



جامعة المجمعة
Majmaah University

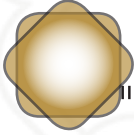
The Strategic Plan for College of Science in Al-Zulfi

(2014-2017) 1435 -1438 H



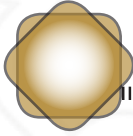
كلية العلوم
College of Science

2015-2014



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Introduction

The Faculty has prepared a three-year strategic plan recognizing the importance of good planning where an analysis of the present and future trends, forecast to reach the desired goals and identify appropriate ways and means to achieve these objectives efficiently and effectively. Planning for the future is the best method to meet the current and future challenges. Among the important issues for decision makers in academia are; the failure to achieve higher goals for which the University was established, the lack of financial, human and material resources for activities and projects, and the difficulty of selecting alternatives and appropriate strategies and identify priorities for action. All these and others make academics looking to solve many of the problems existing and projected using the principles, concepts and tools for strategic planning.

And when talking about strategic planning as a management tool used to guide and unify efforts toward the goals and objectives of the Organization, we are talking about tens of models and approaches to strategic planning used in the business. The models and approaches in response to the cases of commercial institutions and companies, where the form is initialized to use for analysis, planning and implementation of the strategy in accordance with the needs, problems and aspirations of the party that you are using. As circumstances and contexts and trends between commercial and academic sectors in particular. Therefore attaches great importance to educational institutions in creating and customizing the strategic planning model to use in the academic community, to ensure the success of the efforts that will be undertaken at all

stages of operations and strategic planning, as well as to ensure the exercise of the highest number of academic operations and strategic planning activities.



Faculty of Science in Brief

Faculty of Science was established in the province Zulfi under royal approval number 9683 / A and the date of 1426/08/05 H based on the recommendation (numbered 1426/37/16 and date of 1426/30/04 H) of the Board of Higher Education meeting number thirty seven including the following departments :

1. Department of Mathematics,
2. Department of Physics,
3. Department of Computer Science, and
4. Department of Medical Laboratories Sciences

It was it linked to Qassim University and then moved to Majmaah University on 1430/03/09 H. The department of Medical Laboratories Sciences has been moved to the Faculty of Applied Medical Sciences. In the current time, the college departments became as the following: Department of Mathematics, Department of Physics, and Department of Computer Science. Embodied in those departments the following programs: (math program, physics program, and a computer science program), in which of about 500 students are taught. There is an actively pursued for the opening of biology and chemistry departments, in line with the strategic planning of higher education in Kingdom of Saudi Arabia to face the steady pour changes that most of their activities in the face of global and local challenges.

The college was keen to upgrade in providing quality education to its students through the development of study plans, consistent with the national framework of qualifications. The departments had begun in their upgrade on the basis of international standards and also started their preparation to get the academic accreditation.

The college took attention and care to research and scientific publishing of the academic staff. There is a Research Unit of basic sciences that belongs to the deanship of scientific research at the university. The college also directed to open a research center to support the research projects in terms of serving the university, the community, and knowledge.

There is also a center for quality assurance and accreditation, as well as units for student affairs, and a Unit for academic guidance that helps students in the registration process, guidance and counseling as well as on the distribution of students to academic guiding staff in the same field of specification. And there is a unit for activities to support extracurricular activities for college students. The college is sparing no effort in taking care of its students as they are the real wealth of the nation to establish solid foundations for a bright future and a renaissance in every aspect of life .



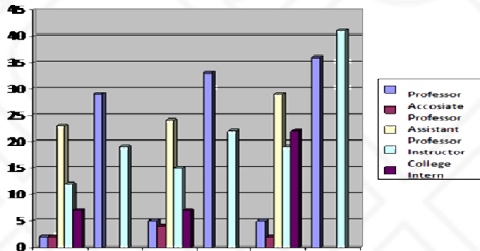
Statistics compared to two semesters



First:

Statistics on the number of the College academic members:

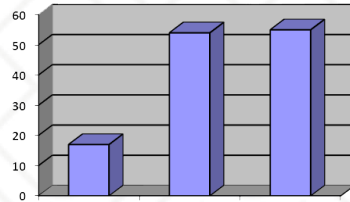
No.	Academic Rank	Number of Academic Members					
		Year 1432/1433 AH	Total	Year 1433/1434 AH	Total	Year 1434/1435 AH	Total
1	Professor	2	29	5	33	5	36
2	Associate Professor	2		4		2	
3	Assistant Professor	23		24		29	
4	Instructor	12	19	15	22	19	41
5	Intern	7		7		22	



Second:

Statistics on the number of the College employees:

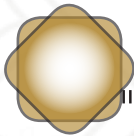
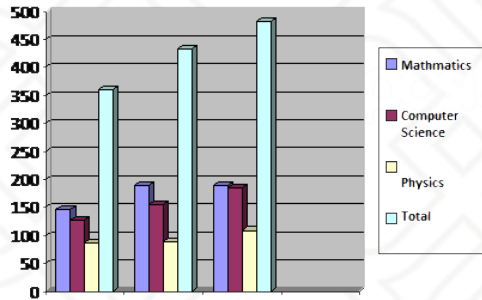
Number of Employees		
Year 1432/1433 AH	Year 1433/1434 AH	Year 1434/1435 AH
17	54	55



