Five-Year Strategic Plan

2021 – 2026

College of Management and Economics

University of the Prophets' Inheritors.

Introduction

   The importance of strategic planning is not hidden from anyone, whether for institutions, groups or individuals.,Good preparation for the future is a fundamental pillar for achieving distinguished and unique successes for that future., PlanningA good and successful strategy is based on basic pillars and necessary future concepts, which are represented in the clarity and comprehensiveness of the message, vision and goals.
And from hereCollege of Management and Economics At the University of Warith Al-Anbia. adoption PlanningStrategy as a working methodfor him DocumentSo to what?Owned byWith academic qualifications and a distinguished geographical and moral location in the city of the Master of Martyrs, Imam Hussein (peace be upon him), Karbala.Six, And stillBeloved Iraq is going through difficult circumstances and challenges.And finallyChallenges of the virus pandemicCOVID19 Which is still a danger.Healthy.And economically.bigA.
So take overDeanship of the Collegegreat interest.By strategic planning through a quantitative shift with horizontal expansionsAndA vertical of buildings, students, and distinguished and competitive educational and training programs to meet the needIncreasingIn higher education inIraq,Also focus on qualitative transformation On the quality of educational outcomes in light of rapid technological and technical developments for a bright futurewhereIt is compatible with the

competitive requirements in the local market.IraqRegional and international market,All that letI presidency SectionIn search of creative and innovative methodologies that are compatible with the requirements of the present and meet its expectations.The future, and in order to puts SectionSuccessful strategic planFollowThe best methodologies and foundations in formulating and developing its strategic plansoShe conducted a complete survey of her internal and external environment, including students, faculty members and employees.,Where allHead of departmentA specialized committee in strategic planning, which in turn reviewed the reports and documents.For the sectionShe also worked on formulating and distributing questionnaires and held many brainstorming meetings, sessions and workshops with a bright group ofFaculty and studentsWhere I reached a number of strengths, weaknesses and opportunities.and threatsThe present and the future which have beenTake it into consideration whenFormulatorAndVision, mission and goalsStrategic College.

Finally, we can only say thatWe extend our thanks and appreciationTo everyone who contributed to overcoming difficulties and facilitating the completion of the mission on timeEspeciallyFaculty and staff.

And success comes from God
Mr. WordThe Dean

Our college's mission stems from the university's vision, which focuses on how to combine learning, development and scientific research practices with Islamic values, the message of the Ahlul Bayt (peace be upon them) and the principles of work ethics in order to create a scientific generation of graduates qualified to advance society and able to face challenges and achieve development goals with high professionalism. Our college's

educational and research activities focus on administrative and economic sciences, which play an important and fundamental role in all different areas of life, especially in countries seeking development and change, such as our beloved country, Iraq. The College of Administration and Economics will prepare graduates to fill positions in administrative and accounting specializations by developing and supporting academic programs that are compatible with the challenges of the contemporary work environment. Our college will also strive to create and provide rich educational environments for our dear students and faculty members that encourage learning and teaching and care about the standards of sound scientific research. The college's goals are not limited to developing scientific aspects, but also seek to develop and support the basic infrastructure, collective culture and teamwork that facilitate career advancement and job satisfaction and create opportunities for a better life for our students, faculty members and employees. The College of Management and Economics will also serve society, governmental and non-governmental institutions by expanding basic scientific knowledge and developing specialized cadres.

 A.D.Awad Kazim Al-Khalidi

Dean of the College

Structure of thecollege

Administration	Accounting Department	T
Assistant Professor	Prof. Dr. Awad Kazim Shaalan Al-	1
Dr. Mohammed	Dr. Heba Allah Mustafa Al-Sayed Ali	2
Asst. Prof. Dr. Saleh	Dr. Nidal Abdullah Al-Maliki	3
Asst. Prof. Dr. Diaa	Dr. Raja Jaber Abbas	4
Dr. Hussein	Dr. Mohammed Nabil Al-Haboubi	5
Dr. Ibtisam Sarhan	Dr. Hamam Abdel Abbas	6
Dr. Salah Mahdi	M.M. Abdul Amir Sabbar Khasheef	7
M. Yasmine Qasim	M.M. Salim Rashid Abboud	8
Mr. Rafid Fadhel	M.M. Iman Jawad Ahmed	9
Mr. Ali Aziz	M.M. Insaf Jassim Mahdi	10
Mr. Mortada Moati	M.M. Mohammed Hashim Ali	11
	Mr. Ali Mohammed Hassan Mohammed	12
	M.M. Haider Nasser Hussein	13
	M.M. Shaima Jabbar Judeh	14
	M.M. Abdullah Salam Majeed	15
	M.M. Haider Saleh Abdul Hadi	16
	M.M. Heba Nabil Hamid	17
	M.M. Alaa Salem	18
	Caesar Abdul Hussein Rashk	19

First: Financial capabilities

أ- Halls: The college has a distinctive infrastructure, as there are halls for postgraduate studies for all scientific departments and halls for scientific discussions.

ب- Library: The college has a free library for undergraduate studies, equipped with modern scientific sources, as well as an electronic library with specialized websites.

ج- Units: The college has a quality assurance unit and an educational guidance unit.

د- Administrative departments: There are designated rooms with suitable space and ventilation in the college.

ه- Databases: Electronic archiving of the college's administrative units has been implemented.

و- College website: The college has a website as well as a social media page.

Axis One - Key Elements of the Strategy

1. Vision

High-quality education and sound, conscious scientific research that has sublime Islamic values, and the graduation of distinguished scientific cadres qualified to work in all fields of work.

2. The message

Raising the college to the level of colleges of management and economics in international universities and competition in: the scientific nature of the graduate, the quality of education, the quality of research, and attempts to solve various problems using scientific methods in construction, reconstruction, and investment in all fields.

3. Objectives

- Awarding a Bachelor's degree in Administrative and Accounting ❖ Sciences
- Preserving the Islamic identity of the graduate through cognitive ❖ and intellectual development.
- Awarding a Bachelor's degree in Business Administration and ❖ Accounting.
- Scientific sobriety. ❖
- Preserving the Islamic identity of the graduate. ❖
- Reviving and spreading Islamic sciences. ❖
- Developing the learning process. ❖
- Writing scientific books. ❖
- Issuing distinguished periodicals. ❖
- Expanding scientific departments. ❖
- Holding serious international scientific conferences. ❖
- Expanding the opening of postgraduate studies to grant master's ❖ degrees and doctorates in administrative and accounting sciences.

Values ❖

Quality and excellence: Committed SectionWith quality and -1
excellence standards in all its programs and projects

Teamwork: Tom CollegeWorking together and committed to -2
team spirit in its work to achieveIts objectives,Developing
good practical relationships between the parties
involved in the educational process, based on the idea
of teamwork and partnership.It is committed to team
spirit in its work to achieve its goals.Good behavior in
solving problems and dealing with conflicts.

