Ministry of Higher

Education and Scientific

Research

University of Diyala

College of Education for

Strategic Plan

For the Years (2021–2026)

In the name of Allah, the Most Gracious, the Most Merciful

(Indeed, Allah and His angels send blessings upon the Prophet. O you who have believed, ask [Allah to confer] blessing upon him and ask [Allah to grant him] peace.)

The College of Education for Human Sciences is an educational institution with a vision, objectives, and a mission that distinguishes it from other institutions. It was established in 1994–1995 and comprises the following departments:
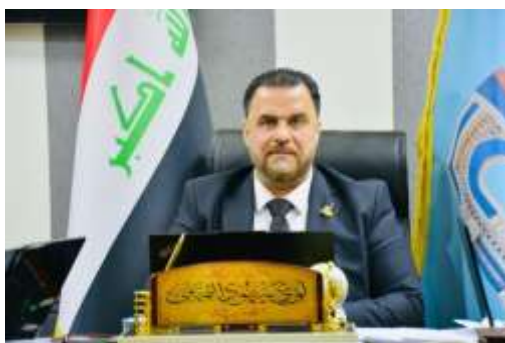
1. Department of Arabic

2. Department of English

3. Department of Geography

4. Department of Educational and Psychological Sciences

5. Department of History

6. Spatial Research Unit

The college offers two study sessions: morning and evening, in addition to graduate programs. It encompasses seventeen graduate programs as follows:

1. Master's Programs (8)

2. Doctoral Programs (7)

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Speech of the Dean of the College of Education for Humanities

In the name of Allah, the Most Gracious, the Most Merciful (Indeed, Allah and His angels send blessings upon the Prophet. O you who have believed, ask [Allah to confer] blessing upon him and ask [Allah to grant him] peace.)

Afterwards...

The College of Education for Humanities is an educational institution with a vision, goals, and a mission that distinguish it from other institutions. It was established in the academic year (1994-1995) and includes the following departments: (Department of Arabic, Department of English, Department of Educational and Psychological Sciences, Department of History, Department of Geography).

It offers two programs: one in the morning and another in the evening, in addition to graduate programs with sixteen programs, which include:

1. **Master's Programs (8 programs):**
   - Master's in Arabic Language / Linguistics
   - Master's in Arabic Language / Literature

- Master's in History / Islamic History
- Master's in History / Modern History
- Master's in Educational and Psychological Sciences / Educational Psychology
- Master's in Educational and Psychological Sciences / Psychological Counseling and Educational Guidance
- Master's in Geography / Human Geography
- Master's in Geography / Physical Geography

2. **Doctorate Programs (8 programs):**
- Doctorate in Arabic Language / Linguistics
- Doctorate in Arabic Language / Literature
- Doctorate in History / Islamic History
- Doctorate in History / Modern History
- Doctorate in Educational and Psychological Sciences / Educational Psychology
- Doctorate in Educational and Psychological Sciences / Psychological Counseling and Educational Guidance
- Doctorate in Geography / Human Geography
- Doctorate in Geography / Physical Geography

The number of students in undergraduate studies is (7365) students in both the morning and evening programs, while the number of graduate students is (428). The college publishes four issues annually of the *Diyala Journal of Humanities Research*, which is dedicated to training academic staff scientifically and educationally, focusing on instilling high values and traditions as well as patriotism. The goal is to prepare them to lead future generations in middle and high schools. This preparation requires utilizing all the college's resources to ensure their credibility and improve their

quality, which requires the development of both immediate and future plans. We now present to you our strategic plan for the next five years.

