Strategic Plan
of Hawija Technical College
2026–2030

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Hawija Technical College
الكلية التقنية الحويجة
Republic of Iraq
Ministry of Higher Education
& Scientific Reseach
Northern Technical University
Hawija Technical College
جمهورية العراق
وزارة التعليم العالي والبحث العلمي
الجامعة التقنية الشمالية
الكلية التقنية الحويجة
شعبة الموارد البشرية

"الجامعة التقنية الشمالية نحو
التحول الرقمي والتنمية المستدامة"

REF / / /
DATE/ / /

العدد / ٧ / ١٨ / ٢١٢١
التاريخ/ ٧ / ١٢ / ٢٠٢٥

امر اداري

استناداً للصلاحيات المخولة لنا بموجب الامر الجامعي ذي العدد ٨٢٧٧/٣٥/٧ في ٢٠٢٣/٨/٢٢
تقرر: -

- تشكيل لجنة من الذوات المدرجة أسماؤهم ادناه.

ت	الاسم	المنصب	الوصف
١	ا.م.د. احمد عبدالله دانوك	عميد الكلية	رئيساً
٢	م. د حيدر سلطان داوود	تدريسي	عضواً
٣	م.م محمد جواد احمد	مسؤول شعبة ضمان الجودة	عضواً
٤	السيد/ محمد جمعة عبد الغني	ممثل ارباب العمل	عضواً
٥	السيدة/ تاضي خلف افونش	ممثل الطلبة	عضواً

- تكون مهمة اللجنة اعداد الخطة الاستراتيجية الخاصة بالكلية.
- ينفذ امرنا اعتباراً من تاريخ صدوره أعلاه.

أ.م.د. أحمد عبد الله دانوك
ع/ عميد الكلية التقنية الحويجة
٧ / ١٢ / ٢٠٢٥

نسخة منه إلى ///
- مكتب السيد العميد المحترم ... للعلم وتبليغ الأعضاء
- شعبة ضمان الجودة والأداء الجامعي / للعلم لطفاً
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- الملفة الشخصية.
- الصادرة.

ايمان ٢٠٢٥/١٢/٢

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الجامعة التقنية الشمالية
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الكلية التقنية الحويجة
شعبة تكنولوجيا المعلومات
IT DIVISION
NORTHERN TECHNICAL UNIVERSITY

Foreword by the Strategic Plan Preparation Committee

With great gratitude and a strong desire for development, we present to you this strategic plan, which is the fruit of continuous and shared cooperation among everyone. The members of the committee were keen to make this plan comprehensive, realistic and implementable, and to reflect the aspirations of Hawija Technical College toward a more advanced and distinguished future.

In preparing this plan, the committee relied on a clear vision and an ambitious mission derived from the needs of the local community and the labor market. In formulating its axes, it adopted the best practices in technical education, taking into consideration the available capabilities and future opportunities.

We affirm our full commitment to forming a committee to follow up the implementation of the plan and to update it in line with changing circumstances, and to working in a one-team spirit with the College administration and its staff to achieve the desired objectives and to bring Hawija Technical College to an advanced level of quality, innovation and leadership.

In conclusion, we extend our sincere thanks to everyone who contributed to, participated in and supported the stages of preparing this plan, hoping that it will be a starting point toward a new stage of excellence and development.

With highest regards,

Strategic Plan Preparation Committee

Asst. Prof. Dr. Ahmed Abdullah Danouk (Dean of the College)	**Chair**
Lect. Dr. Haider Sultan Dawood (Faculty member)	**Member**
Asst. Lect. Mohammed Jawad Ahmed (Head of the Quality Assurance Division)	**Member**
Mr. Mohammed Jumaa Abdul-Ghani (Employers' representative)	**Member**
Ms. Tadhi Khalaf Afnush (Students' representative)	**Member**

Introduction

Hawija Technical College is one of the formations of the Northern Technical University. It comprises four academic departments, two administrative and two engineering, with the possibility of future expansion to establish medical and agricultural departments in line with the needs of the labor market and development requirements. The College also includes a number of divisions and units in accordance with the organizational structure of Iraqi educational institutions, to ensure the smooth flow of work and the achievement of quality standards.

The self-assessment report is an important tool for evaluating institutional performance in the College, through analyzing the internal and external environment, documenting achievements, identifying opportunities for improvement, and setting development plans that contribute to raising academic and administrative work and meeting accreditation and quality requirements.

The importance of this report stems from its consistency with the College's vision of building a solid educational environment, developing study programs and improving the services provided to students.

Hawija Technical College was established in 2023 within the university campus of Hawija Technical Institute in Hawija District, Kirkuk Governorate, to be an important academic tributary that contributes to preparing qualified cadres who keep pace with technical developments. The College began with the Department of Business Administration Techniques and the Department of Finance and Banking Techniques. It then expanded with the establishment of the Department of Mechatronics Engineering Techniques for the 2024–2025 academic year, and in 2025–2026 the Department of Building and Construction Engineering Techniques (Architectural Conservation and Sustainable Buildings branch) was established, in both morning and evening study.

General Framework of the Strategic Plan

First: Methodology for Preparing the Plan

The strategic plan of Hawija Technical College (2026/2030) was prepared according to a participatory approach based on the involvement of all relevant parties inside and outside the College (employers and stakeholders), in order to ensure that the outputs of the strategic plan meet the requirements of both the academic community and employers. This was carried out through the following:

1. **Students:** Preparing an electronic questionnaire and organizing dialogue sessions with students to learn their opinions on the educational environment and the quality of educational services provided, in addition to identifying the challenges they face.
2. **Employers:** Employers, representatives of government bodies and stakeholders participated in meetings and dialogue sessions with the College to strengthen community partnership and draw on their opinions to develop programs and improve outputs.
3. **Teaching and administrative staff:** Organizing internal workshops for teaching and administrative staff to present strengths and weaknesses and discuss ways of addressing and leveraging them.
4. **Strategic Planning Committee:** The Planning Committee aligned the feedback received from students, employers and the teaching and administrative staff with the objectives of the

strategic plan, to ensure that the needs of beneficiaries are reflected in the plan's axes and programs.

