University of Mosul

College of Administration and Economics

Department of Financial and Banking Sciences

Strategic Plan Template for the Department of Financial and Banking Sciences

First: Introduction

In light of the rapid developments taking place in the financial and banking sector and the growing demands of the local and regional labor markets, it has become essential for academic departments, particularly the **Department of Financial and Banking Sciences**, to adopt a clear strategic vision that keeps pace with these transformations and responds effectively to contemporary challenges.

This **Strategic Plan (2026–2030)** has been developed based on a comprehensive analysis of the Department's internal and external environment. It is aligned with the strategic plans of both the College and the University and reflects the Department's commitment to delivering high-quality education, promoting scientific research, serving the community, and advancing toward a fully integrated digital environment.

The Plan aims to establish a clear roadmap for the Department's development through a set of strategic objectives and initiatives focusing on academic excellence, digital infrastructure development, social responsibility, and the establishment of effective partnerships with financial and banking institutions. These efforts are intended to prepare graduates who are academically competent, professionally qualified, and capable of making meaningful contributions to economic development.

Furthermore, this Strategic Plan serves as a flexible and continuously updatable framework. Its successful implementation requires the collaborative efforts of the Department's administration, faculty members, administrative staff, and students to ensure the achievement of tangible and sustainable outcomes over the next five years.

Second: Department Strategic Vision

To achieve academic and research excellence in the field of Financial and Banking Sciences at both the national and regional levels.

Third: College Strategic Mission

To prepare professionally and academically qualified graduates and researchers capable of contributing to the development of the financial and banking sector through high-quality education and labor market-oriented scientific research.

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

One of the most widely used and practical environmental analysis techniques in strategic planning is the **SWOT Analysis Matrix**, which evaluates the organization's **internal strengths and weaknesses** alongside the **external opportunities and threats** within the environment in which the College operates. This analysis provides a comprehensive framework for identifying strategic priorities and supporting the achievement of the Department's objectives throughout the five-year strategic planning period. The SWOT analysis is presented as follows:

A- SWOT Matrix: Strengths and Weaknesses

Criterion	Strengths	Weaknesses
Leadership and Governance	University support for program development and administrative modernization.	Frequent changes in higher education policies and instability in the higher education system.
Financial, Physical, and Technological Resources	Availability of external funding opportunities or financial support from banking institutions.	Heavy reliance on limited government funding.
Faculty Members	Opportunities for collaboration with experts from international universities.	Loss of qualified faculty due to inadequate incentives.
Administrative Staff	Access to free training opportunities through	High staff turnover and lack of job stability.

	governmental or international programs.	
Teaching and Learning	Adoption of e-learning and smart courses.	Digital divide among some students and limited adaptation to modern technologies.
Scientific Research and Educational Activities	Opportunities to publish in international journals or receive support from banking institutions.	Difficulty in accessing up-to-date references and financial databases.
Social Responsibility and Sustainable Development	Institutional support for education and community engagement initiatives.	Limited community outreach activities and awareness workshops.
Quality Assurance and Development	Opportunities to obtain national and international accreditation.	Complexity of accreditation requirements and high implementation costs.
Students and Graduates	Growing demand for graduates specializing in financial and banking sciences in the labor market.	Limited capacity of the local labor market to absorb graduates annually.

B- SWOT Matrix: Opportunities and Threats

Criterion	Opportunities	Threats
Leadership and Governance	University support for program development and administrative modernization.	Frequent changes in higher education policies and instability in the higher education system.
Financial, Physical, and Technological Resources	Availability of external funding opportunities or support from banking institutions.	Heavy reliance on limited government funding.
Faculty Members	Opportunities for collaboration with experts from the financial sector or international universities.	Loss of qualified faculty due to inadequate incentives.
Administrative Staff	Free training opportunities through	High staff turnover and job instability.

	governmental or international programs.	
Teaching and Learning	A clear study plan aligned with the specialization.	Limited practical application and weak linkage between courses and labor market needs.
Scientific Research and Educational Activities	Increasing scientific publications by some faculty members.	Insufficient funding and support for research and conference participation.
Social Responsibility and Sustainable Development	Organization of awareness workshops and community engagement activities.	Absence of a clear strategy for social responsibility.
Quality Assurance and Development	Strong willingness to improve performance and develop plans.	Absence of a formal internal system for quality assurance and continuous evaluation.
Students and Graduates	Students demonstrate high motivation and interest in the specialization.	Weak communication with graduates and limited post-graduation career support programs.

