy of Environmental Protection Laws.
6. Low Educational Level of Students admitted to the University.
7. Community viewpoint of Private Institutions Output.
8. Low employment rates of graduates in the Public Sector

2. Basic Components of the Strategic Plan

I. Strategic Vision

Al-Mustaqbal University aspires to achieve Scientific & Academic Excellence, promoting Scientific Research Quality, improving Community Participation, in addition to reaching High Levels of University Education Quality, and thus, accomplishing all requirements of Sustainable Development.

II. Strategic Mission

The Strategic Mission of Al-Mustaqbal University is constituted of the following issues:

1. Qualifying Graduates, while adopting Contemporary Educational Technology in the Teaching Process, and as per Labor Market Needs.
2. Upgrading Scientific Research by creating appropriate environment for Academics & Researchers, granting them different types of privilege, and thus stimulating Creativity and Innovation.
3. Establishing bridges of active communication and cooperation that shall undoubtedly lead to developing Local Community, being the central core of the University Activities.
4. Adopting the most reliable standards applied in the Teaching / Learning Processes in order to ensure Quality Education & Academic Accreditation.
5. Having a Strategic Leadership with an Administrative System, working in the Spirit of One Team.

III. Strategic Values

These Values can be summarized as follows:

1. Promoting the Culture of Citizenship
2. Transparency & Academic Freedom
3. Commitment to Morals and Civilized Behaviour
4. Intellectual Tolerance and Accepting Other Viewpoints

IV. Strategic Goals

The Strategic Goals of Al-Mustaqbal University are as follows:

1. Developing Students Scientific Knowledge and Technical Skills, and in accordance with the Contemporary Educational Technology Trends
2. Promoting the Performance of Faculty Members, raising their Scientific, Educational and Professional Capabilities.
3. Education Development, providing a stimulating Academic Environment for the Learning Process.

4. Constant Promotion of Quality Assurance Applications & Academic Accreditation in accordance with the prevailing Scientific Technical Development.
5. Finalizing the University Infrastructure.
6. Opening Communication Channels with all National, Regional and International Universities.
7. Developing of Supporting Administrative & Service Systems.
8. Training University Leaders and Human Resources, promoting their Leadership as well as Admin Skills.
9. Improvement of Scientific Research Quality and Postgraduate Studies.
10. Exploring the Strategies that ensure transition towards a Productive University.
11. Enhancing Communication Processes with Local Community Institutions through a variety of Activities.
12. Leadership and Culture of Excellence.
13. Understanding the University and its Contexts in Managing Occupational Safety, Health, Environment, and Energy
14. Academic Accreditation (The University Obtains both Institutional and Programmatic Accreditation).

V.   Standards & Indicators

Standards & Indicators set by Al-Mustaqbal University, and required for measuring performance are widely classified with detailed explanations in the following subsections:

A. Human Resources

They are categorized into 1. Faculty Members; and 2. Employees.

1. Faculty Members

- ❖ Percentage of PH.D. holders with the Title Prof. to the total number of Teaching Staff, if 30%, deemed a positive indicator.
- ❖ Percentage of PH.D. holders to the total number of Teaching Staff, if 80%, deemed a positive indicator.
- ❖ Service Period of Faculty Members, Category (11-20) when compared to the total number of Teaching Staff, if 60%, deemed a positive indicator.

2. Employees (Scientific Departments, Employees of Other Offices)

- ❖ Percentage of Employees with High Diploma, Bachelor Degree, Technical Diploma to the total number of Employees, if 60%, deemed a positive indicator.
- ❖ Percentage of Workers, who can read and write, to the total number of Workers, if 20% or less, deemed a negative indicator.
- ❖ Percentage of Employees within the age category of (30 -39 years old) to the total number of Employees, if 60%, deemed a positive indicator

B. Infrastructure

It includes :
1. Percentage of Deanship College Buildings, if availability is 90%, then deemed a positive indicator.
2. Percentage of Buildings attached to the University Colleges, if availability is 90%, then deemed a positive indicator.
3. Percentage of Courts & Centres attached to the University Colleges, if availability is 90%, then deemed a positive indicator.
4. Percentage of Scientific Department Buildings, if availability is 90%, then deemed a positive indicator.
5. Percentage of other buildings, if availability is 90%, then deemed a positive indicator.

C. Research, scientific journals, authorship and translation

1. Percentage of Published Research to total number of Academics, if 90%, then deemed a positive indicator.
2. Percentage of Published Research outside the country to Total Research, if 50%, then deemed a positive indicator.
3. Percentage of the Written or Translated Books to total number of Academics, if 10%, then deemed a positive indicator.
4. Percentage of Colleges issuing Journals to total number of Colleges, if 90%, then deemed a positive indicator.

D. Organizational Structure / Chart

A new Organizational Structure for Al-Mustaqbal University has been designed in light of the Vision, Mission and Goals, according to an adequate strategy, including all the elements of success. Some of these elements are listed below:
- ❖ Authorizations & Responsibilities
- ❖ Coordination & Communication
- ❖ Job description
- ❖ Centralized & Decentralized Administration

E. Students

1. Morning Undergraduate Students

- ❖ If the Academic / Student Indicator is within (1 – 12) for Medical Specializations, (1 -20) for Scientific Specializations, and (1 – 30) for Humanities, then deemed a positive indicator.
- ❖ If the Indicator of Students Number in a Classroom is within (1 – 35), then deemed positive.

2. Evening Undergraduate Students

- ❖ If the Academic / Student Indicator is within (1 – 10) for Medical Specializations, (1 -20) for Scientific Specializations, and (1 – 30) for Humanities, then deemed a positive indicator.
- ❖ If the Indicator of Students Number in a Classroom is within (1 – 35), then deemed positive.

F. Community Service

❖ If the University Activities at Community Service do constitute 100%, then deemed s positive indicator.

G. Training & Continuing Education

❖ Percentage of Faculty Members participating in training courses to their total number at the University Colleges, if 30%, deemed a positive indicator.
❖ Percentage of Employees participating in training courses to their total number at the University Colleges, if 30%, deemed a positive indicator.
❖ Percentage of Faculty Members participating in training courses outside the University to their total number, if 20%, deemed a positive indicator.
❖ Percentage of Employees participating in training courses outside the University to their total number, if 20%, deemed a positive indicator.
❖ Percentage of Training Courses organized at the University (Continuing Education) to the total Planned Courses, if 90%, deemed a positive indicator.