The strategic plan we have prepared aims to define the future vision and basic directions that will lead us toward excellence and innovation. Through this plan, we focus on strengthening institutional capabilities, developing human resources, and achieving academic and research excellence. We are aware of the challenges that may arise, but we are confident that teamwork and adherence to systematic strategies will lead to the achievement of our goals and ambitions. Let us keep in mind that success requires the collective effort and cooperation of everyone to achieve the national vision of leadership and innovation. The main objectives of the strategic plan are as follows:

1. Achieve academic excellence, improve the level of education, and develop innovative academic or training programs that meet future needs, while developing human resources and building and enhancing leadership and technical skills for staff.
2. Utilize modern technology to improve performance, enhance administrative work efficiency, and improve operational processes, while developing digital systems to facilitate access to information and improve services provided.
3. Support social and environmental initiatives that contribute to improving society and enhancing the institution's impact in serving the local community.
4. Develop sustainable training programs aimed at improving individual efficiency and expanding research and innovation, while enhancing research and innovative capabilities through supporting

research projects and opening cooperation with academic institutions.

By implementing these objectives, the institution can achieve tangible improvements in its performance in the short and long term, contributing to sustainable success and achieving the strategic vision.

Prof. Dr. Luay Saihood Fawaz Al-Tamimi
Dean of the College of Education for Humanities

Formation of the Strategic Plan Update Committee (2021-2026)

Based on the administrative order No. (20188) on 4th December 2024, the College of Education for Humanities formed a committee to update the strategic plan for the period 2021-2026, consisting of the following members:

No.	Name	Position
1	Prof. Dr. Luay Saihood Fawaz	Dean of the College, Chair
2	Assist. Prof. Dr. Ghazwan Adnan Mohamed	Assistant Dean for Scientific Affairs and Postgraduate Studies
3	Assist. Prof. Dr. Talal Munehil Kareem	Assistant Dean for Administrative and Financial Affairs
4	Prof. Dr. Ali Muteb Jassim	Head of the Department of Arabic

5	Prof. Dr. Khaled Jamal Hamdi	Head of the Department of Educational and Psychological Sciences
6	Assist. Prof. Dr. Zeina Shaheed Ali	Head of the Quality Assurance and Performance Evaluation Department
7	Prof. Dr. Abdul Amir Ahmed Abdullah	Head of the Geography Department
8	Prof. Dr. Abdul Khaleq Khamees Ali	Head of the History Department
9	Assist. Prof. Dr. Amjed Lateef Jabbar	Head of the Department of English

Introduction:

In line with the college's pursuit of fostering a culture of excellence and initiating a starting line for all its academic departments and supporting administrative units, it became essential for the college to create a roadmap to understand its current state and where it needs to go, as well as the direction it should take. Acknowledging that future planning is the most effective approach to face current threats, the college formed an integrated team to develop this plan, believing that success lies in a comprehensive understanding of strategic planning by the team. Strategic planning is a long-term process that considers internal and external variables, defines targeted sectors, market segments, and competitive strategies, and is continuously updated annually to address external and internal developments in the college and the university.

This plan has been developed for the period from 2021 to 2026 as part of the college's responsibilities and its submission to national accreditation for higher education institutions in the 2015-2016 academic year, based on corresponding academic departments and the initiative for the college's institutional evaluation, which has been applied to official Iraqi institutions since 2018 under the auspices of the Council of Ministers. The planning process began after a series of workshops with faculty members, forming committees in each department, as well as representatives from the labor market, both local and abroad. The process involved brainstorming, surveying, and collecting data about the college's current situation, identifying strengths and weaknesses, distributing questionnaires to a representative sample of students, administrative staff, and faculty members, reviewing the results, and analyzing the information using SWOT analysis.

In line with the college's vision and mission, goals and strategies were defined, and gaps were analyzed, leading to the development of an alternative strategy for the college. It is important to note that this work is the outcome of the quality assurance committee's efforts, and we are hopeful that the collective efforts of all stakeholders will translate this plan into practical and tangible reality, enabling the college to achieve leadership at the local level first and then at the regional level.

