

Northern Technical University

Nimrud Technical Institute

Department of Legal Administration Technologies

Strategic Plan
Department of Legal
Administration Technologies

2026 – 2028

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Message from the Head of Department

In the Name of God, the Most Gracious, the Most Merciful

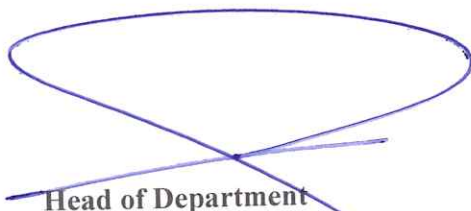
Praise be to God, Lord of the Worlds, and peace and blessings be upon the most honourable of prophets and messengers, Muhammad, and upon his good and pure family and his chosen companions. To proceed:

The Department of Legal Administration Technologies at the Nimrud Technical Institute is one of the academic departments that contribute to preparing specialised technical cadres who combine sound legal knowledge with applied administrative skill, thereby meeting the need of state institutions and the private sector for employees capable of handling legal texts and administrative procedures with competence and precision.

Believing that strategic planning is the optimal path for turning visions into measurable achievements, the Department has prepared this plan for the period (2026 – 2028) with the participation of its teaching staff and employees, drawing on a realistic diagnosis of the Department's situation, the needs of the labour market, and the requirements of quality assurance and academic accreditation. The plan sets out objectives, pillars, a timeline and follow-up mechanisms that will ensure the Department advances to a higher level of excellence.

I am pleased to extend my thanks and appreciation to the Dean of the Institute, to my colleagues on the plan preparation team, and to everyone who contributed an idea or comment to enrich it, asking God Almighty to grant us all success in serving our students, our community and our country.

And God is the Grantor of success...



Head of Department

Name: Lecturer Dr. Mohammed Riyadh Faisal

Vision, Mission and Values

First: Vision

For the Department of Legal Administration Technologies at the Nimrud Technical Institute to be a leading department among technical education departments in its field, graduating qualified legal and administrative technical cadres who contribute to consolidating the rule of law, good governance and digital transformation in Iraq, thereby serving the community and preserving legal values and the principles of justice.

Second: Mission

The Department adopts a general mission grounded in the framework of technical education in Iraq, namely to graduate distinguished cadres who meet the needs of the state and society. Its specific mission comprises the following:

- Developing students' skills in their specialisation through curricula that keep pace with contemporary developments, and preparing qualified teaching and technical staff through competency-development courses in the specialisation and in teaching methods.
- Strengthening the applied dimension of legal and administrative education by moving from a predominantly theoretical approach to a balance between knowledge and skill, through field training and simulation of real-world practice.
- Establishing a legal clinic and operating it with specialised staff to provide legal guidance and consultation to students, staff, and members of the local community who need it, within clear regulations.
- Attending to the guidance and educational dimension for students, listening to their ideas and needs, and fostering their sense of national belonging and professional values.
- Preparing graduates capable of working in the public, private and mixed sectors, including the legal departments of institutions and companies, the Bar Association and the Union of Jurists, since no legal person can do without competent legal administration.

Third: Values

- **Integrity and Professionalism:** Commitment to the ethics of the legal profession and of public service.
- **Rule of Law:** Respecting the legislation in force and acting in accordance with it.
- **Transparency and Accountability:** Clarity of procedures and assuming responsibility for results.

- **Quality and Continuous Improvement:** Measuring, reviewing and developing performance periodically.
- **Innovation and Digital Transformation:** Employing modern technologies in education and legal work.
- **Community Service:** Spreading legal awareness and contributing to the needs of the local community.
- **Teamwork:** Cooperation among teaching staff, administrative staff and students.

