



# APPRAIS

governAnce, quality, accountability:  
a Piloting Reform PRrocess  
in kurdistAn region of Iraq

## Institutional Strategic Plan for University Reform

The aim is to develop an institutional strategic plan with the involved stakeholders for each Kurdish university, validated by the leadership of each university and by the Ministry of Higher Education and Scientific Research in KRG. The plan includes the university strategy on Quality Assurance, recognition of credits, Bologna Process and in general on management of the governance system, which are the pillars of the APPRAIS project.

All the strategic plans of the 8 HEIs in KRG are based on the Roadmap defined in WP2 and on the shared Strategy of the Ministry of Higher Education and Scientific Research in KRG.



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

### Project number:

618781-EPP-1-2020-1-IT-EPPKA2-CBHE-SP

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# Ministerial Strategy for the Higher Education sector in the Kurdistan region of Iraq 2021-2024

## The Strategy for higher education of the Ministry of Higher Education and Scientific Research in the Kurdistan Regional Government (KRG) fits with the APPRAIS project

The Ministry of higher Education and Scientific Research adopts a **vision and long-term strategy** that lead to design a new road map for reformation of the higher education system.

Within this framework, the **priorities** of the Ministry's strategy for higher education will contribute to develop the regional governmental strategy which aims at reforming the management structure of Universities

- by introduce a modern democratic system where the staff's ownership of their institution and students rights of quality education are protected,
- by introducing teaching and research quality assessment systems to monitor performance and link key performance indicators to promotion,
- by implementing audit mechanisms to ensure the rule of law, control of corruption, safe environment, gender equality and protecting the rights of minorities, disabled individuals etc.



### The Goals of the Ministerial Strategy:

1. Reforming teaching and establishing a modern Teaching Quality Assurance (TQA) system.
2. Reforming the research training and funding system to revitalize scientific research.
3. Establishing continuous academic development program.
4. Building capacity by investing in people and infrastructure.
5. Reforming the management structure of the universities and technical institutes to minimize waste and promote university independence.
6. Reforming the administrative system to minimize bureaucracy and put students and staff first.

### The Objectives of the Ministerial Strategy:

1. **Bologna Process Implementation:** Implementing Bologna Process at KRG universities, in order to be up to the international standards, to be more responsive to the market needs and to prepare graduates for the market, as well as to create scientific relations with international academic communities.
2. **Curriculum Development:** Reforming the curriculum of all the scientific departments aiming at changing and developing education curriculum and to bring them up according to the modern and contemporary standards and to be fit with the market needs.
3. **Pedagogy:** Introducing a new pedagogical training program.
4. **Internationalization:** Internationalizing universities and higher education in the Kurdistan Region.
5. **KUR:** Creating a tool that helps universities to leverage the quality and the visibility of the universities internationally, through the implementation of Kurdistan University Ranking KUR.
6. **Creating strong synergy between education, research and socioeconomic systems;**



# INSTITUTIONAL STRATEGIC PLAN

## University of Salaheddin-Erbil

We will work together as one Salaheddin University- Erbil to practice excellence in teaching and learning, leading in the pursuit of knowledge, to be a research-intensive

university. We will do this in ways that serve society on a local and regional scale. We will work to be the leading university for creative and professional practice inspired by

innovation. We will improve the university's international profile, through a worldwide network for academic excellence and mutual achievement



### VISION

The vision for leading a university encompasses a commitment to academic excellence, innovation, student success, diversity and inclusion, community engagement, institutional growth, and adaptability to change. It involves shaping the university into a dynamic and forward-thinking institution that serves both its immediate community and the broader society.



### MISSION

Our Mission is to enhance teaching and learning by engaging students in educational, research, and creative activities that enable graduates to have fruitful careers and meaningful lives enhanced by lifelong learning and service, while we also take up social and economic challenges of the present out of a sense of civic duty and respect for human dignity

### VALUE

To fulfil SUE's mission, to accomplish our goals, and to put our strategic initiatives and objectives into action, we are guided by the enduring core values of the university

#### 1. PROVIDE AN INNOVATIVE EDUCATION

#### 2. INNOVATION

We commit to being responsive, innovative, and progressive.

#### 3. IMPROVE RESEARCH

developing staff and student skills.

#### 4. INTELLECTUAL CURIOSITY

Engaging in knowledge and realizing its inherent value.

#### 5. CONTRIBUTION

developing industry through providing excellent learning programs.

#### 6. BUILD UP

extensive learning centres using the latest technology.

#### 7. PURSUE THE ACADEMIC REPUTATION

#### 8. COLLABORATION

recognizing SUE connection with partners and working to realize combined effect through joint effort and collegiality.

#### 9. EMPOWERMENT

decentralize the administrative work and pursue the mission statement adopted by the university.

#### 10. DIVERSITY

we at SUE think it's important to have faculty members, staff, and students from a variety of backgrounds, ethnicities, and viewpoints. SUE respects and recognizes this diversity, encourages an inclusive environment, and prevents prejudice and discrimination.

#### 11. ACADEMIC INTEGRITY

we place a strong emphasis on the value of maintaining academic integrity, which includes respecting the rights of others' ideas and intellectual property.

#### 12. RESPECT

We firmly think that respect contributes to a supportive and fruitful academic atmosphere that supports everyone in intellectual development, personal growth, and a sense of belonging.

#### 13. SUSTAINABILITY

determining priorities and distributing resources to fulfil current demands while protecting resources for the future.



### INSTITUTIONAL GOALS

SUE 2024-29 strategic plan will contribute to the achievement of its goals as they are major steps in achieving the SUE vision. This strategic roadmap contains the following seven goals:

• **Goal 1:** To be Excellence in Teaching and Learning.

• **Goal 2:** To be a Research-Intensive University.

• **Goal 3:** To Lead in the Pursuit of Knowledge and Innovation.

• **Goal 4:** To Support Faculty and Staff Development.

• **Goal 5:** To Strengthen International Profile.

• **Goal 6:** To Improve Community Outreach and Impact.

• **Goal 7:** To Enhance Governance System

### OBJECTIVES OF THE STRATEGIC PLAN

Within five years the university aims to achieve the following objectives:



#### IMPLEMENTING BOLOGNA PROCESS

Implementing the Bologna Process in all SUE.



#### QUALITY ASSURANCE

- Evaluate and monitor the ESG implementation and make necessary adjustments to achieve the desired outcomes.
- Ensure that programs are frequently monitored and reviewed to enhance quality.
- Improve the quality assurance for teaching, programs, and research and better include internal and external quality assurance agencies.



#### IMPROVE EMPLOYABILITY

- Provide continuing education and career development courses and training.
- Providing academic advising, career counseling, and support services to help students succeed.



#### INNOVATIVE TEACHING & LEARNING

- Providing a variety of learning opportunities in a resource-rich setting to assist teaching and learning.
- Provide high-quality teaching and training to students in particular undergraduate degree programs.
- Recognizing the diversity of learning styles, experiences, and histories represented within the student body and responding in ways that creatively harness this variation.



#### GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

1. Implementing the Bologna process in all the university colleges
2. Evaluate and monitor the ESG implementation
3. Provide continuing education and career development courses and training
4. Providing academic advising, career counselling, and support services to help students succeed.
5. Provide high-quality teaching and training to students in particular undergraduate degree programs.
6. Improve the quality assurance for teaching, programs, and research and better include internal and external quality assurance agencies



#### GOAL 2: A RESEARCH-INTENSIVE UNIVERSITY.

1. Support and encourage a culture of research innovation and excellence.
2. Conduct cutting-edge research across various fields to advance knowledge, and innovation, solve complex problems, and contribute to the broader scientific, social, and cultural understanding.
3. Concentrating on qualities sought in research that simultaneously produce knowledgeable and empathetic graduates capable of tackling developmental difficulties and competing in the market.
4. Enhance the size and impact of research publications and contributions.



#### GOAL 3: LEADING IN THE PURSUIT OF KNOWLEDGE AND INNOVATION.

1. Encouraging students and faculty members to engage in entrepreneurial activities.
2. Improve program learning outcomes to match global standards and promote student growth.
3. Presenting, lectures, seminars, workshops, and practical sessions to students to convey knowledge, innovation, and skills.
4. To promote the arts, sports, culture, and intellectual discussions through various activities such as lectures, seminars, art exhibitions, and public events.



#### GOAL 4: SUPPORT FACULTY AND STAFF DEVELOPMENT.

1. Encourage academic staff to pursue professional growth under the Bologna Process.
2. Encourage faculty members to engage in research and academic activities.
3. Facilitate access to resources for research and publishing.
4. Develop leadership skills among faculty members and staff members.
5. Ensure efficient and effective management of educational programs and departments.



#### GOAL 5: STRENGTHEN INTERNATIONAL PROFILE.

1. Expand the recognition and mobility of academic members, administrative staff students, and within the European Higher Education Area.
2. Ensure the sustainability and continuous improvement of the university's ESG implementation.
3. Implement procedures and policies that support the ESG principles.



