



The Republic of Iraq
Ministry of Higher Education
and Scientific Research
Albasrah university
Faculty of Administration and



Improvement plan

Department of Banking and Financial Sciences

2022/2021

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Dean

work team

For the purpose of preparing the improvement and achievement plan for the College of Administration and Economics and its academic departments for the academic year 2021/2022, senior administrative leaders contributed to preparing the improvement plan and striving to achieve it through the work team consisting of:

T	Name of the manager	Position
1	a. Dr.. Abdul Hussein Tawfiq Shibli	Dean of the College
2	a. Dr.. Hilal Gouda symposium	Assistant Dean for Scientific Affairs
3	A.M.D. Naeem Sabah Jarrah	Assistant Dean for Administrative Affairs
4	Mr. Dr. Amjad Sabah	Head of the Economics Department
5	A.M.D. Nada Abdel Qader	Head of Business Administration Department
6	A.M.D. Elham Hamid Jaafar	Head of Accounting Department
7	A.M.D. Raysan Abdul Imam is upset	Head of Statistics Department
8	a. Dr.. Montazer Fadel Saad	Head of the Department of Banking and Financial Sciences
9	A.M.D. Duraid Hussein Badr	Head of the Department of Management Information Systems
10	M.Older. Weam Yassin Najm	Director of the Quality Assurance and University Performance Division

Faculty of Administration and Economics

Firstly- brief history

✚ was established **Faculty of Administration and Economics** On 1/9/1971, pursuant to the decision of the Council of Higher Education and Scientific Research No. (Council/D/3/A/5/Q/A) in its third session, with the issuance of the secretariat letter No. (6696/262 on 11/9/1971). The college was established following the liquidation of the abolished Law and Economics Authority. It began operating since the University of Basra began as part of the University of Baghdad in 1964. Then it was attached to the College of Commerce and Economics affiliated with Al-Mustansiriya University - the Evening Studies Department at the college in 1974. The college began its liquidation in 1975. As for the period Studying at the college is four years, and thus the number of graduating batches of bachelor's degree holders becomes (47) batch, considering the first batch graduated in the academic year 1974/1975. Its scientific structure was strengthened and its cognitive and social responsibility deepened by opening postgraduate studies in the academic year (1982 - 1983) for master's studies. And a doctorate for the academic year (1986-1987) or a higher diploma (12-20-2013) in the Department of Economics.

- ✚ Founded **Department of Economics** within the departments of the College of Arts in 1965, then it was transferred to the College of Administration and Economics when it was established in the academic year 1971/1972, and thus the number of graduating classes became (52) A batch of holders of a bachelor's degree in economic sciences, considering that the first batch graduated in the academic year 1968/1969, and in the academic year 2014/2015 three branches were opened for the student to specialize in studies from the third stage:
 - General Economics Branch
 - The Strategic Planning Branch, which was closed for the academic year (2016/2017)
 - Oil economics branch
 - Transportation Branch for the academic year (2016/2017)Postgraduate studies were opened in the academic year 1982/1983 for master's studies, and in the academic year 1986/1987 for doctoral studies, then higher diploma studies were introduced - specializing in energy economics in the academic year 2012/2013.
- ✚ Founded **Business Administration Department** In 1973, the first batch graduated in the academic year 1976/1977, and thus the number of batches became (45) A group of holders of a Bachelor's degree in Business Administration. Postgraduate studies were opened in the academic year 1987/1988 to study the Master of Business Administration specialization, and the Master of Maritime specialization will be created in the academic year 2020/2021, as for doctoral studies in the academic year 1992/1993, and in the academic year 2015/2016 the higher diploma was opened with the specialization in strategic planning and then the specialization in management was opened. Projects and quality management specialization.
- ✚ Founded **Department of Accounting** Academic year 1984/1985, where I graduated (34A group of holders of a Bachelor's degree in Accounting Sciences. Postgraduate studies were opened in the academic year 1987/1988 for master's studies in accounting sciences, while doctoral studies were opened in the academic year 1996/1997.
- ✚ Founded **Department of Statistics** Academic year 1988/1989, where I graduated (30) A group of holders of a bachelor's degree in statistical sciences. Postgraduate studies were opened in the academic year 2001/2002 to study a master's degree in statistical sciences.
- ✚ Founded **Department of Banking and Financial Sciences** Academic year 2002/2003, where I graduated (16A group of holders of a bachelor's degree in financial and banking sciences. Postgraduate studies opened in the academic year 2012/2013 for master's studies, while for doctoral studies in the academic year 2016/2017.
- ✚ Founded **Department of Management Information Systems** Academic year 2018/2019 for preliminary morning study – Bachelor's degree. Where I graduated class The first Holders of a bachelor's degree Management Information Systems Sciences 2021/2022.

secondly : Vision, mission and goals of the college

College vision The College of Administration and Economics at the University of Basra aspires to be among the ranks of distinguished colleges globally in the economic, administrative, financial and accounting fields, and to excel scientifically and administratively and in the quality of service it provides to society and stakeholders at the national, Arab and international levels, and to be committed to the academic professional culture among academics and employees, as well as On pursuing development prospects in aspects of the university academic process (educational, research, and service)

College message The College of Administration and Economics at the University of Basra seeks to provide the best service to the community and parties that share interests and benefits with it, and with the university, through an accurate diagnosis of their current needs and future expectations, and achieving an effective and efficient response to these needs and expectations

by ensuring the quality of all university operations and practices in the college (Educational / research / consulting / administrative). According to the following...

