KIRKUK POLYTECHNIC COLLEGE STRATEGIC PLAN (2025–2030)

A Document for Strategic Transformation and Institutional Renewal

PART ONE: STRATEGIC RENEWAL FRAMEWORK

1.1 Introduction to Institutional Transformation

Following the comprehensive evaluation of the previous strategic plan (2021–2025), which revealed qualitative achievements in quality and academic accreditation alongside quantitative challenges in student recruitment and infrastructure development, the administration of Kirkuk Polytechnic College presents this new strategic plan (2025–2030) as a comprehensive transformation document.

The plan aims to bring about a qualitative shift in the College's performance, transforming it from a traditional educational institution into a regional centre for technical innovation and professional excellence. It builds on lessons learned and addresses previous implementation gaps.

1.2 Methodology for Preparing the Enhanced Plan

The preparation of this plan adopted an integrated methodology comprising:

1. An in-depth analysis of the 2021–2025 evaluation report to identify strengths, weaknesses and challenges.
2. An examination of the local and regional labour market to identify future needs.
3. Broad stakeholder participation, including students, graduates, industry and academics.
4. Alignment with national visions, including Iraq Vision 2030 and the Higher Education Strategy.
5. Adoption of SMART performance indicators that can be measured, verified and monitored.

1.3 Expanded Strategic Steering Committee

Composition (May 2025):

Position / Group	Responsibility / Representation	Main Duties
Chair	College Dean	Overall supervision, budget approval and representation of the College
Deputy Chair	Assistant Dean for Scientific Affairs	Day-to-day implementation follow-up and coordination of committees
Permanent members	Heads of the 12 scientific departments	Implement departmental plans and submit reports
Student representatives	4 students from different study years	Communicate student needs and participate in development committees
Private-sector representatives	6 representatives from industry, services, trade and technology	Align curricula with labour-market needs and provide training opportunities
Graduate representatives	4 graduates from different years	Evaluate educational outcomes and support employment
Strategic-planning expert	External consultant	Methodological review and verification of indicators
Head of Quality Unit	College Quality Unit head	Ensure implementation complies with quality standards

Working Mechanism

- Quarterly periodic meetings.
- Monthly performance reports.
- An electronic monitoring portal.
- An annual meeting with all stakeholders.

PART TWO: IN-DEPTH STRATEGIC ANALYSIS

2.1 Analysis of Previous Results (2021–2025)

Key Achievements

6. Quality and accreditation: achievement of 96% in quality indicators and completion of 100% of the self-evaluation.
7. Staff development: an increase in the number of PhD holders and development of training programmes.
8. Institutional resilience: ability to recover and accelerate performance.

Critical Challenges

9. Declining student numbers: a decrease of 57.6% in morning studies and 77.1% in evening studies.
10. Weak infrastructure: implementation delays, weak follow-up and an excessive focus on maintenance.
11. Delay in institutional accreditation: only 85% of the target achieved.
12. Planning gap: unrealistic schedules and absence of clear measurement indicators.

2.2 Updated SWOT Analysis (2025)

SWOT analysis is one of the key strategic tools used to assess educational institutions, including polytechnic colleges, with the aim of improving performance and strengthening competitiveness. Kirkuk Polytechnic College prepares technical and vocational personnel to meet labour-market needs. This analysis helps identify strengths, weaknesses, opportunities and threats. It assesses internal capabilities, such as programme quality and staff competence, and challenges such as resource shortages and weak infrastructure. It also identifies external opportunities, including technological development and growing demand for technical education, as well as threats such as competition from other educational institutions and changing labour-market requirements. Accordingly, SWOT analysis supports evidence-based strategic decisions aimed at developing education, sustainability and institutional excellence.