Strategic Plan Preparation Team and Introduction

The Head of the Department of Legal Administration Technologies formed a working team to prepare the strategic plan for the period (2026 – 2028) pursuant to Administrative Order No. (7/18/761) dated (28/9/2026), composed of the members listed in the table below:

No.	Name	Academic Title and Specialisation	Role in the Team
1	Lecturer Dr. Mohammed Riyad Faisal	Lecturer	Chair
2	Lecturer Daham Owaid Matrood	Lecturer	Member
3	Assistant Lecturer Ahmed Faris Ibrahim	Assistant Lecturer	Member
4	Assistant Lecturer Mahmoud Ali Imhaimid	Assistant Lecturer	Member

Introduction

This strategic plan of the Department of Legal Administration Technologies at the Nimrud Technical Institute for the period (2026 – 2028) comes in response to the accelerating challenges facing the administrative and legal landscape in Iraq, and the resulting need to develop technical educational programmes in line with the requirements of the modern state, the rule of law, and the shift towards good governance and e-government.

The Department is one of the vital departments in technical education owing to its pivotal role in preparing mid-level cadres who possess sound legal knowledge coupled with administrative and applied skills, qualifying them to work in government institutions, independent bodies and the private sector, particularly in legal sections, human resources units, administrative departments, and follow-up, contracts and archiving units.

This plan represents a clearly defined roadmap for developing the Department, combining the academic mission with national and local needs. In this edition, the scope of the plan has been expanded to include, in addition to the traditional pillars, the follow-up of graduates and the labour market.

Legal and Methodological Basis of the Plan

The strategic plan of the Department of Legal Administration Technologies at the Nimrud Technical Institute for the period (2026 – 2028) rests on legal and methodological foundations that ensure the soundness of its directions and its realism in implementation, as follows:

First: Legal and Regulatory Basis

- **Law of the Ministry of Higher Education and Scientific Research No. (40) of 1988, as amended**, as the highest legislative framework governing the work of higher education institutions, and the objectives it lays down regarding the development of higher and technical education and linking its outputs to the needs of society and the state.
- **Institutional and programme accreditation and quality assurance standards** adopted in Iraq, including those relating to course descriptions, learning outcomes and performance evaluation.
- **The National Guide for Writing Learning Outcomes**, and the resulting alignment of Programme Learning Outcomes (PLOs) with Course Learning Outcomes (CLOs).
- **Requirements of the Quality Management System (ISO 9001)** adopted at the University and the Institute, with regard to documenting procedures and continuous improvement.
- **The National Strategy for Technical Education** and the plans of Northern Technical University, which emphasise developing practical skills, promoting e-learning and blended learning, and supporting partnership with the labour market.

Second: Methodological Basis

The plan was prepared according to a participatory, data-driven methodology that included:

- Analysing the current situation of the Department and identifying the gaps between the actual and the desired state.
- Studying the needs of the Iraqi labour market in administrative and legal specialisations, and locally in Nineveh Governorate.
- Workshops with the Department's teaching staff to set priorities and assign responsibilities.

Analysis of the Current Situation

The analysis of the current situation is the starting point for building the plan, as it identifies the assets the Department possesses and the opportunities surrounding it. The following table presents a preliminary picture of this analysis:

Strengths
• Availability of a legal-administrative specialisation in demand in government institutions and the private sector. • Presence of teaching staff specialised in law and administrative sciences. • Affiliation with Northern Technical University and the academic and administrative structures and quality system it provides. • Suitability of the programme to institutions' need for applied legal cadres.
Opportunities
• The state's orientation towards e-government, automation and digital archiving. • The need for openness towards the courts, official departments and professional associations, and for partnership with academic institutions. • Availability of e-learning platforms and supporting artificial intelligence tools.

The Department's priorities focus on: bridging the gap between theory and practice, strengthening the digital infrastructure, building formal training partnerships, revitalising applied research, and establishing a graduate follow-up system.

