

MAJMAAH UNIVERSITY-COLLEGE OF ENGINEERING-

# Strategic Plan 2015 – 2019

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College of Engineering

2/7/2016

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## **Introduction**

Due to the importance of Strategic Planning for any successful organization, the College of Engineering (CE) started from the academic year 2014\2015 to set the primary strategic goals to be like a blueprint or framework that needs to be achieved to fulfill the mission and objectives of CE.

Majmaah University just published its Strategic Plan (2015–2019) with its goals to meet the Strategic Plans of the Kingdom of Saudi Arabia. Therefore, to fulfill these objectives, the Strategic Planning and Implementation Committee (SPIC) in the college of engineering reviewed the Strategic Plan of MU University and MU KPIs to meet these goals. The objectives of CE defined based on the desired state that the program wants to achieve, a target the CE program wishes to hit. The SPIC and with participations of all faculty members, formed committees and administration discussed the activities and responsibilities that should be defined to achieve the primary goals and sub-goals defined by the SPIC.

## **Proposal for strategic and operational plans Implementation:**

The SPIC proposed a plan for implementing the strategic and operational plans. The proposal contained the following main items:

### **First: Initial steps in preparing the strategic plan:**

- 1- Adopting the benchmarks and references that approved by the MU in developing its strategic plan
- 2- Writing an explicit procedure for making the CE strategic plan based on the MU one and adding:
  - Report of CE strategic plan (2010–2015) to find out the achievement percentage and to determine obstacles and challenges.
  - Analyzing the Reality of CE through a detailed study to identify strengths and weaknesses.
  - Assessing the future national, regional and international trends related to engineering education and scientific research requirements.
  - Setting strategic goals and sub-goals for CE strategic plan based on previous plan report MU strategic plan and based on reality and future trends of MU.
  - Setting the CE Strategic Plan indicators
  - Writing the operational plan of the CE and determining responsibilities.

### **Second: Planning and Implementation:**

- 1- **Committee of the analysis of the current situation:**

**Main Tasks.**

- Studying the previous strategic plan achievement report, obstacles and challenges and Suggest solutions
- Writing a detailed study of the reality of CE to know the current situation (Administration, research, academic and community service)
- Considering the internal environment (Strengths and weaknesses) and external (available opportunities and challenges)

## **2- Studies and Analysis Committee:**

### **Main tasks:**

- Studying and analysing national and international engineering education trends and scientific research.
- Determining the future visions of the CE containing academic, technical, administration and infrastructure issues.

## **3- Strategic and operational plan drafting committee:**

### **Main Tasks:**

- Drafting primary goals and sub-goals for the strategic plan
- Determination of EC performance indicators.
- Writing the operational plan with cooperation with EC vice-deanships, departments and approved committees.
- Following up the implementation of operational plans by departments.

## **University Strategic Plan**

### **The strategic Goals of the Operational Plan of MU University (2015-2019):**

The Strategic Goals of the Operational Plan of MU University (2015-2019) translated into:

#### **1- Building of competition capabilities of students according to the market needs and knowledge society.**

**According to this strategic goal, the university has several specific goals such as:**

- Improving the internal and external efficiency levels of colleges
- Restructuring scientific disciplines according to market and society needs.
- Providing students with job skills and Entrepreneurship.
- Improvement of academic advising system
- Diversifying the sources of learning
- Moving up to students' activities and services levels

**2- Upgrading the skills and capabilities of academic and administrative staff.**

According to this strategic goal, the university has several specific objectives such as:

- Attracting various personnel of faculty members and maintain
- Improvement of the professional development system for faculty members
- Improve the performance of employees and develop their skills

**3- Development of institutional performance and management system**

- Renewing the organizational structures of college units and completing its administrative construction

**4- Meet the quality requirements and preparing for institutional and program accreditations.**

According to this strategic goal, the university has several specific goals such as:

- Development of quality Assurance system in accordance with a Systematic model
- Preparing educational programs for accreditation
- Distribution of quality institutional education for University members

**5- Upgrading the quality value of scientific research and innovation regarding development priorities.**

According to this strategic goal, the university has several detailed goals such as:

- Improvement of scientific research quality and quantity
- Discovering and nurturing talented and support innovation and patents
- Directing the scientific research by development priorities and environmental researchers.
- Reviewing of the scientific research and publication and enhancing its ethics
- Improvement of research centers and chairs in the university
- The diversity of scientific research sources

**6- Strengthening the responsibility and community participation.**

According to this strategic goal, the university has several detailed goals such as:

- Improving of continuous educational programs in the light of the society needs
- Activation of social partnership with non-profit and government and private sectors.
- Promote a culture of volunteering for students and university members
- Merging the sustainable development of educational programs and research projects.

