Strategic Plan Model for the Department of Management Information Systems (2026 - 2030)

First: Introduction

In light of the rapid developments in the field of information technology and digital transformation, along with the growing requirements of the local and regional labor markets, it has become essential for academic departments—particularly the Department of Management Information Systems—to adopt a clear strategic vision that keeps pace with these transformations and responds to contemporary challenges. The preparation of this Strategic Plan (2026 - 2030) was based on a precise analysis of the department's internal and external environments, in alignment with the strategic plan of the college and the university. It reflects a commitment to providing high-quality education, enhancing scientific research, serving the community, and transitioning toward an integrated digital environment.

This plan aims to map out a clear path for developing the department through a set of strategic goals and initiatives focusing on academic excellence in the field of information systems, developing the digital infrastructure, enhancing digital transformation and data analysis skills, and building effective partnerships with public and private institutions in the information technology sector.

Furthermore, the plan seeks to prepare scientifically and practically qualified graduates who possess the necessary technical and managerial skills, enabling them to keep pace with technological advancements and contribute effectively to supporting digital transformation and economic development.

This plan represents a flexible, updatable framework that requires the concerted efforts of the administration, faculty, administrative staff, and students to ensure the achievement of tangible and sustainable results over the next five years.

Second: Strategic Vision of the Department:

Academic and research leadership in the field of Management Information Systems at both local and regional levels, enhancing digital transformation and supporting institutional innovation.

Third: Strategic Mission of the Department:

Qualifying specialized professional and research cadres in Management Information Systems capable of contributing to institutional development by utilizing modern technology, through distinguished education and applied scientific research linked to labor market needs.

Fourth: Environmental Analysis (Strengths, Weaknesses, Opportunities, and Threats):

The SWOT matrix can be utilized to analyze the internal and external environment of the Management Information Systems Department. This aims to identify elements of strength and weakness, capitalize on available opportunities, and confront threats within the timeframe of the strategic plan (2026 - 2030), as follows:

A. Matrix of Strengths and Weaknesses

Criterion	Strengths	Weaknesses
Leadership and Governance	1. The department leadership possesses a clear vision to achieve the department's mission and goals. 2. The leadership adopts an approach that involves faculty members in decision-making. 3. Tasks are distributed transparently and fairly by the department leadership. 4. The leadership relies on official committees formed in accordance with regulations to execute tasks, supplemented by official meeting minutes.	1. The administrative leadership requires training courses outside the country to develop their leadership skills.
Financial, Material, and Technological Resources	1. There is an evening study program in the department for the Bachelor's degree. 2. There are students admitted through the self-funding channel in	1. A shortage in the number of classrooms in light of the growing number of students in the department. 2. The department needs more educational

	graduate programs. 3. The department possesses two laboratories equipped with the latest educational aids, in addition to ready-to-use classrooms.	technologies to cope with the increasing number of students in the department.
Faculty Members	1. The department has a sufficient number of teaching staff, totaling (29) faculty members. 2. Most of the department professors hold advanced academic titles, such as Professor and Assistant Professor. 3. A professor in the department achieved recognition among global researchers.	1. The teaching staff requires training courses outside Iraq to keep pace with developments in the fields of education and scientific research.
Administrative Staff	1. Competent administrative staff work in the department, relying on information technology to accomplish administrative tasks. 2. The administrative staff participates in courses, seminars, and workshops to develop their skills.	1. The department needs more administrative staff to keep pace with academic programs and student numbers in the department.
Teaching and Learning	1. Encouraging student participation in preparing assignments and classroom discussions. 2. Improving and expanding critical thinking skills among students through classrooms, interactive educational programs,	1. The need to coordinate with government or private institutions to train students and apply what they have received in theoretical lectures to the field.

	and presenting simple case studies that include theoretical explanations of the material.	