Strategic Objectives

The strategic plan of the Department of Legal Administration Technologies at the Nimrud Technical Institute aims to bring about integrated development of the educational process and its outcomes, in line with the requirements of the administrative and legal landscape in Iraq. Its most prominent objectives are:

1- Developing the curricula in line with labour market requirements

Updating course contents to keep pace with legal and administrative developments, linking them to clear learning outcomes, introducing modern courses and modules, strengthening the practical dimension and linking theoretical topics to real-world applications, so as to ensure that graduates possess the knowledge and skills the labour market actually needs.

2- Improving the quality of teaching and learning in accordance with accreditation standards

Raising the level of education by adopting quality and academic accreditation standards, developing teaching and assessment methods, standardising academic documents, improving the learning environment, and ensuring the achievement of measurable learning outcomes.

3- Advancing e-learning and digital transformation

Promoting the use of modern technologies in education, activating e-platforms, preparing digital content for courses, adopting blended learning, and developing the digital skills of students and teaching staff, including the responsible use of artificial intelligence tools.

4- Strengthening the applied dimension and field training

Linking theoretical knowledge to practical application through summer and field training in the courts, government departments and relevant institutions, and through the moot court, so that students gain practical experience and professional skills.

5- Developing the capacities of teaching and administrative staff

Developing staff skills through courses and workshops in legal, administrative and technical areas, and encouraging modern teaching methods and the exchange of expertise, with a positive impact on the quality of education and institutional performance.

6- Enhancing graduate employability and following up on their career paths

Preparing graduates who possess knowledge and skills suited to administrative posts and legal sections, building a system for following up on graduates and measuring employer satisfaction, and strengthening the Department's role in supplying state institutions and the private sector with competent personnel able to perform efficiently and in compliance with the law.

7- Revitalising applied scientific research

Encouraging applied research that addresses real administrative and legal problems.

8- Strengthening community partnership and community service

Spreading legal awareness in the local community, providing legal consultation and awareness, building sustainable partnerships with the courts, state departments, professional associations and civil society organisations, and supporting the principles of justice and transparency.

These objectives thus form an integrated system that seeks to develop the Department academically, practically and in its community role, and to strike a balance between

the quality of education and the needs of the labour market during the period (2026 – 2028).

Pillars of the Strategic Plan (Overview)

The plan is distributed across ten pillars, five of which are core pillars modelled on the plans of technical education departments. This plan has added two new pillars, namely (Scientific Research and Publication) and (Graduates and the Labour Market), in addition to the pillars of implementation, follow-up and risk management. The following table shows the pillars and their link to the strategic objectives:

Pillar	Title	Related Objectives
First	Development of Curricula and Academic Programmes	Objectives 1, 6
Second	Quality of Teaching and Learning	Objectives 2, 3
Third	Development of Teaching and Administrative Staff	Objectives 5, 3
Fourth	Practical Training and Community Service	Objectives 4, 8
Fifth	Infrastructure and Technical Support	Objectives 3, 4
Sixth	Scientific Research and Publication	Objective 7
Seventh	Graduates and the Labour Market	Objectives 6, 8
Eighth	Implementation Timeline	All objectives
Ninth	Monitoring, Evaluation and Performance Indicators	All objectives

Pillar One: Development of Curricula and Academic Programmes

The development of curricula and academic programmes is the cornerstone for improving the Department's situation, given its direct impact on the quality of education and on linking theoretical knowledge to practical application. This pillar aims to update course contents to keep pace with legislative, administrative and technical developments and to meet the needs of the Iraqi labour market.

1-1 Reviewing the curricula and linking them to learning outcomes

Course contents shall undergo a comprehensive review in the first year and then annually, in accordance with the National Guide for Writing Learning Outcomes, so that each course is linked to clear and measurable learning outcomes consistent with the programme outcomes, and course descriptions are updated and documented in a unified format.

1-2 Specialised courses and modules

The Department proposes strengthening and introducing the following courses, within the available powers and without conflicting with the unified curriculum approved by the competent authorities, either as stand-alone courses, as content embedded in existing courses, or as skills workshops and courses. Proposals to amend the unified curriculum shall be submitted in coordination with the competent authorities through official channels.