SWOT Analysis — Kirkuk Polytechnic College

STRENGTHS	WEAKNESSES
Experienced faculty	Limited funding
Infrastructure and equipment	Few research partnerships
Strategic location	Training gaps
Quality standards	External communications
Strategic plan	Outdated curricula

OPPORTUNITIES	THREATS
Government support	Competition
Global collaboration	Economic challenges
Demand for skilled engineers	Talent retention
Research funding	Public perception
International programmes	Technological change

Strategic Area 1: Academic Excellence and Study Programmes

Strengths	Weaknesses	Opportunities	Threats
Curricula emphasise practical technical learning aligned with local labour-market needs; a focus on technical creativity and analytical thinking; adoption of a modern polytechnic model (2+2) in some departments; morning and evening study serving different groups; laboratories and modern technologies supporting practical training.	Limited curriculum updates compared with global developments such as BIM, 3D printing, green building, road and bridge technologies, and smart systems; weak links between theoretical courses and field practice; insufficient evening programmes that meet the needs of different groups.	Introduce modern specialisations and new pathways such as renewable energy, green building, road and bridge technologies and smart systems; develop higher professional diplomas in quantity surveying and advanced materials testing; expand blended e-learning.	Competition with universities offering similar specialisations; continuously changing academic-accreditation standards requiring update costs; rapid technological progress and changing labour-market requirements.

Strategic Area 2: Scientific Research and Innovation

Strengths	Weaknesses	Opportunities	Threats
Research expertise in different fields and willingness to conduct applied research; potential to apply research in practice and register patents or industrial designs; potential to produce solutions to real field problems.	Weak funding allocated to research in technological fields; limited scientific publication; weak orientation towards an annual competition for the best innovative project.	Research cooperation with government institutions and local private companies; support student innovation projects and graduation-project implementation; benefit from Ministry programmes supporting scientific research.	Competition in academic publishing and a focus on quantity rather than quality; weak research environment; rapid obsolescence of research outputs in engineering technologies.

Strategic Area 3: Community Service and Partnership

Strengths	Weaknesses	Opportunities	Threats
Ability to provide engineering technical consultancy to governorate departments; graduates employed in vital sectors of the governorate; ability to deliver training courses for institutions.	Few partnership agreements with the private sector; absence of structured community-service programmes such as short courses and free tests in selected engineering fields; weak communication with professional syndicates.	Sign partnerships with private and public companies; organise training courses and workshops; involve students in field projects; establish a community-service consultancy unit for soil testing and small design projects in building and construction technologies; partner with local councils to rebuild damaged areas.	Private-sector competition and competition from private training centres outside the university.

Strategic Area 4: Infrastructure and Human Resources

Strengths	Weaknesses	Opportunities	Threats
Basic laboratories are available for different specialisations; the College is located in Kirkuk city centre; qualified teaching and technical staff are available; the technical environment can be developed.	Outdated devices and equipment; weak internet and electronic services; shortage of supporting technical and administrative personnel.	Upgrade laboratories through development projects; apply for local or central government infrastructure grants; support digital-transformation projects and virtual laboratories; enter agreements with companies to provide equipment through loan or donation.	Rapid technological obsolescence; ageing buildings and facilities as student numbers grow; weak operating budgets for maintenance; high upgrade costs.

Strategic Area 5: Academic Capacity and Empowerment (Teaching Staff)

Strengths	Weaknesses	Opportunities	Threats
Qualified teaching staff with postgraduate degrees, including master's and doctoral qualifications across different specialisations; accumulated teaching experience; practical expertise.	Few continuing training and professional-development programmes for teaching staff; limited participation in international conferences; insufficient teaching staff relative to student numbers.	Send teaching staff to training programmes and conferences inside and outside Iraq; establish an incentive system for excellence in teaching and supervision; attract new talent graduating from international universities; pursue academic cooperation opportunities.	Brain drain to private universities or abroad due to salaries and benefits; administrative burdens that detract from academic empowerment; weak incentives.