About the College of Education for Humanities - University of Diyala:

The College of Education for Humanities was established in Diyala Governorate in the academic year (1994-1995) and was initially part of Al-Mustansiriya University. It included the following departments: (Arabic Language, English Language, History). In the academic year (1996-1997),

the Department of Geography and the Department of Physical Education were established, forming the foundation of the College of Physical Education and Sports Sciences, which was established in (1997-1998). In (1997-1998), the Department of Educational and Psychological Sciences and the Department of Life Sciences were also established. In the academic year (1999-2000), the Department of Law was created, which eventually led to the formation of the College of Law and Political Science in (2002-2003). The Departments of Computer Science and Chemistry were established in (2002-2003), and the Departments of Quranic Sciences and Islamic Education were established in (2008-2009). The evening study program was introduced in (1996-1997) in the Arabic Language Department, and later extended to the English Language and Geography Departments in (1997-1998). Evening studies were later introduced in the History and Life Sciences Departments (1998-1999), and then in the Computer Science Department (2003-2004) and the Department of Educational and Psychological Sciences (2008-2009).

In the academic year (2007-2008), the university council decided to split the college into two entities: one for scientific departments (College of Education, Al-Razi) and the other for humanities departments (College of Education, Al-Asma'i). The college welcomed its first cohort of graduate students (Master's level) in (2000-2001) for the Arabic Language, History, and Geography departments, and later for the English Language and Educational and Psychological Sciences departments in (2002-2003). The first doctoral students were admitted in (2010-2011) for the Arabic Language and Geography departments, and the doctoral program in Educational and Psychological Sciences was introduced in (2011-2012). In the same year, the name of the college was unified across Iraqi universities

to become the College of Education for Humanities. The college has published the *Diyala Journal of Humanities Research* since 1997. The college uses the annual academic system in all its departments.

Strategic Planning:

Strategic planning for the college is one of the key priorities of effective management, as it aims to create a clear vision for the college's future, its mission, objectives, and vision, along with optimal use of available resources and human capital. This helps ensure that the college moves forward along the right path within a set timeframe, avoiding overlap or redundancy in decision-making. Moreover, having a strategic plan is a major requirement for the college to achieve institutional and program accreditation, as well as activating the quality and performance system.

First: Strategic Plan Model

The first task of the Strategic Plan Committee was to prepare and approve the strategic plan model. This involved studying and analyzing several strategic plan templates used by various local, regional, and international universities. The committee agreed to adopt the following model, which is simple to implement and easy to track through logical steps in the preparation of the strategic plan.

Roadmap: Strategic Planning Phases 2021-2026

- **Environmental Scan**
- **Future Outlook**
- **Identifying Options**
- **Performance Management**
- **Performance Monitoring**

Second: Core Pillars of the Strategic Plan

In preparing the strategic plan, the team considered the following core pillars:

1. **The use of operational mechanisms specific to the Faculty of Education for Human Sciences, as approved by the College Council.**

2. **The alignment of the Faculty of Education's strategic plan with the university's strategic plan.**

3. **Ensuring the plan adheres to the institutional accreditation standards for higher education institutions in Iraq, as issued by the National Center for Quality Assurance in Iraq.**

Third: SWOT Analysis

The first step in the preparation of the strategic plan is an environmental analysis of the college, both internal and external. The analysis is based on real experiences, stakeholders' opinions, and labor market surveys, including questionnaires, initial surveys, and interviews targeting key employers of the college's graduates, as well as various college groups (faculty members, teaching assistants, staff, students, and alumni). A SWOT analysis was then conducted based on the results of the questionnaires and surveys, as well as a desktop review of strategic plans of nearby colleges and universities, taking into account political, economic, social, environmental, and legal factors within the local community.

