



NORTHERN TECHNICAL UNIVERSITY
COLLEGE OF HEALTH AND MEDICAL
TECHNIQUES / AL-DOUR



STRATEGIC PLAN OF THE COLLEGE
OF HEALTH AND MEDICAL
TECHNIQUES / AL-DOUR
(2026–2030)

Iraq – Salahuldeen Governorate – Al-Dour

Strategic Plan of the College of Health and Medical Techniques / Al-Dour (2026–2030)

Introduction

This strategic plan is derived from the vision and mission of the College of Health and Medical Techniques / Al-Dour and reflects its ongoing pursuit of academic and research excellence and community service. It aligns with the five-year strategic plan of the Northern Technical University.

The plan was developed through a participatory methodology based on an analysis of the internal and external environment, identifying strengths, weaknesses, opportunities, and threats. The goal is to establish a clear and comprehensive roadmap to guide the college's development in the coming years.

This plan aims to enhance the quality of academic programs, develop infrastructure and human resources, support scientific research and innovation, and strengthen community and institutional partnerships. It also focuses on creating a modern educational environment that produces competent graduates capable of meeting the needs of the local and regional labor market while keeping pace with global advancements in health and medical techniques.

The college is committed to integrating sustainability principles into all aspects of its operations, in accordance with the **United Nations Sustainable Development Goals (SDGs)**—particularly those related to **good health and well-being (Goal 3), quality education (Goal 4), gender equality (Goal 5), decent work and economic growth (Goal 8), industry, innovation and infrastructure (Goal 9), and partnerships for the goals (Goal 17)**.

This plan represents a roadmap for the college to achieve its future objectives effectively and efficiently, with a strong commitment to periodic review and continuous improvement in line with national priorities and international developments.

First: Formation of the Strategic Planning Committee

A Strategic Planning Committee was formed in the college under the chairmanship of the Dean and included the following members:

- Assistant Dean for Scientific Affairs
- Head of the Department of Optics Techniques
- Head of the Department of Physical Therapy Techniques
- Representative of Students
- Representative of the Labor Market (from the Salah Al-Din Health Directorate)
- Head of the Quality Assurance and Performance Division in the College
- Representative of the Scientific Research Unit

This formation was made according to Administrative Order No. **7/35/1636**, dated **26 August 2025**.

Second: Internal and External Environment Analysis (SWOT Analysis)

The analysis of the internal and external environment of the College of Health and Medical Techniques / Al-Dour identified several strengths, weaknesses, opportunities, and threats that must be considered as follows:

Strengths

- A **clear vision and mission** aligned with national directions in education and healthcare.
- **Modern technical health specializations** that meet labor market demands (e.g., Optics, Physical Therapy, Medical Laboratory, Anesthesia).
- A **detailed, time-bound strategic plan** for each sub-goal, enhancing follow-up and implementation capacity.
- A **serious intention to adopt advanced teaching methods**, such as clinical simulation.
- **Active community service engagement** through educational clinics and awareness programs.
- A **comprehensive organizational structure** that includes specialized and executive committees involving academic and professional stakeholders.

Weaknesses

- **Limited infrastructure and laboratory facilities** compared to the requirements of the specializations.
- **Shortage of specialized academic staff** in some modern health disciplines.
- **Insufficient self-generated financial resources**, with heavy reliance on government funding.
- **Weak international relations** despite having a plan to strengthen them in the future.

Opportunities

- **Growing demand** for qualified technical health personnel in Iraq and the surrounding region.
- **Potential collaboration** with public and private health institutions for training and financial support.
- **Support from the Ministry of Higher Education** for digital transformation and applied programs.
- **A favorable environment for applied scientific research**, especially in clinical fields.
- **International cooperation opportunities** through WHO initiatives and ISO accreditation standards.
- **Ability to expand educational clinics** into continuous community service centers.

Threats

- **Instability in government funding** and fluctuation of annual budgets.
- **Migration of qualified faculty members** to institutions offering better opportunities.
- **Possible decline in student enrollment** if programs are not developed in line with labor market trends.
- **Emerging public health crises** (such as pandemics) that may hinder field and community activities.
- **Competition from other health colleges and institutes** with more advanced infrastructure within and outside the governorate.

Third: Formulation of Vision, Mission, and Core Values

The vision, mission, and goals of the college were updated by a specialized academic committee composed of experienced faculty members. This process was aligned with the future directions of the college and the aspirations of the **Northern Technical University**. The revised vision, mission, and goals were officially approved according to Administrative Order No. 7/35/117, dated **22 May 2025**.

Vision

Leadership in preparing innovative technical health professionals who effectively contribute to the advancement of healthcare and the development of society at the local and regional levels.

Mission

The **College of Health and Medical Techniques / Al-Dour** is committed to providing distinguished technical health education that keeps pace with scientific and technological advancements. The college aims to graduate qualified specialists capable of delivering high-quality healthcare services, support applied scientific research, and strengthen community partnerships both locally and internationally — all to promote public health and achieve sustainable development.