Third: :

Statistics on the number of the College students:

No.	Program	Students Year 1432/1433 AH	Students Year 1433/1434 AH	Students Year 1434/1435 AH
1	Bachelor in Mathematics	146	190	189
2	Bachelor in Computer Science	128	155	184
3	Bachelor in Physics	87	88	109
Total		361 students	433 students	482 students



Methodology

1. A comprehensive approach to prepare strategies.

Work in parallel at all stages (formulation - implementation – following-up) with the participation of the institutional structure to prepare the strategy.

2. An organized institutional method for the strategy that ensures the participation of all beneficiaries.

The overall strategic plan for quality assurance based on a methodology that is Prospective Analysis. The significance of this methodology in its ability to analyze the « external environment » to extrapolate the potential opportunities and threats, and analysis of « internal environment » in terms of their efficiency and their own capabilities to identify strengths and weaknesses, in an effort towards bringing about harmony and cooperation between all activities to implement the strategy of

quality at the college and to achieve its vision and its strategic objectives. It also provides the solid basis for strategic decision-making in accordance with the standards adopted by the national authority for quality assurance of academic education and accreditation, which therefore, is an essential input for strategic planning of the college in relation to its environment, the job market, the needs of the community development and developments in the local level.

And the college adopted the strategic management in developing its plan using the following stages and steps:

- Making the vision of the college based on the University's vision.
- Determine the mission of the college.
- Identify the strategic objectives of the college.
- Identify indicators of success that contribute to the achievement of the strategic objectives of the college.
- Determine the number of programs that achieve the strategic goals of the college.
- Develop strategies, projects and procedures for the implementation of specific programs.
- Make benchmarks by choosing global, regional and local colleges.

Preparation of the strategic plan of the college was depending on the following: visiting a number of basic units within and outside the college to be supplied with an intellectual umbrella that allows the plan a broader solid base and comprehensive results of experiences, an environmental scanning 'SWOT Analysis' to identify strengths and weaknesses in the internal

environment, and the potential opportunities and out possible threats.

It was also focused on the following methods and tools when preparing the strategic plan of the college:

- Forms, questionnaires of personal interviews , surveys of environmental data and information related to the subject of the plan.
- Brainstorming method with the leaders of the college, staff members, directors of the centers and students in order to generate ideas that arising from the analysis results of the contents of the documents, regulations and personal interviews.
- Studying suggestions of the college graduates and their supervisors in the job market.
- Organizing various seminars on monitoring and analyzing the current community and university situation in terms of academic disciplines, the available capabilities and capacity, and mechanisms for achieving such the desired case, in order to ensure the provision of a number of desired scenarios and options that give possibility to achieve the vision , goals and strategic objectives .

Stages of work

Phase I: Developing vision and mission.

Phase II: Determining the strategic goals and indicators of success, and specific objectives of the plan.

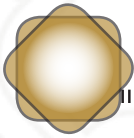
Phase III: Developing procedures (operational work plans)

3. Guarantees of the formulation and success of the strategy.

- Leadership's commitment to change.
- Transparency in all actions.
- Participation of all stakeholders and beneficiaries in the formulation of the plan.
- Existence of a clear action and detailed plan for implementation and performance monitoring.
- Accept gradual change without wasting constants.
- Synchronous coordination of the related activities.
- Monitoring progress in the implementation by using key performance indicators to measure KPIs.
- Continuous measurement of the competitors performance and successful models.
- Flexibility in the formulation and implementation of the strategy.

4. Obstacles.

- The existence of similar academic programs at other universities.
- Saturation of the job market by graduates in certain disciplines, which reduces its demands.
- Resistance to change from most / some stakeholders.
- Availability of human resources culture and quality.



Vision, mission, values and objectives



Vision

Scientific and research leadership in the disciplines of the college, community service and rehabilitation of students that commensurate with the modern scientific professional requirements.



Mission

Monopolize the distinguished scientific character through curricular plans that meet the requirements of the academic accreditation and standards of the job market, provide an enhancing academic environment for research and education to college members and provide knowledge services to the community.



Values

- 1 - Quality and perfection.
- 2 - Teamwork.
- 3 - Development and Continuing Education.
- 4 - Community service.



Objectives

In light of the overall vision, mission and philosophy, the college aims to achieve the following general objectives:

1. Providing an outstanding education in an integrated learning environment contributing in the preparation and training of human resources to qualify them academically, culturally and professionally to carry out their tasks in all various disciplines of the college community service.
2. Developing the scientific research, authoring and translation in the various college disciplines.
3. Building a partnership with the community.
4. Continuous improvement of both academic and administrative organization of the College.
5. Sophistication of student activities and training them to acquire the necessary knowledge and skills.

