



Strategic Plan of Al-Farabi University

**Al-Farabi University Strategic Plan
2025 – 2030**



Introduction



Al-Farabi University is a leading private educational institution in Baghdad, established in 2013 as a college before being upgraded to a university in 2025. It was named in honor of the Islamic scholar Muhammad al-Farabi, one of the most prominent figures who devoted himself to the sciences of physics, medicine, philosophy, and music.

The University is located on the Karkh side in the Dora district (Al-Masafi Street) and comprises (13) colleges covering a diverse range of medical, engineering, and humanities disciplines. The University is committed to academic quality standards and aspires to excellence in teaching, scientific research, and the advancement of the educational process in Iraq, along with continuous improvement. It also works to strengthen its administrative and academic capacities within a strategic vision that seeks to achieve national institutional accreditation and international academic recognition.

Vision, Mission & Values

Vision

For Al-Farabi University to be a leading beacon of knowledge in the Arab world in scientific innovation and professional excellence, contributing to building a society grounded in sustainable development, while leading the labor market.

Mission

Al-Farabi University is committed to providing high-quality education and advanced scientific research within an academic environment that fosters creativity, dialogue, and openness, in a manner that serves the local and regional community and enhances the University's global standing, with a focus on developing engineering and medical competencies capable of meeting the challenges of the age.

Strategic Values

- Academic and professional excellence.
- Innovation and sustainable development.
- Intellectual freedom and scholarly dialogue.
- Social and humanitarian responsibility.
- Institutional integrity and transparency.
- International partnership and cooperation.
- Environmental and technological sustainability.
- Diversity and cultural openness.

The University's Strategic Goals

- 1** Prepare graduates who possess critical thinking, innovation, and professional leadership skills, and who meet the needs of the labor market.
- 2** Develop integrated educational programs that link the experimental sciences with the humanities and strengthen the integration of theory and practice.
- 3** Support rigorous scientific research, particularly in applied and philosophical fields, while encouraging international publication.
- 4** Strengthen the University's position in global rankings through research and institutional excellence.
- 5** Build effective international academic partnerships and exchange expertise.
- 6** Entrench a culture of quality and academic accreditation.
- 7** Diversify funding sources to support autonomy and sustainable development.
- 8** Develop the digital infrastructure and implement electronic governance.
- 9** Enhance the University's role in community service through developmental and intellectual projects.
- 10** Evaluate and improve institutional performance on a regular basis.

Goal One

Prepare graduates who possess critical thinking, innovation, and professional leadership skills, and who meet the needs of the labor market

Project	Elements
<p>Attracting outstanding students</p>	<ul style="list-style-type: none"> ✓ Increasing efforts to market undergraduate and graduate programs ✓ Providing scholarships to students in strategic disciplines ✓ Expanding support services offered to students on and off campus
<p>Developing and supporting student capabilities</p>	<ul style="list-style-type: none"> ✓ Raising the readiness of students at all stages through training and educational programs ✓ Linking course activities and extracurricular student activities to academic learning outcomes ✓ Leveraging employers to provide more training and employment opportunities for students

Goal Two

Develop integrated educational programs that link the experimental sciences with the humanities and strengthen the integration of theory and practice

Project	Elements
Program review	<ul style="list-style-type: none">✓ Reviewing the applied curricula periodically and adopting digital textbooks✓ Developing existing academic programs in line with labor market requirements✓ Closing academic programs not in demand in the labor market✓ Introducing new academic programs aligned with labor market requirements
Improving the effectiveness of teaching and learning	<ul style="list-style-type: none">✓ Professional development of faculty members✓ Advancing the use of modern technology to support teaching and learning✓ Developing processes for evaluating teaching effectiveness and instructional methods✓ Encouraging student participation in educational and applied research activities

Goal Three

**Support rigorous scientific research, particularly in applied and philosophical fields,
while encouraging international publication**

Project	Elements
Advancing scientific research	<ul style="list-style-type: none">✓ Supporting distinguished multidisciplinary research activities✓ Establishing research partnerships locally and internationally✓ Attracting industrial institutions to advance research and innovation✓ Encouraging researchers to participate in Arab and international conferences
Enhancing the quality and productivity of scientific research	<ul style="list-style-type: none">✓ Establishing international research groups of distinguished faculty members✓ Improving the student-to-faculty ratio in accordance with international standards✓ Establishing research centers within the University and working to increase their efficiency✓ Increasing the funding of scientific research internally and externally