Justice and integrity: Committed CollegeBy applying the -3
standards of justiceNon-discrimination among faculty
members And standards of ethics and ideals.

Transparency : Providing clear and accurate -4
information to students, setting clear and accurate goals
for the academic programs offered by the college, and
verifying the availability of the necessary conditions to
achieve these goals effectively and sustainably.

Accountability: Accountability of all those involved in -5
the preparation, implementation and supervision of the
educational programmes offered inCollege.

trust: Cultivating mutual trust between the student, the -6
teacher, the principal and the subordinate through
ethical behaviors and actions that enable the parties to
the educational process to achieve credibility and
respect for the other opinion..

Quality:A set of standards and characteristics that must -7
be present in all elements of the educational process
inThe college, in relation to its inputs, processes and
outputs,It aims to achieve the desired goals for the
individual, the institution and society according to the
material capabilities.And humanity.

Respect: Developing a behavior of mutual respect in -8
the college between professor and student and
between president and subordinate in a way that serves
the educational process.

Axis II - Application of AnalysisSWOT

Criterion 1: Educational Institution Strategy

College Progress And in its two partsVarious educational programs in order to rise to the level that makes the graduates of thisThis is the collegeA basic requirement in the labor market.

The first axis according to the analysisSWOT   (أ

Strengths

1- There is an approved strategic plan.

2- There is a documented, approved and published vision, mission and strategic objectives that are part of the vision and mission of theuniversity

3- TPeople ofcollegeBy spreading the vision and message and announcing it to all those who deal with him.

4- There is an official website forcollegeProvides its services to all students and teachers

5- The efficiency and qualification of the teaching staff in various specializations stems from holding many training courses on various topics.

6- An integrated e-learning platform is available that facilitates the performance of various educational processes.

Weaknesses

1- Failure to employ scientific research and consultations to serve society and its development.

2- Lack of participation outside Iraq in conferences, scientific activities and training courses.

3- Weak communication with Arab and foreign universities.

4- Lack of unity for the magazine.

5- Lack of educational guidance unit

6- Lack of women empowerment unit

Available opportunities

1- Holding many workshops and training courses by the University's Quality Assurance Department and the College's Quality Assurance Division.

2- TSave thecollegeOpportunities to participate in courses or conferences outside the college.

3- Appointing specialized cadres in various fieldstheAccounting SciencesAdministrative and financialIn order to raise the educational level ofcollege.

Threats

1- Changes in economic and social conditions and the rapid development in the technological field and in relation to the field of education.

2- Rapid changes in the local community, especially in relation to the labor market and competition, and at the level of other colleges.

3- Changes in the teaching staff due to recent appointments.

Suggested Actions Criterion 1 (ب

1- Modify the strategycollegeIn light of the university's new strategy.

2- Develop periodic reports to follow up on the strategy.collegeAnd the extent to which it matches the actual reality.

3- Preparing a team for follow-up, implementation and evaluation.

Elements of assessment of the first axis as practices (ت

1- The message meets the requirements of the educational institution and the labor market, as the opinions of the beneficiaries of the organization's message are taken through a questionnaire.

Annual improvement plans are developed by the Quality Assurance 2-
and Performance Evaluation Division and approved by the Board of
Directors.universityIt is based on databases provided by thecollege

The existence of self-evaluation reports forcollegeIt is reviewed and 3-
amended annually.

Criterion 2: Governance and Management

The second axis according to the analysisSWOT (أ
Strengths

You haveDeanship of the CollegeThe authority necessary to carry 1-
out the work.

usedDeanship of the CollegeOpen door policy as a means of 2-
finding out about all students' problems.

Weaknesses

Weak mechanisms for attracting capabilities and competencies for 1-
serious, constructive work

  TIt is lackingcollegeFor the incentive system. 2-

TIt is lackingcollegeTo the internal quality audit system 3-

Opportunities:

Building and developing the capabilities ofcollegeBy implementing 1-
the government program to improve the quality of education for the
college.

Application of the general institutional accreditation standards 2-
approved by the Ministry.

Threats

1- Lack of sufficient time to create working groups that contribute to further building the scientific capabilities of the teaching staff.

2- Sudden change policy.

3- Centralization of decision making

Proposed actions for Standard 2 (ب

1- Establish a governance committee at the level ofcollege.

2- Conducting a scientific study on the extent of governance implementation.

3- Involving teachers and students in preparing legislation related to the educational framework.

c) Elements of evaluation of the second axis as practices

1- Having an organizational structure that defines powers and responsibilities

2- Implementing all regulations and laws, with a guide to the powers of department heads.

3- Having a reliable job description.

4- There is a department-wide code of conduct that is being implemented.

5- Relying on the instructions of the Ministry and the University regarding the promotions of teaching staff in thecollege.

6- Website forFor collegeIt is updated periodically.

7- TPeople ofcollegeBy taking advantage of the feedback process from students through announcements related to all academic affairs for students.

8- The existence of training plans for teachers to raise the efficiency of the college.

9- TDepends on thecollegeAn open-door policy for receiving students' opinions and suggestions, with representatives for each

academic stage participating in solving problems and setting exam schedules.

TPeople ofcollegeBy benefiting from the feedback process from   -10 students by announcing exam results in order to know their level and to be able to help students who are struggling academically, in addition to benefiting from the feedback processes from the beneficiary parties for the purpose of improving the reality of the educational and service program of the department.

The existence of training plans for teachers and employees in order   -11 to raise the efficiency of the educational institution.

Criterion 3: Material Resources

The third axis according to the analysisSWOT   (أ

Strengths (Financial Resources)

The financial resources are the resources of the university as a whole, due to the lack of independent financial resources for the college. As for the strengths of the university's financial resources, the most important of them are:

1- Compliance with accounting laws by implementing applicable laws, regulations and directives announced by the Ministry

2- The existence of a reliable, approved and unified accounting system that all college units adhere to, in addition to the existence of oversight.

Weaknesses:

1- Failure to apply modern electronic systems in financial transactions such as Key Card and Master Card within the financial sector of the institution.

2- Lack of specialized and trained staff for administrative and accounting work.

3- The institution does not work on diversifying sources of diversification because the institution has a private nature and depends on students' fees.

Strengths (material resources)

1- Building ofcollegeModern, close to the central campus, and with sufficient financial resources to support and ensure the quality of educational programmes.

Strengths (Technical Resources)

The presence of a large number of dedicated computers in the laboratories.

Weaknesses

There are no signposts in thecollege

Available opportunities

1- Promote the website.
2- Create communication channels for faculty activities in thecollege.
3- Paying attention to the teaching staff and emphasizing attracting distinguished elites from them.

Threats

1- Weak communication between external community institutions andcollegeThis is related to scientific research due to the lack of planning or marketing for this research.
2- Local and global economic crises and their effects on development.