Facts and strategic directions in the context of higher education and its impact on the future of the College

Policy

- Vision of the Ministry of Higher Education: Competition of the academic education in Kingdom of Saudi Arabia on an international leadership and contribution to build a knowledge-based society.
- Establishment of King Abdullah University of Science and Technology as a Saudi research university under international standards to form a global act as a key in building the knowledge economy.
- Strengthen cooperation and integration between the colleges and academic departments to take advantage of the issue of correlation between scientific facts and principles.

Reflection

- Clear and ambitious vision in higher education which push the college for excellence in programs and enhance to compete with their counterparts.
- Further importance of partnership with the community institutions and their economic implications.
- Further development of own resources of the college.

Policy	Reflection
<ul style="list-style-type: none"> • Rehabilitate all faculty members to be able to interact with the requirements of development and opening up to the community which needs great and progressive efforts. • Establishment of the National Authority for Assessment and Accreditation in Saudi Arabia. • Some Saudi colleges have obtained the international academic accreditation in some disciplines (College of Science, King Saud University ASIIN - Faculty of Engineering ABET- Qassim University Faculty of Engineering, King Abdul-Aziz University ABET). 	<ul style="list-style-type: none"> • Emphasize the importance of linking the plans and courses with society. • Directing the college toward academic accreditation. • Support colleges financially to implement the programs of Quality Assurance and Accreditation.

- Presence of projects for the development of public education in the Kingdom in terms of curriculum, teachers, infrastructure and activities.
- His majesty, the king scholarships awarded to higher education students, to complete their higher education.
- Holding international and local scientific conferences at the university and participation in international conferences.
- The implementation of quality standards and accreditation of academic programs of the college.
- Raising the inputs level of the college positively affects the level of outputs.
- Helps to increase the national college members and raises the ratio of students to college member, which affects positively on the excellence of education and scientific research.
- Strengthens scientific research and enhances the college members to increase their offspring research.



Benchmarking

A set of criteria and indicators in the light of scientific methodology have been identified to compare and determine which of the features and strengths that are characterized to a group of international, regional and local colleges to build strategies and projects and consequently identify the success factors of the college.

Ten referent schools have been identified:

International Colleges: College of science- Burdue University, College of science- Manitoba University.

Regional Colleges: College of science – Cairo University, College of science- Asyut University, College of science- Banha University, College of science – University of Bagdad.

Local Colleges: College of science- King Saud University, College of science- Qassim University, College of science- King Abdul-Aziz University, College of science- King Fahd University.

Benchmarking Colleges

Country	College	University	Times rank 2009	Webometreks rank 2010
Schools highly ranked				
USA	Science	Burdue	60	85
Canada	Science	Manitoba	389	236
Reputable Schools				
KSA	science	King Saud	248	199
KSA	science	King Fahd	266	404
Egypt	science	Cairo	420	1387
Egypt	science	Asyut	Unranked	2543
Schools Research-wise Ideal				
KSA	science	Qassim	Unranked	7979
KSA	science	King Abdul Aziz	600 – 551	496
Egypt	science	Banha	Unranked	-
Iraq	science	Bagdad	Unranked	601
Targeted Schools				
KSA	science	Majmaah	Unranked	-

Lessons learned:

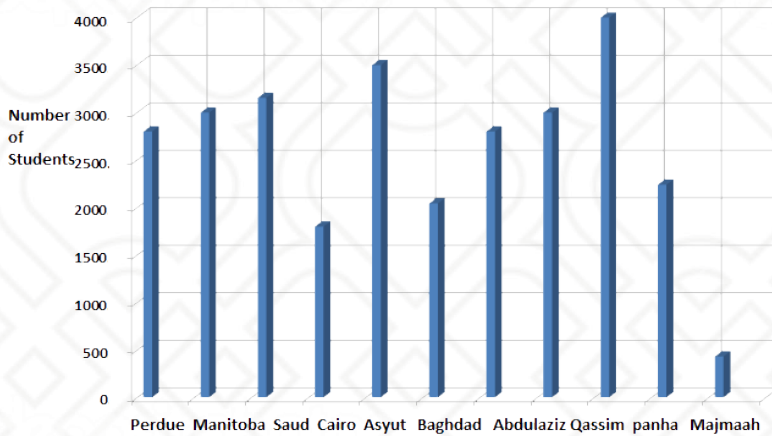
1. Lack of academic programs in the college of science, Majmaah University, compared to other benchmarked colleges.
2. Lack of postgraduate programs in the college of science, Majmaah University, compared to other benchmarked colleges.
3. The lack of research centers and unites of special characters either to connect the college with the outer community or to develop a self-financing system, compared to other benchmarked colleges.