Goal Four

Strengthen the University's position in global rankings through research and institutional excellence

Project	Elements
<p>Improving the University's ranking to enter global rankings</p>	<ul style="list-style-type: none"> ✓ Increasing publication in reputable internationally indexed journals (Scopus and Web of Science) ✓ Strengthening international research collaboration with prestigious universities to conduct joint research ✓ Linking research to sustainable development and addressing global challenges
<p>Raising academic reputation and the reputation of graduates</p>	<ul style="list-style-type: none"> ✓ Improving academic reputation and participating in global opinion surveys (QS Academic Survey) ✓ Improving the quality of graduates in line with labor market requirements ✓ Developing the educational process and the university environment

Goal Five

Build effective international academic partnerships and exchange expertise

Project	Elements
<p>Expanding cooperation and partnership</p>	<ul style="list-style-type: none"> ✓ Expanding relations, cooperation, and partnership with established local universities ✓ Expanding relations and cooperation with regional and international universities ✓ Building benchmarking relations with regional and international universities
<p>Establishing local and international conferences</p>	<ul style="list-style-type: none"> ✓ Establishing local conferences within the colleges of Al-Farabi University ✓ Establishing prestigious international conferences hosted by the University

Goal Six

Entrench a culture of quality and academic accreditation

Project	Elements
<p>Training and awareness</p>	<ul style="list-style-type: none"> ✓ Holding training courses and workshops to spread awareness of quality principles among all staff ✓ Involving stakeholders of the educational process (faculty, students, and administrators) in decision-making and measuring their satisfaction ✓ Activating quality assurance departments for continuous support and evaluation
<p>Successfully entrenching a culture of quality</p>	<ul style="list-style-type: none"> ✓ Adopting modern technology and communication systems in quality management ✓ Transitioning to management based on good practices and risk prevention ✓ Developing strategic plans covering education, scientific research, and community service

Goal Seven

Diversify funding sources to support autonomy and sustainable development

Project	Elements
Self-financing	<ul style="list-style-type: none">✓ Developing investment and contract management in line with the labor market✓ Developing and diversifying partnership with the private sector
Services to beneficiaries	<ul style="list-style-type: none">✓ Developing and diversifying the services provided to students✓ Developing and diversifying the services provided to the community

Goal Eight

Develop the digital infrastructure and implement electronic governance

Project	Elements
<p>Human resources practices</p>	<ul style="list-style-type: none"> ✓ Training and developing human resources staff ✓ Managing human resources services electronically ✓ Developing administrative systems consistent with electronic applications
<p>Implementing the governance system at the University</p>	<ul style="list-style-type: none"> ✓ Effective management of networks and information security ✓ Implementing the governance system in administrative departments and the University Council
<p>Information technology services</p>	<ul style="list-style-type: none"> ✓ Developing the University's database ✓ Providing technical support to users

Goal Nine

Enhance the University's role in community service through developmental and intellectual projects

Project	Elements
<p>The productive university</p>	<ul style="list-style-type: none"> ✓ Establishing incubators for businesses and start-ups in the fields of renewable energy, recycling, and technology, and linking them to productive institutions ✓ Qualifying and training human resources through specialized programs for community members to combat digital illiteracy, deliver vocational training, and develop leadership and managerial skills
<p>Intellectual and cultural projects</p>	<ul style="list-style-type: none"> ✓ Spreading intellectual and national awareness through seminars and conferences to counter extremist thought and entrench national identity and the values of citizenship ✓ Establishing centers for future studies that provide intellectual consultancy and public policy advice to decision-makers based on survey studies

Goal Ten

Evaluate and improve institutional performance on a regular basis

Project	Elements
<p>Institutional accreditation of the University and its academic programs</p>	<ul style="list-style-type: none"> ✓ Ensuring the University obtains local institutional accreditation ✓ Reviewing academic programs on a regular basis ✓ Obtaining academic accreditations for new programs ✓ Keeping academic programs aligned with labor market requirements
<p>ISO systems</p>	<ul style="list-style-type: none"> ✓ Implementing the Occupational Health and Safety Management System (ISO 45001:2018) ✓ Implementing the Environmental Management System (ISO 14001:2015) ✓ Implementing the Educational Organization Management System (ISO 21001)

Opportunities & Threats in the External Environment

Opportunities

- Investing scientific knowledge through the effective use of educational technology.
- Concluding twinning agreements with a number of Arab and international universities.
- Benefiting from the activities of international organizations (UNESCO and UNICEF) in developing the educational system.
- Attracting scientific competencies and the talent available in the labor market.
- Employing scientific research and training programs to serve the community and develop projects that serve the country.
- Communicating and cooperating with the private sector to provide employment opportunities for the University's graduates.