#### GOAL 6: COMMUNITY OUTREACH AND IMPACT.

1. Incorporating social responsibility and community involvement.
2. Improve the third mission through Applying the ESG guidelines.
3. Enhance community engagement by fostering cultural, social, and economic development through partnerships with local businesses, non-profits, and governments.
4. Introducing cultural events, exhibitions, and performances to enrich the cultural landscape.
5. Starting events, public lectures, and community service initiatives to engage with the local and global community.



#### GOAL 7: GOVERNANCE SYSTEM.

1. Encourage accountability and transparency in the SUE governance and management.
2. Better involve stakeholders, including students, faculty members, and administrative staff.
3. Enabling stakeholders to understand what is occurring and why requires open access to information, decision-making, and actions.
4. Delivering services, making choices, and putting policies into action in an effective manner will maximize resource usage while avoiding waste.
5. Establishing procedures for accountability and encouraging moral behavior among faculty members and staff.



#### ACTIONS TO REALIZE THE INSTITUTIONAL STRATEGY

- Design and develop the Bologna Process management software.
- Using QA software for research student service, and third mission.
- Observing the progress and boosting the digital processes.
- Providing comprehensive training sessions for faculty members, students, and administrators on using software effectively.
- Focus on topics like the Bologna Process of implementing and improving student-centred instruction.
- Provide incoming students with orientation workshops on the tenets and advantages of the Bologna Process.
- Provide training sessions, seminars, and workshops on inclusive leadership, research methods, and teaching practices mostly related to the Bologna Process.
- Encourage attend conferences, webinars, and other opportunities for professional growth.
- Regularly assess faculty members and staff performance and provide constructive feedback.
- Create mentorship programs where senior staff or faculty members help and mentor junior or academic members and staff.
- Exchange best practices and promote innovation, promote collaboration among teachers, staff, and outside partners.
- Conduct seminars on time management, academic goal setting, and study techniques.
- Provide resources such as funding, time, and access to research materials, to support faculty research and scholarship.
- Make grants available to encourage research and development initiatives.
- For prospective administrators, provide programs for leadership development.
- Use evaluations to identify areas for improvement and to tailor development plans.
- Recognize and reward outstanding performance and contributions to teaching, research, leadership, and inclusion efforts.
- Provide training and awareness programs to foster an inclusive culture.
- Regularly review and adjust faculty and staff development programs based on feedback, emerging needs, and changing educational landscapes.

#### RESPONSIBLE DIVISIONS

- University President
- Vice-President for Postgraduate Studies and Scientific Affairs, Vice-President for Administrative and Financial Affairs, and Vice President for Students Affairs They collaborate with college deans, department heads, and directorates to implement objectives. They also support the university President in putting plans into action by making decisions, allocating resources, and providing guidance to ensure that the university's objectives are met.
- Dean of Colleges and Department Heads
- Directorate of Quality Assurance including QA Committee of Colleges
- Directorate of Postgraduate Studies and Scientific Affairs
- Directorate of International Relations
- Directorate of Research Centre
- Directorate of University Registration
- Directorate of Pedagogy Centre
- Directorate of IT
- Scientific Committee of Colleges and Departments



# INSTITUTIONAL STRATEGIC PLAN Sulaymania University

University of Sulaymania was founded in 1968, as the first public university in the Kurdistan Region of Iraq. It is currently one of the largest and top ranked public universities in the Kurdistan Region of Iraq. Today, it offers a diverse range of academic programs, including undergraduate and postgraduate studies, granting Bachelor's degrees, Higher

Diploma degrees, Master's degrees, and Doctor of Philosophy (PhD) degrees. Furthermore, the University of Sulaymania is renowned for publishing multiple academic journals. It has five campuses in distinct locations: the Old Campus (situated in the city center), the New Campus (strategically located on the Sulaymaniyah-Kirkuk main

road), the Saidaadiq Campus, the Chwarta Campus, and Bakrajo Campus. and Webometrics ranking, UoS is ranked 1st in Kurdistan region and its among the top 10 Iraqi Universities. University of Sulaymania currently has 21 colleges, 2100 Academic staff, 3500 Administrative staff and 24000 undergraduate and postgraduate students.



## VISION

UoS university's vision is to emerge as a globally renowned hub excelling in education, research, and community involvement. Through our ongoing initiatives and the solutions, we implement to tackle identified challenges, we aspire to reshape our institution into a focal point for innovation and the dissemination of knowledge. We anticipate a future where our university cultivates an all-encompassing and diverse learning environment, empowers students to become discerning thinkers and catalysts for change, generates ground-breaking research that contributes to societal advancement, and actively collaborates with local and global communities to address their pressing needs. Our objective is to stand as a pioneer in higher education, recognized for our unwavering dedication to academic distinction, social responsibility, and the advancement of human understanding.



## MISSION

University of Sulaymania aims to be part of a close network of international research collaborations that are continuously expanded. University of Sulaymania prepares new generations to become a part of the bright future for Kurdistan as well as Iraq and the wider region. Also, UoS tries to provide the best training for its students to become inventors and to participate in the process of progress and development in this region by including international experience in the studies, implementing Bologna process, be abroad through mobility or at home through internationalisation of the curriculum. Among the principles of working in this university is to observe human rights, women's rights, children's rights, and to promote tolerance and democracy in Kurdish society.

## VALUE

The core values of the university are:

### 1. ACCESSIBILITY:

Providing educational opportunities to a diverse range of students, ensuring affordability, and promoting equal access to higher education.

### 2. ACADEMIC EXCELLENCE:

Striving for high standards of teaching, research, and scholarship across all disciplines.

### 3. INCLUSIVITY AND DIVERSITY:

Fostering an inclusive and diverse campus community that values and respects individuals from all backgrounds and perspectives.

### 4. PUBLIC SERVICE:

A commitment to serving the needs of the broader community, region, and society through research, outreach, and community engagement.

### 5. TRANSPARENCY AND ACCOUNTABILITY:

Demonstrating openness in decision-making processes and being accountable to stakeholders, including students, faculty, staff, and the public.

### 6. INNOVATION:

Encouraging creativity, research, and the development of new ideas that contribute to the advancement of knowledge and societal progress.

### 7. SUSTAINABILITY:

Promoting environmentally responsible practices and a commitment to sustainability in operations and curriculum.

### 8. STUDENT SUCCESS:

Prioritizing the academic and personal growth of students, providing support and resources to help them achieve their educational goals.

### 9. ACADEMIC FREEDOM:

Protecting and upholding the principles of academic freedom, fostering an environment where diverse perspectives can be explored and debated.

### 10. ETHICAL CONDUCT:

Upholding the highest ethical standards in all activities, including research, teaching, and administration.

### 11. COLLABORATION:

Encouraging interdisciplinary collaboration and partnerships with other institutions, organizations, and industries to address complex challenges.

### 12. COMMUNITY ENGAGEMENT:

Actively engaging with local, regional, and global communities to address pressing issues and contribute to the betterment of society.



## INSTITUTIONAL GOALS

### • Improve Teaching and Education:

Delivering high-quality education through effective curriculum development, classroom instruction, online learning, and student support.

### • Develop Research and Innovation:

Leading cutting-edge research with skills in project execution, scholarly publication, securing research funding, and fostering innovation.

### • Expand Community Engagement:

Playing a pivotal role in communities by collaborating, addressing local needs, and offering resources for public benefit.

### • Expanding Diversity and Inclusion:

Prioritizing diversity and inclusion by creating inclusive environments, promoting diverse faculty/staff, and supporting underrepresented students.

### • Intensifying Academic Support Services:

Providing vital student support through tutoring, advising, career counselling, and academic enrichment programs.

### • Strengthen Infrastructure and Facilities:

Ensuring efficient campus operations, including facilities management, technology upkeep, and campus safety.

### • Improve Governance and Administration:

Efficiently managing leadership, good governance, strategic planning, and compliance with regulations will improve the overall performance of the university.

### • Expand Partnerships and Collaboration:

Building productive relationships with institutions, industry partners, and government agencies to achieve shared

objectives.

• **Global Engagement:** Embracing a global perspective by recruiting international students, hiring international staff, offering study abroad programs, fostering global research partnerships and increasing student and staff exchange programs.

• **Enhance Public Service and Outreach:** Fulfilling the university's public service role by addressing societal challenges, delivering continuing education, and contributing to societal improvement.

## OBJECTIVES OF THE STRATEGIC PLAN

Within 5 years the university aims to achieve the following objectives:



### IMPLEMENTING BOLOGNA PROCESS

Proper Implementation of the Bologna Process throughout all programmes.