A) Proposed core courses:

No.	Course / Module	Purpose and Content	Delivery Format
1	Legal Drafting Techniques	Equipping students with skills in drafting contracts, administrative decisions, official correspondence, memoranda, regulations and instructions in precise language that avoids ambiguity and contradiction, in compliance with the established rules of legislative drafting.	Course, embedded within a course, or workshop
2	Electronic Legal Administration	Studying digital transformation in legal and administrative work, case and contract management systems, correspondence via digital platforms, and the legislation governing e-administration and digital government.	Course, embedded within a course, or workshop

No.	Course / Module	Purpose and Content	Delivery Format
3	Green Education	Green education contributes to spreading environmental legal culture with the aim of instilling environmental awareness.	Course, embedded within a course, or workshop

B) Additional proposals:

No.	Course / Module	Purpose and Content	Delivery Format
5	Electronic Evidence and Electronic Signature	The evidentiary force of electronic documents, electronic signatures and electronic transactions under the legislation in force, and the fundamentals of digital evidence and the rules governing its admissibility.	Course, embedded within a course, or workshop
6	Contract Organisation	The contract life cycle (preparation, negotiation, performance, follow-up and dispute resolution), and contract risk management in legal departments.	Course, embedded within a course, or workshop
8	Data Protection, Privacy and Information Security	Principles of protecting personal data and legal and administrative documents, and the fundamentals of information security in institutional work.	Module or workshop
9	Artificial Intelligence in Legal and Administrative Work	Artificial intelligence tools in research, drafting and archiving, the professional and ethical rules governing their use, and the risks of relying on them without human verification.	Workshop or skills certificate
10	The Art of Advocacy	Training in litigation procedures, preparing lawsuits, pleadings and oral argument through mock trials and real cases.	Applied activity

1-3 Stakeholder Advisory Committee

An advisory committee shall be formed, comprising a representative of the relevant professions and members of the Department Council. It shall meet at least once a year to review the curricula and programme outcomes and provide feedback, ensuring the programme's alignment with practical reality.

1-4 Updating sources and references

The sources and references adopted in the courses shall be updated in accordance with the Iraqi legislation in force and its ongoing amendments, and a system shall be adopted for tracking legislative amendments and incorporating them into lectures and teaching packages.

Expected Outputs

- Updated descriptions of all courses linked to learning outcomes.
- Approved or implemented proposals for introducing the new courses and modules.

Pillar Two: Quality of Teaching and Learning

This pillar is concerned with raising the level of the educational process and improving its outcomes by developing teaching and assessment methods and strengthening the integration of theoretical knowledge and practical application, in line with quality and accreditation standards in technical education.

2-1 Adopting modern teaching methods

Moving from traditional rote instruction to interactive methods such as case studies, problem-based learning, role-playing and mock trials, so that students participate in analysing real legal and administrative cases and proposing solutions to them. This contributes to developing critical thinking, legal analysis and decision-making, and places the student at the centre of the educational process.

2-2 Developing assessment and examination mechanisms

Diversifying assessment methods beyond traditional examinations to include practical tests, applied research, reports and presentations, and linking examination questions to the course learning outcomes, so as to measure the level of understanding and application rather than memorisation alone, and to achieve fairness and transparency in evaluating performance.

2-3 Strengthening the link between theory and practice

Linking the legal concepts and texts that students study to practical applications within administrative and legal institutions, through applied exercises, the study of real-world models, sample lawsuits, contracts and judicial decisions, and field training, so as to consolidate knowledge and develop professional skills.

2-4 Quality assurance and standardisation of academic documents

The Department adopts a unified system of course documents comprising the course description, the teaching package (syllabus, weekly plan, learning resources and assessment methods) and the annual course report, managed in line with the requirements of the Quality Management System (ISO 9001) adopted at the University and the Institute and with quality assurance and academic accreditation procedures. This is based on the principle of continuous improvement (Plan – Do – Check – Act), drawing on student results and satisfaction surveys.