H. Library

❖ Total number of books to total number of students, if $(6 - 1)$, deemed a positive indicator.
❖ Total number of students to books' titles available, if $(1 - 3)$, deemed a positive indicator.
❖ Permanent Library Visitors of Students to the total number of Students at the University, if $(3 - 10)$, deemed a positive indicator.
❖ The total number of Students to the number of borrowed books, if $(1 - 3)$, deemed a positive indicator.
❖ Number of Librarians to the total number of Employees working at the University Libraries, if $(6 - 10)$, deemed a positive indicator.

I. Teaching & Educational Curricula

❖ Percentage of using Contemporary Teaching Strategies to the Total Number of Academics, if 70%, deemed a positive indicator.
❖ Number of Academic Courses per week to Credit Hours of one Scientific Department, if 33%, deemed a positive indicator.

3. University Actual Reality & Gap Identification

In order to identify the gap between measurable standards and what has already been achieved of them, we have adopted Quantitative Criteria to measure the University's Performance. As a matter of fact, the use of these standards in all fields of Science and Knowledge in general has become quite tangible so as to achieve the required efficiency, thus reducing the aforementioned gap. Accordingly, utilizing the most appropriate criteria shall undoubtedly lead to accomplishing targeted goals, and we shall apply that to the University's Strategic Plan.

I. Human Resources

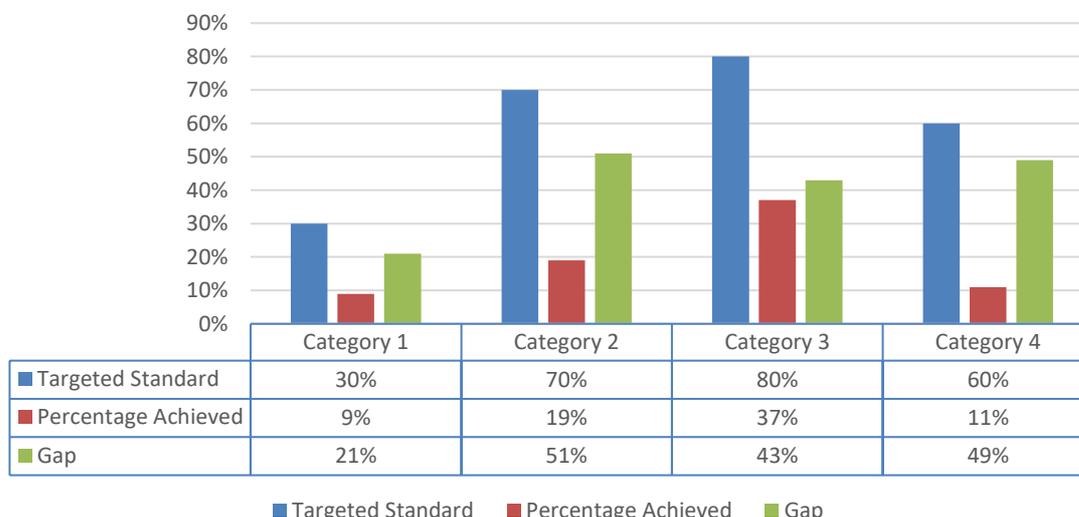Human Resources include both Academics as well as Employees.

1. Academics

The data that have been collected by the team in charge, regarding the University Academics, including Certificates, Scientific Degrees and Service Duration, have been classified in **Table No. 2**, which clearly identifies the gap between the Targeted Standard and the Achieved One for the Academics Indicators. Such comparison shall lead to establishing Policies and Action Programs as part of implementing the Strategic Goals of the University. It should be noted however that all Academics Indicators are unfortunately Negative.

#	Academics Indicators	Targeted Standard	Percentage Achieved	Gap	Indicator
1.	Percentage of PH.D. holders with the Title Prof. to Total Number of Teaching Staff	30%	9%	21%	Negative
2.	Percentage of Scientific Degree holders (Prof + Assist Prof) to Total Number of Teaching Staff	70%	19%	51%	Negative
3.	Percentage of PH.D. holders to the total number of Teaching Staff	80%	37%	43%	Negative
4.	Service Period of Faculty Members, Category (11-20) years to Total Number of Teaching Staff	60%	11%	49%	Negative

[Table No. 2: Gap between the Targeted Standard and the Achieved One for Academics Indicators]

## Gap between the Targeted Standard and the Achieved One for Academics Indicators

	Category 1	Category 2	Category 3	Category 4
■ Targeted Standard	30%	70%	80%	60%
■ Percentage Achieved	9%	19%	37%	11%
■ Gap	21%	51%	43%	49%

■ Targeted Standard   ■ Percentage Achieved   ■ Gap

2. Employees

The data that have been collected by the team in charge, regarding the University Employees, including Qualification, Job Title, and Age Category, have been classified in **Table No. 3** in order to show the gap between the Targeted Standard and the Achieved One. It is quite obvious that two of the four indicators are Negative.

#	Employees & Workers Indicators	Targeted Standard	Percentage Achieved	Gap	Indicator
1.	Percentage of Employees with High Diploma, Bachelor Degree, or Technical Diploma to the total number of Employees	60%	65%	5%	Positive
2.	Percentage of Employees with High School, Intermediate, and Primary to the total number of Employees.	20% & Less	10%	10%	Positive
3.	Percentage of Workers, who can read and write, to the total number of Workers	20% & Less	25%	5%	Positive
4.	Percentage of Employees within the age category of (30 -39 years old) to the total number of Employees	60%	28%	32%	Negative

[Table No. 3: Gap between the Targeted Standard and the Achieved One for Employees & Workers Indicators]