Proposed Actions Criterion 3 (ب

1- Develop a strategy forcollegeLong-term to provide for the needs of the coming years with an emphasis on increasing the department's interaction with institutions in the public sector
2- Providing a specialized cadre in the field of computers due to the urgent need for them.
3- Establish a computer maintenance unit.

Elements of assessment of the third axis as practices (ت

Internet is available continuously in thecollegeIn a way that ensures the smooth flow of educational and administrative work in thecollege.

Criterion 4: Faculty members (according to analysis)SWOT)

Strengths

1- There is a documented mechanism for evaluating the performance of faculty members through the annual course report.

2- The existence of standards for evaluating the educational and research activities of faculty members.

3- The existence of special examination committees forCollege and department levelTo check exam papers and follow up on results.

Weaknesses

There is no mechanism for communication between faculty members and experts from foreign universities.

Available opportunities

Ensuring the self-professional development of teachers by adopting modern methods in education

Threats

Faculty members do not feel job security, which is limited to job and health insurance systems.

Suggested Actions Criterion IV (أ

1- Enhancing the role played by the teacher through the diversity of methods used in the teaching process.

2- Working on introducing modern means and methods of education and training teachers on these means, especially the Internet.

Standard 4 Assessment Elements as Practices (ث

1- Faculty members are distributed fairly to committees by:Dean of the CollegeIn cooperation withDepartment heads.

Many faculty members participate in many scientific activities 2-
annually, such as conferences and seminars.

Commitment tocollegeThe number of courses for each instructor, 3-
in proportion to the load of each instructor.

There are plans for training programmes for teachers prepared by 4-
the Continuing Education Unit in cooperation with the Dean,
branch heads and the Deanship.

There is a complete updated database of faculty members, their 5-
certificates and academic qualifications in the Quality Division.

There are administrative orders issued annually regarding the 6-
subjects and courses that the instructor is assigned to teach, and
they are proportional to the quota specified for each academic title.

The college deanship supports faculty members to conduct 7-
research through letters of thanks and appreciation.

Criterion 5: Educational Effectiveness (Students)

Strengths

There are multiple mechanisms forcollegeTo support students, 1-
whether in terms of guidance, qualification or academic
performance.

Having a student support plancollegeTo discover struggling 2-
students.

Informing students of office hours schedules by faculty members. 3-

The Foundation has a Legacy Giving Fund, which is dedicated to 4-
collecting aid from faculty members and other entities to provide
material and moral support to meet some of the students' needs
through the college's Social Solidarity Fund.

Weaknesses

1- Weak linguistic ability of students in relation to a foreign language.

2- There is no guide for all students that contains a lot of information and instructions that are important to the student.

3- There is no specialized center for educational and psychological guidance.

4- There are no scholarships for students from international universities and there are no sufficient evidence and systems that would facilitate the residence and study of foreign students.

Available opportunities.

Establish a committee to follow up on graduates

Threats

1- Competition between departments at the college and university level

2- There are no diverse programs and activities adopted by the department to care for students in some programs.

3- The instability of the security and economic situation in the country

4- The increase in unemployment rates and the lack of job opportunities for graduates of the College of Management and Economics, which negatively affects the student's motivation towards excellence and distinction.

5- The impact of globalization and the misuse of technological development methods in the educational process

Proposed Actions for Standard 5 (ب

Finding a representative body for students with the aim of participating and communicating in the educational process.

Elements of assessment of the fifth standard as practices: (ج

1- Taking care of organizing artistic, sports and cultural activities for students according to a specific curriculum and in cooperation with the Student Activities Unit at the college.

2- There is a special file for each student kept by the Student Affairs Department for undergraduate studies, in which all his activities, information and academic level are recorded.

3- TPeople ofcollegePeriodically reviewing student evaluation processes regarding the services provided to them.

4- Admission is subject to the central admission policy, which is a clear and announced policy.

5- There is a committee for psychological counselling and educational guidance to look into students' social problems and help solve them.

6- The Student Activities Unit is concerned with organizing artistic, sports and cultural activities for students according to the unit's annual curriculum.

Standard 6: Scientific Research

The sixth criterion according to the analysisSWOT (أ

Strengths

TSystemscollegeMany seminars and workshops

Weaknesses

1- Low rates of publication in international specialized journals.

2- Research work is not counted as part of a faculty member's workload.

3- The department does not have clear, general policies governing the ownership and replacement of research equipment, including

equipment acquired by the institution through grants to faculty members and departments.

TIt is lackingcollegeTo work on determining a mechanism to   -4 support faculty members to participate, cooperate and communicate with universities.

Available opportunities

Encouraging scientific research by granting financial awards for   -1 scientific publication in international journals.

Seeking to publish in respected and refereed Arab and foreign   -2 journals.

Encouraging publication in international journals by offering   -3 financial awards.

Encouraging professors to attend training courses and scientific   -4 conferences.

Moving towards using modern websites and platforms in the   -5 research field.

Threats

Neglecting to benefit from research results and weak demand for   -1 them.

Loss of confidence of some institutions in the outcomes of   -2 scientific research at universities.

Researchers at universities focus on research for the purposes of   -3 scientific promotion.

Poor communication with international research centers. -4

Proposed Actions for Standard 6

1- Providing adequate research infrastructure in thecollegeEspecially electronic for scientific research.

2- Increase scientific research allocations and support scientific research projects and innovative businesses

3- Providing support for an appropriate environment for partnership with relevant international institutions

4- Activating the role of the private sector in participating in research and development activities.

c) Elements of the assessment of the sixth standard as practices

1- TWork ofcollegeTo encourage faculty members to complete research by granting them letters of thanks and appreciation.

2- The Scientific Affairs Unit, in cooperation with the Dean and branches, shall develop a scientific research plan, which shall be approved and submitted to the university.

3- THe soughtcollegeTo provide all the necessary requirements for conducting scientific research.

Standard 7: Community Service

The seventh criterion according to the analysisSWOT (أ
TSystemscollegeShort courses in cooperation with the Continuing Education Unit.

Weaknesses

1- Weak contribution of faculty members tocollegeIn community participation.

2- Lack of awareness among the outside community of the importance of effective participation with the college.

3- Lack of annual evaluation reports on the contributions made.

4- Literacy and other awareness programmes are not being implemented.

Available opportunities

1- Increase awareness in the outside community of the importance of management sciences in the current environment.

2- Increasing the role of labor market institutions and relevant bodies in financing environmental projects at the college.

Threats

Lack of interest or financial allocations compared to the rapid change in the environment

   for(**Proposed procedures for the seventh standard**.

   Preparing studies and research related to civil society service

c) Elements of the seventh standard assessment as practices

The site iscollegeAnnouncing all seminars and workshops offered at the college.