2-5 Academic advising and student support

Activating educational, psychological and academic guidance to understand students' ideas and address their problems, following up on struggling students and developing support plans for them, energising extracurricular activities (such as a law club, advocacy competitions and student seminars), and fostering their sense of national belonging and professional values.

Expected Outputs

- Adoption of interactive teaching methods in specialised courses.
- Unified teaching packages for all courses and annual course reports.
- Results of student satisfaction surveys and improvement plans based on them.

Pillar Three: Development of Teaching and Administrative Staff

Teaching and administrative staff are the cornerstone of a successful educational process; this pillar therefore focuses on developing their academic, professional and technical capacities, with a positive impact on the quality of education and institutional performance.

3-1 Holding professional and legal development courses

Organising courses and workshops in modern legal and administrative fields, teaching methods and the legislation in force, as well as courses on writing learning outcomes, preparing teaching packages and assessment methods, so as to update staff knowledge, develop their skills and enable them to keep abreast of developments in their specialisation. An annual training plan shall be prepared on the basis of a training needs analysis.

3-2 Supporting applied scientific research

Encouraging teaching staff to conduct applied research addressing real problems in administrative and legal institutions, providing administrative and advisory support for publication, and organising periodic academic discussion sessions, thereby contributing to curriculum development and enhancing the Department's academic standing.

3-3 Encouraging the use of modern technologies in teaching

Motivating teaching staff to use e-platforms, interactive presentations, and e-learning and blended learning, and training them in preparing digital content, so as to improve methods of conveying information, increase student engagement and raise the efficiency of the educational process.

3-4 Exchange of expertise and professional mentoring

Adopting a mentoring programme for new teaching staff, organising visits and exchanges of expertise with similar departments at other universities and institutes, and holding periodic internal workshops to share good practice in teaching and assessment.

3-5 Developing administrative and technical staff

Training administrative and technical staff in electronic archiving, document management and the use of digital systems, as well as in quality and documentation requirements, to ensure efficient administrative workflow and support the implementation of the plan.

This pillar thus contributes to building competent academic and administrative staff capable of achieving the objectives of the Department's strategic plan.

Pillar Four: Practical Training and Community Service

This pillar focuses on linking academic education to practical reality and strengthening the Department's role in serving the community through training programmes and awareness activities, thereby raising students' competence and enhancing the Department's community engagement.

4-1 Activating summer and field training

Providing students with practical opportunities in the courts, administrative departments, government institutions and companies, so that they gain direct experience in applying laws and administrative procedures. The Department shall adopt a training guide specifying host organisations, training duration, and supervision and evaluation mechanisms, including a student training logbook, an evaluation form from the host organisation and a final report.

4-2 Strengthening partnership

Strengthening partnership between the Department and legal and administrative institutions by signing memoranda of understanding and cooperation agreements that enable field training and the exchange of expertise and information, and that support curriculum development. Proposed partners include:

- The courts (including the Nineveh Federal Court of Appeal, the Courts of First Instance and the Personal Status Courts).
- The Real Estate Registration and Civil Status directorates, Notaries Public, and the Execution Directorate.
- The legal departments of ministries, the Governorate and other relevant departments.
- The Bar Association (Nineveh Branch) and the Union of Jurists.
- Oversight and independent bodies, including the Commission of Integrity and the High Commission for Human Rights.
- Companies, banks and institutions that have legal departments.

4-3 Community legal awareness

Spreading legal awareness among members of the local community through lectures, workshops and awareness campaigns on rights, duties, the laws in force and the importance of abiding by the law. The Department gives particular attention to topics that touch on the needs of the region's residents, including procedures for obtaining official documents, documenting civil and property rights, combating corruption, and family protection.

This pillar thus ensures the integration of the practical and awareness dimensions into the educational process and the preparation of students qualified to work competently, while strengthening the Department's social responsibility.