Core Values

1. Integrity and Transparency

Commitment to honesty, fairness, and ethics in all academic and administrative practices through proper documentation, periodic reporting, and adherence to ethical standards in research and education — thereby reinforcing the trust of students and society in the college.

2. Innovation and Quality

Adoption of advanced teaching methods, development of academic and research programs in accordance with international standards, and ensuring the quality of educational and health services provided.

3. **Community Responsibility**

Directing the college's activities and services to meet local and regional community needs through free educational clinics, awareness campaigns, and volunteer initiatives involving both students and faculty members.

4. **Partnership and Collaboration**

Strengthening cooperation with health and academic institutions locally and internationally through knowledge exchange, joint research, academic mobility, and collaborative projects that integrate education and the labor market.

5. **Continuous Improvement**

Commitment to ongoing development of academic, administrative, and research performance through annual program reviews, continuous staff training, and infrastructure modernization to keep pace with scientific and technological progress.

6. **Sustainability**

Adoption of environmentally, socially, and economically responsible practices by reducing resource waste, promoting clean energy, incorporating environmental health concepts into academic programs, and encouraging student-led green initiatives that serve the community.

Fourth: General Goals

1. Academic Excellence
2. Support for Scientific Research and Innovation
3. Community Service
4. Professional and Leadership Development
5. Financial and Material Sustainability
6. Transparency and Governance
7. International Cooperation

Fifth: Operational Goals, Action Plans, and Performance Indicators

🎯 Goal 1: Academic Excellence

Activity: Develop and Update Academic Programs

- **Description:** Review and update existing programs (Optics Techniques and Physical Therapy Techniques) and introduce new programs (Medical Laboratory Techniques, Anesthesia Techniques) by 2027 in line with international standards.
- **Implementation Mechanism:** Form specialized committees within the college in coordination with labor market experts, organize curriculum development workshops, and benchmark programs with international counterparts.
- **Performance Indicators:**
 - Number of updated and newly established programs.
 - Percentage of courses adopting modern technologies and teaching methodologies.

Activity: Improve Teaching Methods

- **Description:** Integrate advanced teaching approaches using clinical simulation and smart technologies.
- **Implementation Mechanism:** Equip classrooms with simulation devices, train teaching staff in their use, and include them in course syllabi.
- **Performance Indicators:**
 - Proportion of courses incorporating innovative teaching techniques.

🎯 Goal 2: Support for Scientific Research and Innovation

Activity: Establish a Research Unit

- **Description:** Create a specialized research unit focused on clinical and applied problems, providing logistical and financial support.
- **Implementation Mechanism:** Allocate a designated location and annual budget, identify priority research themes, and appoint qualified supervisors.

- **Performance Indicators:**
 - Number of completed applied research projects.

Activity: Promote Patent Registration

- **Description:** Encourage faculty and students to register local and international patents.
- **Implementation Mechanism:** Provide financial incentives for innovative projects, organize training courses on intellectual property and legal registration.
- **Performance Indicators:**
 - Number of patent applications submitted.

🎯 **Goal 3: Community Service**

Activity: Activate Free Educational Clinics

- **Description:** Operate educational clinics that provide free optical and physical therapy services to citizens.
- **Implementation Mechanism:** Establish weekly schedules, ensure equipment availability, and organize public booking systems.
- **Performance Indicators:**
 - Annual number of beneficiaries.

Activity: Organize Health Awareness Campaigns (Each Semester)

- **Description:** Conduct community health awareness campaigns in collaboration with local organizations.
- **Implementation Mechanism:** Form student volunteer teams, design brochures and educational materials, and select relevant health topics.
- **Performance Indicators:**
 - Number of campaigns and volunteers involved.

Activity: Promote Environmental Sustainability

- **Description:** Implement eco-friendly practices such as efficient energy and water use, proper medical waste management, and solar energy expansion.

- **Implementation Mechanism:** Form a sustainability committee to oversee all environmental activities, develop plans to reduce emissions, and encourage student projects related to sustainable health.
- **Performance Indicators:**
 - Percentage of renewable energy used in total consumption.
 - Number of student environmental initiatives.
 - Number of research papers linked to the SDGs.

🎯 Goal 4: Professional and Leadership Development

Activity: Annual Training for Staff and Faculty

- **Description:** Organize professional development workshops for academic, technical, and administrative staff each year.
- **Implementation Mechanism:** Assess training needs, invite certified trainers, and require staff participation in annual development programs.
- **Performance Indicators:**
 - Number of workshops conducted.
 - Number of participants.

🎯 Goal 5: Financial and Material Sustainability

Activity: Establish New Funding Partnerships

- **Description:** Collaborate with the health sector to provide additional funding for programs and services.
- **Implementation Mechanism:** Form service-based partnerships, rent laboratory facilities for consulting services, and introduce paid community services.
- **Performance Indicators:**
 - Number of partnership agreements signed.