- The best investment of the college's resources and energies through effective commitment to implementing the provisions of the quality assurance and academic accreditation system related to resource allocation.
- Improving the performance of human resources (academic and functional bodies) through participation in specialized and advanced training and development courses inside and outside the country.
- Preparing plans and programs that ensure the use of the resources (material, financial, and technical) available to the college to improve the college's overall performance.
- Participation of all bodies (academic and professional) and students in decisions and practices related to them, and those that contribute to developing the college's work and improving its performance.
- Develop a comprehensive plan that ensures the provision of requirements, supplies, and mechanisms that make the college's student outputs respond to the labor market and satisfy stakeholders.
- Investing feedback information in improving the future performance of the college.

strategic goals

- Setting goals and plans that enable improving the academic level of the college (students and faculty)...
- Developing plans and mechanisms that enable the pursuit of scientific and cognitive development in the field of college specializations.
- Preparing the requirements that enable a better teaching climate for students and teachers...
- Providing appropriate opportunities to meet the college's need for scientific competencies.....
- Develop plans and provide supplies that enable improvement and expansion in response to the labor market and community service.
- Work to implement the requirements and take measures that enable the college to obtain a certificate of academic accreditation.

Department of Economics

The vision The Department of Economics seeks to be one of the distinguished economics departments at the scientific and administrative levels by applying quality assurance and academic accreditation standards issued by the Ministry of Higher Education and Scientific Research. The department also aims to keep pace with the movement of developments in the corresponding scientific departments in international universities, as well as to strengthen the department's relationship with society and keep pace with the movement of economic developments.

The message Community service through the following:

- 1- Preparing students to obtain a bachelor's degree in economic sciences.
- 2- Preparing specialists in economic sciences who hold master's and doctorate degrees.
- 3- Preparing research and studies in various specializations in economic sciences.
- 4- Providing advice, economic feasibility studies, and strategic studies to external parties that request it.
- 5- Cooperation with public sector institutions and the private sector in the field of economic studies.
- 6- Holding specialized seminars and scientific seminars.

Objectives

- 1- Improving the academic level of the department (students and faculty).
- 2- Pursuing scientific and cognitive development in the field of specialization.
- 3- Providing a better teaching climate for students and teachers.
- 4- Providing appropriate opportunities to meet the department's need for scientific competencies.

- 5- Improving and expanding response to the labor market and community service.
- 6- Work to ensure that the department undergoes an academic accreditation certificate.

Business Administration Department

The vision We aspire for the department to be distinguished by the level of graduates of primary studies and to contribute to the development of scientific research to serve the various state institutions.

The message Preparing and qualifying graduates at a level comparable to graduates in good regional universities and providing applied research to develop and solve the problems of state institutions and the private sector.

Objectives

- 1- Improving performance and success rates while maintaining a good academic level.
- 2- The possibility of transferring the department to the semi-annual system instead of the annual system.
- 3- Radically developing primary and postgraduate studies curricula in line with similar curricula in well-established universities.
- 4- Increasing the expertise and experience of new teachers in the field of teaching and scientific research.
- 5- Focus on the qualitative level and pay attention to the quantitative aspect for graduates.

Department of Accounting

The vision The Accounting Department seeks to be one of the distinguished accounting departments at the scientific and administrative levels by applying quality assurance and academic accreditation standards issued by the Ministry of Higher Education and Scientific Research. The department also aims to keep pace with the movement of developments in the corresponding scientific departments in international universities, as well as to strengthen the department's relationship with state departments, private and public sector companies, consulting offices, and in the scientific fields and accounting development.

The message

- 1- Preparing competent accounting cadres to work in production, service, governmental and non-governmental establishments.
- 2- Contributing to supplying the national economy with well-qualified accountants to implement national development plans.
- 3- Preparing academic accounting competencies from postgraduate studies for the purpose of working either in government facilities or as teachers in technical institutes and universities.
- 4- Holding development courses and discussion panels for employees working in government departments based on the spirit of cooperation with society.

Objectives The accounting department aims

- 1- Improving the academic level of the department (students and faculty)
- 2- Pursuing scientific and cognitive development in the field of specialization.
- 3- Providing a better teaching climate for students and teachers.
- 4- Providing appropriate opportunities to meet the department's need for scientific competencies.
- 5- Improving and expanding response to the labor market and community service.

Department of Statistics

The vision The Department of Statistics aspires to be one of the scientific departments that is scientifically distinguished in teaching students specialized statistical subjects and providing scientific and statistical consultations needed by government departments and others to serve the community. It seeks to develop its scientific curricula and the competence of its teachers to reach the ranks of statistics departments in Arab and later international universities. Applying and ensuring quality specifications, as well as striving to strengthen cultural and scientific relations between the ranks of his professors and the outside world in various scientific and research aspects.

The message The Department of Statistics at the College of Administration and Economics / University of Basra seeks to provide the best academic levels to its students through giving lectures by the department's teachers and developing students' capabilities in the field of computers, as well as providing the best services and consultations in the statistical fields to all parties that exchange benefits and interests with the university in service to society. From giving scientific lectures in development courses, as well as holding computer courses to train employees and raise their efficiency in using it and improving its performance.

Objectives

- 1- The quality policy that is hoped to be implemented in the department is to spread this culture among the ranks of teachers and students alike in order to raise the academic level and the achievements of this department.
- 2- Emphasis on completing scientific curricula and developing them in a way that is compatible with scientific and technological development and in line with the needs of the labor market.
- 3- Spreading moral values and good behavior among students and emphasizing the necessity of adhering to university regulations and instructions.

Department of Banking and Financial Sciences

The vision That the Department of Financial and Banking Sciences be at the forefront of financial and banking sciences departments in Iraq, with a commitment to excellence in the three main pillars of university education: teaching, scientific research, and community service.