Criterion	Strengths	Weaknesses
Scientific Research and Educational Activities	1. The department ranks first among the college departments in terms of publishing research in journals within international indexes. 2. The department encourages graduate students to publish research extracted from scientific theses. 3. Active participation of many professors in local and international conferences. 4. Discussion panels are held regularly by the faculty staff. 5. Modern educational technologies are used in lectures.	1. Weak financial support to encourage researchers to complete scientific research.
Social Responsibility and Sustainable Development	1. The department management pays great attention to the topic of sustainable development by teaching a Sustainable Development course in the Bachelor's program. 2. Holding periodic seminars, workshops, and lectures on sustainable development topics. 3. The department	1. Lack of sufficient financial and moral support to implement sustainable development goals in the department. 2. The need for more coordination with institutions to execute sustainable development requirements and fulfill the social responsibility that falls upon the

	maintains distinguished and continuous relations with many government institutions in society, resulting in numerous workshops and lectures that contribute to improving the performance of these institutions. 4. Organizing diverse campaigns to serve the community, such as providing assistance to certain segments of society, or organizing awareness lectures or seminars that benefit the community.	department.
Quality Management and Development	1. Commitment of the department management to the directives of the Ministry of Higher Education and Scientific Research regarding adherence to educational quality standards, by integrating quality requirements into all aspects of education in the department. 2. The department has achieved advanced steps toward obtaining program accreditation.	1. Weak financial support to commit to and implement quality requirements. 2. Weakness in the culture of quality among staff in the department, requiring more efforts to establish the concept of quality in education.
Students and Graduates	1. The department works to provide learning opportunities and self-learning sources for students that suit the	1. Low academic level of students admitted to the department due to the acceptance of students with lower GPA

	educational methods used. 2. Developing the curricula offered to students on an annual basis by the department faculty. 3. The department conducts surveys to measure students' opinions regarding academic courses. 4. The department evaluates students fairly and objectively. 5. There is an appropriate ratio of faculty members to the number of students. 6. Graduates of the department are distinguished from other departments in the college by receiving additional technical allowances in wages.	percentages. 2. The department is not well known by most ministerial directorates in the state, which negatively affects the department's graduates regarding recruitment and job allocation.

B. Matrix of Opportunities and Threats

Criterion	Opportunities	Threats
Leadership and Governance	- University support for implementing governance and transparency principles. - A national trend toward enhancing quality and academic accreditation. - Ministry trend toward digital transformation in academic administration.	- Bureaucracy in high-level decision-making. - Limited authorities granted to departments in implementing governance policies.

Financial, Material, and Technological Resources	- Feasibility of obtaining financial support from the college and university administration. - External funding programs to upgrade laboratories and equipment. - Low cost of modern technologies (Cloud Computing, Open Source).	- High costs of device maintenance and software updates. - Weak communication infrastructure during certain periods.
Faculty Members	- Opportunities to participate in international electronic conferences post-pandemic. - Possibility of research collaboration with local and international universities. - Availability of academic development programs via digital platforms.	- Weak financial and research incentives. - Pressure of administrative burdens on faculty members.
Administrative Staff	- Availability of administrative development initiatives from the university presidency. - Training opportunities on new digital systems.	- Shortage of technologically specialized administrative staff. - Resistance to change and digital transformation. - Weak incentive and professional development programs.
Teaching and Learning	- National orientation toward adopting blended and digital learning. - Possibility of collaborating with technology companies to	- Competition from private and international universities. - Obsolescence of some curricula compared to rapid technical changes.

	develop curricula. - Increased demand for Management Information Systems specialization in the labor market.	- Weak e-learning infrastructure among some students.
Scientific Research and Educational Activities	- Ministry support for publishing in Clarivate and Scopus journals. - Possibility of obtaining internal and external research funding. - Presence of multiple graduate programs in the department.	- High costs of publishing in international journals. - Weak research cooperation with productive sectors. - Lack of sustainable research funding.
Social Responsibility and Sustainable Development	- University trend toward enhancing community service. - Availability of cooperation opportunities with civil society institutions. - Government attention to sustainable development and green transformation.	- Weak funding for community activities. - Lack of community awareness regarding the department's role. - Absence of precise indicators to measure community impact.