### QUALITY ASSURANCE

Quality Assurance mechanisms for teaching, but also for research and third mission



### ACCREDITATION AND NQF

Accreditation of study programmes and national qualification framework adoption



### IMPROVE EMPLOYABILITY

Adopting measures to improve students' employability



### INNOVATIVE TEACHING & LEARNING

Students centred learning and innovative pedagogical techniques



## ACTIONS TO REALIZE THE INSTITUTIONAL STRATEGY

**ACTION 1: Implementing the Bologna Process in order for universities to be more visible and attractive at international level through:**

- Reinforcing International Cooperation for Better Attractiveness
- Capacity Building to Support HEIs In Implementing Bologna process
- Quality Assurance mechanisms for teaching, but also for research and third mission through a unified system for monitoring and quality control through the use of the APPRAIS software on QAM in research, third mission and students' services

**ACTION 2: ESG Adoption in the University System**

**ACTION 3: Accreditation of study programmes and national qualification framework adoption through:**

- National qualification framework creation and adoption

**ACTION 4: Adopting measures to improve students' employability through:**

- Information and awareness campaign
- Database of companies and career day
- Improving the CDC (career centre development)
- Signing agreements with companies at local, regional and international level for students' internships

**ACTION 5: Students centered learning and innovative pedagogical techniques such as:**

- Promoting innovative teaching approaches through also virtual collaborative learning
- Promoting student's participation in decision making, in course definition

### RESPONSIBLE DIVISIONS

- University Council.
- Vice President for Scientific Affairs and Postgraduate Studies.
- Vice President for Students Affairs.
- Directorate of International Academic Relations & Media.
- Directorate of Quality Assurance and Curriculum Development.
- Office of Erasmus, Mobilities and Projects.
- Career Development Center.
- University-Community Coordination Center.



# INSTITUTIONAL STRATEGIC PLAN University of Duhok

The University of Duhok, founded on October 31, 1992, exemplifies its unwavering dedication to education and academic excellence. Over the years, the university has witnessed a remarkable transformation from its humble beginnings with only two colleges, the College of Medicine and the College of Agriculture, and a total enrolment of 149 students.

Today, the University of Duhok (UoD) is a thriving institution of higher education comprising 19 colleges and 67 departments in total. Its diverse academic offerings have attracted a large student body, with 22,942 undergraduates pursuing their educational goals within its walls.

Committed to nurturing intellectual development and scholarship, the UoD has amassed a devoted academic staff of 1,827 members who play a pivotal role in shaping the minds of future generations. Additionally, a skilled administrative team of 2,527 staff members assures the seamless operation of the university's numerous endeavours.



## VISION

UoD strives to be a pioneering institution that empowers students to thrive in a dynamic society. Through globally accredited academic programs, student empowerment, social responsibility, and continuous innovation, UoD leads the way in education. Embracing digital transformation and immersive technology to prepare our students for the digital era, all while fostering a deep commitment to protecting and preserving our environment



## MISSION

UoD's mission is to foster an innovative e-smart academic community through a digital transformation approach that merges pedagogy and technology. Through qualitative improvements in organisational effectiveness, UoD aspires to provide accessible, inclusive, and inspiring educational possibilities while actively engaging in social service. Our mission is to provide regionally and internationally recognized and approved educational programs to students. UoD wants to build a green, walkable campus that fosters an intellectually exciting and academically rigorous interactive learning environment.

## VALUE

The core values of the university are:

### 1. EQUALITY

We value equality, striving for a campus environment where every individual is treated fairly and has equal opportunities for success, regardless of their background, identity, or circumstances. We promote inclusivity, diversity, and equity, fostering a sense of belonging and ensuring that all members of our university community have an equal voice and opportunity to thrive.

### 2. TRANSPARENCY

We uphold transparency as a core value, promoting open and honest communication, decision-making processes, and accountability throughout our university. We believe in fostering a culture of trust and integrity, where information is readily accessible, and decisions are made in a transparent manner, ensuring that our stakeholders are informed and engaged in the university's operations and strategic direction

### 3. ACADEMIC INTEGRITY

We prioritise academic integrity as a fundamental value, upholding the highest standards of honesty, ethical conduct, and intellectual rigour in all aspects of teaching, learning, and research. We foster an environment where academic honesty and originality are valued, promoting the responsible and ethical pursuit of knowledge and ensuring the credibility and reputation of our academic programs

### 4. RESPECT

We embrace respect as a guiding principle, valuing and appreciating the diverse perspectives, experiences, and contributions of all members of our university community. We foster a culture of mutual respect, treating each other with dignity, professionalism, and empathy. We encourage an inclusive and welcoming environment that upholds respectful dialogue, collaboration, and a spirit of understanding and appreciation for one another.

### 5. LOYALTY

As a value of a university, it reflects the dedication, collaboration, support, and pride demonstrated by its members towards the institution. It encompasses a sense of allegiance, faithfulness, and support those members of the university community, including students, faculty, staff, and alumni, exhibit towards the institution and its mission



## INSTITUTIONAL GOALS

This strategic plan will directly contribute to the achievement of the goals of the UoD's strategic plan:

- **Goal 1:** Ensure Educational

Excellence and Standards.

- **Goal 3:** Quality Assurance Mechanisms Based on ESG.
- **Goal 4:** Encourage Academic Progress and Development.
- **Goal 5:** Pursue International

Recognition.

- **Goal 6:** Improve Academic Programmes and Services.

## OBJECTIVES OF THE STRATEGIC PLAN

Within four years the university aims to achieve the following objectives:



### IMPLEMENTING BOLOGNA PROCESS

- Ensure that the university's academic programs and policies are fully aligned with the Bologna Process, promoting compatibility and mobility in the European Higher Education Area (EHEA)
- Promote the professional development of academic staff in line with the Bologna Process.
- Encourage active student engagement, representation, and participation in university decision-making processes.



### QUALITY ASSURANCE

- Apply the European Standards and Guidelines (ESG) to guarantee the quality of academic programs and services.
- Secure sufficient resources, including financial allocations, to support quality assurance efforts effectively.
- Ensure that academic programs are regularly monitored and reviewed to enhance quality.



### INNOVATIVE TEACHING & LEARNING

- Enhance the learning outcomes of academic programs to meet international standards and foster student development
- Foster a culture of research excellence and innovation within the university.
- Increase the quantity and impact of research publications and contributions.



## ACTIONS TO REALIZE THE INSTITUTIONAL STRATEGY

### Phase 1: Creation of a communication plan to raise awareness about the plan and its objectives

The development of a communication plan is a critical component. The communication strategy serves as a strategic roadmap for increasing awareness, engaging stakeholders, and fostering a shared understanding of the expected outcomes.

### Phase 2: ESG Standard Analysis and Governing Document Extraction

- **In-depth assessment of the Bologna Process and the European Standards and Guidelines (ESG).**
- **Review of Current Governing Documents:** The purpose is to examine their compliance with ESG principles and identify areas that need to be improved or updated.
- **Gap Analysis:** A thorough gap analysis will be performed to identify areas in which the university's governing documents fall short of ESG criteria.
- **ESG Governance Framework Development:** The ESG Standard Analysis and Gap Analysis tools will be used to create a governance structure that will match the university's governing texts with international ESG standards.
- **Engaging Stakeholders:** We will involve important stakeholders in the ESG analysis and governing document extraction process, including faculty, staff, students, and university administration.
- **Integration of ESG Principles:** The project team shall work with relevant university departments and committees to incorporate ESG principles into academic quality, research ethics, student support services, and environmental sustainability policies and procedures.
- **Monitoring and Evaluation:** We will set up a method to track the application of the ESG and analyse efficacy.
- **Capacity Building:** The project team will provide training and capacity-building workshops to faculty and staff to enhance their understanding of ESG principles and their role in promoting ESG objectives.

### Phase 3: Establishment of Governance Framework

We will develop comprehensive Policies, Procedures, Forms, and Guidelines (PPFGs) that align with the principles of the Bologna Process and European Standards and Guidelines (ESG) as a critical component of the QA strategic plan at the University of Duhok.

### Phase 4: Development of training programs for faculty and staff on ESG principles

The following are the primary actions for the development of ESG training programs in partnership with the Directorate of Quality Assurance and as part of the larger QA strategic plan:

- **Needs assessment** to identify knowledge gaps and skill requirements of professors and staff in relation to Environmental, Social, and Governance (ESG) guidelines.
- **Customised Training Modules:** Create customised training programmes that address a wide range of ESG guidelines, such as sustainability, social responsibility, ethics, and responsible governance.
- **Teaching Staff Empowerment:** Provides specialised professional training programs to help them incorporate ESG principles into their teaching approaches, research initiatives, and academic curriculum.
- **Staff Training:** Create training programmes for administrative employees to help them implement ESG principles into their daily operations, such as directorate of central registration, CDC, and student support services.
- **Interactive and Engaging Approach:** Interactive and engaging training techniques such as workshops, seminars, group discussions, and case studies will be used to ensure effective knowledge transfer and active participation.
- **Guest Lecturers and Experts:** Guest lecturers and specialists in the field of ESG will give specialised training sessions, providing useful insights and real-world views.
- **ESG Case Studies:** Other institutions' or universities' ESG-related case studies will be presented to demonstrate successful implementation tactics and encourage novel ways.