Strategic Area 6: Financial Sustainability and Governance

Strengths	Weaknesses	Opportunities	Threats
Clear administrative organisation; defined financial allocations from the College/Ministry budget; relatively low operating expenses compared with other scientific colleges; income generated through evening studies.	Dependence on government funding; insufficient diversification of income sources; absence of a clear financial-sustainability plan.	Provide paid consultancy services and training courses; establish a consultancy fund for services such as testing, laboratory work and technical consultancy in accordance with applicable laws; pursue research projects funded by international organisations.	Unexpected funding fluctuations, including government-budget reductions; competition for resources; laws and regulations that may restrict independent income generation.

Strategic Area 7: International Cooperation and College Reputation

Strengths	Weaknesses	Opportunities	Threats
Acceptable local academic reputation; Kirkuk's strategic location and diverse communities may facilitate some international partnerships; personal professional links between some faculty members and foreign universities.	Limited academic visibility abroad; absence of effective international cooperation agreements, including student exchanges and joint research; limited language proficiency for meaningful international cooperation.	Sign cooperation agreements with foreign universities; participate in international conferences; establish exchange programmes for students and staff; hold joint in-person or virtual international conferences; encourage joint research with researchers at global universities.	Global competition; political tensions affecting openness to foreign universities and universities in the Kurdistan Region of Iraq; limited foreign financial support.

2.3 Future Labour-Market Analysis (2025–2030)

Required specialisations:

13. Artificial intelligence and data analytics
14. Cybersecurity
15. Renewable energy and sustainability
16. Robotics and automation
17. Digital marketing
18. Biomedical technologies
19. Smart construction
20. Smart logistics

PART THREE: VISION, MISSION AND ENHANCED VALUES

3.1 New Vision (Vision 2030)

“By 2030, Kirkuk Polytechnic College will become a leading regional incubator for technical innovation and professional development, graduating creative technical professionals capable of leading digital transformation and sustainable development in Iraq, achieving full academic accreditation, and building effective partnerships with the public and private sectors.”

3.2 Updated Mission

21. Advanced education: provide integrated educational and training programmes focused on future skills and emerging technologies.
22. Applied innovation: support applied scientific research and technical innovation that serve industry and society.
23. Strategic partnership: build a broad network of local and international partnerships with industry and educational institutions.
24. Institutional development: establish a sustainable smart learning environment, advanced infrastructure and effective administrative systems.
25. Community engagement: contribute actively to community development through training, consultancy and development projects.

3.3 Enhanced Institutional Values

Value	Definition	Application in Practice
Excellence and quality	Continuous pursuit of mastery and distinction	Apply international quality standards and continuous improvement
Innovation and renewal	Encourage creativity and adopt innovative solutions	Innovation incubator and incentives for innovators
Partnership and integration	Constructive cooperation with all parties	Strategic partnership network and joint working teams
Social responsibility	Commitment to society and the environment	Development programmes and sustainable projects
Lifelong learning	Continuous development of knowledge and skills	Ongoing training programmes and a learning culture
Transparency and integrity	Clarity and honesty in all practices	Oversight systems and disclosure of information
Flexibility and adaptation	Ability to respond to change	Contingency plans and continuous programme updates

PART FOUR: STRATEGIC OBJECTIVES AND DETAILED INITIATIVES

4.1 Strategic Objective One: Restore Growth and Academic Attractiveness

Current situation: student numbers have declined by 57.6% in morning studies and 77.1% in evening studies.

Target: increase student numbers by 150% by 2030 and attract 3,000 new students.

Implementation Initiatives

Initiative	2025–2026	2027–2028	2029–2030	Responsibility
Restructure programmes	Review 50% of programmes and discontinue 3 non-viable programmes	Introduce 4 new programmes	Update 100% of programmes and accredit all programmes	Academic Programmes Committee
Introduce new specialisations	Launch Artificial Intelligence and Cybersecurity programmes	Launch Renewable Energy and Robotics programmes	Launch Smart Construction and Digital Marketing programmes	Scientific Departments
Comprehensive marketing plan	Launch media campaign and update the website	Participate in education fairs and run awareness programmes	Build the College brand and an effective alumni network	Public Relations Unit
Improve student experience	Develop online admission and an incentive package	Establish an innovation club and entrepreneurship programmes	Create a smart campus and comprehensive student services	Deanery of Student Affairs

Indicators

- New students: increase from 500 to 1,500 annually.
- Updated programmes: 100% by 2028.
- Student satisfaction: 90% by 2030.