Pillar Five: Infrastructure and Technical Support

Infrastructure and technical support are a fundamental pillar for achieving the plan's objectives, as they provide a modern learning environment that supports e-learning, practical application and scientific research.

5-1 Developing smart classrooms

Equipping the learning environment with modern technologies by furnishing classrooms with electronic projection devices, computers, stable internet networks and suitable audio systems. These classrooms contribute to:

- Facilitating the presentation of legal materials and legislation in digital formats.
- Supporting e-learning and blended learning, particularly in theoretical and practical lectures.
- Enhancing interaction and discussion in the classroom through multimedia.
- Enabling students to follow practical applications such as sample lawsuits, contracts and judicial decisions.

5-2 Supporting the law library with modern resources

Supplying the library with the latest legal books and references, peer-reviewed academic journals and electronic resources, including:

- Updating legal works in accordance with the Iraqi laws in force and their amendments.
- Providing a subscription to, or access to, an electronic database of legislation and court judgments.
- Supporting theses and research related to practical reality.
- Making available digital resources that facilitate research and quick reference for students and teaching staff.

5-3 Moot court room

Allocating a room or space equipped for conducting mock trials and practice pleadings, providing a realistic environment for training students in hearing procedures, oral argument and the preparation of minutes; it may also be used for inter-departmental advocacy competitions.

5-4 The Department's website and digital platform

Establishing an official website or page for the Department to publish activities, plans and announcements and to facilitate communication with graduates and partner organisations, and

using the approved e-learning platform for uploading lectures and assignments and assessing students.

Pillar Six: Scientific Research and Publication

This pillar aims to embed a culture of applied research in the Department and to turn the expertise of teaching staff and student projects into academic outputs that serve curriculum development and address real problems.

6-1 Setting the Department's research priorities

A list of priority research areas, including:

- Writing research in areas related to achieving the Sustainable Development Goals.
- Writing research in areas related to developments in artificial intelligence.
- Writing research in areas related to countering extremism.
- Digital legal administration and e-government and their impact on administrative procedures.

6-2 Supporting publication and academic participation

Encouraging the publication of research in peer-reviewed academic journals, providing guidance in selecting journals and preparing research in line with the principles of academic publishing, motivating participation in conferences and seminars, and encouraging joint research with law and administration departments and colleges at other universities.

6-3 Applied graduation projects

Directing graduation projects towards addressing real problems in government departments and institutions (such as automating a transaction, preparing a procedures manual, a model contract or a case study), supervising them according to clear assessment criteria, and showcasing the best of them at an annual Department exhibition.

6-4 Academic events

Organising an annual academic seminar or conference for the Department in cooperation with partner organisations, monthly or semester-based discussion sessions, and specialised workshops with the participation of judges, lawyers and experts, thereby enhancing the Department's academic standing and linking academic research to practical reality.

Pillar Seven: Graduates and the Labour Market

This pillar seeks to ensure that the Department's outputs genuinely meet the needs of the labour market and to keep communication channels open with graduates and employers, providing feedback on which development decisions can be based.

7-1 Graduate database and tracer studies

Establishing an up-to-date graduate database (contact details, employer and further study), conducting an annual tracer study measuring employment rates and the extent to which the programme matches job requirements, and analysing its results and incorporating them into the curriculum review.

7-2 Cooperation with state institutions

Building regular relations with the Bar Association, the Union of Jurists, and the legal departments of ministries, companies, banks and others, and surveying employers' opinions on the level of graduates and the skills required of them.

7-3 Employment forum and career days

Organising a career forum that brings students and graduates together with representatives of government and private organisations and legal professional associations, including introductory lectures, presentations and face-to-face meeting sessions, thereby increasing employment opportunities and strengthening the Department's role in supplying institutions with competent personnel.