The message To achieve this vision, the department directs its activities to achieve the following messages:

- 1- Providing distinguished, high-quality education for students that is compatible with the needs of the labor market.
- 2- Developing and developing the capabilities of faculty members in the teaching and research fields.
- 3- Providing consulting and training services through a close relationship with the community.

Objectives

- 1- Preparing highly qualified graduates who are able to compete in entering the labor market easily, and who are able to continue postgraduate studies, keeping pace with scientific development in the field of financial and banking sciences, and supplying banking and financial institutions in Iraq with qualified graduates to manage and develop them.
- 2- Keeping pace with global and local developments in the field of financial sciences.
- 3- Increasing the ability to think, analyze and create for the department's students.
- 4- Developing the student's technological skills related to investment markets.

to divide Administrative information system

Vision The vision of the Department of Management Information Systems is to provide students with academic knowledge about the basics of business administration and software, computer languages and technologies, information and communications systems, as well as practical skills knowledge about the use of administrative, productivity, marketing and human resources applications by adopting computers and information and communications technologies. We seek excellence and leadership scientifically and practically in a social educational environment that is open to the future.

aFor a message The mission of the Department of Management Information Systems is to spread science and knowledge in the fields of management, economics, computers, and decision-making. The department seeks to raise the employment rate of its graduates by providing them with practical and scientific competencies and skills in the field of management information systems and business technology to support the development towards the knowledge economy and information society by establishing partnerships with the business sector and giving greater attention to the applied aspect of information systems in the business sector.

Objectives The Department of Management Information Systems aims to prepare the student cognitively and professionally in the field of information systems and their applications and the use of information and communication technologies in business organizations and public

administration at the initial and postgraduate levels. Thus, an efficient cadre capable of meeting the needs of society in the labor market will be prepared from specialists in this field..

It also seeks to provide high-quality education in the field of management information systems and business technology to students in a manner consistent with their diverse interests and professional expectations and commensurate with the needs of the labor market.

- 1- Prepare students to apply their knowledge in the field of work using problem-solving tools and techniques.
- 2- Preparing students for lifelong learning by giving them the knowledge and skills necessary for scientific research and decision-making.
- 3- Increasing cooperation with the business sector, which enriches the scientific and applied skills of graduates to help them find job opportunities after graduation.
- 4- Commitment to high professionalism and continuous improvement in the teaching and learning process is consistent with the quality guidelines followed at the university.
- 5- . Building partnerships and communicating with organizations in the public and private sectors to touch and understand problems related to informatics to provide creative solutions based on sound scientific and cognitive foundations.
- 6- Ensuring academic excellence in the department by focusing on scholarships for distinguished and qualified students, providing and updating scientific resources such as books, scientific journals and databases, and enhancing the scientific capabilities of faculty members by encouraging them to participate in conferences, workshops and courses.

Improvement plan for the College of Management and Economics 2021/2022

Firstly- The concept of improvement and achievement plan

Planning works to adopt a development concept that aims to continuously improve the quality of practical life, ensure participation for all, develop the infrastructure for operations, and find alternatives and methods based on an in-depth understanding of the environment, which reduces the rates of waste resulting from confusion and randomness, and gains those responsible for it and its participants confidence in themselves and their directions. It represents a motivation and motivation towards achieving the organization's goals. Achieving certain goals in an optimal way requires a lot of statistical data and technological data to analyze the effects of each step with precise scientific analysis to compare the results of multiple alternative steps, balancing the requirements for achieving the goals and the available resources.

The principles and principles of quality become represented as an important basis in the process of building goals, which are the core of the planning process. Also, comprehensive quality management and change management can be applied and worked in isolation from understanding the goals and concepts of strategic planning, because both concepts are closely related to the success of quality applications.

secondly- Factors of strategic analysis of the planning process

Directly at the level of university institutions, classifying them according to priorities as follows

- **Strength factors** Strengths Qualified faculty members Integrated infrastructure Advanced laboratories and equipment Modern and diverse study programs at all competitive levels, and the good reputation of graduates The use of modern technology in managing the educational process The production of scientific research and excellence in it locally and regionally The university campus, and the means of knowledge production in it
- **Vulnerability factors** Weaknesses Financial complications High costs of study programs Climate difficulties and poor university service Deficiencies in promotional, marketing, and expansion activities Limited programs, guidance, and limited academic staff in cooperation between the public and private sectors Imitation, routine, and similarity in programs and fields of study Weakness in external communication with research centers and institutions Global Academy.
- **Opportunities** Opportunities: Population growth rate, demand for education, societal competition, and development of the social environment. Geographical environment, support services
- **Risks and threats** Threats: Competition in offering programs and opening educational, learning, and service institutions. Global polarization for programs and external aid and support. Limited resources and a limited competitive environment. Limited labor market and external pressures. Weak political stability.