Gap between the Targeted Standard and the Achieved One for Employees & Workers Indicators
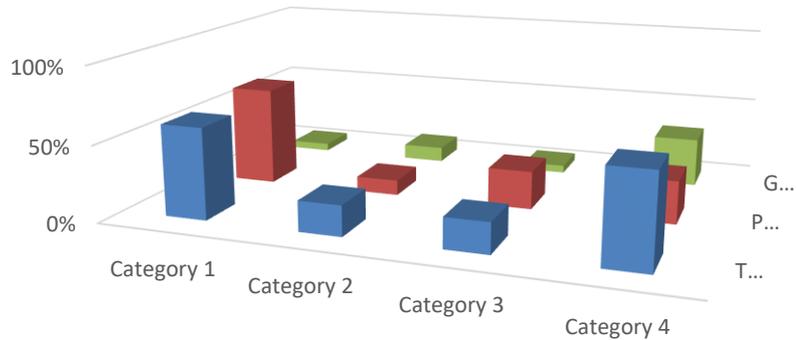
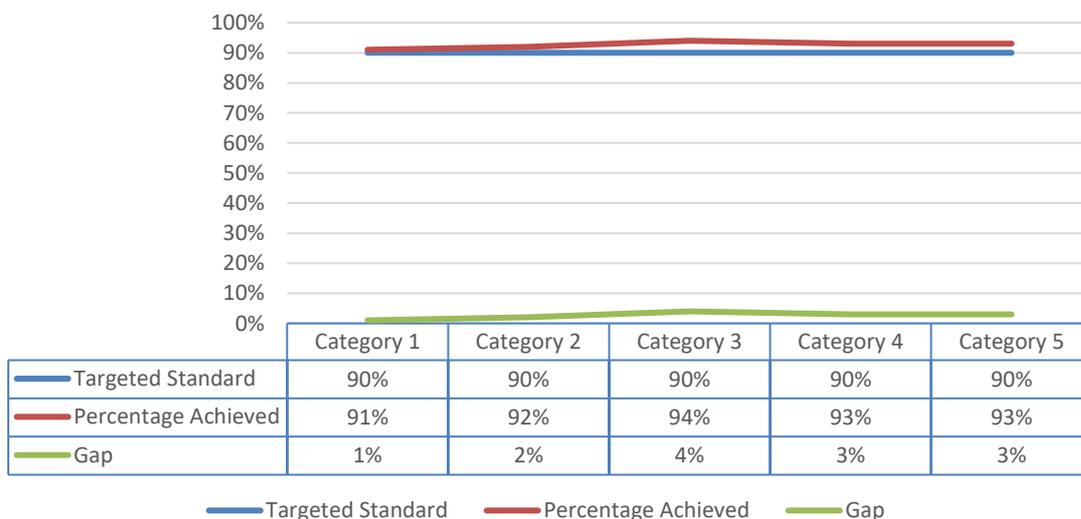|	Category 1	Category 2	Category 3	Category 4
■ Targeted Standard	60%	20%	20%	60%
■ Percentage Achieved	65%	10%	25%	28%
■ Gap	5%	10%	5%	32%

■ Targeted Standard ■ Percentage Achieved ■ Gap

II. Infrastructure

The data that have been collected by the team in charge, regarding Al-Mustaqbal University Infrastructure, include Deanship College Buildings, Attached Buildings, Courts & Centres, Scientific Department Buildings, and other Constructions. **Table No. 4** clearly identifies the gap between the Targeted Standard and the Achieved Percentage of the University Infrastructure Indicators, and such comparison shall undoubtedly lead to establishing Policies and Action Programs as part of implementing the Strategic Goals of the University. It should be noted however that all Infrastructure Indicators have been deemed Positive.

#	Infrastructure Indicators	Targeted Standard	Percentage Achieved	Gap	Indicator
1.	Availability Percentage of Deanship College Buildings	90%	91%	1%	Positive
2.	Availability Percentage of Buildings Attached to the University Colleges	90%	92%	2%	Positive
3.	Availability Percentage of Courts & Centres Attached to the University Colleges	90%	94%	4%	Positive
4.	Availability Percentage of Scientific Department Buildings Attached to the University Colleges	90%	93%	3%	Positive
5.	Availability Percentage of Other Buildings Attached to the University Colleges	90%	93%	3%	Positive

[Table No. 4: Gap between the Targeted Standard and the Achieved Percentage for the Infrastructure Indicators]

Gap between the Targeted Standard and the Achieved Percentage for the Infrastructure Indicators
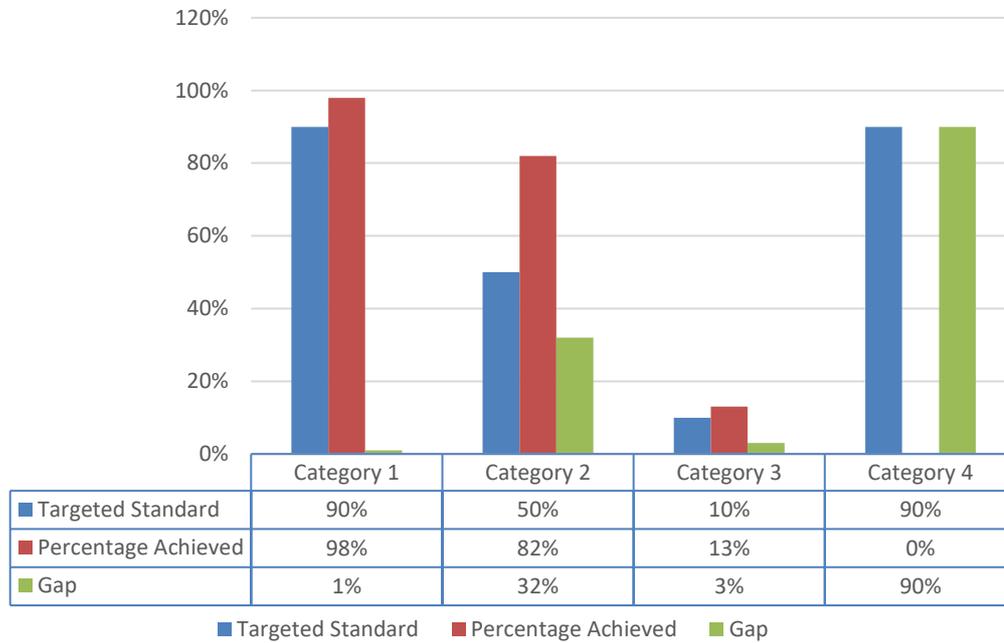
	Category 1	Category 2	Category 3	Category 4	Category 5
Targeted Standard	90%	90%	90%	90%	90%
Percentage Achieved	91%	92%	94%	93%	93%
Gap	1%	2%	4%	3%	3%

Targeted Standard — Percentage Achieved — Gap

III. Research, Scientific Journals, Authorship & Translation

The data that have been collected by the team in charge, regarding Number of Research Papers published inside and outside (Number of Scientific Journals, as well as Written and Translated Books), issued by al-Mustaqbal University. **Table No. 5** clearly identifies the gap between the Targeted Standard and the Achieved Percentage of Research, Scientific Journals, Authorship & Translation Indicators, and such comparison shall undoubtedly lead to establishing Policies and Action Programs as part of implementing the Strategic Goals of the University. It should be noted however that two of the indicators have been deemed Negative.