	Students number	Departments numbers	B.A programs	Faculty members	Graduate programs	Research centers	Student/faculty	College offer per	Electronic services	Infrastructure
College of science Burdue	2800	7	10	310	25	9	9	104	yes	yes
College of science Manitoba	3000	7	47	165	14	6	12	111	yes	Yes
College of science King Saud	3155	9	15	540	30	1	6	53	yes	yes
College of science King Fahd	1800	5	7	201	9	2	9	43	yes	yes
College of science Cairo	3500	10	10	513	51	3	7	86	yes	yes
College of science Asyut	2043	6	21	372	30	5	6	54	yes	yes
College of science Bagdad	2800	8	8	320	16	3	9	59	yes	yes
				19						
College of science King Abdul Aziz	3000	7	7	200	16	3	15	38	yes	yes

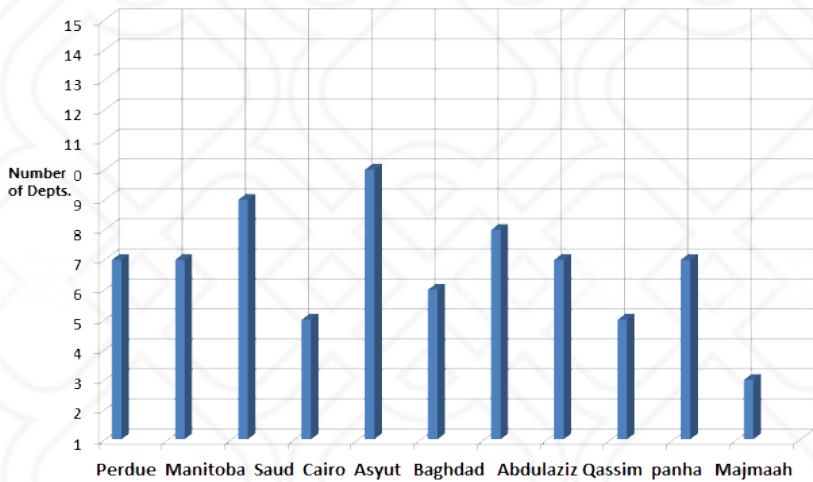
College of science Alkaseem	4000	5	5	110	1	2	36	14	yes	yes
College of science Banha	2240	7	7	239	20	-	9	33	yes	yes
College of science Majma'ah	433	3	3	55	-	1	8	7	yes	yes

Records on Referent and Targeted Universities

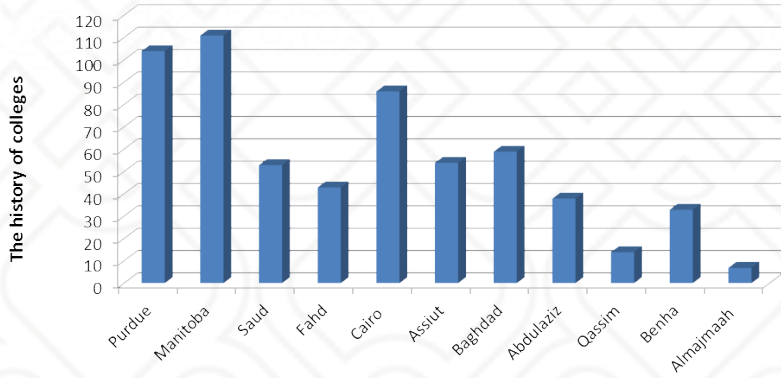
Comparing the number of students by the referent colleges.



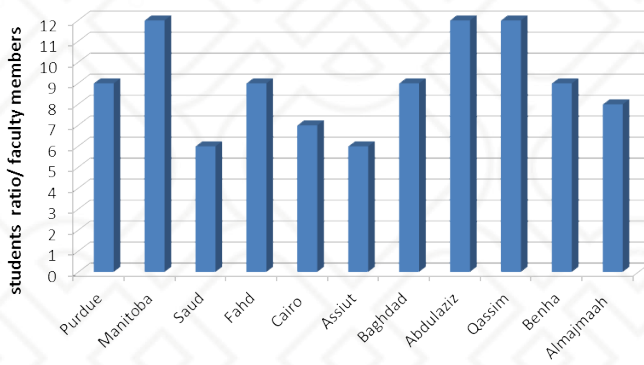
Compare the number of departments by the referent colleges



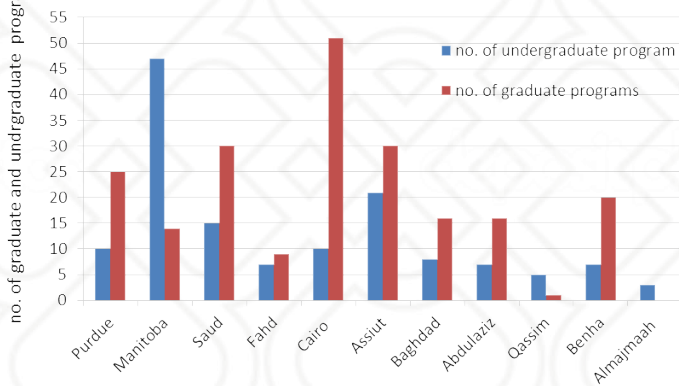
Comparing the history of Referent colleges



comparing no. of students/ member of faculty in Referent college



comparison of referent and targeted universities' graduate and undergraduate programs no.