### Phase 5: Implementation of Training and Program development

- **Academic Program Enhancement:** To evaluate and improve academic programmes, a systematic approach will be used.
- **Teaching staff Training:** Staff members will receive specialised training to empower them with the skills and information needed to adopt improved teaching approaches, new pedagogies, and ESG-focused learning outcomes.
- **Curriculum Mapping:** A thorough curriculum mapping process will be carried out to ensure that course content, assessment methodologies, and learning objectives are in line with the overall programme aims and ESG standards.
- **Student-Centred Approach:** A student-centred approach to programme creation will be supported, with academic offerings designed to match the different needs and goals of students while adhering to ESG principles.
- **ESG Integration in Research:** Staff will be encouraged to incorporate ESG guidelines into their research efforts.
- **Staff Professional Development:** Provide administrative employees with chances for professional development to help.
- **Capacity Building Workshops:** For both professors and staff, capacity-building workshops and seminars on ESG principles, sustainability, and ethical practises will be held.

## RESPONSIBLE DIVISIONS

The project team is in charge of overseeing the strategic plan, execution, and monitoring to ensure its successful implementation. Within the project team, particular roles and duties may include:

- Project leader in charge of the overall project coordination, planning, and implementation. He manages the project team, engages with stakeholders, ensures the project continues on track to meet its objectives, and reports to UoD steering committee.
- The Directorate of Quality Assurance in charge of developing a comprehensive Quality Assurance (QA) system that adheres to the Bologna Process and ESG principles.
- The steering committee is in charge of reviewing and approving institutional governance and transparency policies, procedures, and guidelines.
- The Pedagogy Centre at UoD is in charge of putting the training program into action for all stakeholders.



# INSTITUTIONAL STRATEGIC PLAN University of Halabja

The University of Halabja is one of the Iraqi Kurdistan public universities founded in 2011 in the city of Halabja, Halabja Governorate. The university consists of six colleges comprising 23 departments offering both morning and evening classes to students of

Kurdistan Region. Programs last for four years and students receive BA and BSc degrees in their corresponding fields at the end of the fourth year. Additionally, the university awards MA degrees in several fields of study according to an annual plan approved by the

Ministry of Higher Education and Scientific Research. It has two campuses; the main campus is situated in the city of Halabja and the secondary is in Sharazoor District.



## VISION

The University of Halabja strives to become one of the leading universities on a regional and ultimately international level for providing and maintaining high quality learning and teaching opportunities, research, community engagement and publications in various fields that are strongly tied to the needs and development of Halabja Governorate and the region at large.



## MISSION

The mission of the university is to prepare highly qualified scholars and specialists in all scientific and humanities fields for Shahrzoor area in particular and Kurdistan Region in general. The university strives to provide access to higher education opportunities that enable graduate and undergraduate students to develop knowledge and skills necessary to achieve their professional goals, improve the productivity of their institution and provide leadership and service to their communities.

## VALUE

The core values of the University of Halabja are:

### 1. INTEGRITY

Upholding honesty, ethics, and accountability in all academic and institutional activities.

### 2. EXCELLENCE

Striving for the highest standards of academic achievement, teaching, and research.

### 3. INCLUSIVITY

Fostering a diverse and welcoming environment where all individuals are respected and valued.

### 4. INNOVATION

Encouraging creativity, research, and technological advancements to drive progress and solve societal challenges.

### 5. COMMUNITY

Engaging with the local and global communities through education, service, and collaboration.



## INSTITUTIONAL GOALS

• **Goal 1 - Enhancing Academic Excellence:** Elevating the overall quality of academic programs, teaching, and learning within our organization.

• **Goal 2 - Enhancing Research:** Strengthening the research capabilities and outputs of our organization.

• **Goal 3 - Strengthening Community Engagement:** enhancing our institution's connections and relationships with the broader community.

• **Goal 4 - Mobility and Scholarships for Foreign Students:** Enhancing the accessibility of international education by providing scholarships for foreign students and promoting student mobility opportunities for our students and staff.

• **Goal 5 - Strengthening Internationalization:** Enhancing the global presence and influence of the organization through international collaborations, partnerships, and global initiatives.



## GOAL 1: ENHANCING ACADEMIC EXCELLENCE

This goal is focused on elevating the overall quality of academic programs, teaching, and learning within our organization.

## OBJECTIVES

Within 4 years the university aims to achieve the following objectives:

**1. INCREASE THE NUMBER OF ACADEMIC STAFF TO ENSURE A FAVOURABLE STUDENT-TO-FACULTY RATIO.**

**2. ALIGN ACADEMIC PROGRAMS AND DEPARTMENTS WITH THE NEEDS OF THE LABOR MARKET**



## ACTIONS

Within 4 years the university aims to take these actions

- Increase and retain qualified academic staff
- Invest in laboratory equipment and modernize facilities
- Regularly review and update academic programs

## RESPONSIBLE DIVISIONS

The responsible divisions for this goal are:

- Directorate of Quality Assurance
- Scientific committee at each department
- Directorate of Human Resources
- Bologna Implementation Committee
- Program and Curriculum Development
- Directorate of Finance
- Career Development Center



## GOAL 2: ENHANCING RESEARCH

This goal is aimed at strengthening the research capabilities and outputs of our organization.

## OBJECTIVES

Within 4 years the university aims to achieve the following objectives:

**1. INCREASE RESEARCH OUTPUT AND PUBLICATION IN REPUTABLE JOURNALS.**

**2. EXPAND RESEARCH FUNDING OPPORTUNITIES AND GRANTS.**



## ACTIONS

Within 2 years the university aims to take these actions

- Enhancing Research Center.
- Encourage interdisciplinary research collaborations.
- Recognize and reward research publication in high-profile journals.
- Improve the university's national and international ranking

## RESPONSIBLE DIVISIONS

The responsible divisions for this goal are:

- University Council
- Directorate of Quality Assurance
- Directorate of Finance
- University's Ranking Committee



## GOAL 3: STRENGTHENING COMMUNITY ENGAGEMENT

This goal aims to enhance our institution's connections and relationships with the broader community.

## OBJECTIVES

Within 3 years the university aims to achieve the following objectives:

**1. EXPAND COMMUNITY OUTREACH PROGRAMS.**

**2. FOSTER PARTNERSHIPS WITH LOCAL BUSINESSES AND ORGANIZATIONS.**



## ACTIONS

Within 3 years the university aims to take these actions

- Organize regular community events.
- Develop internship and job placement programs.
- Host and/or sponsor community-related events

## RESPONSIBLE DIVISIONS

The responsible divisions for this goal are department and office dependent. All departments may be involved in outreach programs and training courses particularly Career Development Center.



## GOAL 4: MOBILITY AND SCHOLARSHIPS FOR FOREIGN STUDENTS

This goal is focused on enhancing the accessibility of international education by providing scholarships for foreign students and promoting student mobility opportunities for our students and staff.

## OBJECTIVES

Within 4 years the university aims to achieve the following objectives:

**1. INITIATE MOBILITY AND EXCHANGE PROGRAMS**

**2. PROVIDE SCHOLARSHIPS FOR FOREIGN STUDENTS**



## ACTIONS

Within 4 the university aims to take these actions

- Initiate Student Exchange Programs
- Attract International Students

## RESPONSIBLE DIVISIONS

The responsible divisions for this goal are:

- International Academic Relations Office
- Department of Kurdish Language
- Language Center



## GOAL 5: STRENGTHENING INTERNATIONALIZATION

This goal focuses on enhancing the global presence and influence of the organization through international collaborations, partnerships, and global initiatives.

## OBJECTIVES

Within 4 years the university aims to achieve the following objectives:

**1. BROADEN INTERNATIONAL PARTNERSHIPS**

**2. PROVIDE ENGLISH LANGUAGE COURSES FOR ACADEMIC STAFF**

**3. RECRUIT INTERNATIONAL LECTURERS**



## ACTIONS

• Expand Student Exchange Programs

- Attract International Students
- Offer Degree Scholarships
- Identify potential partner universities
- Establish Memoranda of Understanding (MoUs)
- Organize international cultural events

## RESPONSIBLE DIVISIONS

The responsible divisions for this goal are:

- Office of International Academic Relations
- Language Center



# INSTITUTIONAL STRATEGIC PLAN Duhok Polytechnic University

Duhok Polytechnic University (DPU) established in 2012, is one of three polytechnic universities in Kurdistan under the auspices of the (KR) Ministry of Higher Education and Scientific Research. DPU was originally descended from the oldest institute in Duhok Governorate in 1988, with more than 21587 graduates since then. DPU was

consisted of six colleges and eight institutes, after establishment of Akre university for applied sciences in July 2023, two colleges and two institutes from DPU were engaged in this new university. At present time, DPU had six campuses, five colleges (College of Technical Engineering-Duhok, Duhok Technical college, College of Health and

Medical Technology-Shekhan, College of Technical Administration -Duhok, and Zakho Technical Colleges), and six institutes (Duhok Technical Institute, Zakho Technical Institute, Shekhan Technical Institute, Amed Technical Institute, and Shengal Technical Institute). Total number of the staff in the university is 167.