Third -Types of strategies

Types of strategies	
<p>Power strategies-Opportunities SO: Growth and expansion</p> <ol style="list-style-type: none"> 1- Qualifying the department to obtain academic accreditation. 2- Offering advanced programs and services that suit the requirements and needs of the labor market. 3- Participate in available development projects. 4- Use of technology in education. 5- Focus on rare specializations in the educational field. 	<p>Develop and improve WO Strategies: Weaknesses - Opportunities</p> <ol style="list-style-type: none"> 1- Developing internal education systems by offering new academic programs. 2- The possibility of expanding parallel education to seize the opportunity to increase the college's resources by attracting international students. 3- Developing an integrated communication program with college graduates. 4- Developing the infrastructure, using modern technologies in education, and

	<p>training faculty members on them to be more capable and distinguished in achievement and achieving results.</p> <p>5- Developing administrative systems in the college.</p> <p>6- Developing partnerships with the private sector.</p>
<p>Power strategies-ThreatsST: Stability and stability</p> <p>1- Exchanging effective communication systems with scientific departments in corresponding colleges.</p> <p>2- Preparing and implementing plans for community participation.</p> <p>3- Raising the scientific and professional competence of faculty members at the college.</p> <p>4- Creating a distinguished educational climate.</p> <p>5- Equipping classrooms, classrooms, and computer laboratories with modern teaching aids.</p>	<p>Vulnerability strategies-ThreatsWT: shrinkage</p> <p>1- Maintaining a balanced academic and administrative situation in the college.</p> <p>2- Maintaining the services provided to students, including educational and academic guidance support.</p> <p>3- Directing all academic and research activities towards achieving goals.</p>

Fourthly- Strategic objectives and college policies in light of the environmental analysis and strategic plan:-

- 1- Design and implement a plan for an integrated study program that focuses on functional needs directed to community service and keeps pace with scientific development and is consistent with the application of the principles and standards of accreditation and quality.
- 2- Creating and developing permanent faculty members capable of transferring acquired experiences and providing high-quality educational opportunities to students.
- 3- Continuous development and modernization of the infrastructure of computer laboratories - classrooms - and other educational means and ensuring continuity.
- 4- Choosing appropriate clinical scientific training places to acquire the educational skills and behaviors required for students.
- 5- Continuous communication with graduates and supporting them in the labor market.
- 6- Contributing to community service through economic development of the surrounding industrial environment in cooperation with community organizations and sectors.
- 7- Participate in scientific research interested in solving economic, administrative, accounting, statistical, financial and banking problems in society with the relevant bodies and organizations when the opportunity is provided for this..
- 8- Preparing and following up on training programs that contribute to the implementation of internal quality assurance mechanisms and professional growth for faculty members, especially training programs.
- 9- Supporting continuous improvement processes to ensure comprehensive quality and academic accreditation.
- 10- Encouraging the college to become ready to apply for accreditation regarding scientific departments.
- 11- Enabling the college to achieve its mission and strategic goal through studies to evaluate and develop performance and improve the quality of the educational process to ensure the ability of the college graduate to meet the requirements of the labor market in light of contemporary changes and challenges..

strategic goals

To achieve the general goals of the college, there must be a strategy that adopts a set of strategic goals that are formulated to be linked to the reality of the scientific departments, the college, and

the university and their current state, and to have quantitative standards by which the extent of achievement and achievement of the target can be measured, in light of the vision and mission of the departments in the college, the environmental analysis, and the plan. Strategic University; In order for the college to seek to achieve the following strategic goals:

- the first goal: Developing the internal administrative systems in the scientific department.
- The second goal: Modernizing and developing the basic infrastructure of the department.
- The third goal: Graduating distinguished students who compete in the labor market.
- Fourth goal: A distinguished faculty member.
- Fifth goal: Expanding plans for community participation
- Sixth goal: Continuous communication with graduates and supporting them in the labor market.
- Seventh goal: Qualifying the department to apply for academic accreditation.

Fifth- Analyzing the gap between the current situation and strategic goals

The gap study was based on the results of the environmental analysis (SWOT Analysis) and the college's self-study as well as the report of follow-up visits, and then, in light of the above, I lost identifying the gap between: the current status of the scientific departments, and what the college seeks to achieve in terms of future goals; To support and consolidate the college's mission, and its consistency with the university's strategic plan. The study resulted in proposing methods and policies to achieve the targeted balance in light of the available sources of funding and arranging priorities to achieve the strategic goals of the scientific departments and college. The analysis showed that there is a gap between the current status of the scientific departments and college and the strategic goals represented by the following elements:

- 1- Weak self-financing sources.
- 2- Increasing the number of students now and in the future beyond the available capabilities.
- 3- Weak culture of the institution's faculty and staff towards strategic thinking.
- 4- Retirement of distinguished faculty members (scientific title - Professor).
- 5- Rigidity of regulations and laws.
- 6- Lack of strategies for continuous evaluation of institutional capacity and educational effectiveness.
- 7- Lack of a system for scientific research and benefiting from its results.
- 8- Changing the trends and priorities of the college's senior management.

Accordingly, the current situation needs to be reorganized in order to meet the requirements of academic accreditation and excellence desired locally and regionally. Therefore, the matter requires creating a distinguished educational climate, which is represented in the following::

- 1- Providing financial support to implement and continue the plan.
- 2- Equipping computer laboratories and halls with modern technological equipment, as well as faculty rooms.
- 3- Supporting the college's Quality Assurance Division.
- 4- Developing information systems for various activities.
- 5- Activating marketing systems for the study program inside and outside the country.
- 6- Developing the scientific research system.
- 7- Finding a mechanism to market scientific research.
- 8- Activating the advisory role of the department to provide technical advice to relevant bodies.
- 9- Developing faculty members' capabilities and achieving job satisfaction.
- 10- Creating a distinguished educational climate by equipping classrooms, computer laboratories, and the library with the latest distinguished educational methods.
- 11- Follow up on the needs of the labor market and determine the beneficiaries' opinion regarding the level and awareness of graduates.
- 12- Updating the targeted educational results to achieve the mission and objectives of the department and college, the needs of the labor market, and scientific progress.
- 13- Increase awareness of students and some faculty members about the targeted educational outcomes.