#	Infrastructure Indicators	Targeted Standard	Percentage Achieved	Gap	Indicator
1.	Percentage of Published Research to total number of Academics	90%	89%	1%	Negative
2.	Percentage of Published Research outside the country to Total Research	50%	82%	32%	Positive
3.	Percentage of the Written or Translated Books to total number of Academics	10%	13%	3%	Positive
4.	Percentage of Colleges issuing Journals to total number of Colleges	90%	0%	90%	Negative

[Table No. 5: Gap between the Targeted Standard and the Achieved Percentage for Research, Scientific Journals, Authorship & Translation Indicators]

Gap between the Targeted Standard and the AchievedPercentage for Research, Scientific Journals, Authorship & Translation Indicators

	Category 1	Category 2	Category 3	Category 4
Targeted Standard	90%	50%	10%	90%
Percentage Achieved	98%	82%	13%	0%
Gap	1%	32%	3%	90%

■ Targeted Standard ■ Percentage Achieved ■ Gap

IV. Organizational Structure / Chart

A new Organizational Structure for Al-Mustaqbal University has been designed in light of the Vision, Mission and Goals, according to an adequate strategy, including all the elements of success. Some of these elements are listed below:
   ❖ Authorizations & Responsibilities
   ❖ Coordination & Communication
   ❖ Job description
   ❖ Centralized & Decentralized Administration

V. Students

Students are categorized into two groups, Morning Undergraduate Students and Evening Undergraduate Students.

1. Morning Undergraduate Students

Table No. 6 identifies the gap between the Targeted Standard and the Achieved Percentage of Morning Undergraduate Student Indicators. It is remarkable to note that only one of the four indicators has been Negative.

#	Morning Students Indicators	Targeted Standard	Achieved Percentage	Gap	Indicator
A	Academic / Student: Medical Specializations	1 – 12	1 – 30	1 – 18	Negative
B	Academic / Student: Scientific Specializations	1 – 20	1 – 9	1 – 11	Positive
C	Academic / Student: Humanities	1 – 30	1 – 29	1 – 1	Positive
D	Number of Students / Classrooms	1 – 35	1 – 30	1 – 5	Positive

[Table No. 6: Gap between Targeted Standard and Achieved Percentage of Morning Undergraduate Students Indicators]

Gap between the Targeted Standard and the Achieved One for Academics Indicators
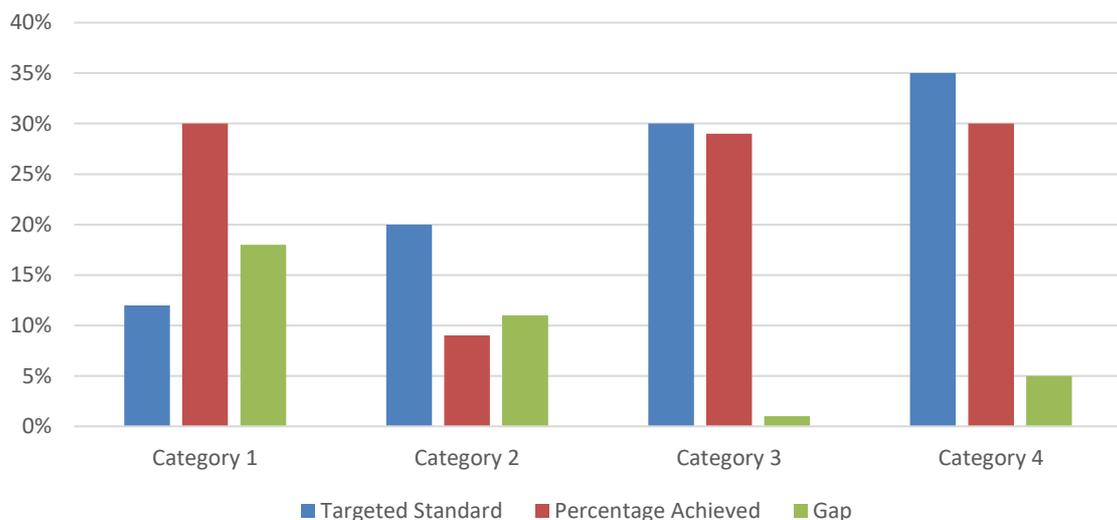
2. Evening Undergraduate Students

Table No. 7 identifies the gap between Targeted Standard and Achieved Percentage of Evening Undergraduate Student Indicators. It is remarkable to note that only one of the four indicators has been Negative.

#	Evening Students Indicators	Targeted Standard	Achieved Percentage	Gap	Indicator
A	Academic / Student: Medical Specializations	1 – 12	1 – 25	1 – 13	Negative
B	Academic / Student: Scientific Specializations	1 – 20	1 – 20	1 – 0	Positive
C	Academic / Student: Humanities	1 – 30	1 – 16	1 – 14	Positive
D	Number of Students / Classrooms	1 – 35	1 – 23	1 – 12	Positive

[Table No. 7: Gap between Targeted Standard and Achieved Percentage of Evening Undergraduate Students Indicators]

