UI Green Metric 2026

Al-Furat Al-Awsat Technical University

University Financial Report

Minutes of the Financial Plan Preparation Committee Meeting

The Financial Plan Preparation Committee convened its meeting on **Wednesday, 31 December 2025**, in the presence of all committee members, for the purpose of reviewing the proposed financial plan for the **2025–2026 fiscal year** and evaluating its alignment with the University's strategic objectives and approved financial policies.

During the meeting, the committee discussed the following agenda item:

1. **Review and evaluation of estimated and actual revenues and expenditures**, including an analysis of budget implementation performance, identification of financial variances, and assessment of execution rates. The committee compared the estimated allocations with the actual financial outcomes for the fiscal year 2025, as presented in **Table (1)** below.

Revenue Category	Estimated Revenue (2025)	Actual Revenue (2025)	Variance (+/−)	Implementation Rate (%)
Investment Service Revenues	1,760,000,000	239,599,174	635,991,174	1.36
Educational Service Revenues	150,000,000	290,210,120	288,710,912	193.5
Miscellaneous Revenues	2,500,000,000	531,670	(249,468,3250)	0.002
Fixed Asset Revenues	170,000,000	168,100,400	(1,899,600)	98.9
Fee Revenues	—	2,045,250	2,045,250	100
Transfer Grants	—	3,620,113,365	3,620,113,365	100
Other Revenues	8,000,000	—	(8,000,000)	—
Total Revenues	**2,869,000,000**	**6,937,284,059**	**4,068,284,059**	**241.8**

Table (1). Comparison between Estimated and Actual Revenues for Fiscal Year 2025

Source: Compiled by the Financial Plan Preparation Committee using audited financial records and the approved budget issued by the Ministry of Higher Education and Scientific Research.

Introduction

The financial plan is considered one of the fundamental pillars for achieving the strategic objectives of higher education institutions. It provides a comprehensive framework for the efficient allocation and management of financial resources, ensuring their optimal utilization to support academic excellence, scientific research, innovation and community engagement. Furthermore, it serves as a strategic instrument for translating the University's vision and mission into measurable programs and sustainable development initiatives.

In line with its commitment to institutional excellence, **Al-Furat Al-Awsat Technical University** has adopted an integrated financial planning approach based on the principles of strategic management, good governance, transparency, accountability and financial sustainability. This approach aims to ensure the effective utilization of available resources, enhance operational efficiency, optimize expenditure and maintain a balanced relationship between revenues and expenditures while supporting the University's long-term strategic priorities.

The University's financial plan focuses on securing adequate financial resources to support educational programs, scientific research, digital transformation, infrastructure development, innovation, capacity building and student services. It also contributes to improving the quality of education, strengthening institutional performance and providing a modern learning environment that meets national and international quality assurance standards.

Recognizing the dynamic nature of economic, environmental and social challenges, the financial plan has been designed with sufficient flexibility to respond to changing circumstances while ensuring the continuity of institutional operations. It complies with the financial regulations and policies issued by the **Ministry of Higher Education and Scientific Research** and aligns with internationally recognized principles of sound financial management and public accountability.

To achieve these objectives, **Al-Furat Al-Awsat Technical University** developed its Financial Plan for the period **2022–2030** through a systematic and evidence-based planning process. The process commenced with a comprehensive assessment of the University's internal financial environment, including an evaluation of revenue streams, expenditure patterns, financial performance and resource utilization. This was complemented by an analysis of the external environment to identify opportunities, risks, and economic factors that may influence the University's financial sustainability.

Based on these assessments, strategic financial priorities and long-term objectives were established and aligned with the University's Strategic Plan. Projected revenues from various funding sources were estimated, financial requirements for future development projects were identified and a comprehensive budget framework was prepared to support institutional growth while maintaining fiscal responsibility.

The financial plan also incorporates clear mechanisms for budget allocation according to institutional priorities, supported by measurable **Key Performance Indicators (KPIs)** for monitoring implementation and evaluating financial performance. Periodic financial reports are prepared to assess implementation progress, analyze variances between planned and actual performance, and implement corrective actions whenever necessary. This continuous monitoring process enhances transparency, accountability, and efficient financial resource management across all university sectors.

Moreover, the financial plan is fully aligned with the **United Nations Sustainable Development Goals (SDGs)**, particularly **SDG 4 (Quality Education)**, **SDG 8 (Decent Work and Economic Growth)**, **SDG 9 (Industry, Innovation and Infrastructure)**, and **SDG 16 (Peace, Justice and Strong Institutions)**. Through responsible financial governance and sustainable resource management, the University contributes to achieving both national development priorities and the global sustainable development agenda.

Ultimately, **Al-Furat Al-Awsat Technical University** recognizes that sound financial planning is a cornerstone of institutional sustainability. By ensuring the efficient management of financial resources and fostering a culture of continuous improvement, the University strengthens its capacity to deliver high-quality technical education, promote scientific research and innovation, serve the community, and maintain its position as one of Iraq's leading technical universities while ensuring long-term financial resilience and sustainable institutional development.

2. External Environmental Analysis

Al-Furat Al-Awsat Technical University is a leading higher education institution that plays a significant role in promoting sustainable development through the preparation of highly qualified technical graduates capable of meeting the evolving demands of the labor market. The rapid advancement of technical disciplines, particularly in engineering, medical, health and applied sciences, requires the University to continuously evaluate the external environment to ensure that its academic programs remain relevant, competitive and responsive to national development priorities.

Accordingly, the University conducted a comprehensive analysis of the external environment by examining the economic, social, technological and political factors influencing higher education, together with an assessment of competing public and private universities and technical institutions. This analysis also identified emerging opportunities, potential challenges and future financial implications to support informed strategic decision-making and enhance institutional resilience.

The external environmental analysis comprises the following dimensions:

2.1 Economic and Social Forces Analysis

Economic Factors

Economic growth, labor market dynamics and income levels significantly influence the demand for technical education. As Iraq continues to invest in economic diversification and infrastructure development, the demand for professionally trained technical graduates continues to increase across both the public and private sectors.

Al-Furat Al-Awsat Technical University contributes to this national objective by offering practice-oriented academic programs that equip students with the technical competencies required by industry. Through continuous curriculum development and strong collaboration with governmental and private-sector partners, the University enhances graduate employability while supporting economic growth and workforce development.

Social and Cultural Factors

Demographic changes, increasing public awareness of technical education and evolving labor market expectations are among the key social drivers affecting higher education institutions. Population growth, regional development and changing educational preferences have contributed to a growing demand for high-quality technical education.

To address these trends, Al-Furat Al-Awsat Technical University continuously reviews and updates its academic programs, ensuring alignment with future workforce requirements. The University also promotes lifelong learning, practical training, entrepreneurship and community engagement to prepare graduates capable of contributing effectively to social and economic development.

Political and Legislative Factors

Government policies and national higher education strategies have a direct influence on university planning and financial management. Continuous support from the Ministry of Higher Education and Scientific Research, together with evolving educational regulations and quality assurance requirements, provides an enabling environment for institutional development.

The University actively aligns its academic, administrative, and financial policies with national legislation and regulatory frameworks. This alignment strengthens institutional governance, supports strategic planning, enhances educational quality and contributes to the achievement of national sustainable development objectives.

Technological Factors

Technological advancement has become one of the most influential drivers of transformation in higher education. Emerging technologies including Artificial Intelligence (AI), digital learning platforms, simulation technologies, virtual laboratories, cloud computing and data analytics are reshaping teaching methodologies, research activities and institutional management.

To remain competitive in the era of the Fourth Industrial Revolution (Industry 4.0), Al-Furat Al-Awsat Technical University continues to invest in digital transformation initiatives that support:

1. Developing intelligent digital learning environments through modern educational technologies.
2. Updating academic curricula to meet current and future labor market requirements.
3. Expanding practical education using simulation systems, virtual reality and advanced laboratory technologies.
4. Increasing access to education through e-learning, blended learning and digital educational resources.
5. Enhancing students' competencies in Artificial Intelligence, big data analytics, cybersecurity, digital technologies and other Industry 4.0 skills.

These technological initiatives enable the University to provide a modern, innovation-driven educational environment while preparing graduates with the knowledge, technical expertise and digital competencies required to compete successfully in both national and international labor markets.

Economic Orientation

To ensure alignment between academic outcomes and labor market demands, **Al-Furat Al-Awsat Technical University** continuously expands and modernizes its academic offerings in response to national and regional economic priorities. The University focuses on developing specialized programs that support sustainable economic growth and technological advancement, including:

- **Renewable Energy Technologies** to support the transition toward sustainable and clean energy systems.
- **Medical and Health Technologies** to strengthen the healthcare sector and prepare highly qualified healthcare professionals.
- **Civil and Electrical Engineering Technologies** to address infrastructure development and urban expansion requirements.
- **Digital Systems, Artificial Intelligence, and Automation Technologies** to accelerate digital transformation and Industry 4.0 initiatives.
- **Administrative, Financial, and Business Programs** aimed at developing leadership, entrepreneurship, governance, and modern management competencies.

Through this strategic orientation, the University prepares graduates equipped with advanced technical knowledge, practical competencies, and professional skills capable of addressing labor market gaps, supporting economic diversification and contributing to sustainable national development.

Social Orientation

As part of its commitment to community engagement and social responsibility, the University actively contributes to sustainable social development through a wide range of academic and community initiatives, including:

- Organizing scientific conferences, seminars and academic forums that promote knowledge exchange and interdisciplinary collaboration.
- Delivering professional training workshops that enhance the competencies of students, faculty members and technical staff.
- Implementing career development and employability programs that prepare graduates for successful integration into the labor market.
- Encouraging community engagement through volunteer initiatives and development projects that address local societal needs.
- Establishing partnerships with governmental institutions, industry and civil society organizations to maximize social impact and strengthen university-community collaboration.

These initiatives reinforce the University's role not only as an educational institution but also as a catalyst for social development, innovation and community well-being.

Environmental Orientation

Environmental sustainability constitutes a core component of the University's strategic vision. Accordingly, environmental considerations are integrated into academic programs, research activities and campus operations through the following initiatives:

- Introducing academic disciplines related to renewable energy, environmental engineering, natural resource management and sustainable development.
- Promoting scientific research addressing environmental protection, pollution reduction, climate resilience and clean energy technologies.
- Implementing green campus initiatives, including energy conservation programs, expansion of green spaces, sustainable landscaping and efficient resource management.
- Raising environmental awareness among students and the wider community through educational campaigns, workshops and sustainability events.
- Strengthening partnerships with governmental agencies, environmental organizations and local communities to implement joint sustainability projects.

Through these efforts, the University demonstrates its commitment to environmental stewardship while preparing environmentally responsible graduates capable of contributing to a more sustainable future.

2.2 Competitive Analysis of Public and Private Universities

Academic Quality

Competition among higher education institutions is increasingly driven by the quality of academic programs, curriculum design, teaching effectiveness, research productivity and institutional governance. Al-Furat Al-Awsat Technical University continuously strives to enhance educational quality through continuous improvement, international quality assurance standards and outcome-based education.

The University regularly evaluates and updates its academic programs to ensure alignment with technological developments, industrial needs and international best practices, thereby strengthening its national and regional competitiveness.

Academic Programs

The University offers a comprehensive portfolio of modern academic programs designed to prepare technically competent graduates capable of supporting Iraq's economic and industrial development. Continuous curriculum review is conducted through specialized academic committees in collaboration with stakeholders from industry, government and professional organizations.

The University's academic offerings include:

- **Doctoral (Ph.D.) Programs** across engineering, medical, administrative, and applied disciplines.
- **Master's Degree Programs** in engineering, medical, administrative and technological specializations.
- **Bachelor's Degree Programs** across a wide range of technical and professional disciplines.
- **Technical Diploma Programs** that provide practice-oriented education aligned with labor market requirements.

These programs emphasize applied learning, innovation, entrepreneurship, digital competencies, and lifelong learning, ensuring graduates possess the technical expertise and professional skills required to compete successfully in both national and international labor markets.

Institutional Competitive Advantage

Al-Furat Al-Awsat Technical University maintains a competitive position through several strategic strengths, including:

- Strong alignment between academic programs and labor market demands.
- Extensive practical and technical training opportunities.
- Continuous curriculum modernization.
- Highly qualified academic and technical staff.
- Modern laboratories and advanced educational facilities.
- Active partnerships with industry, governmental institutions and international organizations.
- Commitment to sustainability, digital transformation, innovation and quality assurance.
- Strong engagement in scientific research, technology transfer and community service.

These competitive advantages position the University as one of Iraq's leading technical universities, capable of responding effectively to emerging economic, technological and societal challenges while supporting sustainable institutional growth and national development.

Curriculum Quality

Al-Furat Al-Awsat Technical University is committed to continuously reviewing and updating its academic curricula to ensure alignment with scientific advancements, technological innovation and evolving labor market demands. The University emphasizes experiential and practice-based learning to equip graduates with the professional knowledge, technical competencies, and transferable skills required for successful careers in both national and international markets.

Faculty Excellence

The University employs a distinguished body of highly qualified academic staff and industry experts with extensive experience across engineering, medical, technological, administrative and applied sciences. Faculty members adopt modern teaching methodologies that promote critical thinking, innovation, student engagement and research excellence.

The University's academic staff consistently achieve outstanding performance evaluations in accordance with the annual academic assessment standards established by the **Ministry of Higher Education and Scientific Research**, reflecting the University's commitment to teaching quality and continuous professional development.

Academic Ranks

The academic staff at Al-Furat Al-Awsat Technical University represent all officially recognized academic ranks, including:

- Assistant Lecturer
- Lecturer
- Assistant Professor
- Professor

These academic ranks recognize excellence in teaching, scientific research, innovation and community engagement while supporting the University's mission of achieving academic distinction and institutional excellence.

Distinctive Academic Programs

Several colleges and technical institutes within the University offer specialized and innovative academic programs designed to respond to emerging labor market requirements. These programs provide students with modern technical knowledge and practical experience in engineering, medical, administrative and applied disciplines.

The diversity and relevance of these specializations strengthen the University's competitive position among Iraqi public and private universities while supporting national workforce development and sustainable economic growth.

Tuition Policy and Educational Accessibility

Recognizing that tuition costs influence students' educational choices, Al-Furat Al-Awsat Technical University offers multiple study pathways designed to increase accessibility while maintaining high academic standards. These include:

- **Government-funded Morning Programs**, offered free of tuition through centralized admission administered by the Ministry of Higher Education and Scientific Research.
- **Parallel Education Programs**, which require tuition fees determined according to the academic specialization, with tuition reductions available in accordance with ministerial regulations and approved social or humanitarian considerations.
- **Evening Education Programs**, which operate on a tuition-fee basis, with financial concessions available for eligible students under applicable governmental regulations.

The availability of multiple study options and flexible tuition policies broadens educational access, enhances social inclusion, and enables students from diverse socioeconomic backgrounds to pursue higher education.

Graduate Employability

Graduate employability represents one of the University's key competitive strengths. Through strategic partnerships with governmental institutions, private-sector organizations and industry partners, the University continuously enhances employment opportunities for its graduates.

Career Development and Employment Units organize professional training programs, internships, employability workshops, career counseling services, and job fairs that connect graduates with potential employers. These initiatives significantly improve graduates' readiness for the labor market while supporting national human capital development.

Innovation and Excellence Support Fund

The University has established a dedicated **Innovation and Excellence Support Fund** to finance entrepreneurial initiatives, student innovation projects and applied research activities. Rather than serving solely as a financial mechanism, the fund represents a strategic investment in institutional competitiveness, talent development and knowledge-based innovation.

By encouraging creativity, entrepreneurship, and technological innovation, the fund contributes to enhancing the University's academic reputation, attracting outstanding students and generating long-term institutional value.

2.3 Analysis of Financial Opportunities and Future Risks

To ensure long-term institutional resilience and financial sustainability, Al-Furat Al-Awsat Technical University continuously evaluates emerging opportunities and potential risks that may affect its financial performance and strategic development.

This analysis supports evidence-based financial planning by identifying factors that influence revenue generation, expenditure efficiency, investment priorities and institutional growth. It enables the University to anticipate future challenges, strengthen financial resilience, diversify funding sources, and capitalize on strategic opportunities while maintaining sustainable financial performance.

The following section presents a comprehensive assessment of the University's principal financial opportunities and potential risks, together with appropriate mitigation strategies that support the successful implementation of the University's **Financial Plan 2025–2026** and its long-term institutional objectives.

Financial Risk Analysis (Future Challenges)

Impact of Financial Risks on the University's Future

If these financial challenges are not addressed through effective strategic planning, they may significantly influence the University's long-term development and institutional sustainability. The potential impacts include:

- Reduced quality of education and practical training due to insufficient investment in laboratories, equipment, and curriculum modernization.
- Limited ability to attract and retain distinguished academic staff and researchers because of financial constraints and reduced incentive programs.
- Delays in implementing strategic infrastructure projects, digital transformation initiatives, and campus development plans.
- Reduced scientific research productivity resulting from limited research funding and fewer opportunities for innovation.
- Lower institutional competitiveness at both national and international levels.
- Greater dependence on government funding, increasing financial vulnerability during periods of economic uncertainty.
- Slower progress toward achieving the University's Strategic Plan and the United Nations Sustainable Development Goals (SDGs).

Strategic Response

To mitigate these risks, **Al-Furat Al-Awsat Technical University** adopts a proactive financial management approach based on:

- Diversifying funding sources through research grants, consultancy services, industry partnerships and investment initiatives.
- Enhancing financial governance, transparency and accountability.
- Implementing performance-based budgeting and evidence-based financial planning.
- Strengthening collaboration with governmental, industrial and international partners.
- Optimizing operational expenditures while maintaining educational quality.
- Investing in digital transformation, research infrastructure and innovation ecosystems.
- Establishing financial contingency plans to enhance institutional resilience against future economic uncertainties.

These strategic measures reinforce the University's financial sustainability, support continuous institutional development and ensure its ability to achieve its academic mission while maintaining long-term financial stability and competitiveness.

Continuation of the Impact of Financial Risks on the University's Future

3. Reduced Research and Innovation Capacity

Insufficient financial support for scientific research and innovation may significantly reduce the University's research productivity and its ability to generate innovative solutions that address national development priorities. Limited research funding can adversely affect publication output, international collaboration, technology transfer and research commercialization, ultimately reducing the University's competitiveness in national and international university rankings.

4. Limited Industry Collaboration and Graduate Employability

Weak partnerships with industrial and commercial sectors may reduce opportunities for internships, practical training, technology transfer, and graduate employment.

Strong collaboration between universities and industry is essential for equipping students with practical experience and professional competencies aligned with labor market requirements. Without such partnerships, graduates may face greater challenges in securing employment, while the University may lose valuable opportunities for collaborative research and external funding.

5. Potential Closure or Consolidation of Academic Programs

Financial constraints and declining student enrollment may require the University to review the viability of certain academic programs. In some cases, programs with limited demand or insufficient financial sustainability may need to be merged, restructured, or discontinued to ensure the efficient allocation of institutional resources.

Such decisions require careful strategic planning to preserve academic quality while responding to changing labor market needs and financial realities.

6. Reduced Student Activities and Entrepreneurial Programs

Budget limitations may result in reduced funding for extracurricular activities, entrepreneurship initiatives, student competitions, innovation projects and practical workshops.

These activities play an important role in developing leadership, creativity, teamwork, communication and critical thinking skills. Reductions in these programs could negatively affect the overall student experience and graduate employability.

7. Weakened Community Engagement and External Partnerships

Financial limitations may restrict the University's ability to strengthen relationships with local communities, governmental organizations, industry and civil society institutions.

Reduced collaboration may lead to fewer joint initiatives, community development projects, consultancy services and knowledge-transfer activities, thereby limiting the University's social impact and reducing opportunities for mutual exchange of expertise and resources.

8. Reduced Academic Visibility and Institutional Reputation

Participation in scientific conferences, international exhibitions, research forums and academic networking events is essential for enhancing institutional reputation and expanding international collaboration.

A decline in these activities due to financial limitations may reduce the University's academic visibility, international recognition, research partnerships and overall institutional prestige.

3. Analysis of Financial Opportunities

Despite existing financial challenges, Al-Furat Al-Awsat Technical University possesses significant opportunities to strengthen its financial sustainability and diversify its revenue sources through strategic planning and effective resource management.

1. Increased Government Financial Support

One of the most important financial opportunities lies in obtaining increased governmental budget allocations to support institutional development and strategic initiatives.

The University can strengthen its position by preparing evidence-based financial reports demonstrating the need for additional investment in academic infrastructure, scientific research, laboratories, digital transformation and educational quality enhancement.

Close coordination with the **Ministry of Higher Education and Scientific Research**, the **Ministry of Finance** and other governmental authorities can facilitate increased financial support for strategic projects that contribute to national development priorities.

In addition, the University may advocate for legislative amendments and policy reforms that provide greater flexibility in financial management and enable more effective utilization of available financial resources.

2. Expanding Partnerships with the Private Sector

Collaboration with private-sector organizations represents one of the University's most promising opportunities for financial diversification.

Strategic partnerships with industry can provide additional financial resources through:

- Joint research and innovation projects.
- Industrial consultancy services.
- Professional training and capacity-building programs.
- Technology transfer and commercialization of research outcomes.
- Sponsored laboratories and research centers.
- Scholarships and student sponsorship programs.
- Investment in entrepreneurship and business incubators.

Strengthening these partnerships not only enhances financial sustainability but also improves educational quality, research productivity, graduate employability and the University's contribution to national economic development.

3. Strengthening Partnerships with the Private Sector and Industry

Strategic collaboration with national and international companies represents one of the University's most valuable opportunities for expanding financial resources and enhancing institutional sustainability.

Through these partnerships, the University can:

- Provide internship and cooperative training programs that enhance students' employability and practical competencies.
- Establish joint research and innovation projects in engineering, technology, renewable energy, healthcare, and business development.
- Deliver professional consultancy services in financial analysis, accounting, engineering, information technology, and management to governmental and private organizations.
- Generate additional institutional revenue through specialized consulting, technical services, and knowledge transfer initiatives.

Furthermore, the University can maximize the utilization of its physical assets by investing in agricultural land, palm plantations, green areas, and sports facilities. These resources may be developed as sustainable investment projects capable of generating long-term income while supporting environmental sustainability and community development.

4. Investment in Research, Innovation and Commercialization

Research and innovation represent strategic investment opportunities that contribute to both academic excellence and financial sustainability. To maximize these opportunities, the University adopts an integrated investment strategy focused on knowledge generation, technology transfer, and revenue diversification.

Key strategic initiatives include:

- Establishing specialized research centers in engineering, medical sciences, artificial intelligence, renewable energy and applied sciences.
- Attracting governmental and industrial funding for applied research projects.
- Supporting researchers in developing patentable technologies and protecting intellectual property rights.
- Commercializing research outputs through licensing agreements, industrial partnerships and technology transfer.
- Providing scientific consultancy and technical services to governmental institutions and private companies.
- Establishing business incubators and innovation hubs to support entrepreneurial projects and technology-based start-ups.
- Optimizing the utilization of university facilities by leasing conference halls, laboratories and specialized centers for scientific events, professional training, exhibitions and conferences.

These initiatives diversify revenue sources while strengthening the University's research capacity and innovation ecosystem.

4. Proposed Financial Risk Mitigation Strategies

To strengthen financial resilience and ensure long-term institutional sustainability, Al-Furat Al-Awsat Technical University has developed a comprehensive financial risk management framework based on the following strategic actions.

4.1 Strengthening Government Financial Support

To address potential reductions in central government funding, the University seeks to expand access to governmental financial support by:

- Preparing comprehensive feasibility studies and investment proposals for strategic infrastructure and development projects.
- Actively participating in national funding initiatives offered by the Ministry of Higher Education and Scientific Research.
- Coordinating with local and international funding agencies to secure financial support for expansion and modernization projects.
- Developing sustainable investment initiatives that maximize the value of existing university assets.

4.2 Diversifying Self-Generated Revenue

To reduce dependence on government funding, the University aims to strengthen internally generated income through:

- Marketing distinguished academic programs to attract larger numbers of students.
- Expanding flexible educational pathways, including Parallel Education and Continuing Education programs.
- Enhancing administrative and electronic services that generate service-based revenues.
- Increasing income from registration fees, professional service and specialized educational programs.

4.3 Expanding Continuing Education and Professional Training

Recognizing the increasing demand for lifelong learning, the University plans to strengthen Continuing Education Centers by:

- Designing market-driven professional training programs for both public and private sectors.
- Developing strategic partnerships with companies to deliver specialized professional courses.
- Offering certification programs that enhance workforce competencies.
- Expanding online and blended professional education programs.
- Establishing a University Consultancy and Innovation Center to provide advisory services for governmental institutions and private organizations.

These initiatives simultaneously enhance community engagement and create sustainable financial returns.

4.4 Building Long-Term Strategic Industry Partnerships

The University seeks to establish sustainable partnerships with industrial and commercial sectors through:

- Forming specialized committees responsible for developing industrial collaboration strategies.
- Aligning student projects and applied research with industrial challenges and market needs.
- Encouraging companies to adopt and commercialize innovative university research outcomes.
- Developing collaborative research laboratories and innovation centers.
- Expanding internship opportunities and cooperative education programs.
- Creating long-term agreements with industry partners to support research, innovation, scholarships and graduate employment.

These partnerships strengthen the University's financial sustainability while enhancing research quality, graduate employability and technology transfer.

5. Promoting Cost Efficiency and Strengthening Financial Resource Management

To improve financial sustainability and optimize institutional performance, Al-Furat Al-Awsat Technical University is committed to strengthening financial governance and promoting efficient resource utilization through the following strategic initiatives:

- Adopting expenditure policies based on strategic priorities, measurable outcomes and institutional objectives.
- Developing comprehensive financial monitoring systems to continuously evaluate expenditure efficiency and budget implementation.
- Implementing **performance-based budgeting**, ensuring that financial allocations are directly linked to institutional outcomes and strategic priorities.
- Deploying integrated digital financial management systems to monitor expenditures, analyze financial performance and support evidence-based decision-making.
- Utilizing enterprise resource management systems to improve the planning, allocation and distribution of financial resources across all university sectors.

These initiatives are intended to enhance transparency, accountability, operational efficiency and long-term financial sustainability.

6. Implementing Equitable and Performance-Based Resource Allocation

To ensure the effective distribution of financial resources, the University will adopt transparent funding mechanisms that reflect institutional priorities and measurable performance.

Key initiatives include:

- Establishing multidisciplinary financial planning committees representing academic and administrative sectors to ensure equitable allocation of resources.
- Implementing **Performance-Based Budgeting (PBB)** by linking financial allocations to clearly defined performance indicators and institutional outputs.
- Conducting periodic reviews of funding priorities to accommodate changing institutional needs and external conditions.
- Introducing flexible operational budgets that allocate funding according to the actual requirements of research, infrastructure development, academic programs and student services.

This approach improves financial efficiency while ensuring optimal utilization of institutional resources.

7. Enhancing Research Excellence and Institutional Innovation

Scientific research and innovation are fundamental drivers of institutional competitiveness and sustainable development. To strengthen research performance, the University will implement the following measures:

- Establish annual awards recognizing excellence in scientific research, innovation and applied research achievements.
- Reduce teaching workloads for highly productive researchers to increase research capacity.
- Provide technical and administrative support for preparing competitive research proposals and securing external funding.
- Introduce incentive programs that reward high-impact publications, patents, technology transfer and applied innovation.

These initiatives encourage research excellence while increasing the University's competitiveness in attracting national and international research funding.

8. Strengthening Student Recruitment and Institutional Competitiveness

To enhance its attractiveness and maintain sustainable enrollment growth, the University will implement a comprehensive student recruitment strategy that includes:

- Developing a strong institutional brand emphasizing academic excellence, quality assurance, innovation and graduate employability.
- Expanding digital marketing and communication through advanced online platforms and intelligent advertising campaigns.
- Offering scholarships, tuition discounts, and financial assistance programs to attract outstanding students and support those with financial needs.
- Providing inclusive educational opportunities and specialized support services for students with special needs and exceptional talents.

These initiatives contribute to improving student satisfaction, institutional reputation, and long-term financial sustainability.

9. Developing Long-Term Investment and Financial Planning Strategies

The University recognizes that sustainable financial growth requires comprehensive long-term investment planning. Accordingly, it will adopt a strategic financial framework that includes:

- Preparing a five-year investment plan focused on revenue diversification and sustainable financial growth.
- Establishing a Financial Investment Advisory Committee composed of experts in finance, economics and strategic planning.
- Developing innovative funding models through partnerships with public institutions, private industry and international organizations.
- Diversifying investment portfolios across university assets, commercial services, research activities, educational programs and strategic development projects.

- Engaging external financial experts to evaluate investment opportunities, assess financial risks and monitor investment performance.

This strategic framework strengthens institutional resilience while ensuring sustainable financial development.

10. Establishing Financial Business Continuity and Contingency Planning

To enhance preparedness for financial uncertainty, the University will establish a comprehensive **Financial Business Continuity Framework** designed to ensure uninterrupted implementation of critical institutional functions during periods of reduced funding or economic instability.

The framework will include:

- Identifying essential projects and services that must remain operational under all financial circumstances.
- Prioritizing expenditure categories according to institutional importance.
- Preparing contingency funding plans and alternative financing mechanisms.
- Activating emergency financial reserves and alternative revenue sources whenever necessary.
- Periodically reviewing financial risk scenarios and updating response strategies accordingly.

This proactive approach strengthens institutional resilience and minimizes operational disruption during financial crises.

11. Implementing a Revenue-Linked Incentive System

To encourage innovation, entrepreneurship, and financial sustainability, the University will introduce a **Revenue-Linked Incentive System** that aligns financial rewards with institutional value creation.

Under this framework:

- Academic departments, research teams, and administrative units generating external revenues through consultancy, professional services, training programs, applied research, or industrial partnerships will receive a predefined percentage of generated income as institutional incentives.
- Incentive mechanisms will reward innovation, commercialization of research outcomes, and successful collaboration with external partners.

- Performance-based incentives will encourage greater participation in income-generating activities while strengthening institutional entrepreneurship.

This strategy promotes a culture of innovation, enhances employee motivation, diversifies financial resources and supports the University's transition toward a more sustainable and entrepreneurial financial model.

Monitoring and Evaluation

The implementation of the proposed financial solutions and strategic initiatives will be continuously monitored and evaluated through periodic review meetings conducted by the Financial Planning Committee. Progress will be assessed against predefined performance indicators to ensure the effective execution of the Financial Plan and the achievement of its intended objectives by the end of the **2025 fiscal year**. Continuous evaluation will also facilitate timely corrective actions, improve financial performance and strengthen institutional accountability.

3. Strategic Objectives

Al-Furat Al-Awsat Technical University seeks to achieve a comprehensive set of strategic objectives that collectively support institutional excellence, financial sustainability and national development. These objectives are organized into four major strategic pillars:

3.1 Technical Education Excellence

The University is committed to preparing highly qualified technical graduates capable of responding to rapid technological developments and the evolving requirements of national and international labor markets.

Strategic priorities include:

- Developing modern academic programs aligned with emerging technologies and industrial needs.
- Enhancing students' technical, digital, and professional competencies through practical education and experiential learning.
- Expanding the use of smart learning technologies, digital education platforms and advanced instructional methods.
- Strengthening national and international academic accreditation to improve institutional competitiveness.

- Promoting effective communication and collaboration between students, faculty members, and industry partners.

3.2 Scientific Research and Innovation

Scientific research serves as a fundamental pillar of the University's strategic vision.

Accordingly, the University seeks to:

- Strengthen collaboration with national and international research institutions.
- Promote interdisciplinary research addressing economic, environmental, industrial and societal challenges.
- Support researchers by providing modern research infrastructure, laboratories and financial resources.
- Encourage innovation, intellectual property protection and technology transfer.
- Link research outcomes with national sustainable development priorities and industrial applications.

These initiatives enhance research excellence while increasing the University's contribution to knowledge creation and innovation-driven economic development.

3.3 Community Engagement

The University recognizes its responsibility as a catalyst for community development.

Its strategic objectives include:

- Expanding community outreach initiatives that respond to societal needs.
- Establishing new colleges, institutes and academic departments aligned with labor market demands.
- Promoting lifelong learning through continuing education and professional development programs.
- Strengthening social responsibility by encouraging volunteer activities and community-based projects.
- Providing specialized training and consultancy services for governmental institutions, private organizations and civil society.

3.4 International and Institutional Collaboration

Strategic partnerships are essential for achieving sustainable institutional growth.

The University therefore aims to:

- Strengthen cooperation with internationally recognized universities and research centers.
- Promote academic mobility and scientific exchange for faculty members and students.
- Develop joint academic and research programs with international partners.
- Organize international conferences, scientific forums, and knowledge-sharing events.
- Expand technology transfer initiatives and collaborative innovation projects.

These partnerships enhance institutional reputation, improve educational quality and increase international visibility.

3.5 Future Strategic Priorities

To realize its long-term vision, the University has identified four principal strategic priorities that will guide institutional development over the coming years.

Quality and Academic Excellence

The University is committed to continuously improving the quality of technical education through regular curriculum modernization, integration of digital technologies and adoption of innovative teaching and learning approaches.

These efforts aim to create an advanced educational environment that promotes creativity, critical thinking and lifelong learning while producing graduates capable of meeting rapidly changing labor market requirements.

Research, Innovation, and Technological Development

The University prioritizes scientific research that contributes practical solutions to technological and industrial challenges.

Strategic initiatives include:

- Supporting applied research with measurable societal impact.
- Expanding cooperation with international research institutions.
- Encouraging innovation, entrepreneurship and commercialization of research outcomes.
- Providing financial and technical support for student and faculty innovation projects.

Community Service and Employability

The University seeks to strengthen its contribution to society by expanding professional training, workforce development and community engagement initiatives.

This objective will be achieved through:

- Developing specialized training programs responding to labor market needs.
- Building strategic partnerships with public and private sectors.
- Increasing internship opportunities and graduate employment.
- Supporting community development projects that improve quality of life and regional development.

Institutional Growth and Sustainability

Through these strategic priorities, Al-Furat Al-Awsat Technical University aims to establish an innovative, sustainable, and internationally competitive institution capable of delivering high-quality education, advancing scientific research, supporting national development and preparing graduates equipped with the knowledge and skills required for the future.

3.6 Linking Strategic Objectives with Financial Objectives

The successful implementation of the University's Strategic Plan depends upon strong alignment between strategic priorities and financial planning.

Accordingly, the University adopts an integrated financial management approach designed to balance academic excellence with long-term financial sustainability. This approach focuses on:

- Aligning financial resource allocation with institutional strategic priorities.
- Supporting educational quality, research excellence, innovation and digital transformation through sustainable investment.
- Diversifying funding sources to reduce dependence on government allocations.
- Implementing performance-based budgeting linked to measurable institutional outcomes.
- Enhancing financial governance, transparency, accountability and efficient resource utilization.
- Investing strategically in infrastructure, human capital, technology and research capabilities.
- Ensuring long-term financial resilience while maintaining the University's capacity to achieve its mission and strategic vision.

By integrating financial planning with institutional strategy, Al-Furat Al-Awsat Technical University strengthens its ability to achieve sustainable growth, enhance academic competitiveness and contribute effectively to Iraq's economic, scientific and social development.

3.7 Aligning the Budget with Strategic Objectives

The University's financial planning framework is designed to ensure that budget allocations directly support its strategic priorities and long-term institutional goals. Financial resources are allocated according to measurable priorities that contribute to academic excellence, research advancement, infrastructure development, digital transformation and sustainable institutional growth.

The principal financial priorities include:

1. Strategic Budget Alignment

Annual budget allocations are structured to reflect the University's strategic objectives, ensuring adequate funding for educational quality enhancement, scientific research, campus infrastructure, digital transformation and community engagement initiatives.

2. Revenue Generation through Academic Programs

The University seeks to diversify its revenue streams by expanding professional education, continuing education, executive training, and specialized certification programs that respond to evolving labor market demands. These initiatives contribute to financial sustainability while strengthening the University's role in workforce development.

3. Expanding Private Sector Partnerships

Strategic collaboration with private-sector organizations provides opportunities to secure financial support for scientific research, applied projects, student internships and professional training programs. Such partnerships strengthen knowledge transfer while enhancing the University's financial resilience.

4. Improving Cost Efficiency

The University continuously reviews its operational expenditures to identify opportunities for improving financial efficiency without compromising educational quality or institutional performance. Cost optimization initiatives are integrated into annual financial planning and resource allocation processes.

5. Investing in Smart Energy Solutions

To reduce long-term operating costs and enhance environmental sustainability, the University prioritizes investment in renewable and energy-efficient technologies, particularly solar energy systems.

These investments are considered long-term capital projects designed to reduce operational expenditures by targeted percentages over future planning cycles while simultaneously supporting institutional sustainability and reducing carbon emissions.

6. Maximizing the Utilization of University Assets

The University aims to increase internally generated revenue by optimizing the utilization of laboratories, research centers, specialized facilities, conference halls, and university infrastructure. These assets may be used to provide consultancy services, scientific testing, professional training, and research support for governmental agencies, industry and external organizations.

3.8 Measuring Investment Performance (Return on Investment – ROI)

To ensure effective financial decision-making, the University adopts **Return on Investment (ROI)** as a key financial performance indicator for evaluating investment and development projects.

Rather than measuring expenditure alone, ROI assesses the expected financial and strategic returns generated by each investment initiative. This approach enables the University to:

- Prioritize projects with the highest long-term financial and institutional value.
- Compare investment opportunities based on measurable economic returns.
- Improve the quality of investment decisions through evidence-based financial analysis.
- Support sustainable financial planning by balancing institutional priorities with economic feasibility.
- Promote responsible investment practices that simultaneously enhance academic quality, research capacity, and financial sustainability.

Examples of projects evaluated using ROI include research laboratories, digital transformation initiatives, renewable energy projects, university commercial facilities, student housing and technology infrastructure investments.

4. Financial Planning Phase

4.1 Forecasting Revenue from Multiple Sources

Revenue projections for the **2024–2026** planning period were developed using historical financial performance data and statistical forecasting techniques, including **simple linear regression analysis**.

The forecasting model indicates a continued positive growth trend across most revenue categories, reflecting the University's efforts to diversify funding sources and strengthen financial sustainability. Overall institutional revenue is projected to increase steadily throughout the planning period compared with previous fiscal years.

Projected revenues are categorized according to major income sources, including:

- Investment and commercial service revenues.
- Educational and academic service revenues.
- Miscellaneous institutional revenues.
- Revenues generated from fixed assets.
- Compensation, fines, and other statutory income.
- Other internally generated revenues.

The projected financial data presented in **Table (2)** provide the basis for annual budget preparation, strategic resource allocation, and long-term financial planning. These projections also support evidence-based decision-making and facilitate the monitoring of financial performance against institutional objectives.

Table (2). Projected Revenue Estimates by Source (2022–2026)

Revenue Source	2022 (IQD)	2023 (IQD)	2024 (IQD)	2025 (IQD)	2026 (IQD)
Investment and Rental Service Revenues	1,116,886,885	1,282,363,258	1,580,330,267	176,000,000	194,000,000
Social Service Revenues	8,957,200	30,387,472	96,073,750	150,000,000	200,000,000
Miscellaneous Service Revenues	174,611,737.3	177,275,412.5	229,969,885.45	250,000,000	270,000,000
Fixed Asset Revenues	87,994,349	146,998,403	155,111,874	170,000,000	185,000,000
Compensation and Penalties	150,000	—	—	—	—

Other Revenues	—	—	7,038,761	8,000,000	9,000,000
Total Revenues	1,959,913,131.7	2,033,941,327.3	2,229,497,012	2,869,000,000	3,108,000,000

Analysis of Revenue Forecasts

Based on the projected revenue estimates presented in **Table (2)** and the audited financial statements approved by the Ministry of Higher Education and Scientific Research, several important financial trends can be identified.

Investment and rental service revenues are expected to demonstrate stable and continuous growth throughout the planning period, reflecting the increasing demand for university investment activities and the expansion of income-generating services. Likewise, revenues generated from social services are projected to increase steadily, indicating sustained growth in educational and community-oriented activities.

Among all revenue categories, **miscellaneous service revenues** are expected to record the highest growth rate, with projected revenues exceeding **IQD 270 million by 2026**. This trend reflects the University's strategy of diversifying revenue sources and expanding value-added institutional services.

Similarly, revenues generated from fixed assets are forecast to increase gradually as a result of improved utilization of university facilities and infrastructure. Conversely, compensation and penalty revenues are expected to remain insignificant or disappear entirely after 2022, as these revenues are non-recurring and not considered a sustainable source of income.

Other revenues, which first appeared in 2024, are also expected to continue increasing gradually during the planning period.

Several key factors are expected to support these positive revenue trends, including:

- Strengthening practice-oriented education and technical skills development alongside theoretical knowledge.
- Maintaining stable tuition policies that facilitate sustainable financial planning.
- Expanding consultancy services through the University's Consultancy Office by utilizing the expertise of academic staff across various disciplines.
- Increasing internship opportunities for graduates through cooperation with employers, thereby enhancing the attractiveness of technical education and strengthening university–industry engagement.

Collectively, these strategic initiatives not only contribute to increasing student enrollment but also play a vital role in ensuring long-term financial sustainability. Furthermore, expanding consultancy activities and strengthening internally generated revenues through academic and professional services will reduce dependence on traditional government funding and enhance the University's financial resilience.

4.2 Estimated Expenditures Required to Achieve the Strategic Objectives

To determine the financial resources required for implementing the University's Strategic Plan, projected expenditure estimates were prepared using historical expenditure data for the period **2022–2024** together with projected expenditure forecasts for **2025–2026**. The projections were developed using the **Compound Annual Growth Rate (CAGR)** methodology to estimate future financial requirements while maintaining realistic assumptions regarding institutional growth.

The analysis highlights the following financial trends:

Overall Expenditure Growth

Total institutional expenditure is projected to increase from approximately **IQD 1.27 billion in 2022** to approximately **IQD 2.71 billion by 2024**, representing a **Compound Annual Growth Rate (CAGR) of approximately 47%** between 2022 and 2023. Growth is expected to moderate thereafter to approximately **21%** between 2023 and 2024, indicating a gradual transition toward a more sustainable expenditure pattern.

Future projections indicate that total expenditures may reach approximately **IQD 2.8 billion in 2025** and approximately **IQD 3.5 billion by 2026**, reflecting continued institutional expansion while maintaining prudent financial management.

Analysis of Major Expenditure Categories

1. Salaries and Wages

Personnel expenditures constitute the largest component of the University's operating budget. Salary and wage expenditures increased from approximately **IQD 441 million in 2022** to approximately **IQD 649 million in 2024**, reflecting institutional growth and workforce expansion.

Employee incentive programs represent a significant proportion of these expenditures. Although these incentives contribute positively to staff motivation and institutional performance, they require careful long-term financial planning to ensure sustainability. Current projections estimate that total personnel expenditures may increase to approximately **IQD 720–800 million by 2026**.

2. Transfer Expenditures

Transfer expenditures experienced substantial growth, increasing from approximately **IQD 218 million in 2022** to approximately **IQD 787 million in 2024**, representing an increase of more than threefold.

This growth reflects increased allocations to decentralized administrative units, expanded institutional operations, and additional financial support for strategic initiatives. Expenditure projections indicate that transfer expenditures are expected to reach approximately **IQD 960 million by 2026**, supporting continued institutional development and strategic expansion.

Analysis of Projected Revenue Estimates

Based on the projected revenue estimates presented in **Table (2)** and the audited financial statements approved by the Ministry of Higher Education and Scientific Research, several significant financial trends can be observed.

Investment and rental service revenues are expected to maintain steady and sustainable growth throughout the planning period, reflecting the increasing demand for the University's investment activities and commercial services. Similarly, revenues generated from social services are projected to grow gradually, indicating continued expansion in educational and community-oriented activities.

Among all revenue categories, **miscellaneous service revenues** are forecast to record the highest growth rate, exceeding **IQD 270 million by 2026**, highlighting the University's strategy to diversify income sources and expand value-added institutional services.

Revenues derived from fixed assets are also expected to increase steadily as a result of improved utilization of university facilities, infrastructure, and institutional assets. In contrast, compensation and penalty revenues are projected to disappear after 2022 because they represent irregular and non-recurring income sources. Other revenues, first introduced in 2024, are expected to continue increasing gradually over the planning period.

Several strategic factors are expected to support these positive revenue trends, including:

- Adopting practice-oriented education that integrates technical skills with theoretical knowledge.
- Maintaining stable tuition policies to support sustainable financial planning.
- Expanding consultancy services through the University's Consultancy Office by utilizing the expertise of academic staff across multiple disciplines.

- Increasing internship opportunities for graduates in collaboration with employers, thereby strengthening graduate employability and enhancing the attractiveness of technical education.

Collectively, these initiatives contribute not only to increasing student enrollment but also to strengthening financial sustainability by expanding internally generated revenues through academic, professional, and consultancy services.

4.2 Estimated Expenditures Required to Achieve the Strategic Objectives

The University's projected expenditures have been prepared using historical financial data for the period **2022–2024**, together with expenditure forecasts for **2025–2026** based on the **Compound Annual Growth Rate (CAGR)** methodology. This approach provides a realistic estimate of future financial requirements while supporting sustainable institutional growth.

Overall Expenditure Trend

Total University expenditure is projected to increase from approximately **IQD 1.27 billion in 2022** to approximately **IQD 2.71 billion in 2024**, representing strong institutional growth. Expenditure growth is expected to continue during **2025–2026**, although at a more moderate and sustainable rate.

Table (3). Summary of Projected Expenditure Trends (2022–2026)

Expenditure Category	2022	2023	2024	2025 (Projected)	2026 (Projected)	Trend
Salaries and Wages	IQD 441 Million	—	IQD 649 Million	IQD 720 Million	IQD 800 Million	Increasing
Transfer Expenditures	IQD 218 Million	—	IQD 787 Million	IQD 870 Million	IQD 960 Million	Strong Increase
Operational Expenditures	Based on annual budget	Increasing	Increasing	Moderate Growth	Moderate Growth	Stable Growth
Capital Expenditures	Infrastructure Development	Expansion	Modernization	Continued Investment	Continued Investment	Increasing
Research and Development Expenditures	Limited	Increasing	Increasing	Higher Investment	Higher Investment	Increasing
Student Services and Community Engagement	Moderate	Moderate	Increasing	Increasing	Increasing	Positive Growth
Total University Expenditure	**IQD 1.27 Billion**	—	**IQD 2.71 Billion**	**Approx. IQD 2.80 Billion**	**Approx. IQD 3.50 Billion**	**Sustainable Growth**

Analysis of Major Expenditure Categories

1. Salaries and Wages

Personnel expenditures remain the largest component of the University's operating budget. Salary and wage expenditures increased from approximately **IQD 441 million** in 2022 to approximately **IQD 649 million** in 2024, reflecting institutional expansion and workforce growth. Future projections estimate that personnel expenditures will continue to increase gradually, reaching approximately **IQD 800 million by 2026**.

2. Transfer Expenditures

Transfer expenditures increased substantially from approximately **IQD 218 million** in 2022 to approximately **IQD 787 million** in 2024, reflecting increased financial support for decentralized administrative units, strategic development initiatives and institutional expansion. Expenditures are projected to reach approximately **IQD 960 million by 2026**.

3. Operational and Development Expenditures

Operational expenditures are expected to grow steadily to support expanding academic programs, digital transformation initiatives, infrastructure modernization, laboratory development and enhanced student services. Growth in these expenditures will be carefully managed to maintain financial sustainability while improving institutional performance.