- 14-Participation of relevant bodies in preparing the targeted educational outcomes.
- 15-Developing the educational system in line with achieving the targeted educational outcomes, the mission of the department and college, and providing skills for the labor market.
- 16-Improving the student evaluation system so that it is based on a balanced measurement between...: Cognitive, practical and professional skills.
- 17-Activating an internal system to follow up on the development, conduct and analysis of examination results; and supporting the existence of an external evaluation system for the program and academic courses.
- 18-Activating the feedback system to measure student satisfaction, analyzing the results of questionnaires, and addressing weaknesses.
- 19-Follow up on students' achievement through Periodic meetings with graduates to determine the targeted outcomes of the program's learning processes and the required courses. This supports their opportunities in the labor market locally and internationally.
- 20-Establishing the Graduate Affairs Unit, developing the capabilities of those in charge of it, and providing it with the capabilities it needs to help it perform its work and ensure continuity of communication with graduates while they are carrying out their work..
- 21-Providing scientific references for all academic courses.
- 22-Urging students to use the digital library.
- 23-Mechanisms for detecting scientific problems and addressing them with the aim of continuous evaluation of academic performance.

Sixthly-Linking the college's strategic plan to the university's strategic plan.

There is a close connection between the department's strategic plan and the college's strategic plan, as well as a significant connection between the department's mission and vision and its strategic goals, and between the college and university's vision and mission and their strategic goals. This connection is demonstrated in the analysis SWOT, which was conducted in light of the corresponding variables in the college's four-way analysis, so it can be summed up to say that the strategic plan for the scientific departments stems and emanates from the strategic plan of the college and university.

- **In the field of education and learning :**
 - Updating the design of curricula content in a manner consistent with achieving the targeted educational outcomes and providing skills specific to the labor market.
 - Activating the existence of an external evaluation system for the program and courses.
 - Improving the student evaluation system in ways that are based on measuring the targeted educational outcomes.
 - Developing the skills and capabilities of faculty members.
 - Diversity of methods of teaching and training students.
 - Developing the efficiency of computer laboratories and classrooms.
- **In the field of scientific research:**
 - Deepening the database of research and scientific theses for faculty members.
 - Activating the research plans of scientific departments.
 - Developing the research capabilities of faculty members.
 - Encouraging research activities of scientific departments and among research mechanisms and centers related to scientific specializations in the college.
 - Supporting the publication of research in international journals.
 - Expanding the holding of local and international scientific conferences.
 - Developing a mechanism to evaluate the outcomes of scientific research.
 - Activating protocols and partnerships with civil society.
- **In the field of community service and environmental development:**
 - Providing a database of community needs.

- Participating in community development, monitoring environmental problems and finding solutions to them.
- Organizing awareness lectures and seminars And participate in providing training programs.
- Establishing a unit of a special nature to provide community services.

Seventh–aThe college's strategic plan is in agreement with Standards set by the National Authority for Quality Assurance of Education regarding college accreditation The college's strategic plan is consistent with the standards for evaluating and accrediting colleges in higher education issued by the National Authority for Educational Quality Assurance and Accreditation. When preparing the strategic plan, the executive plan, and the plans attached to it, the college adopted the main standards for institutional capacity and educational effectiveness set by the National Authority for Educational Quality Assurance and Accreditation. This is as follows:

1- Increasing the efficiency of institutional capacity:

- The strategic plan included the activities supporting it, and confirmed its connection with the university's strategy. The strategic plan clarified the organizational structure of the college and the administrative apparatus in terms of number and extent of its adequacy, and established the concepts of leadership and governance, achieving credibility, and commitment to professional ethics..
- Updating the organizational structure and job descriptions, and preparing training programs for upgrading; Efficiency of its employees.
- Establishing policies for community participation and development of the surrounding environment; In order to interact with local community organizations and institutions.
- Introducing an institutional evaluation system; In terms of continuity of self-evaluation and review of the college's overall performance.

2- Achieving educational effectiveness:

- The strategic plan included aspects of educational effectiveness in terms of:: Students and graduates; Including the support and strengthening of student activities, services for graduates, support for distinguished students, assistance to expatriates among them, as well as measuring and following up on student satisfaction.
- The plan included effective self-learning practices, urging the conversion of some courses into electronic courses, and developing a fair system for student evaluation..
- The plan was keen to develop the capabilities and skills of faculty members- As they represent a fundamental focus in the efficiency of the educational process - through training programmes, workshops and seminars.
- The plan indicated activating research plans and increasing research efficiency.
- The plan included continuous evaluation of educational effectiveness, and ensuring the continued effectiveness of the quality systems in place at the university. This is through continuous communication with the university's Quality Assurance Center.

Eighth–Identify the various available sources of financing

- The college budget is from the university budget.
- Special units.
- Increasing the admission space for incoming students for the study program.
- Activating cooperation agreements with the college.

Ninth–Arranging priorities in light of relative importance and available funding.

- 1- The college must be qualified to apply for accreditation.
- 2- Developing the internal regulations of the study program
- 3- Preparing students academically and technically in accordance with national standard standards.
- 4- Working to consolidate the college values represented in:
 - Discipline.
 - Transparency and integrity.

- Objectivity.
 - Justice.
 - Share.
 - Commitment.
 - Belonging.
- 5- Developing the college's own resources.
 - 6- Developing computer laboratories and other learning resources to contribute to raising the efficiency of the educational process.
 - 7- Achieving continuous evaluation of institutional capacity and educational effectiveness.
 - 8- Establishing a culture of quality among college employees.
 - 9- Developing the professional performance of the administrative body.
 - 10-Developing the capabilities of faculty members and their assistants.
 - 11-Improving the quality of scientific research.
 - 12-Linking training programs and practical applications to community needs.

Tenth – Policies and procedures for implementing the strategic plan for college accreditation.