Strengths and priorities for improvement

Summary of the program self-evaluation report for the year 1433/1432 H

First Standard: Mission, goals and objectives.

Strengths	Priorities for improvement
<ul style="list-style-type: none"> • There is considerable consistency between the college mission and that of the university. Although the college is still young and recent, everyone shareholders effectively to support the success of this mission to reach the desired goals. • Mission format is useful in guiding the planning and decision-making with regards to the college. • Mission programs have been developed through consultative processes, as formally approved and revised periodically. • The mission has been used regularly as a basis for planning and policy decisions related to the main policies. 	<ul style="list-style-type: none"> • The vision, mission and goals of the programs should be published in its current forms and suggestions regarding new formulations are deeply considered. • Proposals on the new formulations should be discussed with inviting non academic persons to give their critics and viewpoints. • The achievements of the program should be documented and announced to have a clear scene of the progress in achieving the mission and goals. • The program mission should be employed in orienting the process of program designing, goals and strategies.

Second Standard: Program Management

<ul style="list-style-type: none"> • People who manage the program run it in an effective and responsible way to ensure its development and enhancement. • Faculty members and management staff involved are committed to show high moral rectitude and integrity in scientific 	<ul style="list-style-type: none"> • Committees including the program faculty members should be set up to assign laws and regulations of the program. • A system for periodic review and evaluation of programs should be developed to improve the performance and development
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<p>research, and administrative work and service.</p> <ul style="list-style-type: none"> • Policies and regulations are clearly defined to pinpoint the main responsibilities and the actions followed when managing the program. This includes committees, faculty members, staff and students who are related to the program. 	<p>of its services.</p> <ul style="list-style-type: none"> • Planning processes should be managed effectively to achieve the mission and goals of the program through the teamwork participates in teaching program.
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The Third Standard: The Program Quality Assurance Management

Points of Strength	Enhancement Priorities
<ul style="list-style-type: none"> • The arrangements for the quality assurance of the program ensure the quality of requirements for this program and also meet the necessary arrangements to ensure the quality of the institution as a whole. • Specific indicators have been identified to monitor the performance and also benchmarking points were selected (standardized measurements) to conduct a comparative evaluation of the extent of achievement of goals, objectives and performance quality in general. • Performance evaluation is based on evidences and proofs (not limited on pre-defined indicators and benchmarking points) and the 	<ul style="list-style-type: none"> • The management of the program, faculty members and other employees are committed to maintain the quality and improvement of the program. • Quality assurance activities should be applied to ensure a high level of quality on all aspects of program planning and implementation, including the provision of services associated with the program and all academic members of the college and administrative involved in these processes. • Committees to follow up students' affairs should be set up through the activation of committees concerned with proposals and complaints.

results based on that evidences and proofs are independently verified.

This can also be supported by workshops and sessions for students about the importance of quality in the educational process.

The Fourth Standard: Teaching and Learning

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| <ul style="list-style-type: none"> • Students' assessments processes are in consistency to the target teaching outcomes, and are applied effectively and fairly with independent verification of the level that has been achieved. • There are effective systems to help students learning through academic guiding, teaching facilities, following up students' progress, encouraging students with high performance, and providing assistance to individuals who need it. • College staff members have all the qualifications and experiences necessary to teach the courses assigned to them. Also, they are familiar with the academic and professional developments in their fields. | <ul style="list-style-type: none"> • Students' learning outcomes should be consistent with the "National Qualifications Framework", and with the levels (standards) accepted in the fields of specialization, including the requirements of professions that the students are prepared for. • The program should be planned in the form of integrated packages of educational experiences so as to contribute all of the courses, in ways that are planned to achieve the learning outcomes of the target program. • Regular monitoring process of the quality for each course in the program as a whole through appropriate mechanisms of evaluation, and modified when required by periodical comprehensive revisions. • Teaching should be of a high degree of quality and use appropriate strategies for |
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different categories of educational products (outcomes).

- The management of the program and the college members should apply the appropriate strategies to support the continuous improvement in the quality of education through the activation of procedures and quality control strategies.
- The activities of field experience should be considerably planned and applied as complementary components of the program, they should have specific learning outcomes, prepare training supervisors within teaching teams, and execution of the appropriate evaluation and strategies to improve the courses.
- Educational strategies should be developed to aid students of low performance.

The Fifth Standard: Students' Affairs and Services Management

- Admission processes are effective, reliable, and easy to use for students.
 - Student records are stored in a secret and safe location. Statistical data are also available for quality indicators, internal and external reporting requirements, and to report on the progress of the students and their academic qualifications through actions programmed automatically to ensure the protection of confidentiality of information for each student.
 - Rules and regulations were established to ensure a fair and systematic administrative procedures for student affairs, with effective mechanisms to consider disputes and grievances and appeals by independent managements.
 - Providing academic guidance and counseling services appropriate to help students in planning for their participation in the program and in looking for work later.
- Field training for students should be increased.
 - Students should be supplied with career advice with respect to the appropriate professionals for their specialties through seminars and lectures.