Criterion	Opportunities	Threats
Quality Management and Development	- Presence of an active Quality Assurance Unit in the college. - Ministry orientation to adopt unified national standards. - Training programs in quality and continuous improvement.	- Weak periodic follow-up for applying quality standards. - Absence of systems to analyze performance data periodically. - Shortage of specialized quality cadres within the department.
Students and Graduates	- Increased interest in management technology disciplines. - New job opportunities in	- Weak government employment opportunities. - Competition from

	fields of digital transformation and Artificial Intelligence. - Possibility of developing a supportive alumni network for the department.	graduates of other technical disciplines. - Weak institutional communication with alumni post-graduation.

Sixth: Strategic Goals and Key Performance Indicators for Implementation

Strategic goals can guarantee:

1. Academic Excellence (An innovative educational system capable of meeting labor market needs)

Indicator	2026	2027	2028	2029	2030
Number of academic programs to align with the labor market	**4**	**4**	**4**	**4**	**4**
Number of updated academic programs according to labor market requirements	**0**	**0**	**1**	**0**	**0**
Number of programs that include practical and field training	**1**	**1**	**1**	**1**	**1**
Number of graduates who secure jobs in the labor market	**10**	**20**	**20**	**10**	**10**
Number of academic courses using advanced learning technologies	**3**	**3**	**3**	**3**	**3**
Number of academic programs obtaining academic accreditation	**1**	**1**	**1**	**1**	**1**

2. Excellence in Scientific Research Locally and Internationally

Indicator	2026	2027	2028	2029	2030
Number of published research papers (locally in peer-reviewed journals)	**35**	**40**	**40**	**40**	**45**
Number of published research papers (globally in peer-reviewed journals)	**10**	**10**	**10**	**10**	**10**
Number of research projects funded by external parties	**0**	**1**	**1**	**1**	**1**
Number of joint research papers with external	**0**	**1**	**1**	**1**	**1**

organizations					
Number of research papers involving researchers from other countries	**5**	**6**	**7**	**8**	**8**
Expected research efforts to receive local or international awards	**1**	**2**	**2**	**2**	**2**

3. Social Responsibility: Maximizing the University's Role in Community Partnerships

Indicator	2026	2027	2028	2029	2030
Number of agreements expected to be concluded with civil society organizations	**0**	**0**	**0**	**0**	**0**
Number of initiatives from which the community is expected to benefit	**0**	**0**	**0**	**0**	**0**
Financial amount allocated for social responsibility activities	**0**	**0**	**0**	**0**	**0**
Number of community projects the college will contribute to developing	**0**	**0**	**0**	**0**	**0**
Number of training programs executed by the college	**0**	**0**	**0**	**0.**	**0**

4. Infrastructure Compatible with Digital Transformation Requirements

Indicator	2026	2027	2028	2029	2030
Internet network coverage percentage in the college	**75**	**80**	**80**	**80**	**85**
Degree of compliance of digital systems in the college with national standards	**50**	**55**	**60**	**65**	**70**
Percentage of university services provided electronically in the college	**50**	**55**	**60**	**65**	**70**
Number of fully integrated electronically automated operations	**50**	**55**	**60**	**65**	**70**

5. Integrating Sustainable Development Goals into University Activities

Indicator	2026	2027	2028	2029	2030
Number of research projects related to sustainable development goals	**2**	**3**	**3**	**4**	**5**
Number of environmental initiatives within the college	**5**	**5**	**5**	**5**	**5**
Number of committees specialized in sustainable development issues	**1**	**1**	**1**	**1**	**1**
Number of awards expected to be received in the field of sustainable development	**1**	**1**	**1**	**1**	**1**
Number of academic programs that include courses related to sustainability	**1**	**1**	**1**	**1**	**1**