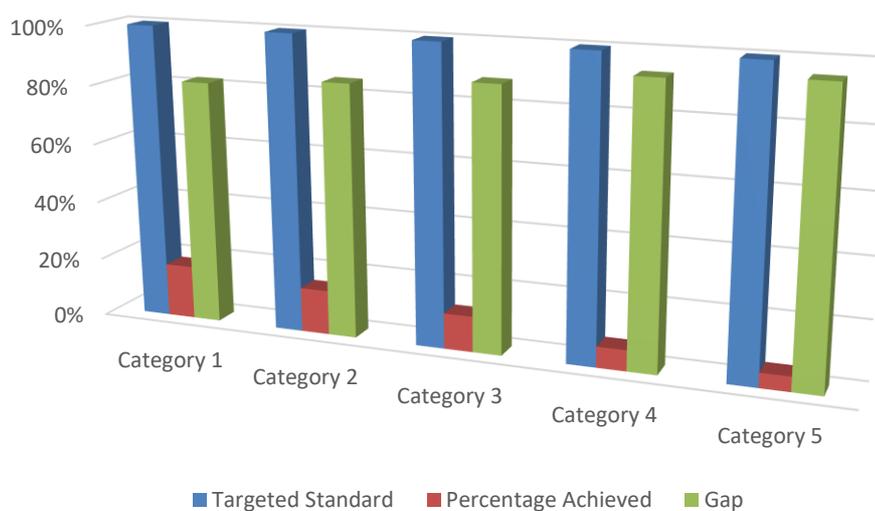Gap between Targeted Standard and Achieved Percentage of Evening Undergraduate Students Indicators
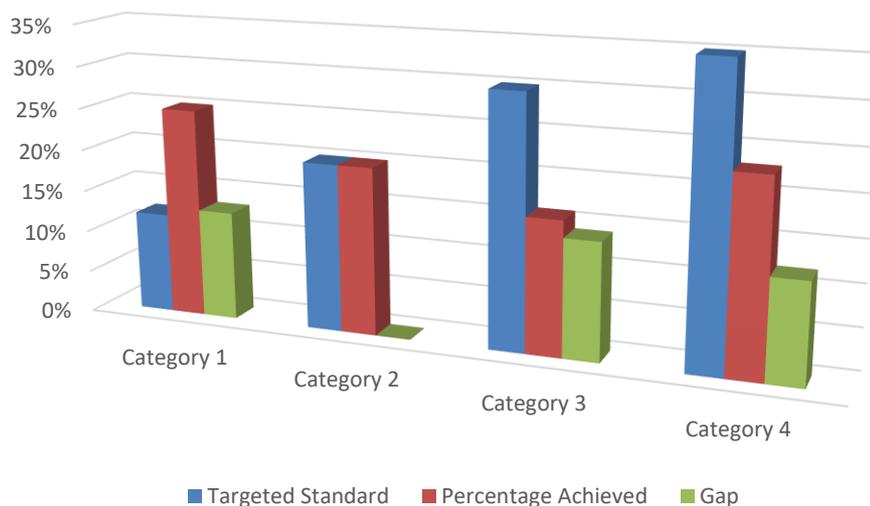
VI. Community Service (Cooperation Mechanism with the Local Community)

According to the data collected by the Team in charge, Community Service Indicators have been classified in **Table No. 8**, which identifies the gap between Targeted Standard and Achieved Percentage of these indicators. Unfortunately, all indicators have been Negative.

#	Community Service Indicators	Targeted Standard	Achieved Percentage	Gap	Indicator
1.	Activities of Administrative, Economic & Accounting Sciences	100%	18%	82%	Negative
2.	Activities in the Field of Legal & Legislative Sciences	100%	15%	85%	Negative
3.	Medical & Community Health Activities	100%	12%	88%	Negative
4.	Artistic and Sports Activities	100%	7%	93%	Negative
5.	Engineering Science Activities	100%	5%	95%	Negative

[Table No. 8: Gap between Targeted Standard and Achieved Percentage of Community Service Indicators]

Gap between Targeted Standard and Achieved Percentage of Community Service Indicators
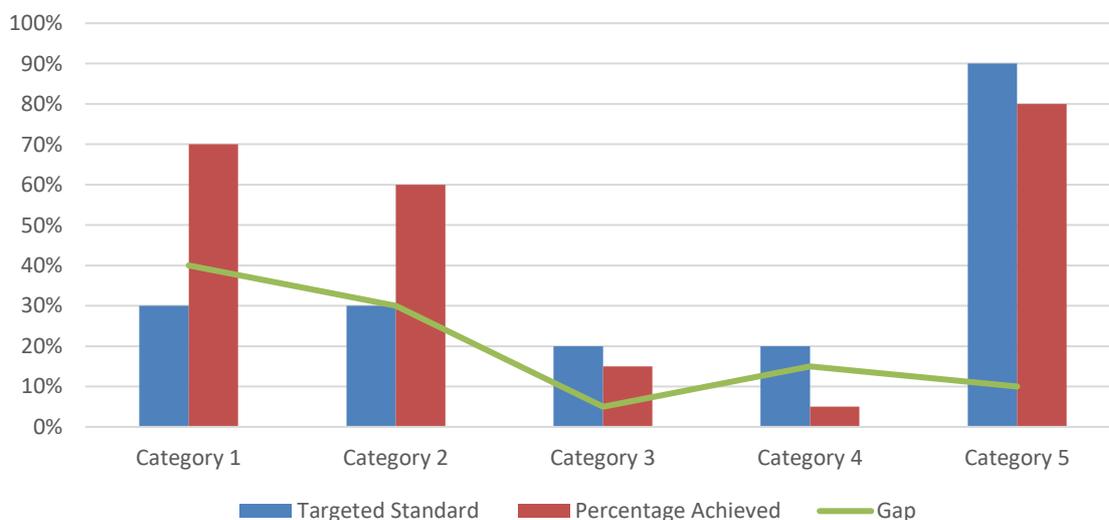
VII. Training & Continuing Education

According to the data collected by the Team in charge, Training & Continuing Education Indicators have been classified in **Table No. 9**, which identifies the gap between Targeted Standard and Achieved Percentage of these indicators. It is remarkable to note that only two of the five indicators have been Positive.

#	Training & Continuing Education Indicators	Targeted Standard	Achieved %	Gap	Indicator
1.	Percentage of Faculty Members participating in training courses to their total number at the University Colleges	30%	70%	40%	Positive
2.	Percentage of Employees participating in training courses to their total number at the University Colleges	30%	60%	30%	Positive
3.	Percentage of Faculty Members participating in training courses outside the University to their total number	20%	15%	5%	Negative
4.	Percentage of Employees participating in training courses outside the University to their total number	20%	5%	15%	Negative
5.	Percentage of Training Courses organized at the University (Continuing Education) to the total Planned Courses	90%	80%	10%	Negative

[Table No. 9: Gap between Targeted Standard and Achieved Percentage of Training & Continuing Education Indicators]