Pillar Eight: Implementation Timeline

The plan shall be implemented according to a phased timeline spanning three academic years, ensuring sound implementation and achievement of the set objectives:

Phase	Period	Focus
First: Establishment and Diagnosis	Academic Year 2026 – 2027	Reviewing the curricula; diagnosing educational, human and technical needs; updating course descriptions and learning outcomes; forming follow-up committees; equipping the first smart classroom and the digital platform; concluding the first agreements; and building the graduate database.
Second: Implementation and Expansion	Academic Year 2027 – 2028	Actually implementing the developed curricula and modules; expanding blended learning; strengthening practical and field training; operating the legal clinic; beginning the establishment of the digital legal laboratory; holding the first academic seminar; and conducting the first graduate tracer study.
Third: Evaluation and Sustainability	Academic Year 2028 – 2028	Comprehensive evaluation of the results of implementing the plan; identifying and addressing weaknesses; completing the laboratory and the simulation room; adopting the principle of continuous improvement to ensure sustainable development; and preparing for the next plan.

Timeline of Main Activities

Activity	2026 – 2027	2027 – 2028
Reviewing curricula and updating course descriptions and learning outcomes	•	•
Forming the Strategic Committee and the Advisory Committee	•	
Preparing unified teaching packages	•	•
Implementing the developed courses and modules and expanding blended learning		•
Staff development courses and workshops	•	•

Activity	2026 – 2027	2027 – 2028
Cooperation agreements and the summer and field training programme	•	•
Moot court		•
Graduation projects and academic events	•	•
Graduate database and tracer study	•	•
Comprehensive evaluation, review of the plan and preparation of the next plan		•

Pillar Nine: Monitoring, Evaluation and Performance Indicators

This pillar aims to ensure sound implementation of the plan and achievement of its objectives through continuous and effective monitoring and evaluation mechanisms:

- **Forming a dedicated Departmental Strategic Committee:** responsible for supervising the implementation of the plan's pillars, following up on work phases, and coordinating efforts between teaching and administrative staff, so as to ensure adherence to the set timelines and objectives. It shall meet at least once each semester.
- **Reviewing and updating the plan according to results:** the plan shall be reviewed periodically, updated, and its shortcomings addressed, ensuring the continuity of development and continuous improvement in the Department's performance.
- **A responsible person for each activity:** the implementation matrix shall designate a specific responsible person and an achievement indicator for each activity.

Key Performance Indicators

The following table presents the key performance indicators and the proposed targets for each year:

Indicator	Baseline	2026 – 2027	2027 – 2028
Percentage of courses with updated descriptions and learning outcomes			
Percentage of courses delivered with approved teaching packages			
Percentage of courses using the approved e-platform			
Number of academic cooperation memoranda of understanding			
Percentage of students covered by summer and field training			
Percentage of teaching staff participating in at least one development course per year			
Percentage of teaching staff who published at least one research paper per year			
Number of community awareness activities per year			

Indicator	Baseline	2026 – 2027	2027 – 2028
Level of student satisfaction with teaching quality (survey)			
Response rate in the graduate tracer study			
Number of equipped digital facilities: smart classroom / laboratory / moot court (cumulative)			

Conclusion and Signatures

This strategic plan (2026 – 2028) represents a roadmap for developing the Department of Legal Administration Technologies at the Nimrud Technical Institute, contributing to the preparation of competent graduates capable of working in administrative posts and legal sections, and supporting the course of administrative and legal development in Iraq.

Member Signature: Name: Lecturer Daham Owaid Matrood Date:/...../2026	Head of Department Signature: Name: Dr. Mohammed Riyad Faisal / Chair Date:/...../2026	Endorsement of the Dean of the Institute عبد الجيد محمد حمودي معاون العميد للشؤون الإدارية والمالية Signature: Name: Assistant Professor Dr. Haitham Abdullah Rajab Date:/...../2026
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Member Signature: Name: Assistant Lecturer Mahmoud Ali Imhaimid Date:/...../2026	Member Signature: Name: Assistant Lecturer Ahmed Faris Ibrahim Date:/...../2026
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Appendix (A): Implementation Plan Matrix