Groups Participating in Preparing the Strategic Plan

Group	Method of participation	No. of participants	Main outputs / recommendations
Students	Questionnaire + personal interviews	90	Strengthen communication channels between students and the administration + provide more diverse field-training opportunities + organize student events and activities
Employers	Field meetings + personal interviews	10 organizations	Strengthen practical skills + raise technical and digital competence + develop partnerships between the College and the labor market
Faculty members	SWOT analysis workshops + specialized meetings	20 faculty members	Develop curricula and teaching methods + promote scientific research and innovation + improve infrastructure and technical support
Administrative staff	Internal meetings	10 employees	Improve administrative procedures and services for students and staff + develop the work environment and support competencies

1. Vision, Mission and Objectives

Hawija Technical College is one of the leading educational institutions in the field of technical education. It seeks to prepare professional human cadres capable of keeping pace with rapid developments in the engineering and administrative fields. The College adopts an educational model that combines theory and practice, with the aim of equipping students with the modern knowledge and practical skills required by today's labor market. The vision, mission and objectives of the College are as follows:

A. Vision

Hawija Technical College is a locally leading technical educational institution, distinguished by the quality of its academic and applied programs, and contributing effectively to meeting the needs of the labor market and supporting the goals of sustainable development by preparing human cadres with technical skills capable of innovation and continuous development.

B. Mission

Hawija Technical College is committed to offering high-quality technical educational programs based on the integration of theory and practice, supporting applied scientific research, and building effective partnerships with community institutions, so as to graduate competent human cadres characterized by professional responsibility and the ability to compete in the labor market.

C. Strategic Objectives

1. **Improving the quality of technical education:** Developing and updating curricula periodically in line with labor-market requirements, and raising the level of students' educational outcomes.
2. **Strengthening the applied and professional dimension:** Increasing the proportion of practical and applied training in study programs, and connecting students with the real work environment through summer and applied training.
3. **Supporting applied scientific research:** Encouraging faculty members and students to conduct applied research serving the industrial and service sectors related to the College's specializations.
4. **Developing human capacities:** Developing the skills of faculty members, administrative staff and students through specialized courses and workshops to keep pace with technical developments.
5. **Partnership and community service:** Building cooperative relations with public- and private-sector institutions, and carrying out activities and programs that contribute to serving and developing the local community.

D. Institutional Core Values of the College

Hawija Technical College is committed to a set of institutional values that govern its academic and administrative performance and guide the conduct of its teaching, administrative and technical staff, namely:

- **Quality and academic excellence:** Commitment to providing high-quality technical education according to approved standards.
- **Integrity and transparency:** Adopting the principles of fairness and clarity in all academic and administrative practices.
- **Social responsibility:** Contributing effectively to serving the local community and supporting sustainable development.
- **Innovation and continuous development:** Encouraging creativity and keeping pace with scientific and technological developments.
- **Institutional work and cooperation:** Strengthening the spirit of teamwork and partnership within the College and with relevant bodies.

- **Respect and cultural diversity:** Respecting human values and cultural diversity and promoting a positive learning environment.

Academic Departments

– Department of Business Administration Techniques

– Department of Finance and Banking Techniques

– Department of Mechatronics Engineering Techniques

– Department of Building and Construction Engineering Techniques (Architectural Conservation and Sustainable Buildings branch)

2. SWOT Analysis

Strategic Environment Analysis (SWOT)

within the Strategic Plan (2026 – 2030)

Strengths

- ✔ Support from the University Presidency for programs and development projects.
- ✔ Availability of qualified academic and technical staff.
- ✔ Diversity of specializations (administrative, engineering, medical).
- ✔ Basic infrastructure and laboratories that can be developed.
- ✔ Experience in organizing activities and community service.

Weaknesses

- ✔ Limited financial and investment resources.
- ✔ Need for further development of infrastructure and equipment.
- ✔ Shortage in some specific specializations.
- ✔ Weak partnerships with the private sector.
- ✔ Need to enhance scientific publishing in international indexes.

Opportunities

- ✔ State and University orientation toward digital transformation and quality.
- ✔ Growing demand for technical specializations in the labor market.
- ✔ Possibility of establishing postgraduate programs and new departments.
- ✔ Partnerships with government institutions and the private sector.
- ✔ Opportunities to diversify revenues (maintenance, courses, agriculture, housing).

Threats

- ✔ Fluctuations in funding and economic conditions.
- ✔ Rapid development of technologies and the need for constant updating.
- ✔ Competition from other colleges and technical institutions.
- ✔ Environmental and security risks in the region.
- ✔ Brain drain and staff instability.

Conclusions and Strategic Directions

Leveraging strengths and addressing weaknesses	**Developing academic programs and scientific research**	**Accelerating digital transformation and developing infrastructure**	**Strengthening partnerships and developing self-generated resources**

Study and Analysis of the Current Situation of Hawija Technical College

(Internal Environment Analysis / Strengths and Weaknesses)

Topic	Strengths	Weaknesses
Administrative and financial system	– The administrative system in the College is very good and adopts the principle of participation in decision-making. – Paper and electronic archiving of incoming and outgoing mail. – No objection to adjusting attendance schedules and weekly classes for students within the public interest of staff. – High cooperation between staff and the administration in the academic departments and the Deanship. – Material capabilities for College inputs are weak, yet good in terms of the support provided.	– The number of administrative and technical staff is somewhat low. – No dedicated building for scientific laboratories. – A great need to diversify the College's financial inputs, as they are among the most important drivers of development and of providing the best infrastructure and keeping pace with technological developments.
Human resources and their management	– A spirit of cooperation prevails among council members, faculty and technicians. – No negligence in performing the tasks assigned to them. – They have the ability and competence to overcome difficulties in technical and administrative matters.	– The number of technicians is not proportionate to the number of students. – Shortage of training and development courses for staff.
Teaching supplies	– Each department has 4 classrooms equipped with basic teaching supplies such as whiteboards, data-show projectors and other items. – A number of scientific laboratories have recently been prepared to meet the needs of the departments.	– Limited technical knowledge among laboratory officers. – Need for additional laboratories in the future.