Gap between Targeted Standard and Achieved Percentage of Training & Continuing Education Indicators
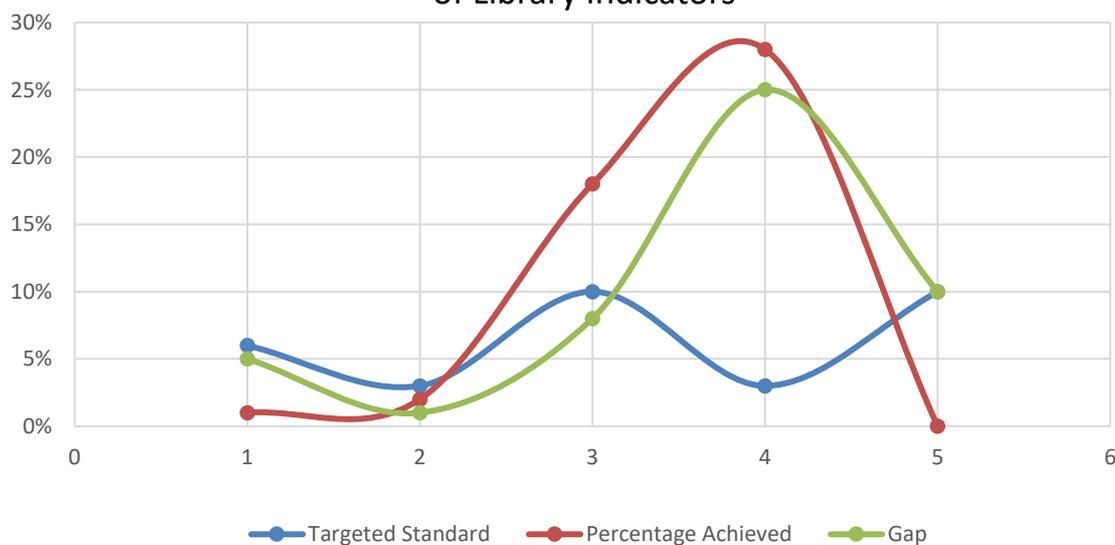
VIII. Library

According to the data collected by the Team in charge, Library Indicators have been classified in **Table No. 10**, which identifies the gap between Targeted Standard and Achieved Percentage of these indicators. Unfortunately, all indicators have been Negative.

#	Library Indicators	Targeted Standard	Achieved %	Gap	Indicator
1.	Total number of books to total number of students	1 – 6	1 – 1	1 – 5	Negative
2.	Total number of students to books' titles available	1 – 3	1 – 2	1 – 1	Negative
3.	Permanent Library Visitors of Students to the total number of Students at the University	3 – 10	3 – 18	3 – 8	Negative
4.	The total number of Students to the number of borrowed books	1 – 3	3 – 28	2 – 25	Negative
5.	Number of Librarians to the total number of Employees working at the University Libraries	6 – 10	Nil	Nil	Negative

[Table No. 10: Gap between Targeted Standard and Achieved Percentage of Library Indicators]

Gap between Targeted Standard and Achieved Percentage of Library Indicators

IX. Teaching & Educational Curricula

According to the data collected by the Team in charge, Teaching & Educational Curricula Indicators have been classified in Table No. 11, which identifies the gap between Targeted Standard and Achieved Percentage of these indicators. Unfortunately, the two indicators given in **Table No. 11**, are both Negative.

#	Teaching & Educational Curricula Indicators	Targeted Standard	Achieved %	Gap	Indicator
1.	Percentage of using Contemporary Teaching Strategies to the Total Number of Academics	70%	60%	10%	Negative
2.	Number of Academic Courses per week to Credit Hours of one Scientific Department	33%	28%	5%	Negative

[Table No. 11: Gap between Targeted Standard and Achieved Percentage of Teaching & Educational Curricula Indicators]

Gap between Targeted Standard and Achieved Percentage of Library Indicators
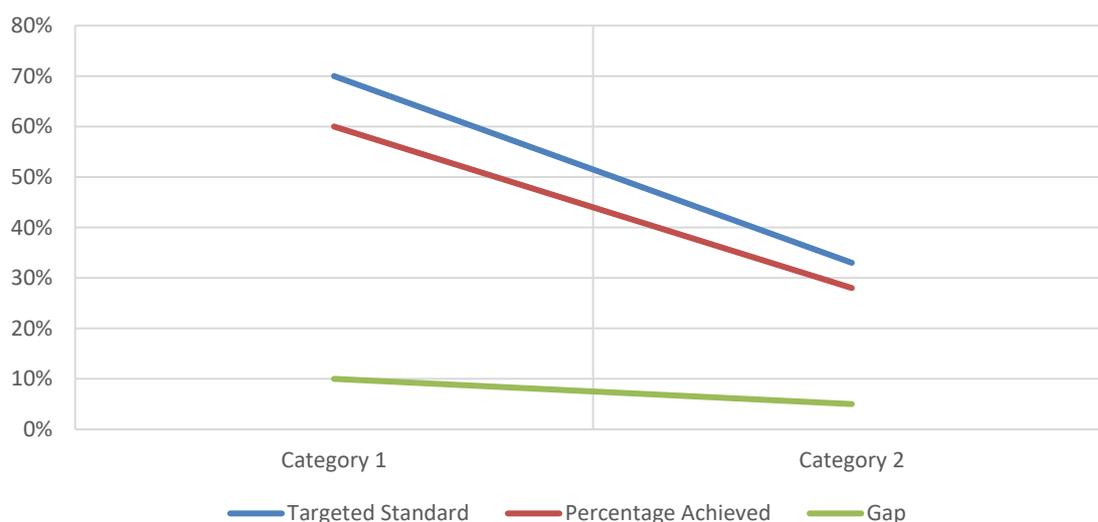
X. Planning Budget

According to the estimated Budget of Al-Mustaqbal University for the Year 2020, and after excluding Salaries, Wages, Infrastructure and Scientific Research Amounts, the remaining shall be distributed centrally, based on the outcomes and available data. However, and in implementation to the Strategic Goals, the Team in charge does recommend an annual increase, starting from 2021, of 10 to 20 per cent. This percentage shall be reviewed annually as per future developments.

3.1 Summary of Actual Reality & Gap Identification

A. Human Resources

They are categorized into 1. Faculty Members; and 2. Employees.

1- **Faculty Members:** The results indicate a (negative gap) in overall paragraphs between the standard criteria and the actual achievements, as shown in Table (1). This requires the university's senior management to adopt clear policies and work programs to reduce the gap.

2- **Employees (Scientific Departments, Employees of Other Offices):** The results indicate a (positive gap) in three paragraphs and a (negative gap) in one paragraph between the standard criteria and the actual achievements. This necessitates the university's senior management to adopt policies and implement work programs to develop the capabilities of employees and workers to enhance their job performance and services.