Based on the vision and mission of the college and through its departments, academic departments and faculty members, the following policies and procedures are implemented::

- 1- Building features of institutional excellence in specialization.
- 2- Work within a clear framework to achieve goals.
- 3- Developing the infrastructure, using modern technologies in education, and training faculty members on them to be more capable and distinguished in achievement and achieving results.
- 4- Developing the college's internal administrative systems.
- 5- Participate in implementing education policies in Iraq and implement them by preparing, qualifying and training educational leaders.
- 6- Completing distinguished scientific and applied research and studies and rationalizing them to serve the environment, community development, and educational development.
- 7- Modernizing the college's study systems and programs in light of global trends and local needs, allowing for raising the level of the college's performance and making it a model for other educational institutions.
- 8- Integrating technology into education.
- 9- Participate in preparing faculty members in all specializations at the college in continuous, distinguished preparation that enables them to perform their role effectively and efficiently
- 10-Disseminating professional ethics among faculty members, college students, and employees in accordance with the ethical charter.
- 11-Adopting the concept of quality assurance and accreditation and applying this throughout the college, and this includes attention to documentation, course files, course descriptions, programs, electronic and accounting courses, self-evaluation, culture, practice, follow-up, and preparation for external evaluation, so that all of this is an entry point to achieving comprehensive quality and continuous development.
- 12-Preparing interactive e-learning content that is interesting and appropriate to the needs and abilities of students.

eleventh–Identify expected difficulties and challenges.

Difficulties facing the implementation of the college's strategic plan:

- 1- The number of college students, currently and in the future, exceeds the available capabilities.
- 2- Lack of preparation of faculty members in the field of specialization.
- 3- Weak culture of the institution's faculty and staff towards strategic thinking.
- 4- Retirement of distinguished faculty members.
- 5- Rigidity of regulations and laws.
- 6- Lack of financial resources needed for implementation.

- 7- Changing the trends and priorities of the college's senior management.
- 8- Natural resistance to change.

Proposals to confront difficulties:

- 1- Abolishing the structure in appointing faculty members, where the scientific progress of colleges is measured by diversifying specializations and increasing scientific titles.
- 2- Encouraging and stimulating scientific research at the college.
- 3- Spreading a culture of quality and self-evaluation.
- 4- Increasing the financial resources necessary to implement the activities required to implement the quality system.
- 5- Exchanging effective communication systems with corresponding colleges.
- 6- The college has a stable financial situation.
- 7- The possibility of expanding parallel education to seize the opportunity to increase the college's resources by attracting international students.
- 8- Developing internal education systems by offering new academic programs.

twelveth-Executive Plan.

- 1- Teaching staff development program:
 - A detailed plan for sending to solid universities.
 - Sufficient financial allocation to cover costs (3 years).
- 2- Curriculum development program:
 - Switching to the semi-annual system or the course system.
 - Adopting solid international books in teaching.
 - Adopting realistic case studies from local and Arab institutions agreed upon in advance.
 - A radical reconsideration of the use of methods and mechanisms for teaching and delivering lectures (2 years).
- 3- Scientific research and publishing development program:
 - Forming work teams to write modern and solid books in various specializations (scientific departments) of the College of Administration and Economics
 - Adopting a formula for applied scientific research that meets the needs of Iraqi institutions.
 - Developing the formula for joint scientific research with foreign or Arab researchers. (3 years)
- 4- Program for measuring performance and achieving academic accreditation:
 - Forming a permanent committee at the department level to measure the performance of the teaching staff and workers.
 - Convergence with general and specific academic accreditation standards within a reasonable period of time (2 years).
 - Developing accurate investments that can be used for scientific and educational measurement.

Thirteenth-The future competitive position of the college.

The College of Administration and Economics at the University of Basra is the only governmental legal entity within Basra Governorate, which makes it a virtual reference that can be developed.

fourteenth-Mechanisms to ensure methods of evaluation, follow-up and continuity of the strategic plan

The continuity and follow-up of the plan in the future depends on its continuous communication with the needs of the labor market and community participation, starting from the needs of society in light of contemporary national and global trends, so that it meets the requirements of progress and the scientific and technological revolution, and remains an active partner in achieving sustainable community development. Therefore, the College of Administration and Economics at the University of Basra must maintain its permanent and effective connection with society. The college must bear its responsibilities and obligations - in addition to the

educational process - towards continuous scientific research. Searching for facts, conveying and developing them, in addition to carrying out its multiple societal responsibilities, including enlightenment, constructive criticism, leadership and training. Therefore, it must deepen and develop these functions in order to ensure the effectiveness of its roles, through:

Forming the administrative team and committees emanating from the College's Quality Assurance Division; To ensure the continuity of the implementation plan is followed up as follows:

- 1- Coordination committee with scientific departments.
- 2- Technical Support Committee.
- 3- Measurement and Performance Evaluation Committee.
- 4- Training and Information Committee.
- 5- Postgraduate Studies and Research Committee
- 6- Educational Technology Committee.
- 7- Strategic Plan Committee.
- 8- Self-study committee.
- 9- Crisis and Disaster Management Committee.
- 10- Student Complaint Handling Committee.