Local and International (External) Cooperation

Indicator	2026	2027	2028	2029	2030
Number of local memoranda of understanding and agreements signed	**0**	**1**	**1**	**1**	**1**
Number of international memoranda of understanding and agreements signed	**0**	**0**	**0**	**0**	**0**
Number of joint study programs with local colleges	**0**	**0**	**0**	**0**	**0**
Number of joint study programs with external colleges	**0**	**0**	**0**	**0**	**0**
Number of participations in international conferences	**0**	**0**	**0**	**0**	**0**

6. Innovation and Entrepreneurship

Indicator	2026	2027	2028	2029	2030
Number of projects incubated by the college	**0**	**0**	**0**	**0**	**0**
Number of student research projects that will transform into real projects	**0**	**0**	**0**	**0**	**0**
Number of patents that will be marketed	**0**	**0**	**0**	**0**	**0**
Number of academic courses supporting	**0**	**0**	**0**	**0**	**0**

entrepreneurship and innovation					
Number of entrepreneurial exhibitions to be held	**0**	**0**	**0**	**0**	**0**
Number of external supporting entities for entrepreneurial projects in the college	**0**	**0**	**0**	**0**	**0**

Seventh: Defining Strategies

These are the set of tools that will be adopted as detailed plans (instruments) to achieve the specified strategic goals. In the pursuit of achieving those objectives, we find that the most important strategies to be adopted by the university's various colleges and centers consist of the following:

1. Strategy for Scientific Research Development (Development Strategy or Plan)

It includes a set of indicators that must be met to formulate and execute this strategy during the plan's duration, as follows:

Indicator	2026	2027	2028	2029	2030
Numbers of applied research related to local environmental challenges	**0**	**1**	**1**	**1**	**1**
Numbers of interdisciplinary research	**1**	**1**	**1**	**1**	**1**
Numbers of scientific conferences	**0**	**0**	**0**	**1**	**1**
Numbers of scientific seminars	**0**	**1**	**1**	**1**	**1**
Numbers of workshops	**2**	**2**	**2**	**2**	**2**
Numbers of training courses for beneficiaries from the college and university	**2**	**2**	**2**	**2**	**2**
Numbers of training courses for beneficiaries from outside the college and university	**2**	**2**	**2**	**2**	**2**

2. Local and International Cooperation Strategy

It includes a set of indicators that must be met to formulate and execute this strategy during the plan's duration, as follows:

Indicator	2026	2027	2028	2029	2030
Numbers of local agreements (twinning)	**0**	**0**	**0**	**0**	**0**
Numbers of international agreements (twinning)	**0**	**0**	**0**	**0**	**0**

Numbers of local partnerships	**0**	**0**	**0**	**0**	**0**
Numbers of international partnerships	**0**	**0**	**0**	**0**	**0**
Numbers of local alliances	**0**	**0**	**0**	**0**	**0**
Numbers of international alliances	**0**	**0**	**0**	**0**	**0**
Numbers of local contracts	**0**	**0**	**0**	**0**	**0**
Numbers of international contracts	**0**	**0**	**0**	**0**	**0**
Evolution of the number of joint study programs locally	**0**	**0**	**0**	**0**	**0**
Evolution of the number of joint study programs internationally	**0**	**0**	**0**	**0**	**0**

3. Strategy for Infrastructure Development toward Digital Transformation

It includes a set of indicators that must be met to formulate the strategy and execute it during the plan's duration, as follows:

Indicator	2026	2027	2028	2029	2030
Numbers of network development cases (volume and quality)	**0**	**0**	**0**	**0**	**0**
Numbers of data centers	**0**	**0**	**0**	**0**	**0**
Additions to devices and equipment	**0**	**0**	**0**	**0**	**0**
Additions to technological development cases (Cloud Computing and Artificial Intelligence, for example)	**0**	**0**	**0**	**0**	**0**
Numbers of training courses for staff	**0**	**0**	**1**	**1**	**1**
Evolution of the number of specialized human resources	**0**	**0**	**0**	**0**	**1**