4.2 Strategic Objective Two: Advance Infrastructure and Technology

Current situation: ageing infrastructure, weak follow-up and implementation delays.

Target: transform the College into a sustainable smart campus by 2030.

Project	Components	Funding	Schedule
Smart Campus	High-speed internet, smart surveillance systems and smart classrooms	IQD 5 billion	2025–2027
Technical Innovation Centre	Advanced laboratories, innovation workshops and shared workspaces	IQD 3 billion	2026–2028
Specialised Laboratories	Artificial Intelligence Lab, Renewable Energy Lab and Cybersecurity Lab	IQD 4 billion	2027–2029
Environmental Sustainability	Solar energy systems, waste management and green spaces	IQD 2 billion	2028–2030

4.2 Infrastructure and Technology (continued)

Monitoring Mechanism

- Electronic monitoring dashboard.
- Quarterly reports.
- Project follow-up committee.
- External audit.

Indicators

- 100% completion of planned projects.
- Reduce energy consumption by 40% by 2030.
- User satisfaction of 95% by 2030.

4.3 Strategic Objective Three: Achieve Full Academic Accreditation

Current situation: 85% of accreditation indicators achieved.

Target: obtain full institutional and programme accreditation by 2028.

Roadmap

Phase	Period	Actions
Phase One: Preparation	2025–2026	Establish a central accreditation team; review all documents and standards; train 100% of staff.
Phase Two: Implementation	2027–2028	Apply accreditation standards to 80% of programmes; host accreditation assessors; undertake corrective action and development.
Phase Three: Verification	2029–2030	Obtain full accreditation; monitor sustainability; renew accreditation periodically.

Indicators

- 100% of programmes accredited by 2028.
- Assessors' evaluation: 90% or higher.
- Accreditation renewal every five years.

4.4 Strategic Objective Four: Promote Scientific Research and Innovation

Current situation: limited research funding, low publication levels and weak links between research and industry.

Target: make the College a regional centre for applied research and technical innovation.

Initiatives

1. Emerging Technologies Research Centre

- Fields: artificial intelligence, energy and cybersecurity.
- Budget: IQD 2 billion annually.
- Partnerships with 10 industrial companies.

2. Visiting / Resident Researcher Programme

- Attract 20 researchers annually.
- Research grants worth IQD 500 million.
- Publish in indexed journals.

3. Linking Research with Industry

- Research contracts with the private sector.
- Applied graduation projects.
- Technology business incubator.

Indicators

- Published research: increase from 20 to 100 papers annually.
- Research-contract value: IQD 5 billion annually.
- 10 patents annually.

4.5 Strategic Objective Five: Partnership and Community Engagement

Current situation: limited partnerships and weak communication.

Target: build a network of 50 strategic partners by 2030.

Partner Type	Target Number	Activities
Industrial sector	30 companies	Training, employment and joint research
Educational institutions	10 universities	Academic exchange and joint programmes
International institutions	5 organisations	Grants, training and recognition
Local community	5 institutions	Development projects and community training

4.5 Partnership and Community Engagement (continued)

Communication Programmes

- Annual technical conference.
- Periodic employment fair.
- Community training programmes.
- Electronic communication platform.

Indicators

- 50 partners.
- Partnership value: IQD 10 billion.
- 5,000 beneficiaries annually.

4.6 Strategic Objective Six: Administrative and Institutional Development

Current situation: a need to strengthen administrative performance, systems and institutional procedures.

Target: transform administration into an agile, smart model by 2030.

Initiatives

1. E-Governance

- Integrated management system.
- Comprehensive electronic services.
- Unified portal.