The Sixth Standard: Learning Resources

Points of Strength	Enhancement Priorities
<ul style="list-style-type: none"> • There are policies and procedures ensuring that learning resources and services needed to support student learning are sufficient and appropriate for the program, and are evaluated and updated periodically as required by the program. 	<ul style="list-style-type: none"> • The library or learning resources center should be managed in a way guaranteeing the needs of the program and easing students' access to such learning resources and providing necessary facilities and services. • There should be an appropriate support to help students and staff members in order to ensure their effective use of library resources and services. • There should be an appropriate sources and references for the program. Also the facilities and equipments should be available in the library or in the resources center to be in consistency with the needs of the program.

The Seventh Standard: Facilities and Equipment

Points of Strength	Enhancement Priorities
<ul style="list-style-type: none"> • Availability of the facilities and equipments which are needed to highly meet the programs, its quality, and its related services. • Program representatives participate in the planning process for the provision of facilities, equipments and maintenance, and to ensure the development of appropriate specifications for the needs of the program. And the provision process of facilities and equipments obtain the balance between the needs of the program and policies of the educational institution in order to ensure compatibility of systems and resources available. • Computer hardware, software and support services related to the appropriate program, and managed so as to ensure optimal use, effective and safe to them. 	<ul style="list-style-type: none"> • The management of the facilities, equipment and support services should be effective to ensure efficient and effective use of the facilities available. • There should be hard efforts to find out what scientific research institutions produce of new equipments and facilities and supply both the college members and students in the department with. This would enable them to keep updated as well as to take advantage of these new facilities and equipments. • Plans for the maintenance and development of the laboratories should be carefully designed and periodically reviewed and evaluated.

The Eighth Standard: Planning and Financial Management

Points of Strength	Enhancement Priorities
	<ul style="list-style-type: none"> • Providing a special budget for programs to meet their needs. • There should be a sufficient finance to fund the requirements of the program. Planning process should include all cost estimates and cost forecasts on the short term and midterm basis. It also must have sufficient flexibility to ensure effective management in order to respond to unexpected events, as this flexibility should be accompanied by a degree of an appropriate monitoring and reporting mechanisms. • Plans should be made for the budget to serve the needs of the program. • The program financial affairs should be managed effectively so as to achieve the balance between the flexibility granted to the director of the costing center and financial accountability and responsibilities of the institution.

The Ninth Standard: The Recruitment Procedures

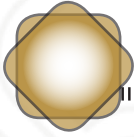
Points of Strength	Enhancement Priorities
<ul style="list-style-type: none"> • Recruitment processes ensure that the college members have the required experiences in their fields. • Verification of the authenticity of the qualifications of job applicants by using procedures to make sure the standing and reputation of the institutions that have received their qualifications from. • Provide specialties suitable for college members in the program. • The confidentiality of evaluating the performance of college staff should be maintained. 	<ul style="list-style-type: none"> • Recruitment Procedures should be designed in a way to ensure the required preparation of the college staff to carry out their responsibilities. • The personal professional development applied should be enough for all college members and other administrative staff and designed to encourage the improvement in the performance as well as to appreciate the outstanding achievements. • There should be committees to determine a clear mechanism of promoting college members.

Tenth Standard: Scientific Research

Points of Strength	Enhancement Priorities
<ul style="list-style-type: none"> • Establishing a unit of basic science research in the college. It belongs to the deanship of scientific research in the university and serves researchers in the field of basic science. 	<ul style="list-style-type: none"> • Drawing clear frameworks for scientific research through the development of research plans and clear action research teams in different disciplines and be motivational for faculty members to enable them to contribute to scientific research. • Finding financiers for scientific research to serve the special educational institutions of the society and cooperate with them. • Post graduate programs should be approved in the college. • The availability of adequate facilities and equipments which are appropriate to the requirements of scientific research in the program's field of specialization to be used by college members and graduate students.

Eleventh Standard: Community Service

Points of Strength	Enhancement Priorities
<ul style="list-style-type: none"> • Establishing a unit of training and community service in the college. • The criterions of college members promotions and their performance evaluation on the contributions they make to serve the community. 	<ul style="list-style-type: none"> • Clarity of academic programs and scientific departments toward community services should be specified. • Encouragement of the college members to participate in the seminars that discuss important issues in the community. • There should be a databases concerning graduate students and their places of employment. • Plans of study and research should be activated to meet the needs of the community and address its issues. • Businessmen, professionals and community institutions' commissioners should be invited to attend the meetings of the committees overseeing the programs.



Strategic goals, strategies and projects



First goal:

learning, development and innovation.