B. Infrastructure:
The results indicate a (positive gap) between the standard criteria and the actual achievements, as shown in Table (3). This indicates that the university has prepared the infrastructure in terms of buildings, halls, scientific laboratories, and other annexed structures to accommodate the increasing number of students in the future.

C. Research, scientific journals, authorship and translation:
The results indicate a (negative gap) in two paragraphs and a (positive gap) in two other paragraphs, as shown in Table (4). This requires the university's senior management to pay increasing attention to encouraging professors to present mandatory annual research, with preferential incentives for each professor to achieve this.

D. Organizational Structure / Chart: Based on the university's organizational chart, the senior management needs to issue appropriate guidelines and instructions to delegate suitable authorities and implement responsibilities assigned to employees. Adopting job descriptions should also be done, providing adequate flexibility in administrative decentralization across various university areas to streamline procedures and directives from top management to central administrations (deanships) and executive departments (academic departments).

E. Students:

a. Morning Undergraduate Students:
The results indicate a (positive gap) in three paragraphs and a (negative gap) in one paragraph, as shown in Tables (5). This requires the university's senior management to pay increasing attention to providing all necessary requirements.

b. Evening Undergraduate Students:
The results indicate a (positive gap) in three paragraphs and a (negative gap) in one paragraph, as shown in Tables (6). This necessitates the university's senior management to focus on providing and organizing classrooms with contemporary educational technology and determining a reasonable number of students per classroom to meet quality assurance requirements.

F. Community Service: The results indicate a (negative gap) in overall paragraphs, as shown in Table (7). This requires the university's senior management to develop clear work programs to build bridges of cooperation and communication with the community.

G. Training & Continuing Education: The results indicate a (positive gap) in two paragraphs and a (negative gap) in three paragraphs, as shown in Table (8). This requires the university's senior management to establish various training programs involving faculty members and staff, both within and outside the university, to benefit from contemporary scientific knowledge in their respective fields and invest it in developing professional, educational, and administrative work at the university.

H. Library: The results indicate a (negative gap) in overall paragraphs, as shown in Table (9). This requires the university's senior management to encourage professors and students to allocate a specific time for weekly reading and guide them to borrow books according to their scientific specialization, while increasing the number of books, especially the modern ones.

I. **Teaching & Educational Curricula:** The results indicate a (negative gap), requiring the university's senior management to strategically invest in contemporary teaching methods in the field of educational technology instead of traditional teaching methods that rely on memorization and rote learning.

4. University Strategic Plan Design & Achievement of Goals

Strategic Goal	Policies & Operation Programs
Goal No. 1: Developing Students' Scientific Knowledge and Technical Skills, and in accordance with the Contemporary Educational Technology Trends	In Implementation to Goal No. 1, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. 1. Scientific Departments shall adopt Modern Teaching Curricula that would be of much benefit in the process of developing Students Knowledge and Technical Skills, and in line with the Labor Market Needs. 2. Establishing Scientific Laboratories and Workshops to link Theoretical Aspects with Applied Ones according to Labor Market Requirements and Development Plans. 3. Establishing A Centre for Talented & Distinguished Students to promote their various capabilities. 4. Adopting a new mechanism for Students Assessment, which includes the following items: ❖ Written Objective Tests based on Comprehension & Conclusion, and they constitute 50% of the Total Mark. ❖ Essay Writing Tests based on skills like Indoctrinating, Memorising, and Expressing one's opinions, and they constitute 20% of the Total Mark. ❖ Practical Tests based on Comprehension Skills, and they constitute 20% of the Total Mark. ❖ Class & Homework Activities, and they constitute 10% of the Total Mark.
Goal No. 2: Promoting the Performance of Faculty Members, raising their Scientific, Educational and Professional Capabilities.	In Implementation to Goal No. 2, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Rehabilitating & Training all Faculty Members, holding the Title of "Assistant Teacher" and "Teacher". They should be

	enrolled in at least Three-Month Courses in order to develop their Professional and Educational Competencies. ❖ Adopting a program according to which Faculty Members can be Exchanged with highly distinguished Universities in order to promote Professional and Scientific Capabilities of the University Academics. ❖ Encouraging & Urging Faculty Members to participate in Scientific Conferences inside and outside Iraq, after being provided with the necessary facilities they require.

Goal No.3:Education Development, providing a stimulating Academic Environment for the Learning Process.	In Implementation to Goal No. 3, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University.
	
	❖ Formulating Specialized Committees at the University Colleges to review and evaluate the Educational Curricula, as well as its development in accordance with the University Environment and in line with the Labor Market Requirements.
	❖ Organizing Specific Programs for Employees & Students, which are constituted of the following items:
	  ❖ There should be a Critical Thinking Program for both Employees and Students.
	  ❖ Both Employees & Students should learn how to make use of Scientific Knowledge.
	  ❖ Internalizing Human Values, openness, tolerance, transparency, and Mutual Collective Cooperation.
	  ❖ Establishing the Values of Citizenship & Homeland Belonging.
	  ❖ Classrooms shall be provided with Advanced Devices & Equipment that might contribute to the development of Teaching & Learning Processes.

Goal No. 4: A Constant Promotion of Quality Assurance Applications & Academic Accreditation in accordance with the prevailing Scientific Technical Development.	In Implementation to Goal No. 4, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Providing Evidence and Excellence Criteria for Quality Assurance & Academic Accreditation. ❖ Participating in International Scientific Conferences & Symposiums to get acquainted with the latest Achievements in the Field of Quality Assurance & Academic Accreditation. ❖ Preparing and Organizing Scientific Conferences & Symposiums on Quality Assurance & Academic Accreditation. ❖ Establishing Clear Mechanism for Self-Assessment & Institutional Transformation
Goal No.5: Finalizing the University Infrastructure	In Implementation to Goal No. 5, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Establishing an Integrated University City to meet the growing needs of University & Local Community. ❖ Establishing a Teaching Hospital inside the University Campus. ❖ Establishing an Electronic Governance System inside the University Campus. ❖ Establishing a Private Bank to provide Banking Services to Entire University.