Criterion Eight: Curricula (according to analysis)SWOT)

The eighth criterion according to the analysisSWOT   (أ

Strengths

1- Implementing the project to develop and update the curricula of the College of Administration and Economics in Iraqi universities based on Ministerial Order No. (2314On 6/29/2014)

2- Alignment between the curricula and the college's stated mission

3- The adoption of elective and practical subjects allows the college to add new curricula that are compatible with the labor market.

4- There is actual participation of beneficiaries in designing and developing curricula.

5- Provides international and regional cooperation mechanisms for curriculum development.

Weaknesses

Lack of resources allocated to writing that serves science and education.

Opportunities

1- Seeking to develop curricula by implementing the new unified curriculum system

2- Caring for the labor market and meeting its growing and evolving needs

3- Benefit from new information for scientific competencies who have completed their studies abroad.

Threats

1- Financial and political crises and their impact on the development of educational curricula

2- Weakness of the teaching staff's will in the field of self-development

3- Lack of mutual trust between different generations within the educational framework due to lack of communication.

Proposed Actions for Standard 8 (ب

1- Periodic review of curricula by specialized committees in comparison with scientific development.

2- The rise of thecollegeBy listening to the opinions of the teaching staff and students to determine their requirements and communicate them to the relevant authorities.

3- Allowing private sector educational institutions to develop curricula

The rise of thecollegeBy listening to students' opinions to   -4
determine their requirements and formulate curricula within the
general trends towards achieving their desires and needs.

Achieving as much balance as possible between the requirements   -5
of modernization and application and the needs of the learner and
society

c) Elements of the assessment of the eighth standard as practices

There is an academic description for all courses, which is posted on   -1
the website and documented.

The courses contain theoretical and practical aspects that help the   -2
student acquire applied skills.

TDepends on thecollegeVarious teaching methods including   -3
interactive lectures, e-learning, self-study and small group learning.

There is a variety of student assessment methods, such as   -4
theoretical and electronic exams and oral exams.

Axis III: Environmental Analysis

Environmental analysis

Analysis of internal and external environment

Environmental analysisSWOT ANALYSIS

Strengths - Weaknesses - Opportunities - Threats

Weaknesses
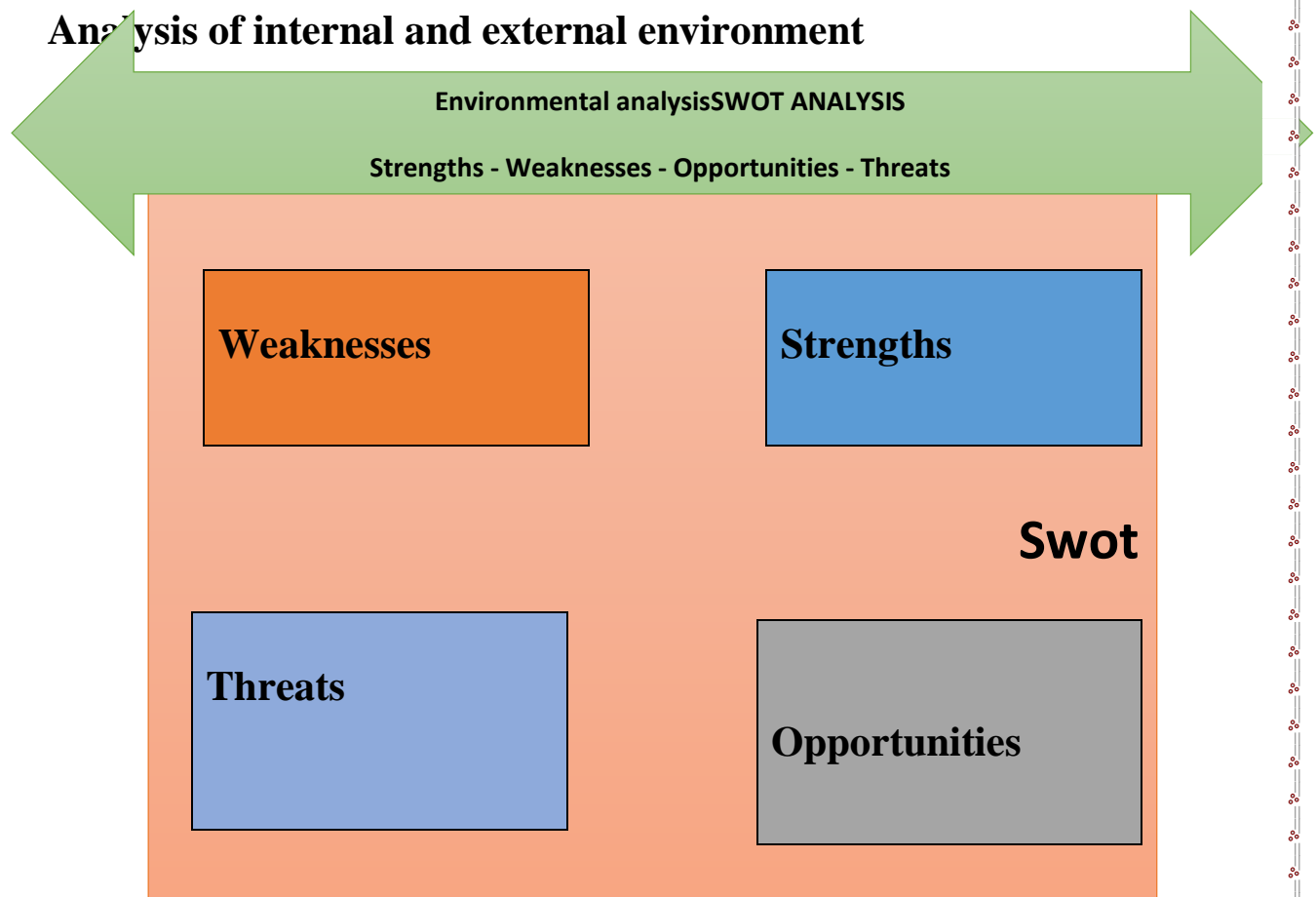
Strengths

Swot

Threats

Opportunities

Figure showing environmental analysis of the current situation
Strengths-Weaknesses-Opportunities-Threats

Internal environment analysis
Strengths and weaknesses
Strengths & Weaknesses

Strategic objectives

Main strategic objectives ❖

In light of SWOT analysisFor collegeGoals can be formulatedStrategyThe following main points include: Sub-strategic objectives.