Also, any future planning ambitions to achieve the comprehensive quality of the college will remain subject to several factors and guarantees. The most important of them:

- 1- The college and university leaders believe in these plans, transform them into action programs, and take actual measures to support, implement and follow them up.
- 2- Developing and supporting all faculty, staff and students' sense of belonging to the college as a small community unit that includes everyone on campus.
- 3- Maximizing civil society participation in college activities; Ideation, financing, organization, and use.
- 4- Optimal and planned use of available resources leading to improving the college's self-sufficiency.
- 5- Work to change "Academic culture" in a way that supports awareness of the necessity of quality performance.
- 6- Expand the circle "Social evaluation" of the college's performance, and a study of the societal, academic, professional, and personal environments affecting it within each college and its scientific and administrative departments.
- 7- Adopting student evaluation methods using qualitative methods that reveal the student's true abilities and learning outcomes.
- 8- Strengthening and providing effective teaching and technological methods; To train students in self-learning and unleash their creative energies.
- 9- Expanding the establishment of scientific excellence units of an applied nature. So that it meets the needs of society and contributes to solving its current and future problems.
- 10- Establishing rules and taking the necessary measures to adapt to new developments to ensure the quality of education and the development of scientific research globally, regionally and locally..
- 11- Developing foundations and systems for evaluating professional and research performance and setting clear standards to achieve this evaluation.
- 12- Finding an effective mechanism to achieve continuous communication with college graduates to ensure their loyalty and attract them to support the college and participate in its various community programs.
- 13- Creating constantly open channels with international universities with a distinguished reputation in light of joint projects through cooperation and scientific exchange agreements.
- 14- Strengthening research capabilities and facilities and redistributing available ones in light of research priorities.
- 15- Using innovative methods to attract international students to study at the college.
- 16- Searching for alternative formulas for college funding sources.
- 17- Establishing effective systems for academic guidance for students.

- 18-Expansion of non-traditional and distinguished university education programs; Such as open education and distance education; This is while taking care of its quality.
- 19-Developing the standards and foundations that govern the selection, evaluation, and training of faculty members in light of comprehensive academic quality controls.
- 20-Recruiting the best and distinguished scholars in various fields of specialization; To benefit from them.
- 21-Supporting the publication of scientific research and attending scientific conferences for faculty members.
- 22-Paying attention to group research and developing mechanisms is training for its skills.

Fifteenth-Recommendations for the continuity of the strategic plan.

- 1- Follow up on the implementation of the college’s strategic plan.
- 2- Search for alternative funding sources to implement the plan.
- 3- Increasing the university’s support for the college’s budget in order to continue implementing the quality system.
- 4- Establishing a culture of quality among all parties to the educational process in the college (faculty members/Students/Administrative Structure/Workers...).
- 5- Changing the culture and societal perception of the college in order to change some fixed concepts about the college in society.
- 6- Reviewing the college’s priorities in accordance with the necessity of its continuity (integrative preparation or sequential preparation).
- 7- Supporting the implementation of the credit hour system while providing financial and administrative support for its implementation.
- 8- Encouraging faculty members to conduct scientific research that contributes to solving educational problems, urging them to participate in external conferences, and supporting them to publish in international journals..
- 9- Exchanging experiences between professors and students at the college with their counterparts in other colleges and universities.
- 10- Exchanging experiences between the team of quality assurance and accreditation units in other colleges and universities. The strategic plan for the College of Administration and Economics, University of Basra.

Improvement plan for the Department of Banking and Financial Sciences

FirstlyTypes of strategies

Types of strategies	
<p>Power strategies-OpportunitiesSO: Growth and expansion</p> <ul style="list-style-type: none"> 1- The department has a teaching staff with solid scientific experience 2- There are various academic degrees in the department. 	<p>Weakness-opportunity strategiesWO:Develop and improve</p> <ul style="list-style-type: none"> 1- The number of students increases annually, while there is not a sufficient number of halls available to accommodate this number. 2- Using modern technologies in education and training faculty members on them to be more capable and distinguished in achievement and achieving results.
<p>Power strategies-ThreatsST: Stability and stability</p> <ul style="list-style-type: none"> 1- Reducing the retirement age for teachers to 63 years. 2- Raising the scientific and professional competence of faculty members at the college. 	<p>Vulnerability strategies-ThreatsWT: shrinkage</p> <ul style="list-style-type: none"> 1- Lack of classrooms with modern means. 2- Directing all academic, research, administrative and financial activities towards achieving the goals.

secondly- The strategic goals and policies of the department in light of the environmental analysis and the college's strategic plan.

Department objectives

- 1- Preparing highly qualified graduates who are able to compete in entering the labor market easily, and who are able to continue postgraduate studies, keeping pace with scientific development in the field of financial and banking sciences, and supplying banking and financial institutions in Iraq with qualified graduates to manage and develop them.
- 2- Keeping pace with global and local developments in the field of financial and banking sciences.
- 3- Increasing the ability to think, analyze and create for the department's students.
- 4- Developing the student's technological skills related to investment and financial markets.

strategic goals

To achieve the general objectives of the scientific department, the strategy must adopt a set of strategic objectives and be formulated to be linked to the reality of the department, college, and university and their current state, and to have quantitative standards by which the extent of achievement and achievement of the target can be measured, in light of the vision and mission of the department and college, the environmental analysis, and the university plan. The strategy; The department seeks to achieve the following strategic goals:

- Adopting modern means and solid scientific methods in delivering materials
- Providing a better teaching climate for students
- Monitoring state departments with specialized cadres in order to improve their poor situation
- Work to ensure that the department undergoes an academic accreditation certificate

Third- Analyzing the gap between the current situation and strategic goals

The gap study was based on the results of the environmental analysis(SWOT Analysis) and the department's self-study as well as the report of follow-up visits, and then, in light of the above, I lost identifying the gap between: the current status of the scientific department, and what the college seeks to achieve in terms of future goals; To support and consolidate the college's mission, and its consistency with the university's strategic plan. The study resulted in proposing methods and policies to achieve the targeted balance in light of the available sources of funding and arranging priorities to achieve the strategic goals of the department and college.