Activity: Annual Maintenance of Infrastructure

- **Description:** Maintain and modernize laboratories and educational clinics annually.

- **Implementation Mechanism:** Form a maintenance follow-up committee and allocate an annual budget in coordination with the engineering department.
 - **Performance Indicators:**
 - Number of maintenance projects completed.
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🎯 Goal 6: Transparency and Governance

Activity: Publish Annual Transparency Reports

- **Description:** Issue annual reports detailing academic and financial activities.
- **Implementation Mechanism:** Form a report preparation committee and publish the reports on the college's official website at the end of each academic year.
- **Performance Indicators:**
 - Number of published annual reports.

Activity: Strengthen Academic Integrity

- **Description:** Establish an Academic Ethics Committee and hold annual awareness workshops.
 - **Implementation Mechanism:** Develop a professional code of conduct, organize regular training sessions, and monitor compliance.
 - **Performance Indicators:**
 - Number of implemented integrity-related activities.
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🎯 Goal 7: International Cooperation

Activity: Academic Exchange Programs

- **Description:** Organize student and faculty exchange programs with international universities and research centers.
- **Implementation Mechanism:** Select candidates according to transparent criteria and finance programs through international grants and funded agreements.
- **Performance Indicators:**
 - Number of participants.

- Number of signed international agreements.

Sixth: Implementation Plan

- The implementation period of this strategic plan extends **from January 2026 to December 2030**.
- An **annual review** will be conducted every **December** to assess progress and make necessary updates.
- The **Implementation Committee** shall consist of department heads, the Quality Assurance Officer, and a representative from the Accounts Division, based on an official administrative order issued by the College Dean's Office.

Seventh: Responsible Entities

The **Quality Assurance and Performance Division** in the college shall be the primary body responsible for implementing and monitoring the strategic plan, in coordination with the **University Quality Assurance and Performance Department** at the **Northern Technical University**, as well as the **Strategic Planning Committee** of the college.

Eighth: Implementation Timeline and Evaluation

Implementation of the Strategic Plan (2026–2030)

The following table summarizes the implementation timeline, expected outcomes, performance indicators, responsible entities, and percentage of completion for each goal throughout the plan's duration:

Goal	Key Outputs	Performance Indicators	Responsible Entity	Timeline / Completion %
Academic Excellence	Development and improvement of academic programs and teaching methods	Number of updated and new programs; Percentage of courses applying modern techniques	Department committees, teaching staff	2026: 20% – 2027: 30% – 2028: 30% – 2029: 20% – 2030: 10%

Scientific Research and Innovation	Establishment of a research unit and patent support	Number of applied research projects; Number of patent applications	Assistant Dean for Scientific Affairs, research committees	2026: 30% – 2027: 30% – 2028: 20% – 2029: 10% – 2030: 10%
Community Service	Operation of free clinics, awareness campaigns, and eco-friendly practices	Number of beneficiaries, campaigns, and sustainability initiatives	College, civil society partners	2026: 20% – 2027: 30% – 2028: 30% – 2029: 10% – 2030: 10%
Professional and Leadership Development	Annual staff training and workshops	Number of workshops; Number of participants	College administration, HR division	2026: 30% – 2027: 30% – 2028: 20% – 2029: 10% – 2030: 10%
Financial and Material Sustainability	Funding partnerships and infrastructure maintenance	Number of contracts and maintenance projects	College Dean's Office, Engineering Division	2026: 20% – 2027: 20% – 2028: 20% – 2029: 20% – 2030: 20%
Transparency and Governance	Annual reports and ethics initiatives	Number of published reports; Number of activities promoting academic integrity	Administrative Assistant Dean, Quality Assurance Unit	2026: 20% – 2027: 30% – 2028: 30% – 2029: 10% – 2030: 10%
International Cooperation	Academic exchange programs and agreements	Number of participants; Number of signed agreements	Cultural Relations Unit	2026: 20% – 2027: 20% – 2028: 20% – 2029: 20% – 2030: 20%

Review and Evaluation

- **Annual Interim Review:** Conducted at the end of each academic year to assess progress toward achieving goals, measure deviations, and make necessary corrections.
- **Comprehensive Final Evaluation:** Conducted at the end of 2030 to evaluate the overall effectiveness of the plan and its alignment with global standards.
- The review process also includes measuring progress toward achieving the **Sustainable Development Goals (SDGs)** and linking internal performance indicators with global benchmarks.
- A **Strategic Plan Follow-up Committee** was officially formed under Administrative Order No. 7/35/1640, dated **26 August 2025**, to oversee implementation and monitoring.
- The plan was developed in accordance with the **official guideline issued by the Ministry of Higher Education and Scientific Research** for institutional strategic planning covering the years **2026–2030**.

End of Document

Strategic Plan of the College of Health and Medical Techniques / Al-Dour (2026–2030)