2. Human Resources Development

- Comprehensive training plan.
- Integrated incentive system.
- Motivating work environment.

3. Total Quality

- Quality management system.
- Detailed performance indicators.
- Continuous improvement.

Indicators

- Electronic services: 100%.
- Staff satisfaction: 95%.
- Administrative efficiency: 90%.

PART FIVE: DETAILED TIMELINE

5.1 Annual Implementation Plan (2025–2030)

Year One: Establishment and Transformation (2025–2026)

Area	Projects	Budget	Indicators	Completion
Academic programmes	Review 50% of programmes and open two new programmes	IQD 1 billion	30% increase in students	50%
Infrastructure	Begin smart-campus project and upgrade 3 laboratories	IQD 3 billion	20% completion	40%
Accreditation	Establish accreditation team and train staff	IQD 500 million	90% readiness	95%
Scientific research	Establish research centre and launch grant programme	IQD 1 billion	20 papers published	30%
Partnerships	Sign 10 partnership agreements	IQD 200 million	10 partners	30%

Remaining Annual Phases

- Year Two: Acceleration (2026–2027).
- Year Three: Excellence (2027–2028).
- Year Four: Accreditation (2028–2029).
- Year Five: Transformation (2029–2030).

5.2 Contingency and Risk Plan

Risk	Likelihood	Impact	Mitigation Plan
Funding shortage	Medium	High	Diversify sources and rationalise expenditure
Policy changes	Medium	High	Flexible planning and public relations
Natural disasters	Low	Medium	Insure assets and prepare contingency plans
Intense competition	High	High	Distinguish programmes and market effectively
Loss of skilled staff	Medium	High	Improve incentives and create an attractive environment

PART SIX: MONITORING AND EVALUATION FRAMEWORK

6.1 Electronic Monitoring System

System Components

26. Main dashboard
27. Key Performance Indicator (KPI) system
28. Automated reporting platform
29. Early-warning system
30. Transparency portal

System Features

- Real-time monitoring.
- Automated reports.
- Data analysis.
- Decision support.

6.2 Key Performance Indicators (KPIs)

Area	Indicator	Weight	Measurement Method
Students	Rate of increase in student numbers	20%	Admission records
Programmes	Percentage of updated programmes	15%	Document review
Research	Number of published papers	15%	Databases
Infrastructure	Percentage of projects completed	20%	Monitoring reports
Accreditation	Percentage of accredited programmes	15%	Accreditation certificates
Partnerships	Number of active partners	10%	Partnership records
Stakeholder satisfaction / quality	Satisfaction level	5%	Surveys

6.3 Evaluation Mechanism

Periodic Evaluation

- Monthly: implementation follow-up.
- Quarterly: measure indicators.
- Semi-annually: comprehensive review.
- Annually: comprehensive report.

Evaluation Tools

- Satisfaction surveys.
- Interviews with stakeholders.
- Data analysis.
- Field visits.
- Benchmarking against standards.

6.4 Monitoring and Evaluation Committee

Composition

- Chair: Assistant Dean for Scientific Affairs.
- Members: representatives from all units.
- Advisers: external experts.
- Rapporteur: Strategic Planning Coordinator.

Duties

- Monitor implementation of the plan.
- Analyse deviations.
- Submit reports.
- Propose amendments.

PART SEVEN: BUDGET AND FINANCING

7.1 Overall Estimated Budget (2025–2030)

Item	2025–2026	2027–2028	2029–2030	Total
Academic programmes	IQD 2.0 billion	IQD 2.5 billion	IQD 3.0 billion	IQD 7.5 billion
Infrastructure	IQD 5.0 billion	IQD 4.0 billion	IQD 3.0 billion	IQD 12.0 billion
Scientific research	IQD 1.5 billion	IQD 2.0 billion	IQD 2.5 billion	IQD 6.0 billion
Accreditation and quality	IQD 0.8 billion	IQD 0.7 billion	IQD 0.5 billion	IQD 2.0 billion
Partnership and communication	IQD 0.5 billion	IQD 0.6 billion	IQD 0.7 billion	IQD 1.8 billion
Administrative development	IQD 0.5 billion	IQD 0.6 billion	IQD 0.7 billion	IQD 1.8 billion
Contingency	IQD 0.7 billion	IQD 0.6 billion	IQD 0.5 billion	IQD 1.8 billion
TOTAL	IQD 11.0 billion	IQD 11.0 billion	IQD 10.9 billion	IQD 32.9 billion

