Hawija Technical College

Improvement Plan Report 2026

Self-assessment against the national institutional accreditation standards: where the gaps are, and the plan to close them (2024–2026).

The College at a Glance

749
Students

44
Teaching staff

49
Technical and administrative staff

4
Departments

1
Business Administration Technologies
Bachelor's and Master's degrees

2
Banking and Finance Technologies
Bachelor's degree

3
Mechatronics Engineering Technologies
Bachelor's degree

4
Building and Construction Engineering Technologies
Bachelor's degree

Founded 2023 in Hawija, Kirkuk Governorate, within the campus of the former Hawija Technical Institute.

A young college (founded 2023) with 749 students, 44 teaching staff and four departments, awarding bachelor's and master's degrees.

Vision and Mission

Vision

A leading local technical college, distinguished by the quality of its academic and applied programmes, contributing effectively to labour-market needs and sustainable development through skilled people capable of innovation and continuous development.

Mission

High-quality technical programmes that integrate theory and practice, support for applied research, and active partnerships with community institutions, so that competent graduates with professional responsibility can compete in the labour market.

Both statements point to the same outcome: graduates who are skilled, ethical and ready for the labour market.

Five Goals and Five Values

College goals

1. Improve the quality of technical education
2. Strengthen the applied and professional side
3. Support applied scientific research
4. Develop human capacity
5. Strengthen partnership and community service

Values

- Scientific value
- Economic value
- Social value
- Cultural value
- Personal value

The improvement plan is judged against these goals: quality, practice, research, people and partnership.

Who Studies and Teaches Here

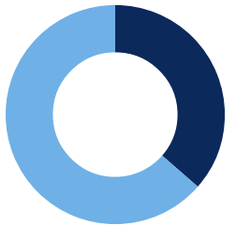
Students: 749



242 Morning study (32%)

507 Evening study (68%)

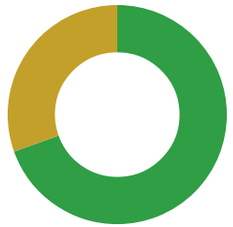
Teaching staff: 44



16 Doctorate (36%)

28 Master's (64%)

Technical and admin staff: 49



34 Technical (69%)

15 Administrative (31%)

Academic titles



Professor	1
Assistant professor	10
Lecturer	10
Assistant lecturer	23

Specialisations

Management and economics	22
Engineering	13
Law	4
Other (humanities, physics, teaching methods, agriculture)	5

Two out of three students study in the evening, and nearly two out of three teachers hold a master's degree.

The National Accreditation Framework

#	Standard	Weight	Indicators
1	Institutional strategy	7%	7
2	Governance and administration	18%	33
3	Financial and physical resources	10%	19
4	Teaching staff	10%	8
5	Students	12%	27
6	Scientific research	24%	44
7	Community service	4%	8
8	Curricula	15%	21
	Σ	**100%**	**167**

Indicator counts follow the framework table (167 in total).