First strategy:

developing the efficiencies of human resources in the universities through the following:

1. Increase the percentage of PhD holders.
2. Increase the percentage of Saudi lecturers and demonstrators.
3. Providing the departments with technical cadres.
4. Developing skills of college members.
5. Increase the participation of college members in local and international conferences.
6. Determining the level of academic performance of college members.
7. Improving the system of rewards and motivation at colleges and supportive deanships

Initiatives through which goals can be achieved

- Increase the rate of hiring college members of PHD degree holders
- Increase the rate of attracting PhD degree holders.
- Increase the employment rate of lecturers and demonstrators by %10 every year.
- Hiring researcher assistances in physics and computer departments.
- Establishing specialized training courses for faculty members as follows;
- Preparing course file.
- Methodologies of modern university education and its applications.
- Improving the abilities college members to design and develop courses and convert it to electronic contents.
- Strengthen and developing innovation and distinction in their professional performance.
- Ability to develop the skills of students on self-learning, knowledge discovery, and increasing their educational performance.
- Develop their personal, social and technical skills.
- Every year, the university provides each college member with two opportunities to attend conferences as a participant, and one opportunity to attend a conference as an attendant. The tickets are included in both cases.
- The preparation of the executive rules to follow and to evaluate the academic performance of the college

members in the light of article 89 of the Regulations of the employees' affairs of the Saudi university college members.

- Benchmarking of salaries, allowances and benefits of non-Saudi teaching staff.



Second strategy:

Upgrading scientific research and research activities through the following:

1. Information Technology
2. Planning for research projects
3. Collaborative research
4. Scientific Publishing
5. External support for research
6. Evaluation of research activities
7. Supporting scientific research
8. Research Media Activity
9. Expanding the sources to support research

Initiatives through which goals can be achieved

- Provide a database for research and Theses.
- Activate the research plans for the scientific departments in the college.
- Encourage mutual research activities between departments, and between colleges and other research centers.

- Encourage publication of scientific research in scientific journals.
- Encourage college members to get funded research projects.
- Prepare annual final evaluation report on the output of research activities.
- Establish Research Centre in the College.
- Issuing scientific journal.
- Accreditation of graduate programs for the various departments in the college.



Second Goal:

Stakeholders



First Strategy:

Improving teaching and learning process and tools that support them through the followings:

1. Educational output intended
2. Improving the system of student assessment
3. Activate the feedback system
4. Follow up students' achievement.

Initiatives through which goal can be achieved

- Follow up the labor market needs and know the opinion of the stakeholders of the graduate's level and the quality of specialization needed.

- Review classification and reformulation of the intended learning outcomes in order to achieve objectives and mission of the college and the needs of the labor market and scientific progress.
- Increase the awareness of students and college members of intended educational outputs.
- Participation of stakeholders and recruitment agencies in the preparation of intended educational output.
- Update the content of the curriculum to suit the achievement of the intended learning outcomes, the message of the college, and acquiring skills needed for the labor market by involving faculty, students and stakeholders.
- Assessment is based on the measurement of imparted cognitive and professional skills.
- Fair distribution of grades on different assessment methods.
- Develop and diversify the learning resources.
- Activate an internal law to follow up, conduct, and analyze the results of the examinations.
- Activation and the quality system of the external evaluation of the courses and studies programs.
- Following a system that informs students of their academics issues like, examination schedules and evaluations methodologies.
- Following a system that allows following up students over the years of study.
- Measuring student satisfaction and taking the results of the questionnaires, analyzing it, and find suitable

solutions for weaknesses.

- There should be regular meetings with alumni to determine ILOS of required programs and courses that affect their opportunities in labor market.
- There should be regular meetings with stakeholders to determine the level of students and their needs.
- Activate the alumni unit affairs and develop capabilities of those who manage it, and provide them of their needs to ensure the continuity of communication with alumni after graduation.



Second strategy:

quality of learning opportunities through the followings:

1. Quality of learning opportunities.
2. Provide motivating learning environment.
3. Support students academically, culturally and socially.
4. Develop skills and abilities of students by %20 for labor market (English language and Computer)
5. Develop programs, plans, and curriculum for the needs of labor market and the requirements of Accreditation.
6. Improving students skills of research
7. Improving Academic Advising Programs
8. Distinction in student performance and interactive processes in the educational environment

Initiatives through which goal can be achieved

- Diversify effective teaching methodologies that include lectures, scientific lessons, training, working groups, visits, research, solving problems, workshops, and open discussions.
- Provide laboratories with equipment to improve education process and research abilities of students.
- Provide scientific references to all courses.
- Improve procedures that encourage self-learning.
- Encourage students to use the digital library.
- Increase the percentage of converting courses to electronic ones according to the standards of higher education.
- Improve library facilities, develop its appeal, and extend the daily working hours.
- Develop the classroom and establish a system for audio-visual aids.
- Provide rooms for students to study.
- Establish a center for photocopying.
- Activate the staff members' office hours.
- Develop a mechanism to support outstanding students.
- Follow-up weak students and activate the role of the academic advisor and the social and psychological specialist.
- Improve the level of student activities and provide time in the course schedule to practice it.