Analysis of the External Environment (Opportunities and Threats)

Topic	Opportunities	Threats
Dealing with external parties	– We have achieved high coordination and continuous communication with all external departments, in addition to the support and real assistance that resulted from this positive relationship and cooperative spirit. – Continuous communication to obtain additional support, especially for infrastructure. – Communication with University formations and open cooperation with all parties.	– Need to sustain this coordination by assigning a specialized follow-up committee. – Continuous visits to clarify the College's actual needs and the steps to meet them, while setting priorities.
Economic factors	– The economy of the external environment also includes the concept of sustainable development, which aims to meet the needs of the present generation without compromising the ability of future generations to meet their own needs. Achieving sustainable development requires balancing economic growth with preserving the external environment. – Environmental sustainability is an important challenge in today's world, as everyone must work together to reduce negative environmental impacts and preserve natural resources for present and future generations. This includes encouraging technological innovation, adopting environmentally friendly practices and raising awareness of the importance of sustainability among individuals and society. The Deanship looks forward to developing service projects that also bring economic return to the institution, in addition to applying all environmental-sustainability standards in a way that improves positive results without wasting available resources.	– There is a large gap that we seek to address in the future, especially as we are the most influential party in communities, namely the lack of awareness of sustainable development. This requires developing plans for the optimal use of materials on the one hand, and for handling and recycling waste without harming the environment on the other.

Topic	Opportunities	Threats
Political factors	The more stable the conditions, the more positive the results, with increased student enrollment and more diverse inputs.	Instability plays a major role in student reluctance; this requires more publicity about the situation in the surrounding area. Over the coming years we hope for more inputs.

Supplementing the above analysis, and based on the projects and directions the College is studying and following up, the following observations are added to the environmental analysis, provided that the competent committee reviews their applicability and documents them with the available data:

Proposed SWOT Additions

Dimension	Reasons for the addition, based on the College's situation
Strengths	Four established academic departments with administrative and engineering specializations; teaching and administrative staff recorded in the plan data; the possibility of employing the departments' expertise in training and applied services; the Deanship's follow-up of construction and development projects in coordination with University bodies.
Weaknesses	The need to complete some buildings, laboratories and workshops; limited self-generated resources; the need for specialized technical staff to operate some projects; incomplete feasibility and operating studies for the proposed projects.
Opportunities	Local institutions' need for machinery maintenance services and technical training; the possibility of offering courses in electrical control and artificial intelligence; the possibility of providing student housing; opportunities to establish a pilot agricultural project for mushroom production; the possibility of establishing new specializations and postgraduate studies once their requirements are met.
Threats	Delays in funding or official approvals; high costs of construction, equipment and operation; expected demand for some services not materializing; difficulty in sustaining projects if specialized staff or suitable operational and marketing management are not available.

Strategic Priorities of Hawija Technical College

1. Improving the quality of teaching and learning

- **Objective:** Developing curricula and updating teaching methods in line with labor-market needs.
- **Priority:** Focusing on integrating theory and practice, and raising educational outcomes to a high level of competence.
- **Possible measurement indicators (KPIs):**
  - Annual curriculum update rate
  - Evaluation of student satisfaction with the quality of education
  - Percentage of students who successfully complete practical training programs

2. Promoting applied scientific research and innovation

- **Objective:** Supporting applied research projects and encouraging innovation among faculty members and students.
- **Priority:** Focusing on sustainability in technical fields linked to the local industrial and service sectors.
- **Measurement indicators:**
  - Number of applied research papers published annually
  - Number of patents or innovative projects
  - Rate of participation in scientific conferences and seminars

3. Developing the human capacities of academic and administrative staff

- **Objective:** Developing the skills of faculty members and administrative and technical staff to ensure the quality of institutional performance.
- **Priority:** Focusing on continuous training and specialized workshops in modern technologies, management and sustainability.
- **Measurement indicators:**
  - Number of courses and workshops held annually
  - Percentage of staff who obtained training certificates
  - Staff performance evaluation

4. Strengthening partnership and community service

- **Objective:** Building cooperative relations with the public and private sectors and contributing to community and development projects.

➢ **Priority:** Focusing on volunteer programs and initiatives that support the sustainable development of the local community.

➢ **Measurement indicators:**

- Number of institutional partnerships with companies and institutions
- Number of community initiatives implemented annually
- Evaluation of the impact of initiatives on the community

5. Institutional sustainability and funding

➢ **Objective:** Achieving financial and operational sustainability by diversifying funding sources and improving infrastructure.

➢ **Priority:** Focusing on improving material and human resources in a way that supports the quality of education and enhances competitiveness.

➢ **Measurement indicators:**

- Rate of diversification of funding sources
- Level of development of educational infrastructure
- Rate of maintenance and improvement of College facilities

The axis of institutional sustainability and funding is given executive attention through following up construction and rehabilitation projects, studying opportunities for academic expansion, and developing self-generated resources through service, training and production projects, all of which must be linked to feasibility studies, proper approvals and clear funding sources.

Also added to the College's priorities within the axis of institutional sustainability and funding are following up construction and rehabilitation projects, preparing the requirements for horizontal and vertical expansion in the academic departments, and studying projects for developing self-generated resources in a way that balances serving the educational process with economic feasibility.

Proposed Executive Initiatives and Projects within the Strategic Plan

1. In the field of accreditation and quality

Working to apply quality and academic accreditation standards according to ISO 9001

- **Detailed objectives of the initiative:**
  - Developing the College's quality management system in line with ISO 9001 standards.
  - Establishing unified policies and procedures for all academic and administrative processes to ensure transparency and efficiency.

– Training teaching and administrative staff to apply quality requirements according to international standards.
– Periodic monitoring and evaluation of performance to ensure continuous improvement.
– Preparing for the accreditation or renewal process according to ISO 9001 requirements.

- **Key performance indicators (KPIs):**
  – Issuing the College's quality management manual according to ISO 9001.
  – Percentage of staff trained on the quality system.
  – Number of procedures and processes updated and compliant with ISO standards.
  – Internal audit results and improvement plans implemented.
  – Obtaining or successfully renewing the ISO 9001 certificate.

2. In the field of digital transformation and innovation

Strategic initiative: Transition toward smart education and virtual classrooms (SIS system)

Description: Hawija Technical College aims to enhance smart education by implementing the SIS system for virtual classrooms. The project includes updating the technological infrastructure, preparing interactive digital content, and training faculty and students to ensure the quality and continuity of education.