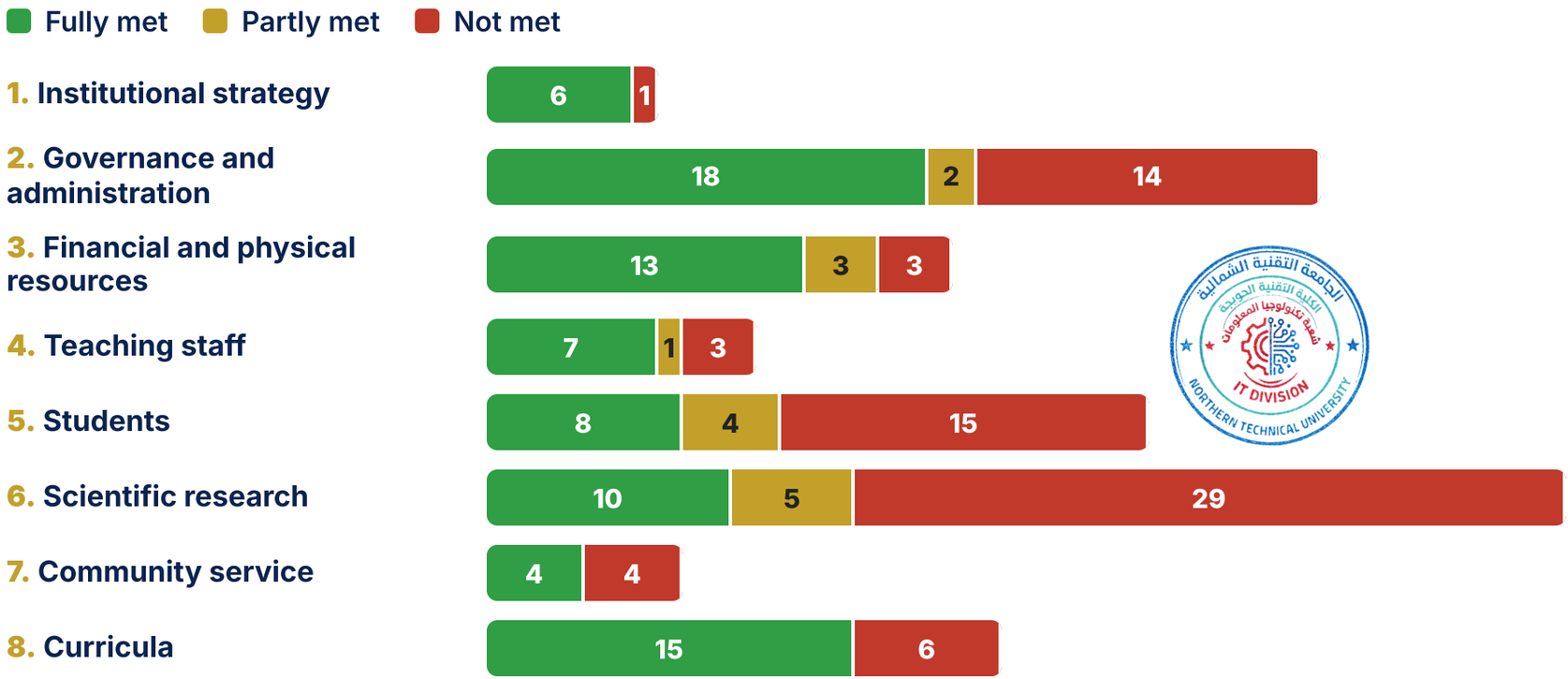
8 standards

167 indicators

3 levels on the scale: fully met, partly met, not met

The college measured itself on 167 indicators across eight standards, using a three-level scale.

Self-Assessment Results

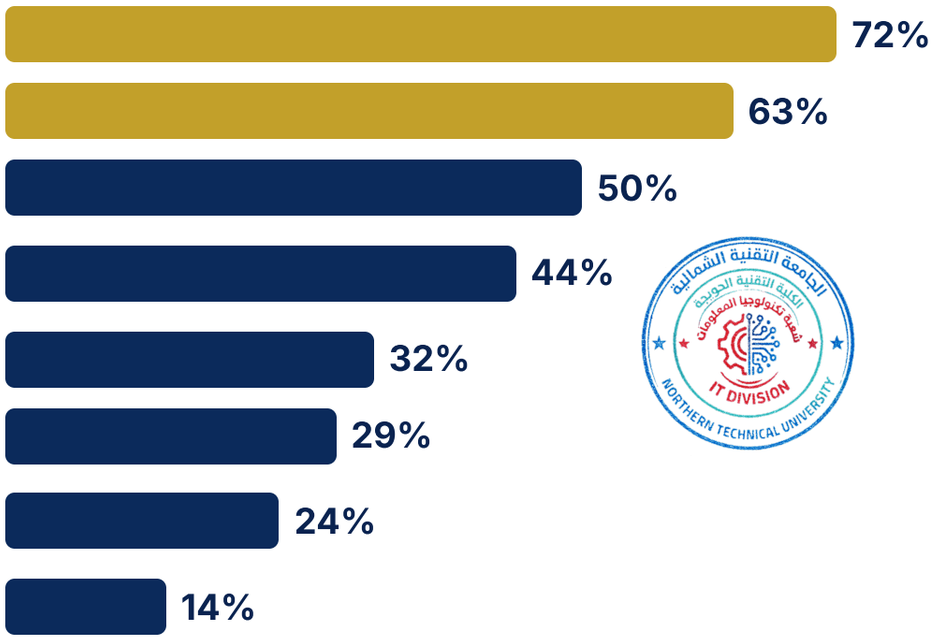


Counts are from each standard's result card. Two cards differ from the framework table: Governance shows 34 indicators (table: 33) and Teaching staff 11 (table: 8).

Of 171 indicators assessed on the result cards, 81 are fully met, 15 partly met and 75 not met.

Where the Gaps Are Largest

Gap size by standard



Weighted overall gap

About 46%: each standard's gap multiplied by its weight (calculated).

Research and Students

44 of the 75 unmet indicators, about 59% (calculated).

Strategy is the narrowest gap

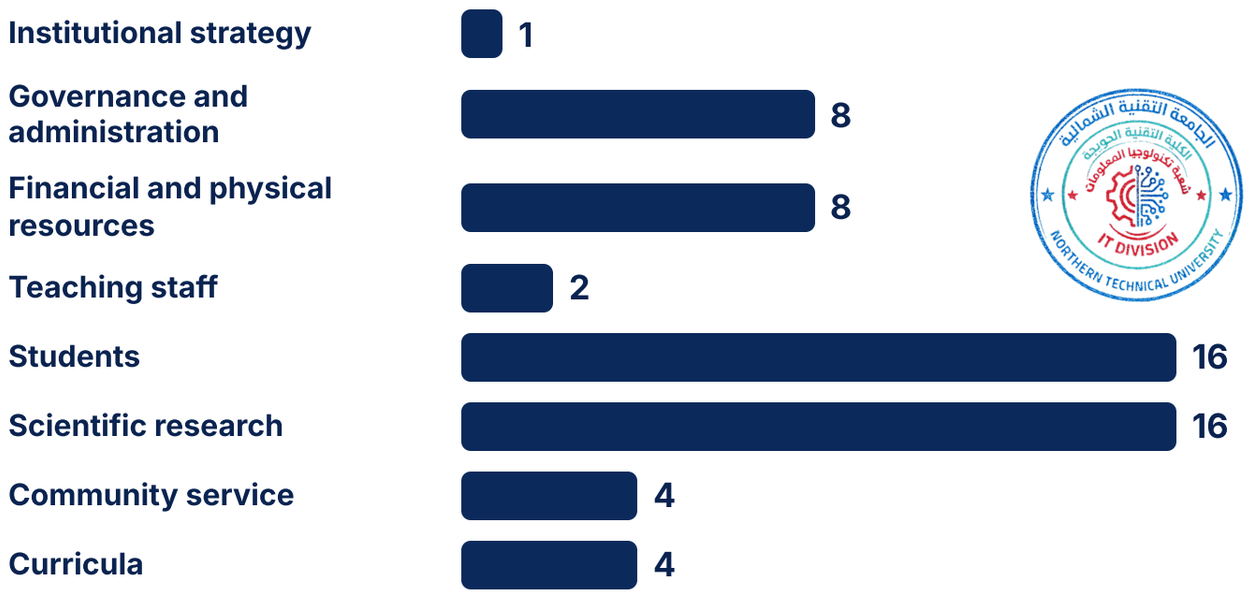
Only 1 of 7 indicators is not met, a gap of 14%.

Research (72%) and Students (63%) are the widest gaps, and together hold 44 of the 75 indicators not met.

How the Improvement Plan Is Built

Improvement items by standard

59 items in total (counted from the plan tables)



Anatomy of a plan row

1. **Indicator or weak point**
   What the standard says is missing
2. **Action planned**
   What the college will do
3. **Done**
   What has already been carried out
4. **Owner and period**
   Who is responsible, and by when

Each weak point gets an action, an owner and a time window, and the report records what has already been done.

Strategy and Governance: Actions

Standard 1: 7% weight · Standard 2: 18% weight

#	Indicator / weak point	Action planned → done	Responsible	Period
Standard 1 — Institutional strategy				
1	**Institution helps activate legislation encouraging a move from centralisation to decentralisation**	Activate decentralisation in some procedures → a guide of delegated authorities distributed to departments	University Presidency	**End 2024–25**
Standard 2 — Governance and administration				
1	**Employers are represented in the college**	Form committees → committee ensuring employer representation formed	Deanship, College Council	**2024–26**
2	**A mechanism to attract competent, distinguished staff**	Meet decision-makers to reach a mechanism → stakeholders hosted at College Council	College and department councils	**2024–26**
3	**Criteria to select and classify external parties**	Form committees → committees formed to select external parties	Deanship, College Council	**2024–26**
4	**Budget set according to the improvement plan**	Provide evidence → budgets exist per the plan	Deanship, Council, Finance Division	**2024–26**
5	**Staff feel job security and have health insurance**	Form committees → security and health-insurance committee formed	College Council	**2024–26**
6	**Optimal use of information systems and e-management**	Form committees → committee formed for information systems	Studies and Planning; IT Division	**2024–26**
7	**Students take part in solving problems**	Questionnaires distributed → complaints box provided	Studies and Planning; department councils	**2024–26**
8	**Ethical controls for modern technologies**	Form committees → ethics committees formed	Studies and Planning	**2024–26**

Financial and Physical Resources: Actions

Standard 3: 10% weight · 13 of 19 indicators fully met

#	Indicator / weak point	Action planned → done	Responsible	Period
Financial resources				
1	**Documented, declared financial plan with resource and spending forecasts, reviewed continuously**	Provide planning and budget records → records on financial aspects provided	University Presidency	**2024–26**
2	**Long-term plan approved by top management**	University sends plan and budget items → plan on financial procedures sent	University Presidency	**2024–26**
3	**Financial plan holds enough resources for possible risks**	Provide sample financial reports → samples provided	Finance Division, College	**2024–26**
Physical resources				
1	**Long-term plan approved by top management**	Plans approved by college leadership → financial plan prepared by top management	Deanship	**2024–26**
2	**Infrastructure quality standards applied**	Provide capacities for internationally approved standards → capacities provided	Deanship, University Presidency	**2024–26**
3	**Advanced, sufficient computers and IT**	Attach report on devices, software and upkeep → report exists	Computer lab	**2024–26**
4	**Technical support for ICT**	Documents on device condition and maintenance → maintenance sheets exist	Deanship	**2024–26**
5	**Information security and protection systems**	Attach security and access rules → secure account for information systems provided	Computer lab	**2024–26**

Teaching Staff and Students: Actions (1)

Standard 4: 10% weight · Standard 5: 12% weight (items 1–6 of 16)

#	Indicator / weak point	Action planned → done	Responsible	Period
Standard 4 — Teaching staff				
1	**Weak material support for researchers (publishing costs not covered)**	Give financial rewards that encourage creativity → rewards given	Asst. Dean, Admin and Financial Affairs	**End 2025–26**
2	**Awards to distinguished researchers do not match their effort**	Award and honour in line with effort → awards and rewards given	Deanship	**End 2025–26**
Standard 5 — Students (items 1–6)				
1	**Student records lack data on conduct and academic level**	A record per student: conduct, level, study history → records available	Student Affairs; departments	**End 2024–25**
2	**No comfortable places: gardens, playgrounds, food, health care**	Provide rest areas and facilities → rest areas provided	Asst. Dean, Admin and Financial Affairs	**End 2024–25**
3	**No services guide or folders on programmes, staff, admission and exams**	Create a guidance guide → guide provided in departments	Asst. Dean, Scientific Affairs; departments	**End 2024–25**
4	**Students' academic needs not identified**	Survey to identify needs → survey carried out	Asst. Dean, Scientific; Studies and Planning	**End 2024–25**
5	**No financial grants for students**	Fund for limited-income students → fund set up	Asst. Dean, Admin and Financial Affairs	**End 2024–25**
6	**No unit for students with special needs**	Create a specialised unit → unit exists	Deanship	**End 2024–25**

Students: Graduates and Foreign Students (2)