GoalNo.6:Opening Communication Channels with all National, Regional and International Universities.	In Implementation to Goal No. 6, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Expanding Cooperation & Partnership with National Institutions and Organizations through Bilateral Agreements as well as Scientific and Cultural Memorandums of Understanding. ❖ Concluding Mutual Agreements with Highly Distinguished Arab & International Universities. ❖ Establishing a Mechanism to attract Distinguished Scientific Competencies, especially Retirees with Scientific Titles so as to benefit of their Practical Experience in the Fields of Postgraduate Studies and Scientific Research
Goal No.7: Developing of Supporting Administrative & Service Systems	In Implementation to Goal No. 7, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Restructuring Administrative Components of the University System within the Requirements of Quality Assurance and Academic Accreditation. ❖ Building an Accurate Database and Advanced Information Systems, being constantly updated, and adopted in Current & Future Strategic Decisions. ❖ Establishing a Crisis Management Department. ❖ Seeking for Non-Traditional Funding Sources.

Goal No. 8: Training University Leaders and Human Resources, promoting their Leadership as well as Admin Skills.	In Implementation to Goal No. 8, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Establishing a Comprehensive Training Program to develop Leadership skills of University Departments ❖ Selection of University Leaders according to Specific Criteria, which include Technocracy, Competence, Professionalism and Integrity. ❖ Establishing an Employees Training Program on the Use of Modern Technologies in the Field of Administration.

Goal No. 9: Improvement of Scientific Research Quality and Postgraduate Studies.	In Implementation to Goal No. 9, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University.
	
	❖ Establishing a Center for Scientific Studies & Research for various Majors, aiming to build Communication Bridges the Local Community, in addition to participating in the Development Plans.
	❖ Encouraging and assisting Faculty Members to publish their Research in International Journals with an Impact Factor (IF), and Globally Classified within (ISI) and (Scopus).
	❖ Establishing a Mechanism for Postgraduate Programs according to the following measures:
	   a. Postgraduate admission Rate shall be at least a Grade of Good or out of the Top Ten.
	   b. Scientific Research Topics shall focus on the essence of related Sciences.
	   c. Admission to Postgraduate Studies shall be based on Competitive Exams.
	   d. Developing the University Central Library, heading towards an Electronic Library.

Goal No. 10: Exploring the Strategies that ensure transition towards a Productive University.	In Implementation to Goal No. 10, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Adopting Specific Programs for marketing Educational Services, Research, Consulting, Informatics, and other Products. ❖ Transforming University Laboratories, and workshops into Productive Units, marketing their Products to Local Community. ❖ Establishing Al-Mustaqbal University Press.
Goal No. 11: Enhancing Communication Processes with Local Community Institutions through a variety of Activities	In Implementation to Goal No. 11, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Establishing a Center for Continuing Education & Community Service to promote Human Capabilities inside and outside the University ❖ Activating Specific Mechanisms that might support the University in developing its capabilities towards establishing a Knowledge Society in favour of Community Service at all levels.

Goal No. 12: Leadership and Culture of Excellence.	In Implementation to Goal No. 12, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Adopt scientific criteria in analyzing the external environment and the needs of beneficiaries. ❖ The number of available cultural courses to develop employees and enhance communication between leadership and staff. ❖ The number of scientific agreements with other universities and the utilization of such agreements. ❖ The number of beneficiaries from the services provided by the university. ❖ Involvement of employees in the decision-making process. ❖ The number of collective participations in service activities.
Goal No. 13: Understanding the University and its Contexts in Managing Occupational Safety, Health, Environment, and Energy.	In Implementation to Goal No. 13, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ Providing the requirements approved by the university regarding occupational safety and energy consumption. ❖ Having a clear and announced plan that includes health, safety, and energy objectives, as well as defining responsibilities. ❖ Rationalizing the available resources to implement health, safety, and energy systems. ❖ Measuring, analyzing, and evaluating performance and the accuracy of corrective actions.

Goal No. 14: Academic Accreditation (The University Obtains both Institutional and Programmatic Accreditation).	In Implementation to Goal No. 14, Certain Policies & Operation Programs shall be conducted within the Strategic Vision & Mission of Al-Mustaqbal University. ❖ A roadmap (a clear plan for obtaining a quality assurance certificate and institutional accreditation). ❖ A roadmap for achieving programmatic accreditation. ❖ A comprehensive report of the results of the self-assessment of the extent to which the quality system is implemented.

5. Planning Budget

The Planning Budget is an annual estimate of Quantitative Numbers, representing specific amounts allocated for the implementation of the Budget based on the data of 2020.

Al-Mustaqbal University Planning Budget for the Year 2021

#	Equipment / Supply	Allocated Amount (IQD)
1.	Furniture	1,420,000,000
2.	Air Conditioning & Refrigeration	295,000,000
3.	Books & References	189,000,000
4.	Accessories	395,000,000
5.	Laboratory Supplies	500,000,000
6.	Computers	165,000,000
7.	Office Printers	980,000,000
8.	Awards	120,000,000
9.	Night Allowances (Compensatory) & Transportation Fees	15,000,000
10.	Other Expenses	100,000,000
11.	Stationary	20,000,000
12.	Lab, Medical and Engineering Supplies	400,000,000
13.	Information Network Services	60,000,000
14.	Hospitality & Fuel	100,000,000
15.	Festivals	25,000,000
16.	Conferences & Symposiums	70,000,000
17.	Travelling & Dispatching	100,000,000
18.	Transport Rental	400,000,000

19.	Publishing & Printing	100,000,000
20.	Courses Subscription	100,000,000
21.	Transportation Maintenance	8,000,000
22.	Maintenance of other Equipment	15,000,000
23.	Maintenance of Furniture & Office Devices	25,000,000
24.	Buildings & Gardens Maintenance	300,000,000
25.	Non-Affiliate Awards	12,000,000
26.	Scientific Research	Central distribution
27.	Buildings	Central distribution
28.	Salaries & Wages	Central distribution

❖Implementation & Follow-Up

In order to ensure appropriate implementation to Five-Year Strategic Plan of Al-Mustaqbal University, The Higher Team recommends that a Committee of Specialists shall be formulated for that purpose.

The following directives are proposed by the Strategic Team of Al-Mustaqbal University:

1. Forming a Higher Committee at each College constituted of the Dean, his Deputy for Scientific Affairs, Heads of Scientific Departments, and a Rapporteur.
2. The Team shall come up with Vision, Mission, Values and Strategic Goals.
3. Some of the Team Duties can be summarized as follows: Certain Policies & Programs shall be adopted in order to achieve the Strategic Goals, based on what has already been stated in (**4. University Strategic Plan Design & Achievement of Goals)**
4. It is quite necessary to carefully get acquainted with the Five-Year Strategic Plan of Al-Mustaqbal University by the Assigned Team in order to fully implement its Articles, and thus achieving the required goals .