7.2 Sources of Financing

Source	Share	Value	Financing Mechanism
Government budget	50%	IQD 16.45 billion	Annual allocations
Tuition fees	25%	IQD 8.23 billion	Improve collection
Research projects	15%	IQD 4.94 billion	Research contracts
Industrial partnerships	5%	IQD 1.65 billion	Partnership agreements
International grants	3%	IQD 0.99 billion	Submit project proposals
Donations	2%	IQD 0.66 billion	Fundraising campaigns
TOTAL	100%	IQD 32.92 billion	

7.3 Mechanisms for Ensuring Financial Sustainability

31. Diversify income sources.
32. Rationalise expenditure.
33. Invest in assets.
34. Build reserves.
35. Ensure financial transparency.

PART EIGHT: COMMUNICATION AND MEDIA PLAN

8.1 Communication Strategy

Objectives

36. Build a positive institutional image.
37. Attract high-achieving students.
38. Strengthen relationships with partners.
39. Promote a culture of innovation.

Target Groups

40. Prospective students.
41. Parents and guardians.
42. Industrial sector.
43. Local community.
44. Educational institutions.

8.2 Communication Channels

Channel	Audience	Message
Website	All groups	Comprehensive information
Social media	Young people	Direct engagement
Printed publications	Partners	Official information
Events	Community	Direct communication
Traditional media	General public	Community awareness

8.3 Annual Media Plan

Activity	Timing	Responsible Unit
Annual conference	Every October	Conference Committee
Employment fair	Every April	Employment Unit
Open day	Every May	Public Relations
Advertising campaigns	Before admissions	Marketing
Periodic reports	Quarterly	Media

PART NINE: CHALLENGES AND RESPONSE MECHANISMS

9.1 Expected Challenges

45. Financial challenges: funding shortages and rising costs.
46. Human-resource challenges: loss of skilled personnel and resistance to change.
47. Technical challenges: rapid development and difficulty keeping pace.
48. Administrative challenges: bureaucracy and slow procedures.
49. Competitive challenges: intense competition and changing requirements.

9.2 Response Mechanisms

Challenge	Response Mechanism	Responsible Party
Financial	Diversify sources and rationalise expenditure	Financial Manager
Human resources	Improve incentives and provide continuous training	Personnel Affairs
Technical	Continuous updating and technology partnerships	Technology Unit
Administrative	Simplify procedures and implement e-government	Senior Management
Competitive	Distinguish programmes and market effectively	Strategic Planning

9.3 Critical Success Factors

50. Administrative support: commitment from senior management.
51. Participation: involvement of all parties.
52. Flexibility: ability to adapt.
53. Funding: adequate resources.
54. Competence: qualified personnel.

PART TEN: CONCLUSION AND ASPIRATIONS

10.1 Commitments

The administration of Kirkuk Polytechnic College commits to:

55. Implementation commitment: implement the plan in all its details.
56. Provision of resources: allocate the resources required.
57. Comprehensive participation: involve all stakeholders.
58. Flexibility: adapt to changing circumstances.
59. Transparency: disclose results.

10.2 Future Vision

By 2030, Kirkuk Polytechnic College will be:

60. A regional centre for technical innovation.
61. A model for advanced technical education.
62. A strategic partner for the industrial sector.
63. An incubator for creative technical talent.
64. An active contributor to sustainable development.