The analysis revealed the following strengths, weaknesses, opportunities, and threats:

SWOT Analysis

SWOT Analysis			
Internal Environment		External Environment	
Strengths	Weaknesses	Opportunities	Threats

1- Strengths: The college has several strengths, including:

- **Faculty members and supporting staff with high academic and educational qualifications across various departments, holding advanced degrees.**

- **Faculty members and supporting staff come from diverse age groups and academic backgrounds, having graduated from prestigious local and international universities.**

- **Awareness of the importance of strategic planning and institutional work by the College Council and its members.**

- **Availability of good service facilities, including a library, parking lots, sports fields, cafeterias, and a cultural center.**

- **Regular publication of a peer-reviewed academic journal in educational sciences.**

- **Active participation in community and environmental projects within the college.**

- **Offering various educational programs in the humanities and educational sciences at both undergraduate and graduate levels.**

- **Reliance on electronic systems for several processes, such as student registration, final exam results, grade records, electronic documents, document validity, and electronic payments using credit cards.**

- **The presence of an electronic computing center with a complete staff.**

- **Research citations by faculty members and researchers from the College of Education for Humanities.**

- **Hosting a variety of activities, such as international scientific conferences, seminars, and courses regularly within the college.**

- **Graduates acquiring valuable general skills in educational fields, computer science, and teamwork.**

2- Weaknesses

- **Difficulty in participating in scientific conferences due to economic challenges.**

- **Instability of internet service in the college.**

- **Lack of coordination with public and private institutions to benefit from the college's resources.**

- **Shortage of high-quality equipment and devices in the college.**

- **Absence of incentive mechanisms for faculty members, supporting staff, and employees to develop self-resources.**

- **Weak communication between the college and its alumni, with no established mechanism for tracking the quality of the college's outputs and their relevance to the job market.**

External Environment Analysis of the College:

- **Opportunities: Several opportunities are available to the college, which it aims to capitalize on:**

  - **Increasing societal demand for quality higher education.**

  - **Support from the university and college administration for a culture of quality, institutional accreditation, and program accreditation.**

  - **The college's prime location and geographical space.**

  - **Several local and international agreements between the college, the university, industrial companies, and research centers.**

- o **Growing reliance on closed electronic communication systems in college management and among faculty members.**

- o **The college enjoys a distinguished reputation in the city and surrounding area compared to other educational colleges.**

- **Threats: A number of obstacles limit the optimal utilization of opportunities, including:**

  - o **Difficulty in some graduates finding suitable jobs within their specialty areas.**

  - o **Presence of laws and regulations outside the college that limit the effectiveness of decision-making.**

  - o **Difficulty in contracting new faculty members, employees, and supporting staff.**

  - o **Insufficient financial resources allocated to the college from the university's general budget.**

  - o **Limited or no research potential in certain rare educational specialties.**

  - o **Misalignment of some academic programs with job market demands.**

  - o **Delays in sending faculty members holding master's degrees or current teaching assistants for further training.**

  - o **Saturation of the public sector with employees reduces job opportunities for the college's graduates.**

4- Strategic Objectives and Implementation Plan: Based on the current status analysis of the college and the identified strategic direction, the overall strategic plan for the college follows a strategy of stability and gradual expansion, depending on the current circumstances of the college and its surrounding environment. It

emphasizes the optimal use of available resources and aims to achieve excellence, efficiency, and quality in both educational processes and scientific production, as well as in community service. Therefore, a set of strategic goals has been identified for the college to achieve over the next two years, presented using a model similar to the one used in the strategic plan of the University of Diyala, which includes:

Sub-objectives: These are the set of goals that will achieve the general strategic objective.
Implementation Plan: This involves selecting the initiatives to be launched by the college, the entities responsible for implementation, and the timeline for achieving the sub-objectives. The plan also includes indicators to measure the progress of these objectives.

Mechanism for Implementing the First Objective: The key performance indicator is the percentage of programs that meet or maintain national or international accreditation requirements.