## VISION

Be a leading university in polytechnic education, training and research, and working for the development of Kurdistan Region- Iraq.



## MISSION

Preparing efficient technical graduates and researchers with distinct levels of knowledge and technological innovation to achieve the international standards of quality.

## VALUE

The core values of the university are:

### 1. ACCOUNTABILITY

The university assumes accountability and ownership for its decisions, actions, and outcomes, demonstrating responsibility for both the manner in which tasks are executed and the tangible achievements attained

### 2. INTEGRITY

The University demonstrates a commitment to ethical conduct characterized by a strong adherence to moral principles to earn widespread trust, respect, and good reputation.

### 3. STUDENT FOCUSED

Our students constitute the central pillar of our community, and in all our endeavours, we strive to provide an exceptional learning experience.

### 4. EXCELLENCE

Striving for the utmost levels of excellence and proficiency across all academic, research, and administrative pursuits.

### 5. RESPECT

Extend respectful, equitable, and dignified treatment to all individuals, irrespective of their status or personal background

### 6. ETHICAL LEADERSHIP

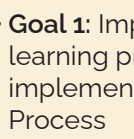
The University demonstrates ethical leadership at every level of the institution, thereby establishing a positive precedent for the entire community.

### 7. TEAMWORK

### 8. DIVERSITY

### 9. CONTINUOUS IMPROVEMENT

### 10. JUSTICE



## INSTITUTIONAL GOALS

• Goal 1: Improving Teaching and learning process through implementation of Bologna Process

• Goal 2: Develop Scientific Research Capabilities and Innovations for Sustainable Region Development

• Goal 3: Adopting digital technologies and integrating them into various aspects of the university to enhance operations, improve services, and drive innovation.

• Goal 4: Vocational Learning & Employability

• Goal 5: Internationalization

• Goal 6: Accreditation Process



## GOAL 1: Improving Teaching and learning process through implementation of Bologna Process

### OBJECTIVE 1 IMPLEMENTING THE BOLOGNA PROCESS IN ORDER FOR UNIVERSITIES TO BE MORE VISIBLE AND ATTRACTIVE AT INTERNATIONAL LEVEL



#### ACTIONS

- Reinforcing International Cooperation for Better Attractiveness
- Looking for new international partners (at least new 5 partners)
- Establishing Double Bachelor Degrees on the main pivotal topics like Physiotherapy, at least 1 DBD activated and implemented for the academic year 2025-2026

- Establishing Double Master Degrees on the main pivotal topics at least 1 DMD activated and implemented for the academic year 2025-2026
- Increasing or improving activities for PhD students (co-supervision of PhD thesis by EU and DPU ; summer schools for PhD students, joint research) ; at least 2 PhD thesis co-supervised by end of 2025; at least 5 PhD students participating in PhD activity (summer school or joint research)

### OBJECTIVE 2 QUALITY ASSURANCE MECHANISMS FOR TEACHING, BUT ALSO FOR RESEARCH AND THIRD MISSION

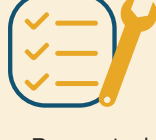


#### ACTIONS

- Unified System for Monitoring and Quality Control
- Use of the APPRAIS software on OAM in research, third mission and students' services

- ESG (European Standards and Guidelines) adoption

### OBJECTIVE 3 ADOPTING MEASURES TO IMPROVE STUDENTS' EMPLOYABILITY



#### ACTIONS

- Promote internal debates in the faculties with students and faculty members about the importance of implementing Bologna Process for a better employability of graduates by organising a series of workshop and informative meetings 4 per years, 2 per semester, by end of 2024
- Improving Career Centre
- Statistical study and reports about professional insertion of graduates into labour market: follow up of graduates and students during the university and after (by end 2024)

- Mapping company's needs: Business sector, number of employees, recruiting needs (by June 2024)
- Organising events for each graduation session in order to inform companies about new graduates (2 events per year, one per semester, by end of 2024)
- Events – Campus Recruiting (Career Day – Recruiting Day): Employer branding (organising 1 Career Day by end of 2024)
- Students and fresh graduates meet companies (speed dating) by early 2025

### RESPONSIBLE DIVISIONS

The responsible division for implement all objectives and actions of this goal are:

- International Relations Office, Quality Assurance Directorate / curriculum and Programs
- Bologna Process implementation committee

- Pedagogy centre
- Authorized departments in each college and institute at DPU.
- Career Development Center



## GOAL 2: Develop Scientific Research Capabilities and Innovations for Sustainable Region Development

### OBJECTIVE 1 ENHANCE THE UNIVERSITY RESEARCH PROFILE AND IMPACT.



#### ACTIONS

- Increase the number and quality of publication in well-known journals and conferences
- Conducting international conferences with well-known institutes and universities.

- Form partnerships and networks with respectable academic institutions, organizations, publishers, or/and industries.
- Attempt to issue university journals, either local or international.

### OBJECTIVE 2 INCREASE/ENHANCE, MANAGE, AND STRUCTURE EXTERNAL AND INTERNAL STAKEHOLDER RELATIONS AND PARTICULARLY FOR RESEARCH FUNDING.



#### ACTIONS

- Coordination with public and private sector institutions to diagnose fundamental problems.

- Diversify funding sources by seeking grants.

### OBJECTIVE 3 DEVELOP RESEARCH AND INNOVATION IN KRG PRIORITY FIELDS

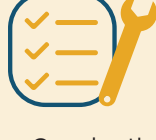


#### ACTIONS

- Coordination with public and private sector institutions to diagnose fundamental problems.

- Organizing workshops and symposium with governmental organization to allocate research priorities

### OBJECTIVE 4 CONTINUOUS DEVELOPMENT OF THE CAPABILITIES AND SKILLS OF ACADEMICS AND RESEARCHERS 4.1



#### ACTIONS

- Conducting workshops for all academic in improving research skills

- Organizing local research seminars and Invite speakers to enhance researchers' skills and capabilities.

### OBJECTIVE 5 MAXIMIZE THE IMPACT AND INTERNATIONAL RECOGNITION OF DPU RESEARCH



#### ACTIONS

- Arranging partnership with respectable international institutions

- Strengthen connections and partnerships with famous research institutions, organizations, publishers, and/or industries by conducting industrial research projects

### RESPONSIBLE DIVISIONS

The responsible division for implement all objectives and actions of this goal are:

- VP for academic affairs
- Research Center Director

- Deans
- Academic affairs



## GOAL 3: Adopting digital technologies and integrating them into various aspects of the university to enhance operations, improve services, and drive innovation.

### OBJECTIVE PROMOTING ACCESS TO DIGITAL RESOURCES AND TO INFORMATION, AS WELL AS TO ONLINE RESEARCH COLLABORATIONS, RESEARCH DATABASES AND TOOLS



#### ACTIONS

- Encourage faculty to design digital courses and learning materials. Provide training and incentives for educators to adapt to digital teaching methods.
- Ensure that digital resources and platforms are accessible to all students, including those with disabilities.
- Promote the use of digital collaboration tools for research, group projects, and faculty collaboration.
- Collaborate with technology companies, educational institutions, and government agencies to leverage expertise and resources for digitalization.
- Implement a robust LMS platform (i.e., Moodle) as a blended learning system in DPU to manage course content, assignments, and communication between students and faculty.
- Integrate online self-assessment tools to conduct self-exams and self-assignments digitally.
- Administrative Efficiency: Streamlining administrative tasks like admissions, registration, grads, CAD and financial aid through digital systems.

- Data Analytics and Protection: Using data to track student progress, identify areas of improvement, personalize learning experiences, and track alumni.
- Invest in cybersecurity measures to protect sensitive data and ensure the security of digital systems.

### RESPONSIBLE DIVISIONS

The responsible division for implement all objectives and actions of this goal are:

- ICT Center
- Quality Assurance & Research Center
- Scientific Departments
- Student Affairs Center
- Career Development Center



## GOAL 4: Vocational Learning & Employability

### OBJECTIVE 1 STRENGTHEN INTERNSHIP AND PLACEMENT TIES WITH LOCAL AND INTERNATIONAL COMPANIES AND NGOS.

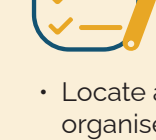


#### ACTIONS

- Organise biannual roundtable conversations with industry executives to comprehend their requirements and expectations.
- Introduce at least two new vocational training programs (new degrees) linked with the industries with the highest demand on the job market.
- Conduct a comprehensive market analysis (i.e., labour market assessment)
- Launch university-wide workshops, seminars, and training programs on employment skills for students.
- CDC in Partnership with experts and trainers (i.e., the Vocational Training Directorate) to provide workshops on CV writing, interviewing techniques, and industry-specific training.

- Establish a robust Industry Advisory Board for continuous engagement with the industry.
- Upgrade the facilities and equipment for vocational training to train students using the most recent technology.
- Allocate funds to acquire and upkeep cutting-edge training equipment in vocational labs.
- Training center network: establishment of a stable network of vocational training centres anchored in the network of employment offices.
- Establishing multidisciplinary teams comprised of all professionals involved in vocational education, with defined responsibilities, a teamwork mentality, and close cooperation with other services.