The first main strategic objective: Distinguished educational service

This objective requires implementing the following sub-strategic objectives and developing an action plan for them:

Implementing authority	workplan	Sub-goals	T
Scientific departments	- Develop a plan to develop the scientific content of educational programmes and approve and select educational materials that are consistent with the developed curricula.	Developing academic programs, amending study plans in accordance with modern trends, and creating specializations to keep pace with developments, in line with labor market requirements, and to achieve accreditation standards.	1
Scientific departments	- Develop summer work training programs for all students. - Conducting field visits to institutions and departments that students need in their studies.	Enriching the practical and field aspects of the educational process through practical training programs for students in the department.	2
Scientific departments	- Supporting student activities aimed at building students' personalities and developing their abilities. - Developing the educational role played by the department in following up on students and solving their problems.	Interest in student activities to build the graduate's personality and capabilities	1
Scientific	- Increase the size of the library and provide it with	Improving college services and classrooms to provide an	2

departments	references, magazines and periodicals. -Use Technology capable of expanding educational circles Electronic	educational environment capable of expanding e-learning circles and raising the efficiency of the educational process to advance the level of university teaching.	
Scientific departments	-Providing equipment for the needs of students with special needs and providing them with academic care.	Meeting the needs of students with special needs.	3
Scientific departments	-Multiple ways to evaluate students during the semester -Preparing questionnaires to evaluate faculty members every semester.	Developing a comprehensive evaluation system for the educational performance of students and faculty members to reach the approved standard levels.	4
Scientific departments	- Develop a plan to develop the department's admission systems.	Developing college admission systems and educational programs	5
Scientific departments	-Adopting different types of education -Providing the necessary capabilities for application quality	Diversify teaching methods	6

Implementing the strategic plan / the first goal - distinguished educational service

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /% 25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	There are specific suggestions regarding the subjects to be included in the curriculum.	Periodic study of labor market needs and the suitability of existing academic programs	Developing academic programmes, amending study plans in accordance with modern trends, and creating specialisations to keep pace with

			developments and meet labour market requirements and accreditation standards.
2021-2022 /% 25 2022-2023 /% 25 2023-2024/25% 2024-2025/%25	Practical training programs are announced on the department's electronic portal.	Evaluating training results and monitoring its impact on work completion	Enriching the practical and field aspects of the educational process through practical training programs for students in the department.
2021-2022 /% 25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Having an annual plan for student activities	Student activities that enhance students' integration into the department community.	Interest in student activities to build the graduate's personality and capabilities
2021-2022 /% 25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	The presence of a library and sufficient halls for students	-Providing a suitable library with a sufficient number of seats. -Providing the required resources from books and periodicals.	Improving library and classroom services to provide an educational environment capable of expanding e-learning circles and raising the efficiency of the educational process to advance the level of university teaching.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Plan for the development of support services for students with special needs approved, published and implemented	Develop, approve and advertise a plan to develop support services for students with special needs.	Meeting the needs of students with special needs.

2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	-Student success rates -Material completion rate	-Objective criteria for evaluation -Clear performance goals	Developing a comprehensive evaluation system for the educational performance of students and faculty members to reach the approved standard levels.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	The existence of introductory programs for new students about the admission and transfer system in the department, documented and announced	-Developing programs for student admission -Developing programs specific to the educational process	Developing college admission systems and educational programs
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	- Developed academic programs that are compatible with the academic standards of various departments and are accredited. - Developed methods for measuring and evaluating students are approved and announced.	- Developing distinguished academic programs that keep pace with labor market requirements and implementing them electronically. - Updated student learning assessment methods	Diversify teaching methods

30

Implementing authority	workplan	Sub-goals	T
Scientific departments	-Motivating faculty and researchers to publish scientifically. - Develop a plan to support scientific research in the department. -Holding workshops and scientific conferences that support scientific research. - Strengthening controls on commitment to scientific research ethics	Strengthening scientific research efforts in the college.	1
Scientific departments	-Adopting international conditions to improve the quality of scientific research outputs. Strengthening compliance controls -Attracting distinguished researchers in selected research fields.	Enhance the ability of lecturers to engage in effective research projects.	2
Scientific departments	Inviting officials from work and production institutions to various academic councils and attend various events	Linking the college with work and production institutions that allow students to receive practical training and provide them with an opportunity to work.	3
Scientific departments	-Increase graduate participation in research activities. Supporting research projects that have a material and moral return on the college	Promote student graduation projects and direct them towards solving existing societal problems.	4
Scientific departments	Preparing a practical guide for scientific studies that serve researchers to rely on in preparing research that serves society.	Supporting scientific creativity of students and lecturers.	5
Scientific departments	- Supporting student business incubators that serve students and the community. -Supporting research projects related to human development and the surrounding environment.	Support scientific research that works to solve existing problems.	6
Scientific departments	-Attractive rewards to motivate researchers	Linking incentives to publication in highly cited journals	7

Scientific departments	-Increase the allocations for conferences included inScopusTo encourage faculty members to participate more in scientific conferences	Encouraging researchers to apply to a greater number of scientific conferences listed in the database conferences.Scopus	8
Scientific departments	-Identifying the problems of the public and private sectors -Subscribing to peer-reviewed journals and magazines locally and internationally. -Supporting researchers financially and scientifically	Providing an opportunity for faculty researchers to link scientific research to real problems in various institutions to advance the process of sustainable development in society.	9

The second main strategic objective: developing and supporting scientific research.

This objective requires the implementation of the following sub-strategic objectives:

Implementing the strategic plan / Objective Two - Developing and supporting scientific research

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-	Providing scientific regulations	Developing and updating the curriculum for undergraduate studies in the department in line with the standards of quality	Strengthening scientific research efforts in the college.

2025/%25		education and accreditation.	
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Applied and activated scientific research as a result of missions	A study to determine the actual needs of some specializations that can be benefited from through scientific missions and grants	Enhance the ability of lecturers to engage in effective research projects.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Number of workshops and seminars held in the department	Updating the college's scientific research plan to suit the needs of society	Linking departments with work and production institutions, which allows students to receive practical training and provides them with an opportunity to work.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Undergraduate programmes and courses are accredited and documented according to the adopted standards, announced and activated.	Adopting academic standards for graduate specifications.	Promote student graduation projects and direct them towards solving existing societal problems.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-	-Number of published researches -Number of patents	-Publish solid research -Ongoing conferences and seminars	Supporting scientific creativity of students and lecturers.

2025/%25			
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Increase the number of published research	Providing multiple communication channels for researchers in the scientific environment at home and abroad.	Support scientific research that works to solve existing problems.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	List of incentives for researchers	Setting incentives to encourage researchers to conduct research that is compatible with the department's research plan	Linking incentives to publication in highly cited journals
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Increased attendance at internal and external conferences	Encouraging researchers to attend scientific conferences and participate in fellowships and specialized international associations.	Encouraging researchers to apply to a greater number of scientific conferences listed in the database conferences.Scopus
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Increase the number of community research projects	Forming a research projects committee to discuss community problems	Providing an opportunity for faculty researchers to link scientific research to real problems in various institutions to advance the process of sustainable development in society.