The previous analysis showed that there is a gap between the current situation of the scientific department and college and the strategic goals represented by the following elements:

- 1- The number of college students, currently and in the future, exceeds the available capabilities
- 2- Retirement of distinguished faculty members.

Accordingly, the current situation needs to be reorganized in order to meet the requirements of academic accreditation and excellence desired locally and regionally. Therefore, the matter requires creating a distinguished educational climate, which is represented in the following::

- 1- Equipping the halls with modern technological equipment, as well as increasing the space of the halls to accommodate the number of students.
- 2- Developing the educational system to achieve targeted educational results

Fourthly-Linking the department's strategic plan to the college's strategic plan.

There is a close connection between the department's strategic plan and the college's strategic plan, as well as a significant connection between the department's mission and vision and its strategic goals, and between the college and university's vision and mission and their strategic goals. This connection is demonstrated in the analysisSWOT, which was conducted in light of the corresponding variables in the four-way analysis of the scientific department; therefore, it can be summed up that the department's strategic plan stems and emanates from the college's strategic plan.

- 1- The field of education and learning:

- Updating the design of curricula content in a manner consistent with achieving the targeted educational outcomes and providing skills specific to the labor market
 - Activating the existence of an external evaluation system for the program and courses
 - Developing the skills and capabilities of faculty members
- 2- Field of scientific research:
- Activating the department's research plans
 - Developing the research capabilities of faculty members
 - Supporting the publication of research in international journals
 - Expanding the holding of local and international scientific conferences
 - Developing a mechanism to evaluate the outcomes of scientific research
- 3- The field of community service and environmental development:
- Providing a database of community needs
 - Participating in community development, monitoring environmental problems and finding solutions to them
 - Establishing a special unit to provide community services

Fifth–Arranging priorities in light of relative importance and available funding.

- 1- Equipping the halls with modern technological equipment, as well as increasing the space of the halls to accommodate the number of students.
- 2- Developing the capabilities of faculty members.

Sixthly–Policies and procedures for implementing the strategic plan to qualify for department accreditation.

Based on the vision and mission of the department, implement the following policies and procedures:

- 1- Developing and using modern technologies in education and training faculty members to achieve results.
- 2- Updating the college's study programs in light of global trends and local needs.

Seventh–Identify expected difficulties and challenges.

Difficulties facing the implementation of the department's strategic plan:

- 1- The number of college students, currently and in the future, exceeds the available capabilities.
- 2- Retirement of distinguished faculty members.
- 3- Lack of necessary financial resources

Proposals to confront difficulties:.

- 1- Equipping the halls with modern technological equipment, as well as increasing the space of the halls to accommodate the number of students.
- 2- Developing the capabilities of faculty members.
- 3- Increase the necessary financial resources.

Eighth-Executive Plan.

- Teaching staff development program:
 - 1- The teaching staff seeks to participate in development courses that take place inside and outside the country
 - 2- Serious efforts by the teaching staff to raise the academic level and obtain academic degrees (professorship)
- Curriculum development program:
 - 1- Relying on modern curricula
 - 2- Focusing on teaching (practical + theoretical) some subjects to benefit the student in the labor market after graduation
 - 3- Adopting the English language subject in the school curricula for all levels.
- Scientific research and publishing development program:
 - 1- Teaching staff adherence to office hours in following up on students and scientific research.

- 2- Adopting a formula for applied scientific research to meet the needs of Iraqi institutions.
- Program for measuring performance and achieving academic accreditation:
 - 1- Holding scientific seminars and documenting them as activities of the department.
 - 2- Developing accurate investments that can be used for scientific and educational measurement.

Ninth-Mechanisms to ensure methods of evaluation, follow-up and continuity of the strategic plan

The continuity and follow-up of the plan in the future depends on its continuous communication with the needs of the labor market and community participation, starting from the needs of society in light of contemporary national and global trends, so that it meets the requirements of progress and the scientific and technological revolution, and remains an active partner in achieving sustainable community development. Therefore, the Department of Business Administration, College of Administration and Economics, University of Basra, must maintain its permanent and effective connection with society. The college must bear its responsibilities and obligations - in addition to the educational process - towards continuous scientific research. Searching for facts, conveying and developing them, in addition to carrying out its multiple societal responsibilities, including enlightenment, constructive criticism, leadership and training. Therefore, it must deepen and develop these functions in order to ensure the effectiveness of its roles. The future planning ambitions to achieve the comprehensive quality of the college will remain subject to several factors and guarantees. The most important of them are:

- 1- Developing and supporting all faculty, staff and students' sense of belonging to the college as a small community unit that includes everyone on campus.
- 2- Adopting student evaluation methods using qualitative methods that reveal the student's true abilities and learning outcomes.
- 3- Strengthening and providing effective teaching and technological methods; To train students in self-learning and unleash their creative energies.
- 4- Developing foundations and systems for evaluating professional and research performance and setting clear standards to achieve this evaluation.
- 5- Finding an effective mechanism to achieve continuous communication with the department's graduates to ensure their loyalty and attract them to support the college and participate in its various community programs.
- 6- Creating constantly open channels with international universities with a distinguished reputation in light of joint projects through cooperation and scientific exchange agreements.
- 7- Strengthening research capabilities and facilities and redistributing available ones in light of research priorities.
- 8- Using innovative methods to attract international students to study in the Department of Banking and Finance.
- 9- Establishing effective systems for academic guidance for students.
- 10- Recruiting the best and distinguished scholars in various fields of specialization; To benefit from them.
- 11- Supporting the publication of scientific research and attending scientific conferences for faculty members.
- 12- Paying attention to group research and developing mechanisms is training in its skills.

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