Detailed objectives of the initiative:

1. Developing the College's digital infrastructure to support smart education and the SIS system.
2. Preparing interactive digital educational content covering all study programs.
3. Training faculty members and administrative staff to use the system effectively.
4. Training students to use digital platforms and virtual classrooms to ensure an integrated learning experience.
5. Monitoring and analyzing academic performance data through the SIS system to improve the quality of education and the educational process.

Key performance indicators (KPIs):

- Percentage of study programs integrated into the SIS system.
- Number of interactive digital content items prepared annually.
- Number of teaching and administrative staff trained on the system.
- Evaluation of student satisfaction with the virtual learning experience.
- Improvement in academic performance indicators after implementing the system.

Proposed implementation period: 12 – 18 months

Matrix Linking Objectives and Strategic Initiatives

Strategic objective	Strategic initiatives
Improving the quality of teaching and learning	– Developing curricula to keep pace with the labor market – Establishing modern laboratories for practical training – Integrating digital education and the SIS system for virtual classrooms
Promoting applied scientific research and innovation	– Establishing an applied research support unit – Developing innovation and entrepreneurship incubators – Encouraging research and innovative projects of students and faculty members
Developing the human capacities of academic and administrative staff	– Implementing specialized training programs and workshops – Training staff to apply the ISO 9001 quality system – Training staff on the smart education system (SIS)
Strengthening partnership and community service	– Signing partnerships with public- and private-sector institutions – Implementing volunteer initiatives and service projects for the community – Providing technical consultancy to local institutions
Institutional sustainability and funding	– Diversifying funding sources – Developing the financial and administrative infrastructure – Updating educational facilities and equipment
Accreditation and quality	– Applying quality and accreditation standards (ISO 9001) – Preparing the quality management manual – Following up internal audit and continuous improvement
Digital transformation and innovation	– Promoting digital transformation and establishing innovation laboratories – Developing digital education platforms and interactive content – Implementing the SIS system for virtual classrooms

Additional Initiatives and Projects Related to Institutional Sustainability and the Development of Self-Generated Resources

The following projects are included among the College's proposed initiatives. Their inclusion in the plan does not mean that they are funded or approved; each project starts with a study of need and

feasibility and determining the site, estimated cost and operating party, followed by obtaining the approvals before commencement.

Project	Proposed activity	Prerequisites for implementation	Monitoring indicators	Project status
Machinery Maintenance and Smart Transformation Center	Providing inspection, diagnosis and maintenance services for machinery and equipment, and implementing training programs in control systems and smart applications according to available capabilities.	Determining the site and workshop, providing equipment and technical staff, conducting a survey of local demand, preparing a feasibility study and establishment and operating costs, and obtaining the necessary approvals.	Number of work orders and services performed, number of beneficiaries, operating costs and actual net revenues.	A proposed project requiring a feasibility study and official approvals.
Student housing buildings	Constructing or rehabilitating residential buildings to provide accommodation services for students according to a sustainable administrative and operating model.	Determining the land and real-estate status, studying capacity, preparing the estimated cost, providing water, electricity and safety requirements, and determining the management and operating mechanism.	Number of completed units or beds, occupancy rate, operating costs, and level of student satisfaction.	A proposed development project requiring a technical and financial study, funding and the necessary approvals.
Specialized courses in electrical control and artificial intelligence	Holding short and medium specialized training courses for students, graduates, employees and target bodies, according to accredited training programs.	Preparing training packages, identifying trainers and laboratories, determining target groups and course durations and costs, and obtaining the necessary approvals.	Number of courses held, number of trainees, completion rate, and actual revenues after deducting expenses.	Can be implemented gradually after completing administrative and technical requirements.
Mushroom cultivation project	Establishing a pilot production unit for mushroom cultivation that combines practical training, production and local marketing.	Preparing a feasibility and marketing study, determining the site and appropriate environmental conditions, providing production supplies, and identifying the technical supervisor and marketing mechanism.	Quantity produced, waste rate, unit cost, volume of actual sales, and number of student beneficiaries.	A proposed pilot project, to be expanded according to the evaluation results.

Executive Timeline of the Strategic Plan of Hawija Technical College (2026–2030)

Strategic objectives	Executive initiative	2026	2027	2028	2029	2030
Improving the quality of teaching and learning	Updating curricula	Reviewing core curricula	Revising 50% of curricula	Revising 30% of remaining programs	Evaluating outputs and developing additional content	Final review
Improving the quality of teaching and learning	Equipping practical laboratories	Equipping 2 laboratories	Additional equipment	Maintenance and updating	Equipping an advanced laboratory	Evaluating use and laboratory efficiency
Improving the quality of teaching and learning	Digital education and the SIS system	Updating infrastructure	Launching core digital content	Training staff and students	Expanding the system to all programs	Evaluating and improving the system
Scientific research and innovation	Supporting applied research	Forming a research support unit	Funding 3 research projects	Following up current projects	Implementing new projects	Publishing research results and assessing impact
Scientific research and innovation	Innovation incubators	Equipping the incubator	Supporting 5 student projects	Performance evaluation	Supporting additional projects	Expanding the incubator and linking it to the labor market
Developing human capacities	Staff training	Organizing 4 workshops	4 additional workshops	Training evaluation	Implementing 4 more workshops	Comprehensive evaluation and program improvement
Developing human capacities	ISO 9001 training	Training 50% of staff	Training an additional 30%	Training the remainder	Following up application	Evaluating performance and improving procedures
Partnership and community service	Signing partnerships	Signing 3 partnerships	2 additional partnerships	Following up projects	Evaluating partnerships	Developing long-term partnerships
Partnership and community service	Community initiatives	Implementing 2 projects	2 additional projects	Following up impact	Implementing 2 additional projects	Evaluating impact and improving initiatives

Strategic objectives	Executive initiative	2026	2027	2028	2029	2030
Institutional sustainability	Diversifying funding	Preparing a funding plan	Implementing small funding projects	Evaluating revenues	Implementing additional funding projects	Evaluating sustainability and developing a long-term plan
Accreditation and quality	ISO 9001	Developing the quality manual	Conducting internal audit	Improving procedures	Following up system application	Renewing the certificate
Digital transformation	Innovation laboratories	Equipping 1 laboratory	Additional equipment	Maintenance and updating	Developing an advanced laboratory	Performance evaluation
Digital transformation	Digital education content	Preparing core content	Developing advanced content	Updating content	Training users	Comprehensive evaluation and content improvement
Digital transformation	SIS system	Training staff and launching the core system	Expanding the system	Improving the system	Monitoring digital performance	Evaluating the system and improving the experience