The goalnoMy third strategy:Academic and administrative

Implementing authority	workplan	Sub-goals	T

development

This goal requires the implementation of goalsStrategyThe following sub-section:

Scientific departments	- Developing a guide and procedures for implementing the university's comprehensive quality management system in accordance with the requirements of international specifications. - Developing a plan for training and developing faculty and administrative staff at the university.	- Developing administrative processes and human resources.	1
Scientific departments	-Preparing a job description guide for university employees and defining powers and responsibilities. -Preparing an incentive system for employees according to the performance evaluation results of the administrative and academic employee.	Developing the department's financial management systems to improve operations and raise their efficiency.	2
Scientific departments	- Analyzing the administrative system at the level of administrative and financial departments for continuous improvement in their operations.	Developing human resources in the department to improve its performance efficiency.	3
Scientific departments	- Establishing internal quality audit procedures and activating the university's administrative and financial control and follow-up system. -Preparing the college's statistical guide and updating it continuously.	applicationTotal Quality Management System including administrative and academic operations procedures.	4
Scientific departments	-Preparing an advanced administrative work system - Providing advanced administrative and technical services -Providing a stimulating and	Working to develop and qualify the capabilities of administrative, technical and financial cadres in a manner consistent with the implementation of the	5

	attractive work environment - Global reputation of the department while maintaining its improvement	university's strategic directions.	

Implementation of the strategic plan / Third goal - academic and administrative development

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Number of employees trained on the electronic management system	Developing the scientific and administrative skill level of the administrative staff	- Developing administrative processes and human resources.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of training courses for accountants - Bachelor's degree and specialization rate for accounting workers	-Developing accounting skills -Developing the capabilities of accountants	Developing the college's financial management systems to improve operations and raise their efficiency.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Certified and advertised training plans	Building distinguished capacities of administrators for new programs	Developing human resources in the college to improve its performance.
2021-2022 /%25	Increase faculty	Faculty satisfaction with	applicationTotal Quality Management

37

2022-2023 /%25 2023-2024/%25 2024-2025/%25	members' satisfaction with the college.	the work environment	System including administrative and academic operations procedures.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Having a documented and approved training plan	Qualifying administrative and technical cadres to implement institutional accreditation requirements	Working to develop and qualify the capabilities of administrative and technical cadres in a manner consistent with the implementation of the university's strategic directions.

The fourth strategic objective: Providing an effective educational environment by providing the appropriate infrastructure

This objective requires the implementation of the following sub-strategic objectives::

Implementing authority	workplan	Sub-goals	T
Scientific departments	-Completing the stages of designing the infrastructure for information and communications systems networks. -Maintenance and continuous improvement With the aim of creating an appropriate educational, research and service environment.	- Developing and constructing university buildings and facilities to achieve balance with the growing number of students.	1
Scientific departments	-Continuous improvement of the database	-Collect, analyze and update data continuously.	2
	-Development of existing educational and research	- Providing advanced educational and research	3

Scientific departments	laboratories. - Establishing modern educational laboratories and research laboratories that will form the nucleus of centers of excellence at the college level.	laboratories.	
Scientific departments	- Developing the college library and supplying it with modern books. - Improving the college's electronic library services, introducing modern technology into it, and linking it to global knowledge sources.	- Enriching the college library and linking it to international knowledge sources.	4

Implementation of the strategic plan / fourth goal - Providing an effective educational environment by providing the appropriate infrastructure

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Approval of the responsible authorities -Completion rate of development projects	-Completing green spaces and creating gardens	- Developing and constructing university buildings and facilities to achieve balance with the growing number of students.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25	Having a database in the accounting department	Continuously update data	-Collect, analyze and update data continuously.

2024-2025/%25			
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Buy modern computers	Completing laboratory equipment	- Providing advanced educational and research laboratories.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Department Head Approval and Credits	Expanded and comprehensive central library	- Enriching the college library and linking it to international knowledge sources.

The fifth main strategic objective: improving performance, ensuring quality and obtaining accreditation.

This objective requires the implementation of the following sub-strategic objectives::

Implementing authority	workplan	Sub-goals	T
Scientific departments	- Conducting various workshops to raise awareness of the quality system. - Conducting seminars and workshops to prepare a vision and mission.SectionAnd its strategic goals - Spreading the culture of quality through the media	Increase the awareness and participation of faculty members, students and administrators in the college regarding the requirements for obtaining accreditation.	1
	- Obtaining an equivalency	Developing and	2

Scientific departments	for the programs offered by the college. - Identify the programs most in demand by students. -Preparing the program description for the scientific departments	innovating educational programs and completing their description and report	
Scientific departments	Establishing a mechanism to develop academic programs and link them to the local market.	Diversifying the academy's specializations to suit the needs of the local market.	3
Scientific departments	Linking academic programs with interactive educational learning.	Bridging the gap between theoretical and practical education.	4
Scientific departments	Preparing quality procedures in accordance with international systems to control learning inputs and outputs.	Establish quality procedures that ensure the effectiveness of academic programs.	5
Scientific departments	-Discussing the targeted educational outcomes for each course. -Preparing a file for each course in each semester. -Preparing course descriptions and reports - Conducting questionnaires to get students' opinions. -Preparing the accreditation file	Determine the targeted educational outcomes for each course and prepare the course file including the course description and report.	6
Scientific departments	Increase the number of electronic exams inSection.	To promote the academic excellence of the university's programmes.	7

			8
Scientific departments	Start preparing e-learning programs to support formal education.	Support e-learning to support formal education.	

Implementing the strategic plan / fifth goal - improving performance, ensuring quality and obtaining accreditation

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	The presence of a lecturer in training courses and qualification of faculty members and the administrative staff to work in the Quality Assurance Unit	Continued support for the Quality Assurance Unit	Increase awareness and participation of faculty, students and administratorsIn collegeRequirements for obtaining accreditation.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Providing and activating strategies	Develop teaching and learning strategies appropriate to the department.	Developing and innovating educational programs and completing their description and report
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-	Determine the required needs	Linking the undergraduate studies plans to the various departments to the departments' needs for academic staff.	Diversifying the academy's specializations to suit the needs of the local market.

2025/%25			
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Having an updated website with information and documents related to the department on the department's website	Communication and information technology are available and effective.	Bridging the gap between theoretical and practical education.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	-Number of programs -Procedure completion rate	- Effective academic programs -Efficient quality procedures	Establish quality procedures that ensure the effectiveness of academic programs.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Having an approved and documented improvement plan	Continuous improvement and review plan for the program, courses and targeted educational outcomes	Determine the targeted educational outcomes for each course and prepare the course file including the course description and report.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Employee satisfaction rate with the system.	Establish an effective system of assessment, computing and encouraging excellence.	Promoting academic excellence in programsSection.
2021-2022 /%25 2022-2023	There are reports explaining the	Developing the capabilities and skills of faculty	Support e-learning to support formal education.

/% 25 2023-2024/%25 2024-2025/%25	mechanisms that have been implemented.	members	

The sixth main strategic objective: building effective and active partnerships.