### OBJECTIVE 2 COOPERATION: DEVELOPING STABLE MECHANISMS AND FORMS OF COOPERATION WITH AND BETWEEN TRAINING PROVIDERS, PARTICULARLY IN THE NGO COMMUNITY, TO ENSURE COMPATIBILITY BETWEEN THEIR TRAINING OFFERS AND LABOUR MARKET DEMAND AND PROMOTE A COHERENT STRUCTURE FOR QUALITY AND RECOGNITION OF QUALIFICATIONS.



#### ACTIONS

- Locate and map non-profit training providers; organise workshops to standardise training standards and curricula.
- Establish universal training standards and collaborate with authorities to create a consistent certification process. Employer input should be used to refine and improve training modules continuously.

- Capacity-building: creating a stable vocational of employment office staff dealing with vocational training issues, including capacity building of all vocational service staff; regional vocational training coordinators, local training and vocational guidance advisors

### RESPONSIBLE DIVISIONS

The responsible divisions for implement all objectives and actions of this goal are:

- Career Development Center (CDC).
- Quality Assurance Directorate (Curriculum Development Division): Responsible for modifying and introducing new programs for vocational training.
- Industry Advisory Board: Newly established dedicated team

- Engineering and Projects Directorate:
- Vice President for Scientific Affairs, Deans, Head of Departments, Laboratory Administrators in all disciplines and Technical Staff.



## GOAL 5: Internationalization

### OBJECTIVE ENHANCING GLOBAL PRESENCE: BY EXTENDING THE PARTNER NETWORK TO AT LEAST FIVE ADDITIONAL TOP TIER INTERNATIONAL UNIVERSITIES.



#### ACTIONS

- Engage in Active Partnership Building: Through conducting a global outreach and networking events to establish partnerships with prospective partner universities.
- Teaching Staff Mobility: For the first year, five academic staff and then raise to reach ten staff after five years.
- Staff Training Programs: Develop staff capacity by participation in training programs that equip employees with the necessary skills and knowledge required for international cooperation.
- Student Mobility: For the first and second years, starting from five students and then in the following few years, to no less than ten students participate in overseas exchange programs.
- Student Orientation & Cultural Programs: Launch orientation and cultural assimilation activities to acclimate students to their new environment and to welcome international students to university.

- International Research Collaboration: Boost international research cooperation with a goal of a 10% increase in publications done in conjunction with overseas researchers.
- Research Outreach & Collaboration Platforms: Create online communities and host yearly conferences to bring DPU scholars together with colleagues worldwide
- International Internship & Summer Training: A number of least five students of the whole student body participate in summer training programs and internships abroad, including Micro-Internship.
- Internship and Training Engagement: Engage in proactive outreach to overseas businesses and universities to identify student summer training options.
- Postgraduate Scholarships: Offering one seat for a Master's Degree and one seat for a PhD as a scholarship, fully funded by the university.

### RESPONSIBLE DIVISIONS

The responsible divisions for implement all objectives and actions of this goal are:

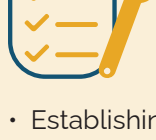
- International Relations Office (IRO)
- Quality Assurance & Research Center

- Student Affairs Division: Managing
- Career Development Center.



## GOAL 6: Accreditation Process

### OBJECTIVE 1 ADOPTING ACADEMIC ACCREDITATION STANDARDS FOR EDUCATIONAL PROGRAMS BASED ON THE FACULTIES' AND INSTITUTES' SPECIALIZATIONS

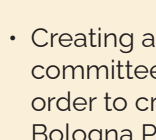


#### ACTIONS

- Establishing an Academic Accreditation Team
- Coordinating with accrediting bodies to determine accreditation requirements.
- Conducting a survey to assess the current status of colleges' readiness to obtain accreditation

- Preparing a report on the current state of affairs and identifying gaps
- Providing the financial allocations required by the organizations that grant academic accreditation.

### OBJECTIVE 2 CAPACITY BUILDING TO SUPPORT THE UNIVERSITY IN IMPLEMENTING BOLOGNA PROCESS



#### ACTIONS

- Creating a working group (Bologna Process committee) composed of staff and students, in order to create sessions to approach the Bologna Process).
- Transferring the know-how and skills to university staff (faculties, colleges, departments) through cascade training and internal capacity building based on the ToT of APPRAIS: at least 50 new people are trained by July 2024.

- Transferring the know-how and skills to other universities staff through cascade training and internal capacity building based on the ToT of APPRAIS at least 75 new people are trained by December 2024.



# INSTITUTIONAL STRATEGIC PLAN

## University of Garmian

University of Garmian was established in 2010 by combining two campuses of the University of Sulaimani in Kalar and Khanaqin city. These two campuses encompassed four colleges, the oldest of which was the College of Education in Kalar which was established in 2004. We currently have three campuses in

three different cities; Kalar, Khanaqin and Kifri. Four Colleges with two separate departments (Department of Civil Engineering and Department of Law aligned directly with the university presidency) in Kalar campus, three colleges in Khanaqin campus, and one College in Kifri campus.

Overall, we have thirty Departments. Most of the colleges grant only Bachelor's degrees, but we also grant Master's and PhD degrees as well. We also offer training courses in English language and pedagogical courses for the academic staff.



### VISION

Our vision is becoming a leading university in scientific disciplines to shape a sustainable future not just at the national level and in the region but at the international level as well. Also we aspire to become a globally competitive, innovative and science-focused university



### MISSION

Advancing knowledge and learning experience through educational program, research excellences and innovations in a strongest manner that will best serve human society and that fits with our scientific motto: *Innovation, Prospection, and Cooperation.*

### VALUE

The core values of the university are:

#### 1. AUDACITY

Being public organization, our students and academic endeavours will persist on daring educational routes, generating research and graduates who have no hesitation to exceed traditional limits.

#### 2. PERSEVERANCE

We have a robust culture of tenacity formed from our determination to persist through obstacles and transformation.

#### 3. HONESTY

At every level and within the entire student population, honesty is crucial to professional and academic behaviour. This forms the foundation of the university's reputation that our graduates uphold.

#### 4. EXCELLENCE

Whether it will be in serving our society or in the lecture hall, we are always aiming for superiority in design, delivery and encounter.



### INSTITUTIONAL GOALS

• **Goal 1:** Development of the Bologna Process Implementation

• **Goal 2:** Quality Assurance Mechanisms for Teaching, Research and Third Mission

• **Goal 3:** Providing a Superb Undergraduate Experience

• **Goal 4:** Increase Research Excellence

• **Goal 5:** Accreditation of Study Programs and National Qualification Framework Adoption

• **Goal 6:** Optimize Financial Resources

### OBJECTIVES TO ACHIEVE GOAL 1:

#### 1. DIGITALIZATION OF THE BOLOGNA PROCESS MANAGEMENT



#### ACTIONS TO ACHIEVE OBJECTIVE 1:

- Creating the Bologna Process management software on university servers or cloud infrastructure.
- Providing comprehensive training sessions for faculty members, students, and administrators on using the software effectively.
- Monitoring the progress and optimizing the digital processes.

#### ACTIONS TO ACHIEVE OBJECTIVE 2:

- Develop a calendar of workshops, seminars, and training programs tailored to faculty needs.

#### 2. STRENGTHENING OF THE ACADEMIC STAFF AND STUDENT

- Invite guest speakers and subject matter experts to lead sessions.
- Emphasize topics such as Bologna Process compliance and student-centered teaching.
- Offer orientation sessions to new students on the principles and benefits of the Bologna Process.
- Conduct workshops on study skills, time management, and academic goal setting.

#### ACTIONS TO ACHIEVE OBJECTIVE 3:

- Establish a review committee to update and align the guidelines with best practices in the university in partnership with the government (Ministry).

#### 3. IMPROVING AND DEVELOPING BOLOGNA PROCESS GUIDELINES

#### RESPONSIBLE DIVISIONS

- President of the University
- Vice-President for Scientific Affairs and Higher Education
- Vice-President for Administrative and Financial Affairs
- Dean of Colleges
- Head of Departments
- Scientific Committee of Departments
- Directorate of Information Technology
- Directorate of University Registration
- Directorate of Supervision and Quality Assurance
- Directorate of Pedagogy Center and Academic Development
- Directorate of International Academic Relations

### OBJECTIVES TO ACHIEVE GOAL 2:

#### 1. TEACHING QUALITY ASSURANCE



#### ACTIONS TO ACHIEVE OBJECTIVE 1:

- Form a Teaching Quality Assurance Committee responsible for overseeing program assessments and improvements.
- Develop a standardized process for curriculum development and review.
- Creating an electronic platform for the university in order to show the level, guidelines and activities and have accounts for teachers, students and staff of the university within one year.