The following matrix links each pillar of the plan to its activities, the party responsible for implementation, the timing and the achievement indicator:

No.	Activity	Responsible	Timing	Achievement Indicator
Pillar One: Development of Curricula and Academic Programmes				
1-1	Comprehensive review of course contents and comparison with labour market needs	Curriculum Development Committee + Course Audit Committee	2026 – 2027 (First Semester)	
1-2	Updating course descriptions and linking them to learning outcomes (PLOs/CLOs) in accordance with the National Guide	Quality and Curricula Committee + Course Audit Committee	2026 – 2027	
1-3	Submitting proposals to add or amend courses and modules to the competent authorities	Department Council and Curriculum Development Committee	2026 – 2028	
1-4	Forming a stakeholder advisory committee	Head of Department	2026 – 2027	
Pillar Two: Quality of Teaching and Learning				
2-1	Adopting an internal guide to interactive teaching methods and training teaching staff on it	Quality Committee	2026 – 2027	
2-2	Preparing unified teaching packages for the courses	Teaching staff and the Quality Committee	2026 – 2028	
2-3	Diversifying assessment methods and linking questions to learning outcomes	Examinations Committee	2027 – 2028	
2-4	Academic advising programme and follow-up of struggling students	Educational Advisor	Ongoing	

No.	Activity	Responsible	Timing	Achievement Indicator
2-5	Student satisfaction surveys, their analysis and improvement plans	Department Rapporteur in cooperation with the Quality Committee	Each semester	
Pillar Three: Development of Teaching and Administrative Staff				
3-1	Preparing an annual plan of courses and workshops based on a needs analysis	Head of Department	Annually	
3-2	Courses on writing learning outcomes, assessment and e-learning	Curriculum Development Committee	2026 – 2027	
3-3	Academic discussion sessions, exchange of expertise and visits to similar departments	Head of Department	Annually	
3-4	Training administrative staff in electronic archiving and digital systems	Head of the Administrative Section	2027 – 2028	
Pillar Four: Practical Training and Community Service				
4-1	Cooperation with state departments	Institute Deanship in cooperation with the Associate Dean for Scientific Affairs	2026 – 2028	
4-2	Preparing the training guide and organising and documenting the summer and field training programme	Training Coordinator	Annually	
4-3	Moot court	Department teaching staff	2026 – 2027	
4-4	Conducting community legal awareness campaigns and lectures	The Institute in cooperation with the academic departments	Annually	
Pillar Five: Infrastructure and Technical Support				
5-1	Equipping at least one smart classroom, then expanding gradually	The Department and the Institute administration	2026 – 2028	

No.	Activity	Responsible	Timing	Achievement Indicator
5-2	Updating the law library and providing access to legislation databases	Librarian	Annually	
5-3	Launching the website and activating the Department's digital platform	Information Technology Section	2026 – 2027	
Pillar Six: Scientific Research and Publication				
6-1	Approving the Department's research priorities	Department Council	2026 – 2027	
6-2	Supporting research publication and participation in conferences and seminars	Head of Department	Annually	
6-3	Directing graduation projects towards real problems	Scientific Committee	Annually	
6-4	Annual academic seminar or conference of the Department	Head of Department	From 2027 – 2028	
Pillar Seven: Graduates and the Labour Market				
7-1	Establishing the graduate database and conducting the tracer study	Department Rapporteur in cooperation with the Rehabilitation and Employment Unit	2026 – 2027, then annually	
Pillars Eight to Ten: Implementation and Follow-up				
8-1	Forming the Department's Strategic Committee	Head of Department	Within one month of the plan's approval	

Appendix (B): Literature Cited

Academic Year:

Report Date:/...../.....

Prepared by:

[illegible]

Overall summary of the plan's achievement rate for the academic year:%

Key achievements:

Key challenges and obstacles:

Improvement proposals for the coming year: