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The plan Strategy

**College of Dentistry\Al
Safwa University
For the years(2030-2025)**

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Introduction

Planning is considered a process of preparation for the future, based on the analysis of the current reality and the expectations and trends of the future, with the aim of achieving the desired goals according to specific priorities and a clear timetable, along with precise identification of responsibilities.

Planning in higher education institutions is associated with the administrative activity practiced by the administration through analyzing the gap between the institution's resources and capabilities and the opportunities available in the surrounding environment, with the purpose of bridging this gap and achieving strategic alignment and adaptation.

Hence, strategic planning for the College of Dentistry has become an urgent necessity to ensure continuity, survival, and development. Based on this approach, the college has developed a strategic plan that includes the future vision and the mission it seeks to achieve, in addition to defining the strategic objectives that guide all the college's activities.

Strategic planning is considered a foundation for organizing the various activities in the college, including developing institutional capacity, improving teaching and learning, enhancing scientific research, and supporting community engagement. Preparing the strategic plan also contributes to managing efforts in a systematic manner to formulate and achieve strategic objectives, which requires developing academic and administrative performance, developing human resources, and investing financial resources in the optimal manner.

Based on our continuous pursuit to establish a culture of excellence in our college, and our recognition that planning for the future is the most effective approach to face current and future challenges, this strategic plan for the period (2026–2030) has been prepared to serve as a reference framework for developing performance and achieving the desired progress.

Overview of the College

The Department of Dentistry was established in 2016 under the management of a group of highly qualified staff holding postgraduate degrees, and it became the College of Dentistry in 2025. This college graduates students who are qualified to become competent dentists capable of working in dental care centers, thereby supplying community institutions with dentists holding a bachelor's degree in Oral and Dental Medicine and Surgery. The College of Dentistry is considered one of the closest examples of communication with the community, as it also provides medical services to the community through its students in the fourth and fifth stages under the supervision of competent specialized professors.

The College of Dentistry at Al-Safwa University seeks, with all available capabilities and resources, to advance the educational reality in the various fields of dentistry in order to reach the desired level among Iraqi, Arab, and international universities. The laboratories and students' clinics have been equipped with the necessary devices and supplies, and classrooms have been prepared with the latest educational tools in which instructors use modern programs to present and deliver scientific information. A suitable library has also been provided, containing modern books and a comfortable reading hall.

Main Elements of the Strategy

Program Vision

The vision is directed toward achieving excellence in education with the aim of graduating qualified dentists capable of providing the best health services to their community. This vision focuses on developing curricula to keep pace with the latest scientific and technological developments, providing an advanced educational environment equipped with the latest devices and laboratories, in addition to engaging qualified teaching staff with local experience.

Mission

Preparing qualified dentists to practice the profession with high efficiency in order to provide specialized therapeutic services in all fields of dentistry and spreading awareness of the importance of oral and dental health and methods of preventing related diseases.

Objectives

1. Knowing and understanding the principles and fundamentals of medicine in general and dentistry in particular, and preparing and qualifying dentists with scientific knowledge, abilities, and professional skills so that they are able to solve health problems at the national and international levels in the field of dentistry.
2. Developing thinking and critical thinking skills and providing high-quality and distinguished health services to the community while keeping pace with developments in medical and health sciences.
3. Developing the field of scientific research and encouraging teamwork.
4. Spreading health awareness and developing skills in the ability to solve problems and make correct therapeutic medical decisions.
5. Graduating medical staff capable of carrying out all procedures related to dentistry.

The assessment of the current situation is based on the results of the college's self-evaluation, as well as an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis), in order to provide a realistic evaluation of the situation

First: Strengths

1. The college buildings, facilities, and equipment comply with the nature of the activity and the number of students, according to the general specifications of buildings, facilities, lecture halls, laboratories, and teaching clinics, with the presence of a periodic maintenance plan.
2. Providing high-quality services in the teaching clinics, equipped with the latest devices and necessary materials to ensure optimal patient care.
3. Availability of specialized simulation laboratories for college students to train before practical application on patients.
4. The presence of a detailed job description for all teaching, administrative, and supporting staff, along with an approved mechanism for evaluating and monitoring their performance.
5. Supporting teaching staff to continue scientific research and publication in reputable international journals through subscriptions to academic platforms and global scientific websites that enhance the scientific level and elevate the college globally.

Second: Weaknesses

1. Delay in updating the curriculum in line with the latest scientific and technological developments in dentistry, which affects students' readiness to keep pace with global professional advancements.
2. Continuous changes in higher education and scientific research policies, requirements of the Dental Association, and international standards for academic accreditation, which increases the difficulty of rapid adaptation to these requirements and their effective implementation.

Third: Opportunities

1. Availability of opportunities for institutional and academic accreditation from local and international bodies.
2. The possibility of joint cooperation with national and international universities and institutions.
3. The strategic location of the university and its distance from traffic congestion.
4. The state's interest in higher education and the presence of legislation that ensures the continuity of private universities

Fourth: Threats

1. The continuous increase in the number of competing dental colleges at the national level, which makes attracting students and qualified staff more challenging.
2. The emergence of new private universities within Baghdad or in neighboring provinces, intensifying competition for students and resources.
3. Restrictions imposed by public universities on the secondment of faculty members, which may limit opportunities to benefit from external academic expertise.
4. Rapid technological advancement in the field of dentistry, requiring continuous updates to curricula and equipment.
5. The high costs of participating in international scientific conferences, posing a financial burden on the college and affecting the development of teaching staff.
6. The instability of the economic and social situation in the country and globally, which impacts the continuity and funding of the educational process.
7. The low purchasing power of some students, which may lead to delays in paying tuition fees and instability in the financial resources of the college and the university.

Ultimate Goals of the Strategic Plan 2025–2030

- **In the field of education and scientific research:** The strategic plan aims to prepare competent scientific and professional cadres capable of meeting labor market requirements, by educating and training students according to globally and locally accredited scientific standards in the field of dentistry.
- **In the field of innovation:** The strategic plan seeks to support creativity and scientific innovations that contribute to strengthening the national economy and advancing the health sector in the country.
- **In the field of international academic cooperation:** The strategic plan aims to build scientific partnerships and exchange expertise with global universities, achieving sustainable scientific cooperation and contributing to the development of dental colleges in Iraqi and foreign universities.
- **In the field of funding:** The strategic plan works on creating and developing diverse funding sources that support the college financially, through providing health and research services in the field of dentistry.
- **In the field of national and religious awareness:** The strategic plan aims to enhance spiritual and ethical values in the educational, student, teaching, and service environment, in line with divine teachings, contributing to the development of righteous individuals within society.
- **In the field of urban and educational expansion:** The strategic plan seeks to develop educational infrastructure, such as classrooms, laboratories, clinics, libraries, playgrounds, and clubs, while updating laboratories to keep pace with global developments in dental services.
- **In the field of academic innovation:** The strategic plan aims to establish new departments and branches, and develop existing ones in accordance with the students' academic and study stages.
- **In the field of community service:** The strategic plan seeks to strengthen community ties and activate the college's service role, with a focus on preventive and health aspects among community members, aiming to achieve public health safety.

Fifth year	Fourth year	Third year	Second year	First year	Axes
Continuing with what was stated in the previous year	Continuing to build upon what has been achieved while taking into account new developments.	Continue to conduct periodic studies to measure the extent to which educational outputs meet the needs of the labor market.	Including courses, workshops, scientific and cultural seminars and community activities that contribute to enhancing the health and preventive reality in society.	Continuing to organize training courses to develop teaching skills through continuing education programs, in line with the labor market requirements for graduating students.	First axis: areas of development College teaching staff
Continuing with what was stated in the previous year	Continued development and innovation	Developing curricula in accordance with the curricula of reputable dental colleges in Iraqi universities.	Continuing to develop curricula in accordance with Curricula of corresponding departments In government colleges. Supporting publication in journals National and international reputable (Scopus) Seeking to open postgraduate studies In the field of medical specialties teeth. Continuing to hold seminars Conferences and seminars The discussion.	Working to develop and update curricula in accordance with the decisions of the deans' committees and the ministry, and in a way that serves the educational and service process.	The second axis is the strategic plan in the field of scientific aspects and scientific research.

A comprehensive evaluation of the activities and programs implemented during the plan's years, and enhancing the sustainability of innovation through the development of support and follow-up mechanisms, contributing to achieving a tangible impact at the national level, while striving to move towards a global dimension.	Continuing to hold and develop innovation exhibitions in terms of organization and content, while supporting applicable innovative projects, and linking innovation outputs to the national health reality.	The aim is to organize innovation exhibitions and expand participation in them, while also promoting awareness of the experiences of dental colleges in Iraqi universities and benefiting from successful models.	Continuing to implement the previous activities while promoting a culture of innovation within the college, working to create a suitable environment for holding innovation exhibitions, and supporting individual and group initiatives.	The focus is on supporting and encouraging teaching staff and students to innovate and invent, while continuing to implement the programs and activities approved in the previous year, as a starting point for developing innovative work.	Third axis: The strategic plan in the field of innovation
Continuing to implement cooperation and exchange programs, while evaluating the impact of scientific partnerships and ensuring their sustainability and development.	Enhancing the exchange of scientific expertise with dental colleges in international universities, and activating joint academic agreements.	Develop a clear strategic plan to build cooperative relationships and exchange experiences with dental colleges in international universities, while identifying priority areas of cooperation.	Continuing to exchange scientific expertise with dental colleges, and expanding the scope of cooperation within Iraqi universities.	Starting to exchange scientific experiences with dental colleges in Iraqi universities, and strengthening academic communication channels.	Fourth axis: The strategic plan in the field of building relationships and exchanging experiences
A comprehensive assessment of approved funding sources, ensuring their sustainability, along with the development of future plans to enhance spending and support the	Continuing to develop self-financing sources and expanding the services provided in a way that enhances revenues.	Continuing to support the financial resources generated by the clinics, while working to improve management and spending mechanisms.	Continuing to operate educational and consulting clinics, and enhancing their efficiency in providing services.	Activating the role of educational and service clinics for dentistry, and striving to open afternoon consultation clinics within the field of dentistry.	Fifth axis: The strategic plan in the field of finding funding sources to boost spending

educational process.					
Continuing with what was stated in the previous year	Continuing with what was stated in the previous year	Activating student initiatives with a humanitarian dimension and community service. Linking the ethical aspect to clinical practice for advanced students	Organizing lectures and workshops that promote professional and ethical conduct.	Reinforcing national values and preparing new students for university. Introducing awareness-raising activities of an ethical and humanitarian nature.	Sixth axis Strategic plan in the field of developing the national dimension
Improving the efficiency of the training and consulting staff	Implementing further expansions in clinical clinics and laboratories. Supporting educational and technical services for students.	Initiating the development of existing educational and service clinics. Improving the educational environment in the Faculty of Dentistry building	Developing expansion plans that align with student numbers and specializations.	Work is underway to develop the educational and training infrastructure at the college, and to expand clinics and student services, in order to keep pace with the increasing number of students and the academic development in the field of dentistry..	The seventh axis is the strategic plan in the field of horizontal expansion to meet educational requirements.

Improving the efficiency of the training and consulting staff	Improving the efficiency of the training and consulting staff	Developing the services provided to students within the college (clinics - laboratories)	Updating clinic and laboratory equipment to meet modern educational requirements	Reviewing and analyzing existing scientific branches and identifying their needs.	For the eighth axis Strategic plan in the field of scientific and service branches
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