Standard 5, items 7–16: mostly due by the end of 2026–27

#	Indicator / weak point	Action planned → done	Responsible	Period
Standard 5 — Students (items 7–16)				
1	**No unit to follow up and employ graduates (new college)**	Organisational unit for graduate follow-up and employment → unit exists	Deanship	**End 2026–27**
2	**No mechanisms for contact with graduates**	Plans for contact → contact plan in place	Studies and Planning	**End 2026–27**
3	**No training courses for unemployed graduates**	Plan professional-development courses → training plan made	Studies and Planning	**End 2026–27**
4	**No periodic surveys of employers of graduates**	Plans to contact employers and gauge graduate performance → graduate contact unit exists	Studies and Planning	**End 2026–27**
5	**No field studies on job opportunities across the university**	Plan field studies and research → plan made	Studies and Planning	**End 2026–27**
6	**No database of graduates**	Plan to build a database → database created	Studies and Planning	**End 2026–27**
7	**No services for foreign students**	Plans to attract and support them → attraction plan provided	Deanship	**End 2026–27**
8	**No guides easing foreign students' stay and study**	Issue instructions, systems and guides → residence guidance provided	University Presidency	**End 2026–27**
9	**No contact with reputable universities on scholarships**	Open channels of contact → contacts opened with external bodies	University Presidency	**End 2023–24**
10	**No student representation in top management**	Create representation → student representatives chosen	Deanship	**End 2023–24**

Scientific Research: 16 Indicators in Four Groups

Planning, policy and safety 4

- Stakeholders take part in drafting plans
- Clear policies on ownership of research and its equipment
- Health and safety conditions for researchers
- Plans for research centres, reviewed periodically

Funding and equipment 2

- Annual budget for research, patents and conferences
- Cooperation agreements to share costly research equipment

Libraries and knowledge systems 5

- Library guide
- Global software systems for cooperation
- Modern library systems
- Electronic libraries linked to networks
- Protocol with world university libraries

Partnerships and community 5

- Programmes developed through agreements and exchange visits
- Memoranda with local and international research centres
- Membership of international bodies
- Research teams serving production sectors
- Cooperation in major projects

Common action: form committees → committees formed. Exceptions: budget (provided per budget), library guide (evidence provided) and international membership (ratified in council minutes). Owner: Studies and Planning. Period: 2024–26.

The largest weight (24%) and the widest gap (72%): most items start with committees, owned by Studies and Planning.

Community Service and Curricula: Actions

Standard 7: 4% weight · Standard 8: 15% weight

#	Indicator / weak point	Action planned → done	Responsible	Period
Standard 7 — Community service				
1	**Declared, documented community service plans**	Set a community-service plan → community activities carried out	Extracurricular student activities	**2023–24**
2	**Mechanisms to cooperate with organisations, especially in reconstruction**	Set a cooperation mechanism → mechanisms set	Deanship	**2024–26**
3	**Regular measure of beneficiaries' satisfaction**	Committees with field survey → survey carried out	Continuing Education Unit	**2024–25**
4	**Annual evaluation reports on community contributions**	Committees with field survey → committees formed	Community Service Unit	**2024–25**
Standard 8 — Curricula				
1	**Requirements for students with special educational needs**	Add to annual plans; train staff; provide devices → included in plan	Dean, assistants, guidance, department	**2024–26**
2	**Learning strategies with student feedback**	Add to the university's annual plans and follow up → included	Department heads, assistant deans	**2024–25**
3	**No beneficiary representatives in curriculum design**	Involve students in developing curricula → students involved	Department; sectoral committee	**2024–25**
4	**No agreements with peer departments at reputable universities**	University and college adopt scientific agreements → agreement made	Department heads, assistants, Public Relations	**2024–26**

Timeline: 2023–24 to 2026–27

Standard	2023–24	2024–25	2025–26	2026–27
1. Institutional strategy		2024–25		
2. Governance and administration		2024–26		
3. Financial and physical resources		2024–26		
4. Teaching staff			2025–26	
5. Students	2023–27			
6. Scientific research		2024–26		
7. Community service	2023–26			
8. Curricula		2024–26		

Most actions fall in 2024–2026; the graduate and foreign-student items stretch to the end of 2026–27.

Priorities and How to Read the Plan

Research: the biggest gap

29 of 44 indicators not met (gap 72%). 16 plan items, mostly committee-based so far.

Students: the second gap

15 of 27 not met (gap 63%). 16 items, from rest areas to graduate follow-up.

Governance: heavy weight, 44% gap

18% weight and a 44% gap. 8 items, 14 indicators not met.

Reading the 'done' column

Many items say 'committees to be formed' and then 'committees formed'. That records a step taken, not yet an outcome.

Where the gap is widest, the plan is longest: Research and Students make up 32 of its 59 items.

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

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One of the formations of Northern Technical University, affiliated with the Ministry of Higher Education and Scientific Research.