#### 2. RESEARCH QUALITY ASSURANCE

#### ACTIONS TO ACHIEVE OBJECTIVE 2:

- Establish a Research Quality Assurance Committee to develop and implement the research evaluation system.
- Invest in research facilities, equipment, and resources.
- Encourage members of the colleges to participate in research-focused workshops and conferences (national and international).

#### 3. THIRD MISSION QUALITY ASSURANCE

#### RESPONSIBLE DIVISIONS

- Vice-President for Scientific Affairs and Higher Education
- Vice-President for Administrative and Financial Affairs
- Directorate of Information Technology
- Directorate of Supervision and Quality Assurance

### OBJECTIVES TO ACHIEVE GOAL 3:

#### 1. ACADEMIC STAFF EXCELLENCE



#### ACTIONS TO ACHIEVE OBJECTIVE 1:

- Develop a calendar of workshops and training programs to address the identified needs of academic staff, including topics such as student-centered teaching and effective assessment methods.
- Work with academic departments to implement curriculum enhancements based on the pedagogical improvements identified.
- Ensure alignment with the university's mission and the needs of undergraduate students.

#### ACTIONS TO ACHIEVE OBJECTIVE 2:

- Implement landscaping projects to enhance the aesthetic appeal of the campus.
- Implement landscaping and beautification projects to create an inviting campus environment.

#### 2. ENHANCING CAMPUS ENVIRONMENT

- Promote green initiatives, including planting trees and creating green spaces.
- Execute necessary renovations and upgrades to campus facilities, including classrooms, libraries, and common areas.
- Ensure accessibility, safety, and modernization.
- Enhance mental health support services for students.

#### ACTIONS TO ACHIEVE OBJECTIVE 3:

- Expand co-curricular and extracurricular activities.
- Improve campus facilities, including recreational spaces and student centers.
- Enhance mental health support services for students.

#### 3. RAISING THE LEVEL OF EXTRACURRICULAR LEARNING CULTURE

#### RESPONSIBLE DIVISIONS

- President of the University
- Vice-President for Scientific Affairs and Higher Education
- Vice-President for Administrative and Financial Affairs
- Directorate of Information Technology
- Directorate of University Registration
- Directorate of Supervision and Quality Assurance
- Directorate of Pedagogy Center and Academic Development
- Directorate of Students Affairs
- Directorate of University Campus
- Directorate of Central Library
- Directorate of Career Development Center
- Directorate of Genderism Center
- Directorate of Health and Safety

### OBJECTIVES TO ACHIEVE GOAL 4:

#### 1. ENCOURAGE ACADEMIC STAFF TO RESEARCH



#### ACTIONS TO ACHIEVE OBJECTIVE 1:

- Launch faculty awareness campaigns on the importance of research.
- Organize seminars and workshops highlighting successful research stories.
- Recognize and reward outstanding research contributions.

#### ACTIONS TO ACHIEVE OBJECTIVE 2:

- Organizing the center for research grants and funding opportunities.
- Promote awareness of available grants and assist faculty in proposal preparation.
- Encourage faculty to actively seek external research funding.

#### ACTIONS TO ACHIEVE OBJECTIVE 3:

- Encourage faculty to form research groups based on shared interests.

- Provide seed grants and resources to kick-off group projects.
- Promote interdisciplinary collaborations among faculty

#### ACTIONS TO ACHIEVE OBJECTIVE 4:

- Conduct a comprehensive assessment of the current state of university laboratories and facilities.
- Identify areas that require immediate improvement and prioritize upgrades.
- Allocate funds and resources for renovating and modernizing existing laboratories.
- Invest in cutting-edge equipment and technology to support research and teaching.
- Upgrade IT infrastructure and data management systems.
- Ensure accessibility and usability of research resources.

#### RESPONSIBLE DIVISIONS

- President of the University
- Vice-President for Scientific Affairs and Higher Education
- Vice-President for Administrative and Financial Affairs
- Research Center
- Directorate of Research Center
- Dean of Colleges
- Directorate of Supervision and Quality Assurance

### OBJECTIVES TO ACHIEVE GOAL 5:

#### 1. ACCREDITATION OF STUDY PROGRAMS

#### 2. NATIONAL QUALIFICATION FRAMEWORK ADOPTION



#### ACTIONS TO ACHIEVE OBJECTIVE 1:

- Form an Accreditation Committee with representation from academic departments.
- Conduct a thorough review of existing programs to identify gaps and areas requiring improvement.
- Develop a timeline and roadmap for program accreditation, including documentation preparation and site visits.

#### ACTIONS TO ACHIEVE OBJECTIVE 2:

- Appoint an NQF Implementation Team to oversee the integration process.
- Evaluate and map existing programs to NQF levels and descriptors.
- Develop a clear communication plan to inform stakeholders about the adoption of NQF.

#### RESPONSIBLE DIVISIONS

- President of the University
- Vice-President for Scientific Affairs and Higher Education
- Vice-President for Administrative and Financial Affairs
- Directorate of Information Technology
- Directorate of International Academic Relations
- Directorate of Higher Education and Scientific Affairs
- Directorate of Research Center
- Directorate of Supervision and Quality Assurance

### OBJECTIVES TO ACHIEVE GOAL 6:

#### 1. INTERNAL RESOURCE

#### 2. EXTERNAL RESOURCE

#### 3. INTERNATIONAL RESOURCE

#### 4. COST EFFICIENCY



#### ACTIONS TO ACHIEVE OBJECTIVE 1:

- All sources of funding from the university, such as tuition fees, counseling center revenues, and non-educational revenues

#### ACTIONS TO ACHIEVE OBJECTIVE 2:

- Identify potential local funding sources such as government grants, partnerships with local industries, and philanthropic opportunities.

#### ACTIONS TO ACHIEVE OBJECTIVE 3:

- Explore international funding sources such as research grants, partnerships with international universities, and participation in global research networks.

#### ACTIONS TO ACHIEVE OBJECTIVE 4:

- Evaluate and streamline administrative processes to reduce overhead costs.
- Invest in technology solutions to automate administrative processes, reducing operational costs.
- Develop cost management training for department heads and managers.

#### RESPONSIBLE DIVISIONS

- Vice-President for Administrative and Financial Affairs
- Directorate of Human Resources
- Research Centre
- Directorate of International Academic Relations
- Directorate of Legal
- Directorate of Finance
- Directorate of Auditing





# INSTITUTIONAL STRATEGIC PLAN University of Zakho

The University of Zakho (UoZ) dates back to the year 2005 and within the framework of the directives and concerns of His Excellency Masoud Barzani, President of the Kurdistan Regional Government (KRG), and Mr. Nechirvan Barzani, Prime Minister of the Kurdistan Regional Government, made a decision to lay the foundation stone of the College of Education and the College of Commerce (during the fifth cabinet) in a university campus in Zakho, which at that time officially belonged to the University of Duhok.

In the academic year 2005/2006 students have been accepted at the two colleges mentioned above. On 8th of July 2010, a formal order was issued to establish a university in Zakho by the Presidency of the Council of Ministers in KRG (sixth cabinet) as a non-profit state organization for higher education. In the academic year 2013/2014, the University of Zakho was constituted with 16 scientific sections and 6 schools in the Faculties of Science and Humanities and the presidency of the university.

The structures of the University of Zakho for the academic year 2022-2023 are as follows:

1. College of Science/ 6 scientific departments
2. College of Humanities/ 6 scientific departments
3. College of Administration and Economics/ 3 scientific departments
4. College of Engineering/ 3 scientific departments
5. College of Education/ 4 scientific departments
6. College of Basic Education/ 5 scientific departments
7. College of Medicine/ 2 scientific departments



## VISION

The vision for leading a university encompasses a commitment to academic excellence, innovation, student success, diversity and inclusion, community engagement, institutional growth, and adaptability to change. It involves shaping the university into a dynamic and forward-thinking institution that serves both its immediate community and the broader society.



## MISSION

The primary purpose of the University of Zakho is to provide a learning and research environment in which academic staff and students can discover, preserve and transmit the knowledge, wisdom and values that will help improve the quality of education and research. Additionally, UoZ offers and supports local communities and contributes to the development of the regions where the University is located at educational, cultural and developmental levels.

## VALUE

The core values of the university are:

### 1. ACADEMIC EXCELLENCE

A dedication to maintaining high academic standards, fostering a culture of continuous improvement, and ensuring the pursuit of excellence in teaching, research, and scholarship.

### 2. INCLUSIVE ENVIRONMENT

Fostering an inclusive environment where every member of the university community feels valued, respected, and has an equal opportunity to succeed.

### 3. COMMUNITY AND SOCIAL RESPONSIBILITY

Recognizing the university's role in contributing to the betterment of society through education, research, and community engagement.

### 4. LIFELONG LEARNING

Commitment to Lifelong Learning: Instilling a commitment to continuous learning and personal development, recognizing that education is a lifelong journey.

### 5. ADAPTABILITY

Embracing adaptability and a willingness to evolve in response to changing educational, societal, and technological landscapes.