Example of Implementing the Strategic Plan According to Objectives and Indicators

Objective	Required outputs	Measurement indicators	Implementation responsibility	Timeline
Improving the quality of teaching and learning	– Developing study plans and curricula in line with quality and academic accreditation standards. – Adopting modern, student-centered teaching methods that foster critical thinking and practical skills. – Improving students' learning outcomes, raising success rates and reducing failure and dropout. – Enhancing faculty competence through continuous training and professional development. – Providing a supportive learning environment including classrooms, laboratories and educational technologies.	– Percentage of curricula updated and developed within a set period. – Results of student evaluations of teaching methods and courses. – Number of training programs and workshops held for faculty members annually. – Use of modern educational technologies (e-learning, digital platforms). – Results of internal and external evaluation examinations. – Level of satisfaction of students and stakeholders with the educational process. – Results of periodic follow-up and evaluation of academic programs.	– Office of the Scientific Assistant Dean. – Academic departments. – Quality Assurance Division. – Studies and Planning Division. – Strategic Plan Implementation Follow-up Committee.	2026 **20%** 2027 **20%** 2028 **20%** 2029 **20%** 2030 **20%**

Objective	Required outputs	Measurement indicators	Implementation responsibility	Timeline
Scientific research and innovation	– Increasing faculty members' solid research output in indexed and accredited journals. – Fostering a culture of innovation and applied research linked to community and labor-market problems. – Supporting the participation of faculty and students in scientific conferences and research activities. – Establishing and activating joint research teams and projects, internally and externally. – Employing research results in developing academic programs and community services.	– Number of research papers published annually in refereed and indexed journals. – Proportion of applied and innovative research out of total research output. – Number of participations in local and international scientific conferences and seminars. – Volume of financial support allocated to scientific research and innovative projects. – Number of memoranda of understanding and research cooperation with scientific and research institutions.	– College Council: approving scientific research and innovation policies and supporting them. – Deanship / institution Presidency: providing funding and facilities for scientific research. – Scientific Unit: following up the implementation of research plans and collecting indicators. – Academic departments: encouraging faculty and students to publish and conduct applied research. – Faculty members: carrying out scientific research and participating in innovative activities. – Strategic Plan Implementation Follow-up Committee.	2026 **20%** 2027 **20%** 2028 **20%** 2029 **20%** 2030 **20%**

Objective	Required outputs	Measurement indicators	Implementation responsibility	Timeline
Developing human capacities	– Raising the competence of teaching and administrative staff and improving their job performance. – Providing continuous training and professional development opportunities according to actual needs. – Fostering a culture of continuous learning and building institutional capacities. – Improving the leadership and management skills of academic and administrative leaders. – Increasing job satisfaction and professional stability of staff.	– Raising the competence of teaching and administrative staff and improving their job performance. – Providing continuous training and professional development opportunities according to actual needs. – Fostering a culture of continuous learning and building institutional capacities. – Improving the leadership and management skills of academic and administrative leaders. – Increasing job satisfaction and professional stability of staff.	– College Council. – The Deanship or the institution's Presidency. – Human Resources Unit. – Quality Assurance Division. – Academic and administrative departments. – Strategic Plan Implementation Follow-up Committee.	2026 **20%** 2027 **20%** 2028 **20%** 2029 **20%** 2030 **20%**

Objective	Required outputs	Measurement indicators	Implementation responsibility	Timeline
Partnership and community service	– Enhancing the role of the educational institution in serving the local community and sustainable development. – Building effective partnerships with government, civil and private-sector institutions. – Employing academic expertise in addressing community issues and needs. – Increasing the participation of faculty and students in community and volunteer activities. – Improving the institution's image and its standing in the community.	– Number of agreements and memoranda of understanding signed with community institutions. – Number of community activities and programs implemented annually. – Percentage of faculty and student participation in community service. – Level of local community satisfaction with the services provided. – Sustainability and impact of community partnerships.	– College Council. – The Deanship or the institution's Presidency. – Labor and Community Service Unit. – Quality Assurance Division. – Academic and administrative departments. – Strategic Plan Implementation Follow-up Committee.	2026 **20%** 2027 **20%** 2028 **20%** 2029 **20%** 2030 **20%**

Objective	Required outputs	Measurement indicators	Implementation responsibility	Timeline
Institutional sustainability	– Ensuring the continuity of institutional performance and achieving long-term strategic objectives. – Rationalizing the use of financial, human and material resources. – Promoting environmentally friendly practices within the educational institution. – Developing policies and procedures that support institutional sustainability. – Achieving balance between quality, efficiency and economic feasibility.	– Rate of implementation of the strategic plan and achievement of its objectives. – Spending efficiency and use of available resources. – Number of environmental initiatives and rationalization programs implemented. – Level of compliance with institutional policies and procedures. – Indicators of job stability and continuity of academic programs.	– College Council. – The Deanship or the institution's Presidency. – Labor and Community Service Unit. – Quality Assurance Division. – Academic and administrative departments. – Strategic Plan Implementation Follow-up Committee.	2026 **20%** 2027 **20%** 2028 **20%** 2029 **20%** 2030 **20%**
Accreditation and quality	– Meeting the requirements and standards of institutional and programmatic accreditation. – Instilling a culture of quality and continuous improvement in all parts of the institution. – Unifying policies and procedures in line with approved quality standards. – Improving the efficiency and effectiveness of academic and administrative performance. – Ensuring the reliability of quality and accreditation data and reports.	– Percentage of institutional and programmatic accreditation standards met. – Number of self-assessment reports and internal reviews completed. – Level of commitment to implementing continuous improvement plans. – Results of internal and external quality audits. – Level of stakeholder satisfaction with the quality system.	– College Council. – The Deanship or the institution's Presidency. – Quality Assurance Division. – Academic departments and administrative units. – Evaluation and follow-up committees. – Strategic Plan Implementation Follow-up Committee.	2026 **20%** 2027 **20%** 2028 **20%** 2029 **20%** 2030 **20%**

Objective	Required outputs	Measurement indicators	Implementation responsibility	Timeline
Digital transformation	– Automating academic and administrative processes and raising their efficiency. – Enhancing the use of digital technologies in teaching and learning. – Improving the quality of electronic services provided to students and staff. – Ensuring information security and protecting institutional data. – Spreading digital culture and developing staff technical skills.	– Percentage of processes and services converted to electronic systems. – Level of use of e-learning and blended-learning platforms. – Time to complete electronic transactions compared with paper transactions. – Number of information-security incidents and their resolution rate. – Results of measuring beneficiaries' satisfaction with digital services.	– College Council. – The Deanship or the institution's Presidency. – Quality Assurance Division. – Academic departments and administrative units. – Evaluation and follow-up committees. – Strategic Plan Implementation Follow-up Committee.	2026 **20%** 2027 **20%** 2028 **20%** 2029 **20%** 2030 **20%**

Timeline Matrix for Construction, Academic and Self-Resource Development Projects (2026–2030)

Project / Track	2026	2027	2028	2029	2030
Construction and rehabilitation	Inventorying existing projects and updating their implementation status	Following up implementation, inspections and phased handover	Completing priority works	Addressing deficiencies and maintenance works	Evaluating impact and preparing a sustainment plan
Postgraduate studies	Following up programs submitted for approval	Completing requirements according to approval decisions	Studying additional programs that meet the conditions	Submitting completed proposals and following up approvals	Evaluating programs and absorptive capacity
Establishing new departments	Collecting needs data and labor-market requirements	Preparing feasibility studies for priority specializations	Submitting proposals that meet approval requirements	Following up departments approved for establishment	Evaluating readiness and expansion possibilities

Project / Track	2026	2027	2028	2029	2030
Machinery Maintenance and Smart Transformation Center	Preparing the needs and feasibility study and determining the site	Completing approvals and preparation once resources are available	Trial operation after meeting requirements	Evaluating demand, cost and return	Developing services based on operating results
Student housing buildings	Studying the site, capacity and cost	Completing designs, approvals and funding	Implementing works according to available funding	Completing equipment and starting operation when ready	Evaluating occupancy and operating efficiency
Specialized courses	Preparing training packages and identifying trainers and needs	Implementing available courses and measuring demand	Expanding programs that prove successful	Updating content and training specializations	Evaluating training impact and financial return
Mushroom cultivation project	Preparing the feasibility study and setting up the pilot unit	Pilot operation and documenting production and cost	Evaluating the trial and marketing opportunities	Expansion upon meeting conditions according to trial results	Evaluating sustainability and economic return

Determining the main dimensions for the relative weight: the plan is divided into **seven main strategic priorities**, as in the table above:

1. Improving the quality of teaching and learning
2. Scientific research and innovation
3. Developing human capacities
4. Partnership and community service
5. Institutional sustainability and funding
6. Accreditation and quality
7. Digital transformation and innovation

Determining the number of initiatives for each objective

Objectives	Number of initiatives
Improving the quality of teaching and learning	3
Scientific research and innovation	2
Developing human capacities	2

Objectives	Number of initiatives
Partnership and community service	2
Institutional sustainability and funding	1
Accreditation and quality	1
Digital transformation and innovation	3
Total initiatives	**14**

Calculating the relative weight of each objective (share of the number of initiatives)

Objectives	Number of initiatives	Relative weight (%)
Improving the quality of teaching and learning	3	21.4%
Scientific research and innovation	2	14.3%
Developing human capacities	2	14.3%
Partnership and community service	2	14.3%
Institutional sustainability and funding	1	7.1%
Accreditation and quality	1	7.1%
Digital transformation and innovation	3	21.4%
Total	**14**	**100%**

New Programs and Future Academic Directions

1. Proposed and approved postgraduate programs:

Department	Program	Type of study	Approval status	Proposed year of implementation
Department of Finance and Banking Techniques	Master's in Finance and Banking Techniques	Master's	Submitted for approval	2026–2027
Department of Mechatronics Engineering Techniques	Master's in Mechatronics Engineering	Master's	Submitted for approval	2026–2027
Department of Business Administration Techniques	Doctorate	Doctorate	Under study	2027–2028

2. Future study programs planned for the coming years:

Department	Program	Type of study	Implementation plan
Department of Business Administration Techniques	Knowledge Management	Higher Diploma	Planned to be submitted for approval in the second year of the plan
Department of Business Administration Techniques	Business Administration	Doctorate	Studying the opening of the program and submitting the proposal for approval during the plan period (2028–2030)

Number of Teaching Staff by Academic Title and Degree

Teaching Staff (Permanent Staff)

By degree			By academic title				
PhD	Master's	Total	Professor	Asst. Professor	Lecturer	Asst. Lecturer	Total
16	27	43	–	10	9	24	43

Number of Administrative and Technical Staff by Degree

By degree				
Higher Diploma	**Bachelor's**	**Technical Diploma**	**Secondary school or below**	**Total**
2	20	23	5	50

Staffing Needs of the Departments of Hawija Technical College

No.	Department	General specialization	Specific specialization	Degree	Number
1	Business Administration Techniques	Business Administration	Organizational Management	PhD	2
		Business Administration	Information Systems	PhD	1
		Business Administration	Marketing	PhD	1
		Accounting	Accounting	PhD	1
		Business Administration	Statistics	Master's	1
2	Finance and Banking Techniques	Financial and Banking Sciences	Financial Management	PhD	3
		Financial and Banking Sciences	Financial Markets	Master's	2
		Accounting	Cost Accounting	Master's	1
3	Mechatronics Engineering Techniques	Electrical Engineering	Control	PhD	2
		Electrical Engineering	Electronics	PhD	2
		Mechatronics Engineering	Robotics	PhD	1
		Engineering	Electrical Engineering + Computer Engineering	Master's	2
4	Building and Construction Engineering	Architectural Engineering	Structures	PhD	2
		Engineering	Architectural Engineering + Civil Engineering	Master's	2

Proposed Admission Plan by Academic Department 2026–2027

No.	Department	Admission plan
1	Department of Business Administration Techniques	250
2	Department of Finance and Banking Techniques	230

الجامعة التقنية الشمالية
الكلية التقنية / الحويجة
شعبة ضمان الجودة والأداء الجامعي

No.	Department	Admission plan
3	Department of Mechatronics Engineering Techniques	150
4	Department of Building and Construction Engineering	150

Courses, Workshops, Seminars, Study Circles and Scientific Developments Proposed for the 2025–2026 Academic Year

Courses	Seminars	Study circles	Workshops	Scientific visits
15	20	6	16	8

Research Published, Accepted for Publication and Ongoing in Our College for 2025–2026

No.	Research	Number
1	Published	17
2	Accepted for publication	9
3	Ongoing	20

Horizontal and Vertical Academic Expansion: Proposed Programs and the Mechanism for Studying Them

The College follows up academic expansion according to available capabilities and ministerial and university regulations. In this area, a distinction is made between programs already submitted for approval, programs still at the study stage, and the establishment of new departments, which are not scheduled for implementation until the study of need, staffing, infrastructure and approvals has been completed.

First: Vertical expansion (postgraduate studies): The programs listed in the current tables of the plan are being followed up, including the Master's in Finance and Banking Techniques, the Master's in Mechatronics Engineering Techniques, and the Higher Diploma in Hospital Administration, according to the procedural status recorded in the correspondence. The College is also studying Higher Diploma programs in Knowledge Management and the possibility of opening other postgraduate studies in the existing departments, after completing the requirements of teaching staff, specific specializations, curricula, laboratories, absorptive capacity and official approvals.

Second: Horizontal expansion (establishing academic departments): The College is studying the possibility of establishing new departments in medical, engineering, agricultural or other specializations for which a labor-market need is proven, ensuring that no specialization is adopted before preparing an academic, technical and financial feasibility study covering institutional needs,

expected demand, teaching staff, buildings and laboratories, practical training, operating cost and job opportunities, and then submitting the proposal to the University Presidency and the competent authorities.

Key Performance Indicators (KPIs)

In following up the implementation of its strategic plan, the College relies on a set of key performance indicators that serve as quantitative and qualitative measurement tools of progress toward achieving the strategic objectives, and help strengthen governance, improve the quality of institutional performance and support decision-making. These indicators include the following:

1. **Academic performance indicators:** such as the curriculum update rate, the number of new and accredited programs, the student-to-faculty ratio, and pass and graduation rates in academic programs.
2. **Scientific research indicators:** including the number of research papers published in refereed journals, the rate of publication in indexed journals (Scopus / Clarivate), the number of scientific citations, and faculty participation in scientific conferences.
3. **Human resource development indicators:** such as the number of training courses for faculty and staff, the percentage of participants in professional development programs, and the level of job satisfaction.
4. **Quality and accreditation indicators:** including the degree of compliance with quality and academic accreditation standards, the number of accredited programs, and the results of internal and external evaluation reports.
5. **Student and student-services indicators:** such as the level of student satisfaction, the rate of participation in scientific and extracurricular activities, and the percentage of students benefiting from academic advising and student support.
6. **Partnership and community service indicators:** including the number of agreements and memoranda of understanding, joint activities with government and private institutions, and community-service and sustainable-development initiatives.
7. **Financial and administrative performance indicators:** such as the efficiency of using financial resources, adherence to timelines, the rate of implementation of the annual plan, and the level of digital transformation in administrative procedures.

The key performance indicators are reviewed periodically (semi-annually / annually) to ensure their alignment with internal and external changes, in a way that contributes to achieving the College's mission and strategic objectives and improving its sustainable performance.

3. Implementation

Implementation Mechanisms for the Strategic Axes

Axis One: Academic and Program Development. This axis is implemented through periodic review and continuous updating of curricula in line with quality and academic accreditation standards and labor-market requirements, adopting clear and measurable learning outcomes. It also includes establishing new academic programs (undergraduate and postgraduate) according to actual need and future academic directions, in a way that supports the College's mission and enhances its academic competitiveness.

Axis Two: Scientific Research and Innovation. Implementation of this axis focuses on creating a supportive research environment by encouraging scientific publication in refereed and indexed journals and supporting applied research that addresses community and development issues. It also includes fostering a culture of innovation and encouraging joint research work inside and outside the University, contributing to raising research output and improving the University's ranking.

Axis Three: Human Resource Development. This axis is implemented through sustainable professional development programs for faculty members and staff, including training courses, workshops and capacity-building programs that enhance academic and administrative competence. Fair and transparent incentive and performance-evaluation mechanisms are also adopted to raise job satisfaction and strengthen institutional belonging.

Axis Four: Quality and Academic Accreditation. Implementation of this axis includes applying total quality systems in all parts of academic and administrative work, activating quality and self-assessment units, and preparing for institutional and programmatic academic accreditation. Evaluation results are also employed to achieve continuous improvement and ensure compliance with approved national and international standards.

Axis Five: Students and Student Services. Implementation of this axis focuses on improving the learning environment and developing the services provided to students, including academic advising and psychological and career support. It also includes enhancing student participation in scientific, cultural and community activities, contributing to building an integrated personality and raising satisfaction and institutional belonging.

Axis Six: Community Partnership and Institutional Relations. This axis is implemented by expanding the scope of cooperation with government and private community institutions, and concluding agreements and memoranda of understanding that serve educational, research and training aspects. Community-service initiatives are also activated and the College's activities are linked to sustainable-development priorities and community needs.

Axis Seven: Administrative and Financial Performance and Digital Transformation. Implementation of this axis includes developing administrative and financial performance by simplifying procedures, enhancing the efficiency of resource management, and applying the principles of governance and transparency. Digital transformation is also expanded and electronic systems are adopted in administrative and academic work, contributing to improving the quality of services and raising institutional performance efficiency.

Potential Risks

1. Strategic risks

- Some academic programs not being aligned with the needs of the local labor market in Hawija District and surrounding areas.
- Limited ability to establish postgraduate programs or new technical specializations due to accreditation requirements and central approvals.
- Weak strategic partnerships with the public and private sectors to support training and employment.
- The strategic plan being affected by changes in higher education policies.

2. Operational risks

- Shortage or obsolescence of laboratories and practical equipment compared with the requirements of modern technical education.
- Weak coordination among academic departments in implementing joint initiatives.
- Limited ability to follow up plan implementation due to heavy administrative workloads.

3. Financial risks

- Limited financial allocations for developing infrastructure and laboratories.
- Delay in releasing operating budgets, or their reduction.
- Weak self-generated resources of the College.
- High maintenance costs of technical equipment compared with available allocations.

4. Legal and regulatory risks

- Changes in ministerial instructions and regulations concerning technical colleges.
- Delay or complexity in official approval procedures for development projects.
- Difficulty in applying some quality and institutional accreditation requirements.

4. Evaluation and Monitoring

The College has formed a specialized committee to follow up and monitor the implementation of the strategic plan. It directly supervises the implementation stages and follows up the level of progress in achieving the strategic objectives according to the approved timelines. The committee measures actual achievement rates based on the key performance indicators and compares them with the set targets, ensuring the accuracy and objectivity of the evaluation.

The committee prepares periodic follow-up reports (semi-annual and annual) that include an analysis of the level of academic, administrative and financial performance, identification of deviations and their causes, and proposals for appropriate corrective actions. The committee also coordinates with the relevant units and divisions to ensure the smooth flow of information and to verify compliance with the approved instructions and regulations.

The committee submits its reports and recommendations to the College Deanship to support decision-making, strengthen the principles of transparency and accountability, and achieve continuous improvement in implementing the strategic plan, in line with the requirements of the University.

Hawija Technical College
الكلية التقنية الحويجة
Republic of Iraq
Ministry of Higher Education
& Scientific Reseach
Northern Technical University
Hawija Technical College
جمهورية العراق
وزارة التعليم العالي والبحث العلمي
الجامعة التقنية الشمالية
الكلية التقنية الحويجة
شعبة الموارد البشرية

"الجامعة التقنية الشمالية نحو التحول الرقمي والتنمية المستدامة"

REF / / /
DATE/ / /

العدد / ٧ / ١٨ / ٢٢١٢
التاريخ/ ٧ / ١٢ / ٢٠٢٥

امر اداري

استناداً للصلاحيات المخولة لنا بموجب الامر الجامعي ذي العدد ٨٢٧٧/٣٥/٧ في ٢٠٢٣/٨/٢٢

تقرر: -

- تشكيل لجنة من الذوات المدرجة أسماؤهم ادناه.

ت	الاسم	المنصب	الوصف
١	ا.م.د. محمد حسين غربي	معاون العميد للشؤون الإدارية والمالية	رئيساً
٢	ا.م رائد وعد الله داود	معاون العميد للشؤون العلمية والطلبة	عضواً
٣	أ.م.د بصير خلف خزعل	رئيس قسم تقنيات إدارة الاعمال	عضواً
٤	م.د محمد جياد لجين	رئيس قسم هندسة البناء والانشاءات	عضواً
٥	م.م معن علي محمد	مقرر قسم التقنيات المالية والمصرفية	عضواً
٦	م.م هيثم احمد يعقوب	مسؤول شعبة التدقيق	عضواً
٧	م.م فلاح حسن كنوش	مسؤول الشعبة القانونية	عضواً

- تكون مهمة اللجنة متابعة تنفيذ فقرات الخطة الاستراتيجية الخاصة بالكلية بعد المصادقة عليها.
- ينفذ امرنا اعتباراً من تاريخ صدوره أعلاه.

أ.م.د. أحمد عبد الله دانوك
ع/ عميد الكلية التقنية الحويجة
٧ / ١٢ / ٢٠٢٥

نسخة منه إلى ///
- السيد معاون العميد للشؤون الإدارية المحترم ... للعلم وتبليغ الأعضاء
- شعبة ضمان الجودة والأداء الجامعي / للعلم لطفاً
- لجنة HR... للعلم لطفاً
- الملفة الشخصية.
- الصادرة.

ايمان ٢٠٢٥/١٢/٢

Email: tech.coll.hawija@ntu.edu.iq
العراق / محافظة كركوك / قضاء الحويجة

الجامعة التقنية الشمالية
الكلية التقنية / الحويجة
شعبة ضمان الجودة والأداء الجامعي

Supplementary Mechanism for Following Up Projects and Updating the Plan

The Strategic Plan Follow-up Committee, in coordination with the College Council, the academic departments and the relevant divisions, prepares a unified project register that includes the project name, the responsible party, the status of approvals, the funding source, the estimated cost where available, the timeline, achievement indicators and supporting documents. Semi-annual reports are submitted to the College Deanship covering actual achievements, obstacles, reasons for delay and corrective actions.

In following up projects, a distinction is made between an approved and funded project, a project under implementation, and a project proposed for study. No completion percentage is recorded for a project before there is executed work that can be verified, and expected revenues are not counted among realized resources before the activity starts and the revenue is actually recorded according to the applicable financial regulations.

The timeline is reviewed when approvals or funding are delayed or new technical requirements arise, provided that the update is based on documented justifications and a recommendation from the competent committee, and is presented to the College Council. Amendments requiring University approval are submitted to the University Presidency.

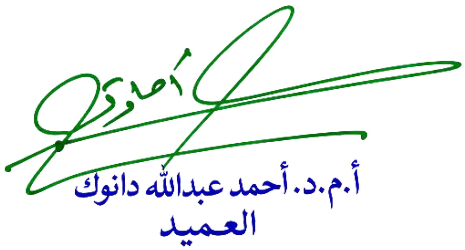
Documentation note: The data on staff numbers, the admission plan, research and activities contained in the original version remain as they are until they are matched with the latest official statistics approved by the competent divisions and departments. The date and source of the data must be recorded when the final version is approved.

Conclusion

This strategic plan represents an integrated methodological framework that guides the work of the College during its implementation period, in line with the vision, mission and strategic objectives of the University. In preparing it, consideration was given to adopting a scientific analysis of the institutional reality, anticipating future changes, and defining clear axes that can be implemented and measured, contributing to the development of the College's academic, administrative and research performance.

The College affirms its commitment to implementing this plan according to the approved timelines and in coordination with the University Presidency and relevant bodies, while adopting an effective follow-up and monitoring system that ensures proper implementation and the achievement of the

targeted performance indicators. The College also retains the necessary flexibility to review and update the plan when needed, in response to internal and external changes.







Asst. Prof. Dr. Ahmed Abdullah Danouk
Dean