This objective requires the implementation of the following sub-strategic objectives::

Implementing authority	workplan	Sub-goals	T
Scientific departments	-Determine joint study programs This partnership allows the department's students to complete their postgraduate studies in this corresponding department, whether at home or abroad.	Offering joint study programmes that grant graduation certificates accredited by the departments.	1
Scientific departments	- Encouraging student activities that support this interaction. - Providing financial and educational support to make these activities successful. - Adopting all student activities that allow this interaction.	Adopting student activities that provide continuous interaction between college students and their peers at the local and regional levels.	2
Scientific departments	- Identifying research and the necessary funding for it -Specifically for joint financing between the beneficiaries and the	Supporting joint and environmental research and projects based on partnership between researchers and community executive bodies and with	3

	college. -Participation of the active and effective elite in society in the College Council	joint funding between the college and the beneficiaries	
Scientific departments	- Encouraging students to travel and train in foreign countries that have agreements with the college and university. - Providing material and moral support for the success of these agreements.	Activating the agreements concluded between the college and foreign universities in the field of education, scientific research and training	4
Scientific departments	- Establishing agreements for the exchange of students and faculty members. - Attracting expertise in evaluation, training and research.	Developing scientific and cultural relations through student and faculty exchange agreements	5
Scientific departments	Increase the number of visitors to the college website and improve the department's ranking.	Completing the database of research published locally and internationally	6
Scientific departments	Increase the percentage of international arbitrators	Development of refereed journals for the college	7
Scientific departments	Increase the number of active scientific agreements with other countries	Seeking to conclude scientific and cultural agreements with other countries and activate them	8

Implementing the strategic plan / Objective Six - Building effective and active partnerships

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25	-Number of programs -Number of	Joint study programs with other	Offering joint study programmes that grant accredited

2022-2023 /%25 2023-2024/%25 2024-2025/%25	participating students	departments	graduation certificates from the departments
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of joint activities -Number of participating students	-Ongoing activities with other departments -Research and educational activities	Adopting student activities that provide continuous interaction between the department's students and their peers at the local and regional levels.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of researches and projects -Number of research students	Access to an adequate number of research and projects related to the environment with beneficiaries	Supporting joint and environmental research and projects based on partnership between researchers and community executive bodies and with joint funding between the department and the beneficiaries
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of agreements -Number of agreed sections	Reaching solid agreements with well-known Arab and foreign universities	Activating the agreements concluded between the department and foreign universities in the field of education, scientific research and training.
2021-2022 /%25 2022-2023 /%25 2023-	-Number of exchange agreements -Number of students and teachers within	Scientific and cultural relations between students and faculty in	Developing scientific and cultural relations through student and faculty exchange agreements

46

2024/%25 2024-2025/%25	the agreement	departments.	
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Number of researches published in Scopus with the percentage of database completion	An integrated database of local and global research data	Completing the database of research published locally and internationally
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Number of refereed journals	well known court journals	Development of refereed journals for the college
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of agreements -Number of agreed sections	Equivalent scientific and cultural agreements with other countries	Seeking to conclude scientific and cultural agreements with other countries and activate them

The seventh main strategic objective: diversifying and developing funding sources

This goal requires the implementation of goalsStrategyThe following sub-section:

Implementing authority	workplan	Sub-goals	T
Scientific departments	Forming specialized committees to present	Strengthening the financial situation of	1

	initiatives and collect donations	the college through initiatives and donations.	
Scientific departments	Investment in the field of laboratories and scientific and technical consulting	Providing advanced educational and research laboratories.	2
Scientific departments	Review expenses for optimal use of financial resources	Making the best use of available capabilities.	3
Scientific departments	Forming specialized teams to support the consulting office	Development and support of the consulting officeIn college.	4
Scientific departments	Establish periodic maintenance programs	Maintenance of health services in the college	5

Implementing the strategic plan / Objective Seven - Diversifying and developing funding sources

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Percentage increase in the number of cadres in the field of data collection and program activation	Completing the documentation of activity data and financial accounts.	Strengthening the financial position of the college through initiatives and donations
2021-2022 /%25 2022-2023 /%25 2023-2024/%25	Number of educational mail users among department employees.	Completing the equipment of the newly established laboratories and units and	Providing advanced educational and research laboratories.

2024-2025/%25		updating the communication mechanism in the department.	
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Follow-up reports	Develop a plan to utilize the available resources in the various expansion projects in the department, such as special units and a percentage of the fees for registering undergraduate students.	Making the best use of available capabilities.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Follow-up report -Maintenance completion rate	Continuous follow-up of proposed projects	Maintenance of health services in the college.

The eighth main strategic objective: Expanding the use of information technology

This goal requires the implementation of goalsStrategyThe following sub-section:

Implementing authority	workplan	Sub-goals	T
Scientific departments	Equipping the department with the necessary programs	Providing information systems that help support decision-making	1
Scientific departments	Providing electronic connection requirements	Raising the efficiency of the college's information network and linking it to the university's information network.	2

Scientific departments	Providing civil defense supplies and security and safety requirements	Providing security and safety systems and requirements in the department's facilities and preparing advance arrangements to deal with crises and emergencies.	3
Scientific departments	Preparing the necessary studies to develop the physical and technological infrastructure	Equipping buildings with networks and information technology.	4
Scientific departments	Develop an IT development plan.	Conducting research related to advanced technological specializations.	5
Scientific departments	Conduct workshops and training programs.	Raising awareness among faculty members and students about the digital library.	6
Scientific departments	- Determine the needs of the departments -Preparing the requirements and supplies for electronic work.	Preparing the technology services project and meeting the needs of its units within the departments.	7

Implementation of the strategic plan / eighth goal - expanding the use of information technology

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25

2022-2023 /%25

2023-2024/%25

2024-2025/%25 | The contribution of information systems to decision-making | Integrated management information systems | Providing information systems that help support decision-making |
| 2021-2022 | -Preparing a | Training | Raising the |

/%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	training plan for employees -Number of courses in information systems	department administrators on the use and employment of information technology.	efficiency of the department's information network and linking it to the college's information network.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Having a plan to deal with disasters and crises.	The existence of an effective mechanism to confront crises and disasters.	Providing security and safety systems and requirements in college facilities and preparing advance arrangements to deal with crises and emergencies.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Network outage rates due to power outages	Providing and updating the college's requirements of electrical generators to support the IT network	Equipping buildings with networks and information technology
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Increase the rates of publishing scientific research in the academic file of faculty members.	Create a database for the scientific production of the department's faculty	Conducting research related to advanced technological specializations
2021-2022 /%25 2022-2023 /%25	The percentage of messages and theses uploaded to the digital library	Continuing the activities of uploading undergraduate students'	Raising awareness of faculty members and students about the digital library

51

2023-2024/%25 2024-2025/%25		research papers to the college and university libraries according to the electronic system.	
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Project completion rate	Providing an integrated project for technological services	Preparing the technology services project and meeting the needs of its units within the department.

The ninth main strategic objective: Enhancing the role of the college in community development.

Implementing authority	workplan	Sub-goals	T
Scientific departments	-Follow up on database creation -Preparing database requirements	Create a database that includes special units, the public service center, and their current capabilities.	1
Scientific departments	- Follow up on the completion and approval of the plan. Establishing working groups to follow up on community needs	A plan to develop special units, create units, and identify community needs for consultations and services.	2
Scientific departments	Develop a plan to market your special services.	Marketing the services provided by special units and increasing community awareness of them	3
Scientific departments	Increase the number of open education programs	Expanding open education to provide education opportunities for all	4
Scientific	Develop volunteer work programs	Enhancing the department's contribution to voluntary	5

departments			work to serve the community	
Scientific departments	Increase the number of partnership agreements with institutions	Concluding partnership agreements with community institutions to finance environmental development programmes		6
Scientific departments	-Studying community issues -Developing appropriate solutions	Effective contribution to addressing pressing community issues		7

This goal requires the implementation of goalsStrategyThe following sub-section:

Implementing the strategic plan / Objective Nine - Enhancing the role of the college in community development

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	- Increase the units' income by a certain percentage each year over the current situation. -Updated and certified structures	Updating the database and structures of special units and implementing financial control over them	Create a database that includes special units, the public service center, and their current capabilities.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	An approved, announced and activated plan on the college website.	Develop an annual plan to serve the community and develop the environment based on a study of the needs of the surrounding	A plan to develop special units, create units, and identify community needs for consultations and services.

		community.	
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	- Improvement plans and corrective actions taken based on the questionnaire. -Measure customer satisfaction with the service	Develop a timetable to supply the units with their needs to develop their work and market their services.	Marketing the services provided by special units and increasing community awareness of them
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Number of students participating in open education	Existence of a mechanism for open education	Expanding open education to provide education opportunities for all
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	The existence of an approved and documented plan to serve the community and develop the environment	Updated plan and various activities to serve the community and develop the environment	Enhancing the college's contribution to voluntary work to serve the community.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Annual report on the services provided by each department	Supporting the provision of departments according to their specializations as a technical service for community institutions	Concluding partnership agreements with community institutions to finance environmental development programmes
2021-2022 /%25	-Number of cases presented	Solving pressing community	Effective contribution to addressing pressing

2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of cases resolved	issues	community issues

The tenth main strategic objective: an administrative, financial and control system.

This goal requires the implementation of goalsStrategyThe following sub-section:

Implementing authority	workplan	Sub-goals	T
Scientific departments	-Publish a brochure on job description -Define powers and responsibilities	Develop organizational structures and job descriptions	1
Scientific departments	-Consultation in decision-making -Granting the necessary powers	Strengthening the administrative or executive role of the department's leadership.	2
Scientific departments	-Developing cultural and social programs	Enhancing cultural programs for department members and students	3
Scientific departments	Commitment to the quality requirements in force in internationally recognized universities	Organizing an effective administrative body	4
Scientific departments	-Transparency in determining salaries Setting objective standards	Designing salary structures objectively	5
Scientific departments	Support for educational guidance and counselling units	Providing supervision and guidance from managers and supervisors to enable employees to perform their work without errors or problems.	6

Implementation of the strategic plan / Objective Ten - Administrative, financial and control system

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	-The existence of an appropriate and approved organizational structure. -A documented and approved job description guide	The organizational structure is updated, approved and announced.	Develop organizational structures and job descriptions
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Having a training plan and approved	Developing administrative skills among academic leaders	Strengthening the administrative or executive role of college leaders.
2021-2022 /%25 2022-2023 /% 25 2023-2024/%25 2024-2025/%25	Having scheduled plans for cultural activities	Completing the technical and administrative cadres to implement student activities in the cultural fields	Enhancing cultural programs for college members and students.
2021-2022 /%25 2022-2023 /% 25 2023-	The existence of specific criteria for evaluating the performance of the	The performance of the administrative apparatus is evaluated according to	Organizing an effective administrative body

2024/%25 2024-2025/%25	administrative apparatus	approved standards.	
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Salary complaints rate	Having an objective salary structure	Designing salary structures objectively
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of courses -Number of subscribers	Developing the skills of managers and supervisors in administrative and supervisory work	Providing supervision and guidance from managers and supervisors to enable employees to perform their work without errors or problems.

The eleventh main strategic objective: Social responsibility

This goal requires the implementation of goalsStrategyThe following sub-section:

Implementing authority	workplan	Sub-goals	T
Scientific departments	Develop programs and workshops	Support programs related to sustainable development and environmental development to make the	1

		department distinguished in serving the community.	
Scientific departments	- Conducting orientation courses -Forming working teams	Developing the capabilities of students in the department to benefit from them in serving the community.	2
Scientific departments	Issuing a guide	Developing legislation and instructions to highlight the importance of social responsibility among department employees, including promotion, transfer and bonuses.	3
Scientific departments	Providing trees and the necessary agricultural services for this.	Planting a tree is one of the requirements for graduating from college.	4
Scientific departments	Holding seminars for educational guidance and counselling	Activating the role of the college in addressing social problems	5
Scientific departments	Free trips at the college's expense	Sending invitations to outstanding school students to visit the department, get to know it, and presenting them with some symbolic prizes.	6
Scientific departments	-Setting regulations to prevent smoking -Promoting the harms of smoking	Smoke Free College	7

Implementation of the strategic plan / Objective Eleven - Social Responsibility

Timeline	Performance indicators	Required outputs	Sub-goals
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-The existence of an approved and documented plan to serve the community and develop the environment. -The existence of reports indicating what has been accomplished in the community service and environmental development plan.	Updated plan and various activities to serve the community and develop the environment	Support programs related to sustainable development and environmental development to make the department distinguished in serving the community.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	The existence of an approved and documented plan to serve the community and develop the environment	Updated plan and various activities to serve the community and develop the environment	Developing students' capabilities in departments to benefit from them in serving the community.
2021-2022 /%25 2022-2023 /%	Number of complaints submitted by employees.	Having a special guide The college includes the	Developing legislation and instructions to highlight the

25 2023-2024/%25 2024-2025/%25		most important legislation and instructions for social responsibility.	importance of social responsibility among college employees, including promotion, transfer and bonuses.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of trees planted -Number of graduating students	Green social environment Socially responsible students	Planting a tree is one of the requirements for graduating from college.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	Number of problems solved.	Solving social problems.	Activating the role of the college in addressing social problems.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25 2024-2025/%25	-Number of visits -Number of awards awarded	Providing academic awareness for outstanding students.	Inviting outstanding school students to visit the department, get to know it, and presenting them with some symbolic prizes.
2021-2022 /%25 2022-2023 /%25 2023-2024/%25	-Number of smokers -Providing designated smoking areas	Green and healthy university environment	Smoke-free section

2024-2025/%25			