- Support special needs students
- Provide students guidance handbook from the first day of study that includes all students needs about the college, university, academic programs, and intended educational output.
- Inclusion of English language, computer skills, and communication skills in the study plan for college majors.
- Holding training courses in English language and Computer during the summer vacation.
- Establishing a suitable environment for the teaching of English and Computer.
- Rationing the number of students in the classroom to raise the efficiency of education.
- Provide a budget for the chemicals, samples, slides and glasses (educational supplies).
- A survey of the needs of the labor market.
- Benchmarking at the department level in the area of programs, plans and curriculum.
- Describe and identify the requirements of the development plans, programs and curricula.
- Accreditation program nationally and internationally.
- Enhance research skills for the students of college.
- Encourage students to participate in conferences
- Support Academic Advising Unit.
- Activate the role of student affairs in student advising.
- Study and evaluate student dropout.

- Establish a unit for voluntary work for the students in the college.
- Interaction and communication with parents.
- The establishment of a student council to express the voice of the student in a perfect way.



Third strategy

the development of community service activities through the followings:

1. Support the activities of community service
2. Enhance the quality of performance in the college

Initiatives through which goals can be achieved

- Develop a plan to increase and to develop community service activities, monitor environmental problems and find appropriate solutions according to the college goals.
- Provide and develop community services (sessions, consulting, continuing education, workshops).
- Participate in cultural and community events.
- Evaluate and measure the level of satisfaction of the stakeholders about the college service.
- Enhance the contributions of college members in community service activities.
- The development of administrative work by computerizing all services.
- Entrench the concept of quality and continuous

improvement among all elements of the college.

- Promote the results of scientific research that contribute to solving the problems of society and the labor market.
- Apply for local research projects funded by private entities such as SABIC and King Abdulaziz City.
- Following a system that allows following up students over the year of study.
- Following a system that informs students of their academics issues like, examination schedules and evaluations methodologies.
- Examinations and evaluation methods.



Third goal:

the economic aspect



First Strategy:

Expansion of achieving sustainable economic development through the followings:

1. Increase the number of parallel education programs in college.
2. Managing the budget spending rates.
3. Develop financial plans and budget of the College.
4. Working on finishing regulations, legislation and regulations that specify mechanisms to receive the financial resources of the college and make it available to everyone.

Initiatives through which goals can be achieved

- Provide one program each year for postgraduate studies during the next three years.
- Provide one diploma each year for parallel education during the next three years.
- Adopt a plan for expenses.
- Prepare an annual budget for the College and involve all units of the college and academic departments in the budget.
- Establish a Research chair in the college.
- Create an organizational unit that specializes in managing and attracting investments.
- Attract funding opportunities from institutions and businessmen.



Fourth goal:

the economic aspect



First Strategy:

increase the institutional efficiency performance through the followings:

1. Develop Management Performance.
2. Develop technical performance.
3. Improve a remunerated system.
4. Develop criteria for choosing academic and administrative leaders and college members.

Initiatives through which goals can be achieved

- Support secretarial work by hiring a secretary for the dean, Provost and the heads of the departments.
- Achieve full transparency.
- Allocation of jobs to meet the needs of the college according to the organizational structure.
- Develop procedures and mechanisms of purchase.
- Develop leadership management.
- Develop the skills of employees through specialized courses depending on the nature of work for each employee.
- Update organizational structure of the administrative positions.
- Update job description for the various positions.
- Determine executive regulations for various tasks in all departments.
- Measure job satisfaction of the administrative, staff and college members.
- Develop staff and faculty members' assessment through three-way evaluations (students, colleagues, leaders).
- Develop integrated standards for hiring faculty members from abroad.
- Identify system of data analysis and performance indicators to support decision.
- Evaluate the various committees and boards.
- Develop the Unit of Public Relations and Media in the college.

- Develop the unit of programs and students activities in the college.
- Provide network communication between the units in the college.
- Upgrade the level of Internet services performance and expand opportunities of using it from employees and student.
- Develop the college site on the Internet.
- Design an integrated and unified system to motivate staff.
- Develop features and services provided for all members of the college.
- Identify criteria of leaders at the college through job description and identifying requirements for hiring people.
- Involve staff and colleagues in the nomination and evaluation of leaders.



second strategy:

development of academic programs through the followings:

1. Start bachelor of chemistry program.
2. Start bachelor of biology program

Initiatives through which goals can be achieved

- Define the new academic programs.
- Determine the objective of the establishment of the program.
- Identify the vision of the program.

- Review the message of the program.
- Explain the justification for the establishment of the program.
- Expected needs of the labor market for graduates of the program.
- Characteristics of the graduates after the completion of the program.
- The expected learning outcomes of the program.
- The expected learning outputs of the programs, according to the National Commission for Academic Accreditation and Evaluation.
- Review the importance of the program.
- Illustrate the relationships between the new program and other programs in the college.
- Develop a study plan for the new program.
- Write a description for the programs and courses.
- Review the requirements of implementing the program.
- Identify tools and sources of teaching and learning.
- Review of the future strategic plan of the program.
- Compatibility with quality requirements.
- Presenting a complete plan to the Standing Committee of plans and education system for approval.



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