Threats (Risks)

- Rapid technological growth and development.
- Competition from governmental, regional, and international educational institutions.
- Ministerial instructions and regulations alongside the laws in force.
- Increasing environmental pollution and its negative impact on the population and society.
- Society's perception of the outputs of private colleges, and the low rate of graduate employment in governmental institutions.

Timeline & Implementing Bodies for Achieving the Goals

No.	Plan Goals	Timeline	Implementing Body
1	Prepare graduates who possess critical thinking, innovation, and professional leadership skills, and who meet the needs of the labor market.	2028	University Council + Qualification & Employment Division
2	Develop integrated educational programs that link the experimental sciences with the humanities and strengthen the integration of theory and practice.	2029	Scientific Assistant + College Councils
3	Support rigorous scientific research, particularly in applied and philosophical fields, while encouraging international publication.	2027	Scientific Assistant + College Councils + Research Unit
4	Strengthen the University's position in global rankings through research and institutional excellence.	2029	Scientific Assistant + College Councils + Research Unit
5	Build effective international academic partnerships and exchange expertise.	2028	University Council
6	Entrench a culture of quality and academic accreditation.	2028	University Council + Quality Assurance & Academic Accreditation Department
7	Diversify funding sources to support autonomy and sustainable development.	2030	University Council + Administrative Assistant of the University
8	Develop the digital infrastructure and implement electronic governance.	2029	University Council + Information Technology Center
9	Enhance the University's role in community service through developmental and intellectual projects.	2029	Entrepreneurship & Projects Unit + Continuing Education Center
10	Evaluate and improve institutional performance on a regular basis.	2030	University Council + Quality Assurance & Academic Accreditation Department

We note that the mapping matrix between the Strategic Plan 2024–2030 and the Iraqi Institutional Accreditation Standards, to achieve the goals of Al-Farabi University's strategic plan and based on the university's vision and mission, has been constructed in alignment with the Institutional Accreditation Standards issued by the Ministry of Higher Education and Scientific Research / Scientific Supervision and Evaluation Apparatus. This report aims to show the integration of the plan's goals with the 8 accredited standards at the university, defining the implementing body and measurement indicators for each goal. We note the following:

- **1.** All ten strategic plan goals are directly linked to the 8 institutional accreditation standards, particularly the "Quality Assurance" standard, which serves as an umbrella for all goals.
- **2.** The plan adopts the PDCA continuous improvement approach by linking each goal with a clear measurement indicator and verification source, facilitating progress tracking for accreditation committees.
- **3.** The Quality Assurance Department is the monitoring body for all goals to ensure integration of efforts and achievement of the university's vision.
- **4.** Adopting the strategic plan as an official document within the university's institutional accreditation file.
- **5.** Assigning each implementing body to submit a semi-annual report on the completion rate of its goals to the Quality Assurance Department, with the matrix updated annually based on self-evaluation results and accreditation committee feedback.
- **6.** We note that the first goal of the Al-Farabi University Strategic Plan fulfills the requirements of the Fifth Standard of the institutional accreditation standards for Iraqi universities.
- **7.** The third, fourth, and fifth goals (supporting rigorous scientific research, enhancing the university's position in global rankings, building active international academic partnerships, and exchanging expertise) fulfill the requirements of the Sixth and Eighth Standards of the Iraqi institutional accreditation standards for universities.
- **8.** The sixth, seventh, and eighth goals of the strategic plan (consolidating the culture of quality and academic accreditation, diversifying funding sources to support autonomy and sustainable development, and developing digital infrastructure and implementing e-governance) fulfill the requirements of the Second, Third, and Fourth Standards of the institutional accreditation standards for Iraqi universities.
- **9.** The ninth goal of the Al-Farabi University Strategic Plan meets the requirements of

Proposed Executive Initiatives

- 1 The Al-Farabi Center for Philosophical Thought and Knowledge Integration.
- 2 A digital platform for scientific research and open publishing.
- 3 A community innovation unit linking the University with the private sector.
- 4 An annual conference titled "Mind and Reality: Toward a Thinking University".
- 5 An internal system for self-assessment and continuous improvement.
- 6 The "Al-Farabi Program for Engineering and Medical Excellence" to support talented students and entrepreneurial projects.