10.3 Call to Action

The College administration calls on all its staff and partners to:

65. Participate actively in implementing the plan.
66. Demonstrate creativity and innovation in performance.
67. Work as a team to achieve the objectives.
68. Commit to quality in all practices.
69. Contribute positively to building the future.

APPENDICES

- Appendix A: Detailed SWOT Analysis.
- Appendix B: Committee Composition and Duties.
- Appendix C: Detailed Timetables.
- Appendix D: Report Templates.
- Appendix E: Detailed Budgets.
- Appendix F: Performance Indicators.
- Appendix G: Contingency Plans.
- Appendix H: Evaluation Forms.
- Appendix I: Work Guidelines.
- Appendix J: Checklists.

SIGNATURES AND APPROVAL

Prepared by

Strategic Planning Committee
Kirkuk Polytechnic College

Reviewed by

College Council
Advisory Committee

Approved by

Prof. Dr. Ashti Mahdi Aref
Dean of Kirkuk Polytechnic College

Document Dates

Milestone	Date
Issue date	May 2025
Review date	December 2027
Expiry date	December 2030

Committees Mentioned in the Original Document

- College Strategic Plan Preparation Committees.
- SWOT Plan Preparation Committee.
- Committee responsible for monitoring implementation of the plan.

FOLLOW-UP AND EVALUATION

- Conduct periodic evaluations of the extent to which strategic objectives have been achieved.
- Amend the plan in accordance with results and local and global changes.

This strategy is comprehensive and flexible and may be amended in response to local needs and global developments.

The principal aim is to prepare a generation of engineers specialising in various technologies who can meet the needs of the market and industry and contribute to the development of sustainable technology. In this way, the engineering technical college can implement a unified strategic plan reflecting the vision and objectives of all departments while ensuring academic and research excellence and strengthening cooperation with industry and the community.

SUPPLEMENTARY REFERENCE: STRATEGIC STEERING AND IMPLEMENTATION

This page preserves the supplementary closing material that appears after the signatures in the source document.

Strategic planning committees

- Committees for preparing the College Strategic Plan.
- Committee for preparing the SWOT plan.
- Committee responsible for monitoring implementation of the plan.

Follow-up and evaluation requirements

- Periodically assess progress towards the strategic objectives.
- Adjust the plan in light of evaluation findings and local and international changes.

STRATEGIC PLAN SUMMARY

Element	Plan Statement
Planning period	2025–2030
Institution	Kirkuk Polytechnic College
Vision	A leading regional incubator for technical innovation and professional development
Mission	Advanced education, applied innovation, strategic partnership, institutional development and community engagement
Core strategic objectives	Student growth; smart and sustainable infrastructure; full academic accreditation; research and innovation; partnership and community engagement; administrative and institutional development
Monitoring	Electronic dashboard, KPI system, automated reporting, early-warning system and transparency portal
Evaluation cycle	Monthly follow-up, quarterly measurement, semi-annual review and annual comprehensive report
Financial framework	Estimated total budget of approximately IQD 32.9 billion for 2025–2030

This summary is an English navigation aid for the translated document; it does not replace the detailed sections above.

TRANSLATION NOTES AND DOCUMENT CONTROL

Source document: “The Updated Strategic Plan of Kirkuk Polytechnic College (2025–2030)”, 23-page Arabic PDF.

Translation approach: the content has been translated into English and organised into an editable Word document, retaining the original section sequence, the strategic objectives, figures, tables, risk mechanisms, budget lines, appendices list, signatures and dates as available in the source.

Important source limitation: the Arabic source lists the appendices by name but does not provide the detailed appendix contents in the pages supplied. The annual implementation plan gives detailed figures for Year One and names Years Two through Five without supplying their detailed tables. These items have therefore not been invented or expanded as if they were present in the original.

Administrative verification: the names, figures, percentages, budget amounts, targets and official designations should be checked by the College before formal publication or adoption.

KIRKUK POLYTECHNIC COLLEGE • STRATEGIC PLAN 2025–2030