Fifth: Strategic Objectives and Key Performance Indicators

The strategic objectives include developing academic programs and curricula in alignment with labor market requirements, enhancing graduates' competencies through the integration of theoretical and practical education, adopting modern teaching methods, and pursuing academic accreditation. The strategic objectives may include the following:

1. Academic Excellence (An Innovative Educational System Capable of Meeting Labor Market Needs)

Indicator	2026	2027	2028	2029	2030
Academic programs aligned with labor market needs	1	2	3	4	5

Academic programs updated according to labor market requirements	2	3	4	5	5
Programs including practical and field training	1	1	1	2	2
Graduates employed in the labor market	50%	60%	65%	70%	75%
Courses using advanced teaching technologies	3	5	7	10	15
Academically accredited programs	0	1	2	3	4

2. Excellence in Scientific Research (Nationally and Internationally)

Indicator	2026	2027	2028	2029	2030
Published papers in national peer-reviewed journals	**20**	**25**	**30**	**35**	**35**
Published papers in international peer-reviewed journals	**1**	**2**	**3**	**4**	**5**
Externally funded research projects	**1**	**1**	**1**	**1**	**1**
Joint research with external organizations	**1**	**1**	**1**	**1**	**1**
Research involving international co-authors	**1**	**2**	**2**	**2**	**2**
Research expected to receive national/international awards	**1**	**1**	**1**	**1**	**1**

3. Social Responsibility (Enhancing the University's Role in Community Partnerships)

Indicator	2026	2027	2028	2029	2030
Agreements with civil society organizations	1	1	2	2	2
Community-benefit initiatives	2	3	3	4	5
Budget allocated to social responsibility activities	1	1	1	2	2
Community development projects supported by the college	1	2	3	4	5
Training programs implemented by the college	2	3	4	4	5

4. Infrastructure Compatible with Digital Transformation Requirements

Indicator	2026	2027	2028	2029	2030
College Internet coverage	60%	65%	70%	80%	90%
Compliance of digital systems with national standards	50%	55%	60%	65%	70%
University services delivered electronically	40%	45%	50%	60%	75%
Fully automated electronic processes	3	5	7	9	11

5. Integrating Sustainable Development Goals into University Activities

Indicator	**2026**	**2027**	**2028**	**2029**	**2030**
Research projects related to SDGs	1	1	1	1	1
Environmental initiatives within the college	1	1	1	1	1
Specialized committees on SDGs	1	1	1	2	2
Expected awards in sustainable development	1	1	1	1	1
Academic programs including SDG-related courses	3	4	5	6	6

6. Local and International (External) Cooperation

Indicator	**2026**	**2027**	**2028**	**2029**	**2030**
Signed local MoUs and agreements	1	1	2	3	5
Signed international MoUs and agreements	1	2	2	2	2
Joint academic programs with local colleges	2	2	3	4	5
Joint academic programs with international colleges	1	2	2	2	2
Participation in international conferences	2	2	3	3	4

7. Innovation and Entrepreneurship

Indicator	**2026**	**2027**	**2028**	**2029**	**2030**
Projects incubated by the college	1	1	1	2	2
Student research projects transformed into real projects	1	1	1	1	2
Patents to be commercialized	0	0	0	0	0
Courses supporting innovation and entrepreneurship	1	2	2	2	3

Entrepreneurship exhibitions to be organized	1	1	1	1	1
External supporters of entrepreneurial projects	1	1	2	2	3

Sixth: Defining Strategies

This refers to the set of tools that will be adopted as detailed plans (tools) to achieve the defined strategic objectives. In pursuit of these objectives, the most important strategies that the university's colleges and various centers should adopt are as follows:

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

This includes a set of indicators that must be compared to formulate and implement this strategy within the plan's timeframe, as follows:

Indicator	2026	2027	2028	2029	2030
Applied research addressing local environmental challenges	1	2	2	3	3
Multidisciplinary research	1	1	1	1	1
Scientific conferences	1	1	0	1	1
Scientific seminars	2	2	2	2	2
Workshops	2	2	2	2	2
Training courses for college and university beneficiaries	2	3	3	3	3
Training courses for beneficiaries 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 matched to formulate and implement this strategy during the plan's duration, as follows:

Indicator	2026	2027	2028	2029	2030
Local twinning agreements	1	1	2	3	4
International twinning agreements	0	1	1	1	1
Local partnerships	0	0	0	0	0
International partnerships	0	0	0	0	0
Local alliances	0	0	0	0	0
International alliances	0	0	0	0	0
Local contracts	0	0	0	0	0
International contracts	0	0	0	0	0

Growth in joint academic programs (Local)	0	1	1	1	1
Growth in joint academic programs (International)	1	1	1	1	1

3. Infrastructure Development Strategy Toward Digital Transformation

This includes creating an integrated digital learning and administrative environment by enhancing networks, upgrading equipment, and adopting modern digital technologies, while building the capacity of human resources to keep pace with the digital transformation. It also includes a set of indicators that must be compared to formulate and implement the strategy over the plan's duration, as follows:

Indicator	2026	2027	2028	2029	2030
Network development initiatives (scope and quality)	1	2	2	1	1
Data centers	0	1	1	1	1
Additional devices and equipment	5	10	15	15	15
Technology upgrades (e.g., cloud computing and AI)	0	1	2	2	3
Training courses for staff	2	4	5	6	6
Growth in specialized human resources	1	2	3	4	5