### 6. INNOVATION AND CREATIVITY

Fostering a culture of innovation and creativity, encouraging original thinking, and supporting research and initiatives that push the boundaries of knowledge.



## INSTITUTIONAL GOALS

- Quality Assurance Mechanisms Based on ESG.
- Improve Academic Programmes and Services.
- Ensure Educational Excellence and Standards.
- Encourage Academic Progress and Development.
- Pursue International Recognition.

## OBJECTIVES OF THE STRATEGIC PLAN

Within 3 years the university aims to achieve the following objectives:



### IMPLEMENTING BOLOGNA PROCESS

- Visible and attractive at international level



### QUALITY ASSURANCE

- Unified system for monitoring and quality control to improve the quality of research, teaching and third mission
- Implementation of the ESG



### ACCREDITATION AND NQF

- National Qualification Framework Adoption
- Accreditation of study programmes



### IMPROVE EMPLOYABILITY

- Adopting measures to improve students' employability



### INNOVATIVE TEACHING & LEARNING

- Students centered learning and innovative pedagogical techniques



## ACTIONS TO REALIZE THE INSTITUTIONAL STRATEGY

### 1. Identifying Objectives:

- *Mission Alignment:* Ensure that the objectives of the action plan align with the university's mission, vision, and core values.
- *Stakeholder Involvement:* Engage key stakeholders, including faculty, students, staff, and community members, to gather diverse perspectives and insights.

### 2. Setting Measurable Goals:

- Specific, Measurable, Achievable, Relevant, Time-Bound (SMART) Goals: Define clear and SMART goals that are specific, measurable, achievable, relevant, and time-bound.
- Quantifiable Metrics: Establish quantifiable metrics to track progress and assess the success of each goal.

### 3. Prioritizing Initiatives:

- Critical Areas: Identify and prioritize critical areas of focus, taking into consideration the university's strengths, weaknesses, opportunities, and threats (SWOT analysis).
- Short-term and Long-term: Distinguish between short-term and long-term initiatives, recognizing the need for immediate impact as well as sustained progress.

### 4. Resource Allocation:

- Financial Resources: Determine the financial resources required for each initiative and establish a budget, ensuring realistic and efficient allocation of funds.
- Human Resources: Identify the necessary personnel, skills, and expertise needed for the successful implementation of each initiative.

### 5. Timeline and Sequencing:

- Phased Approach: Develop a timeline that outlines the sequencing of activities, recognizing dependencies and ensuring a logical progression of initiatives.
- Milestones: Define key milestones and deadlines to track progress and celebrate achievements throughout the implementation period.

### 6. Accountability and Responsibility:

- Roles and Responsibilities: Clearly define the roles and responsibilities of individuals or teams responsible for the execution of each initiative.
- Accountability Mechanisms: Establish mechanisms for regular review, feedback, and accountability to ensure that the action plan stays on course.

### 7. Monitoring and Evaluation (M&E):

- Regular Assessment: Implement a system for ongoing monitoring and evaluation of progress against established goals and objectives.
- Feedback Mechanisms: Collect feedback from stakeholders to gauge satisfaction, identify challenges, and make informed adjustments to the action plan as needed.

### 8. Prioritizing Initiatives:

- Critical Areas: Identify and prioritize critical areas of focus, taking into consideration the university's strengths, weaknesses, opportunities, and threats (SWOT analysis).
- Short-term and Long-term: Distinguish between short-term and long-term initiatives, recognizing the need for immediate impact as well as sustained progress.

### 9. Integration with Institutional Culture:

- Cultural Fit: Ensure that the action plan aligns with the university's existing culture and values, fostering a sense of ownership and commitment among the university community.
- Inclusivity: Promote inclusivity in the action plan, considering the diverse perspectives and needs of various stakeholders.

### RESPONSIBLE DIVISIONS

- Planning, implementing, and supervising the entire project is the responsibility of the project manager or project leader. His/Her responsibilities include overseeing the project team, interacting with stakeholders, making sure the project stays on course to achieve its goals, and reporting to the UoZ steering committee.
- A thorough Quality Assurance (QA) system that complies with the ESG and Bologna Process is to be developed by the Directorate of Quality Assurance.
- Policies, procedures, and standards related to institutional governance and transparency must be reviewed and approved by the steering committee.
- The implementation of the training program for all stakeholders is under the purview of the UoZ Pedagogy Centre.

Charmo University is the latest public university in the Kurdistan Region of Iraq with a main campus in Chamchamal. It was founded according to the Ministerial decision number (27) on 19th October 2014 and ministerial reference number (N.1286) on 5th of November 2014. The name of the University originates from Charmo village, the

ancient village located East of Chamchamal town, and is considered one of the oldest agricultural village in history dating back to 7000 BC. Today, the university offers academic programs administered by three colleges, where nearly 130 academic staff conduct research and provide education to over 2000 thousand students, within the

framework of more than 17 different fields of study. The current ranking of Charmo University is 8th in 15 public universities according to national university ranking of 2016. The university awards degrees of BA, BSc, MSc, MA and some PhD programs in the scientific fields mentioned above.



### VISION

We seek to let Charmo University to be recognized for being a leading centre of academic excellence. We have the talent, perspective, and confidence to make the Charmo University to be truly public University benefiting society via innovation in education, research, and creativity. Our ambition is to place students at the centre of educational process and provide the society talented and ambitious young generations of highly employable with highest knowledge, highest personal, and professional standards. We always focus to establish partnership with global, national and local educational institutions, and industries across the region and the country and let our University to have a real impact in the world around us.



### MISSION

Charmo University aims and works to be one of the good ranking university in KRI and nationwide. Charmo is now developing and has recently endorsed its international strategy to pioneer and implement ambitious projects with national and International organizations and private sector and also expand mutual work in the future and with other universities. We are currently implementing Bologna Process for internationalizing our university and seeking to lead all other universities in KRI to follow our model.

1. Recruiting the best and most diverse professors, faculties and university administration staff.
2. Setting the highest quality and inspirational learning standards for our undergraduate and postgraduate education, and creating a friendly and vibrant teaching environment for the greater wellbeing of students and deliver an outstanding educational portfolio focused on deep disciplinary knowledge, skills and attitude.
3. provide personal advisor for students and facilitate interaction with their university and teaching staff.
4. Enrol students who have demonstrated commitment to learning and being part of a diverse and vibrant campus as well as supportive relationships among students.
5. Enable quality assurance to assist in systematically planning the university's future, and developing and overseeing a series of evaluations and feedback to enhance the effectiveness of the university programs and services.

### VALUE

The core values of the university are:

1. INCLUSION, DIVERSITY, NO DISCRIMINATION
2. COEXISTENCE AND TOLERANCE
3. FREEDOM OF ACADEMIC INQUIRY
4. PERSONAL AND PROFESSIONAL CONDUCT AND INTEGRITY
5. HIGHEST ETHICAL STANDARD



### INSTITUTIONAL GOALS

- Implementing Bologna Process
- Enhancing Quality Assurance
- Accreditation and NQF
- Improve employability of students and graduates
- Adopt innovative Teaching and Learning and third mission.
- Support internationalisation of Charmo University

### OBJECTIVES OF THE STRATEGIC PLAN

Within 5 years the university aims to achieve the following objectives:



Implementing Bologna Process in order for Charmo University to be more visible and attractive for local and national students. Also promoting capacity building and international cooperation for better attractiveness.



Unified system for monitoring and quality control. ESG adoption.



Adopt a national qualification framework and accreditation procedures, create an Accreditation Committee, and support the creation of a Quality Assurance Agency at national level



Working on Information and awareness campaign. Improving career development center. Having a Database of companies, opening a Career Day and Campus Recruiting Day.



Self-diagnosis on teaching and learning methodologies to adopt improvements.



Increasing and enhancing the university's civic engagement activities through international mobility schemes



### ACTIONS TO REALIZE THE INSTITUTIONAL STRATEGY

Within three years the university aims to take these actions:

- Signing 4 agreements with 10 local, national or international universities companies by early 25.
- Having a new Quality Assurance Mechanisms for training but also for research and third mission.
- Establish a committee for accreditation
- Signing agreements with companies at local and national level. Integrating internship into the curricula and academic offer.
- Create occasions of dialogue with internal (students, staff) and external (private companies, research centres, local authorities) stakeholders to present the university programs and jointly design measures for inclusion of innovative elements into degrees.
- Increase the percentage of outgoing students
- Increase the percentage of students and staff actively involved in Internationalisation-at-Home activities

### RESPONSIBLE DIVISIONS

The team of the division(s) involved in the strategic plan preparation included but not limited to University leadership and governance system including the President and his three deputies for academic, financial and student affairs. Also included various directorates at Charmo University like Quality Assurance directorate, the Quality Assurance committee of each college and department, the committee for the implementation of Bologna Process and the scientific committee of each department and students as well. Also playing an important part is the International Relations Office plays in its connection with external stakeholders like the public sector, the private sector, companies, think tanks and research institutions both inside Kurdistan and outside.