No.	Initiative	Performance Indicators
1	Securing academic accreditation requirements and ensuring quality	Number of programs that meet international and national accreditation requirements
2	Continuous development of programs in collaboration with educational institutions	Number of programs developed with the educational sector
3	Enhancing aspects of excellence in academic programs	Number of developed courses and the promotion of continuous education

4	**Developing outstanding graduate programs**	**Percentage of published research from master's and doctoral theses**
5	**Obtaining national and international accreditation**	**Priorities of the departments submitting for accreditation**
6	**Monitoring the implementation of the college's strategic plans and ensuring alignment with the university's plan**	**Presence of meeting minutes from the College Council**

Responsible Entity for Implementation: College Dean's Office and the Quality Assurance Unit (Execution Period: 2 years)

Mechanism for Implementing the Second Objective: *Preparing distinguished and competitive educators at the local and international levels.*
The key performance indicator is the percentage of teachers securing positions in the public or private sector or being accepted into graduate programs one year after graduation.

No.	Initiative	Performance Indicators
1	**Support and develop the student guidance and counseling system**	**- Percentage of cases referred to guidance committees - Number of counseling sessions held during the academic year**

2	**Attract distinguished students to graduate programs**	**- Percentage of students completing their bachelor's degree within the set time frame and with grades above 75%** **- Percentage of students completing their master's degree with an average grade of 80% or higher** **- Number of programs developed with the educational sector**
3	**Enhance practical experience to ensure achievement of objectives**	**- Percentage of training cases within an accredited training program** **- Performance level of students according to the training provider's evaluation**
4	**Strengthen leadership and creativity skills in students**	**Percentage of students demonstrating high skills in the academic semester**

Responsible Entities: Scientific Assistant Office, Graduate Studies Department, Registration Unit, and Educational Counseling Committees.
Execution Period: 2 years

Mechanism for Implementing the Third Objective: *Providing an attractive and motivating work environment for faculty members and researchers.*
The key performance indicator is the level of beneficiary satisfaction with the college's facilities and laboratories.

No.	Initiative	Performance Indicators
1	**Promote the college's strengths**	**- Number of visits to the college's website** **- Number of external activity participations by college staff** **- Number of events hosted at the college for external entities**
2	**Enhance and make the college's facilities and laboratories accessible to staff**	**Measurement of staff satisfaction with the use of college laboratories**
3	**Achieve balance in distributing teaching, research, and administrative tasks**	**The ratio of (teaching hours + office hours + committee workload) divided by 35 hours should range between 0.6 and 0.8**
4	**Improve the quality of services provided at the college**	**Measurement of staff satisfaction with college services**

Responsible Entities: IT Unit, Scientific Affairs Unit, and Alumni Follow-Up Unit.
Execution Period: 2 years.

Mechanism for Implementing the Fourth Objective: *Directing the scientific research system to meet development needs and create new economic opportunities.* **The key performance indicator is the percentage of joint research projects with external entities addressing local problems.**

No.	Initiative	Performance Indicators
1	**Support pioneering research projects**	**Percentage of research projects funded by Iraqi governmental entities**
2	**Attract and increase the number of postgraduate students**	**Ratio of postgraduate students to undergraduate students**
3	**Market the research expertise available in the college**	**Beneficiary satisfaction levels**
4	**Encourage and support joint research with local or international entities**	**- Ratio of joint research to the total number of research projects** **- Percentage of postgraduate theses supervised by external supervisors** **- Percentage of joint research projects addressing local issues**

Responsible Entities: College Administration / Scientific Affairs Unit.
Execution Period: 2 years.

Mechanism for Implementing the Fifth Objective: *Ensure the attainment of programmatic and institutional accreditation.* **The key performance indicator is the level of satisfaction among staff regarding services provided at the college.**

No.	Initiative	Performance Indicators
1	Implement quality standards for the college's educational programs and seek accreditation from relevant institutions	- College self-assessment study - Self-assessment of educational programs
2	Align and integrate the college's educational programs with those offered at global universities	Regular updates and development of educational programs
3	Continuously update the college's website to showcase activities and research outputs locally and internationally	Periodic updates to the college website

Responsible Entities: Academic Departments, Quality Assurance Unit, IT Unit.
Execution Period: 2 years.

Mechanism for Implementing the Sixth Objective:
Provide the necessary financial, human, and educational resources. **The key performance indicator is the level of satisfaction among staff regarding supportive services at the college.**

No.	Initiative	Performance Indicators
1	**Train administrative and technical staff**	**Participation rate in training courses for staff**
2	**Enhance awareness of safety and risk prevention systems**	**Number of incidents occurring in the college during the academic year**
3	**Improve administrative efficiency in the college**	**Implementation of electronic archiving and administrative accreditation systems**
4	**Effectively manage spaces for learning, work, and leisure**	**Number of completed updates to college buildings and facilities**

Responsible Entities: Administrative Assistant and Administrative Unit.
Execution Period: 2 years.

Mechanism for Implementing the Seventh Objective: *Ensure compliance with global standards in institutional management, including ISO45001.*

The key performance indicator is the adoption and implementation of occupational health and safety measures aligned with international standards.

No.	Initiative	Performance Indicators
1	**Continuous improvement of occupational health and safety programs**	**-Continuous improvement of occupational health and safety programs**

		-Provision of continuous training programs for employees on safety standards and preventive measures
2	**Identify requirements and risks related to occupational health and safety**	**-Maintenance reports and corrective action for non-compliance cases.** **-Identification of potential risks during maintenance work in the college.**
3	**Leadership and employee participation (defining roles, responsibilities, and authorities)**	**-Establishment of safety committees involving staff and faculty in decision-making.** **-Organization of scientific seminars, workshops, and training courses on safety.** **-Development of posters and booklets as part of the college's annual plans.**
4	**Monitor and address workplace hazards**	**- Enforcement of penalties for improper behavior affecting colleagues or the college's reputation.** **- Documentation of cases of physical or verbal abuse, bullying, or harassment and adoption of strict policies against such behavior.**

Responsible Entities: College Administration and Quality Assurance Unit.
Execution Period: 2 years.

Mechanism for Implementing the Eighth Goal: European Excellence Model EFQM 2020 - Criterion One: Leadership

No.	Initiative	Performance Indicators
1	**Developing, implementing, and continuously improving work systems**	**- Guide to Authorities and Responsibilities** **-Job Description Guide** **-Employee Opinion Survey Forms**
2	**Communicating with stakeholders, partners, and community representatives**	**- Organizational Structure of the Institution** **- Code of Conduct Document**
3	**Motivating, supporting, and appreciating employees |**	**- Annual Management Report** **- Annual Performance Evaluation** **- Annual Training Plan**
4	**Identifying and supporting change**	**- Criteria for Nomination and Selection of Administrative Positions** **- Improvement Plan** **- Program Accreditation Procedures**

Responsible Party for Implementation: College Dean's Office, Quality Assurance Division, and Administrative Affairs. Implementation Timeframe: Two years.

Criterion Two: Policies and Strategies

No.	Initiative	Performance Indicators
1	**Identifying current and future needs and expectations**	**- Documented copies of the college's vision, mission, and objectives approved by senior**

No.	Initiative	Performance Indicators
2	**Identify Information Derived from Performance Measurement, Learning, and Innovation**	**management and publicly announced.** **-Survey on Understanding the Vision, Mission, and Objectives** **-Meeting minutes and decisions related to the formulation of objectives.**
3	**Develop, Review, and Update Policies and Strategies**	**-Detailed plans and a database for constructing the comprehensive plan, including continuous improvement plans.**
4	**Disseminate and Implement Policies and Strategies**	**-Self-assessment reports for the college.** **-Meeting minutes and orders concerning the implementation of legislation.**

Criterion 3: Employees

No.	Initiative	Performance Indicators
1	**Human resource planning, management, and development.**	**-Documented statistics and information about employees.** **-Meeting minutes documenting the effectiveness of the institution's follow-up on its employees, appreciation, and care.**
2	**Identifying employees' knowledge and skills, and developing and enhancing them.**	
3	**Engaging and empowering employees.**	**-Professional development programs implemented for employee training.** **-Involving employees in management according to their specialization.**
4	**Rewarding, appreciating, and caring for employees.**	**-Evidence of employees receiving all their financial**

		and administrative entitlements.

Criterion 4: Partnerships and Resources.

No.	Initiative	Performance Indicators
1	**Management of Financial Resources Management of Materials, Buildings, and Properties Management of Technology Management of Information and Knowledge**	**-Availability of financial planning and budgeting records. -Evidence of financial allocation for budget items. -Sample of evaluative studies for financial resources. -Sample of financial reports. -Financial models (in financial planning and budget accounting). -Overall income ratios from various funding sources. -Institution's budget for previous years. - Availability of external financial audit reports for previous years. -Data on salary ratios for employees and faculty to total expenditures. -Policies and procedures for safety and security. -Availability of health facilities for individuals with special needs. -Improvement and development plans and their procedures.**
2	**Management of Financial Resources Management of Materials, Buildings, and Properties Management of Technology Management of Information and Knowledge**	
3	**Management of Financial Resources Management of Materials, Buildings, and Properties Management of Technology Management of Information and Knowledge**	

4	Management of Financial Resources Management of Materials, Buildings, and Properties Management of Technology Management of Information and Knowledge	-Maintenance procedures and their effectiveness.

Criterion 5: Employee Results

- **Measures of employee impressions and opinions.**

- **Performance indicators.**

Criterion 6: Community Results.

No.	Initiative	Performance Indicators
1	**Community Satisfaction Metrics**	**-Availability of published documents describing policies, plans, and procedures for community service.** **-Evidence of training programs offered for community service.** **-Activities of specialized units for community service (e.g., Continuing Education).**

		-Annual statistics on the number of awareness lectures and training programs related to community service. -Annual statistics on studies and research related to community service. -Annual statistics on activities related to combating addiction, illiteracy, protecting heritage, environment, and natural resources, and other awareness programs. -Sample of studies related to community service. -Annual statistics on initiatives provided for community service.

The seventh criterion: Overall Performance Results.

No.	Initiative	Performance Indicators
1	**Key Performance Outputs**	**-International and local agreements** **-International and local cooperation memoranda** **-International and local twinning agreements**

		-Institutional and programmatic academic accreditation -Data on foreign and visiting students

Responsible entities for implementation: College Deanship, Quality Assurance, Student Affairs, Administrative Department, Financial Department, Planning and Studies Department. Execution period: Two years.

Implementation and Evaluation of the Strategic Plan:

Based on the college's objectives and performance indicators, the college has considered conducting self-assessment evaluations annually to monitor the progress of these goals. This ensures the identification of strengths and weaknesses and guarantees the achievement of the objectives and their indicators as defined in the plan.

Conclusion:

In conclusion, the College of Education for Human Sciences aims to realize its vision and mission through its strategic plan for the period (2021-2022). The Committee responsible for developing the strategic plan for the College of Education for Human Sciences has worked to align this plan with the aspirations of the university leadership and to achieve excellence in the fields of education, scientific research, and sustainable development. The goal is to raise the college's level to meet global standards and face current challenges, while establishing a foundation for scientific planning for the future, thus fulfilling scientific and educational aspirations.

Among the priorities of the planning committee, chaired by the Dean of the College of Education for Human Sciences, Professor Dr. (Loay

Saihood Fawaz Al-Tamimi), was to define mechanisms for periodic evaluation and review to ensure the college's strategic vision and goals are on the right track. This also aims to provide outcomes that meet the labor market's needs and contribute to community service in Diyala Governorate.

Third: Quality Assurance Axis:

This axis includes various activities and programs carried out over the course of the strategic plan. The following are the activities and programs according to the time frames of the plan:

[3.1] Promoting the Culture of Measurement, Evaluation, and Academic Accreditation (Throughout the period 2021-2026):

This activity targets the administrative staff, faculty members, and students. Measurement and evaluation will take place at several levels, including student performance evaluation, self-assessment of performance, evaluation of administrative staff and faculty members, and institutional evaluation for various departments. To accomplish this, the college will:

- Prepare brochures and pamphlets on the concepts of measurement and evaluation, its tools, reliability, objectivity, importance, and distribute them to the administrative staff and faculty members, including references to academic accreditation.

- Organize at least one specialized lecture each semester for faculty members, and hold an annual workshop on the same topic.

- Encourage faculty members and administrative staff to actively participate in specialized training courses held by the college and university within the framework of creativity and excellence programs.

- Organize seminars and workshops on measurement and evaluation and attend specialized conferences in this field, both within and outside the university.

To promote the culture of measurement, evaluation, and academic accreditation, these activities will be repeated annually to benefit all faculty members throughout the strategic plan period.

[3.2] Academic Accreditation for the College and Its Departments (Academic years 2021-2022, 2023-2024, 2025):

Recognizing the importance of achieving academic accreditation for the college, its departments, and programs, the following activities and events will take place throughout the strategic plan period:

- **Academic year (2021-2022):**

  o The college will initiate contact with neutral global accreditation bodies to begin the formal steps towards obtaining academic accreditation for the college and establish a committee for this purpose.

- **Academic year (2021-2022):**

  o Directing academic departments within the college to contact neutral global accreditation bodies to start the steps for obtaining accreditation for their respective programs.

- **Academic year (2022-2023):**

  o Directing departments offering graduate programs to contact global neutral bodies for the accreditation of their graduate programs.

[3.3] Attracting Distinguished Lecturers for Seminars, Lectures, and Teaching in Both Undergraduate and Graduate Programs:

The college will focus on selecting distinguished lecturers for its seminars, lectures, and both undergraduate and graduate programs, ensuring the quality of teaching and learning.

[3.4] Implementing Mechanisms to Motivate Employees by Organizing Honor Celebrations, Awarding Gifts to Distinguished Staff, and Allocating Financial Incentives (50% higher than their peers) According to Higher Education Fund Law:

The college will foster competition among departments and units by setting performance targets and encouraging quick task completion.

Fourth: Graduate Studies Axis:

[4.1] Forming a Central Specialized Scientific Committee to Follow Up Graduate Programs at the College (Academic Year 2021-2023):

- (A) The committee will consist of qualified and experienced faculty members with scientific proficiency.

- (B) It will assess the curricula in the graduate programs (higher diploma, master's, and doctorate) in the relevant departments, thoroughly examining and enhancing their ability to advance graduate studies.

- (C) The committee will examine the graduate programs and courses in comparable departments within the university and internationally recognized universities, to enhance the programs and curricula at our college and pursue academic accreditation globally.

Fifth: Research and Scientific Publishing Axis:

This axis is critically important due to its growing significance and its constructive impact on development efforts through the college's graduates, especially graduate students, as well as the research produced by faculty members. The following programs will support research and scientific publication throughout the strategic plan period:

[5.1] Forming a Committee to Monitor and Evaluate the Books and Scientific Publications of Faculty Members (Academic Year 2021-2022):

To monitor and evaluate the books and scientific publications issued by faculty members, this committee will enhance the role of these publications, ensuring they support the academic standing of the college.

[5.2] Forming a Committee to Monitor Research and Global Scientific Publications of Faculty Members (Academic Year 2021-2022):

A committee will be formed to monitor the research and scientific publications in local and global journals, ensuring that faculty members are supported in choosing the right journals for publication and receiving moral support.