## Committees Analysis and Reports

### Committee of the analysis of the current situation Report

A summary of the main achievements, constraints and future recommendations and visions

#### 1. Strength points:

- The college mission which is parallel to the university mission is clear and constantly updated.
- Programs mission and objectives are consistent with the overall college mission.
- The active and varied participation of college students in summer activities which are competitive and enriching in different fields (a sports / cultural / social).
- Availability of adequate measuring and analysis of some performance indicators of the college / programs.
- The participation of a large number of faculty members and students in carrying on scientific researches.
- Some academic members and students acquired patents and awards at national and international level.
- The availability of identifiable evidence/ introductory proofs of the college / program (Academic advising guides, software manuals, student guide ..... etc)
- Organizing and conducting some scientific visits and trips (Aramco, the industrial city at Hotat Sadir, Jalajel electrical power station ..... etc)
- Civil Engineering program won the third place at the university level.
- The presence of a quality center in the college in addition to quality units of each college program.
- Faculty members interest in the application of quality and its operations.
- The participation of some college programs in community service.
- Academic members use of advanced technological tools in teaching.
- Most of the programs and courses specification of the college are according to the model of the National commission for Assessment and academic Accreditation.
- The presence of the preliminary self-evaluation of the college.
- Survey of the student opinions concerning academic program courses.



- The proved use of the national qualifications framework by some programs.
- The presence in the college of an accredited strategic plan including all elements.
- There is an annual report concerning some of the programs according to the model of the National commission for Assessment and academic Accreditation.
- Some laboratories in the college are technically well-equipped in accordance with the requirements of the academic programs.

## **2. Points requiring improvements:**

- The college mission and objectives in addition to the programs are not clear to most of the college staff especially the administrative personnel and students.
- The reorganization of the development and quality in the college is incomplete.
- Limited financial and administrative support for the quality practices, which reduces the effectiveness.
- Unavailability of a well-equipped room dedicated for the quality performance and academic accreditation.
- Incomplete documentation for some quality standards and practices on the college / program level.
- Lack of periodical follow up of the application of the quality enhancement plan in the college/ programs.
- The college equipment is not sufficient and some are not convenient with the style of the academic program studies.
- Security and safety conditions are not fulfilled adequately in the college laboratories.
- Limited participation of the administrative employees in the quality mission and activities.
- Lack of benefit from the results of performance measurement indicators of college / programs in the improvement and development processes.
- Unavailability of a reference comparison at the level of the College / Academic Programs whose results can be useful in the improvement and development processes.
- Limited partnership and Cooperation with employment authorities and local community institutions.
- Lack of means of communication at the institutional level with graduate Academic Programs at the college.
- Absence of an integrated academic counselling system.
- The improvement plan still with incomplete elements.
- Most of the programs did not adopt a reference mark.
- Reduced security and safety conditions in the labs.
- The number of academic members in some programs does not fit the kind of the courses and the number of students.

- Lack of administrative and technical staff for the program labs.
- Shortage in the spreading of quality culture among students.
- Lack of the result analysis of student surveys and its exploitation in the establishment of an improvement plan.

### **Main points of - Studies and Analysis Committee:**

In its first report, the Study and Analysis committee concluded that the strategic plan for the College of Engineering must be launched based on consistency and compatibility with the vision, mission and goals of the College, which in its turn being consistent and in harmony with the strategic plan of MU. With regard to the College of Engineering, in particular, its strategic plan has to close the gap of the labor market needs in the Kingdom of Saudi Arabia, especially in the areas of Civil engineering, Electrical engineering and Communications, Computer Engineering and Mechanical Engineering. The preliminary studies of engineers needed for the labor market in the Kingdom, revealed a severe deficit in those areas. Thus, the disciplines that are currently active at the college are: Electrical Engineering - Mechanical and Industrial Engineering - Civil and Environmental Engineering. This will contribute partially in bridging the gap in those disciplines. In pursuit of excellence, the college is decided to set up specialized tracks in those sections along the lines of: Construction engineering track - Transportation and Surveying engineering track - Water and Environmental Engineering track. On the other hand, in the provision of specialized engineers in these areas, the community will benefit from the specialized engineers. Soon, with the launch of the other two other departments: Information Systems and Mechatronics - Architecture engineering and Interior Design (male and female), will be given overall excellence in disciplines rarely present in the Kingdom.

Nowadays, the College of Engineering - Majmaah University, is seeking international accreditation allowing graduates to engage in the labor market opportunities in a better and more efficient manner. In this context, the college is keen when building its strategic plan to ensure that quality assurance is in place with eye on the efficiency of the educational outcomes. Hence the strategic plan involves: interest in the completion of the infrastructure of the college, attracting qualified teaching staff who are competent and interested in the development, as well as follow-up performance with a short and long-term operational plans to achieve the goals.

During the preparation of the strategic plan for the College of Engineering, it was formed a committee for the Study and Analysis to conduct the following commitments:

### **Committee assignments**

- Study and analysis of national and global trends regarding engineering education and scientific research;
- Determine the future vision of the college, including academic, technical, administrative aspects and infrastructure

### **Operational Plan for the Study and Analysis Committee in Light of the University's Strategic Plan and Afaq prospects**

Studies and analysis of the current situation were conducted as a pave for the preparation of the strategic plan for the College of Engineering. It has been taken into account to use the same methodology that yields consistent (as much as possible) with the methodology and objectives of the strategic plan for the University and meet the prospects of the higher education in the Kingdom of Saudi Arabia, in terms of access, development and high educational plans. In this respect, and particularly in the engineering sector, the requirements and needs of the labor market in the engineering sector have been studied, as well as the future trends toward community service.

The Committee submitted its first report in 27-11-2015 about the work done based of the analysis of the current situation and in order to prepare a strategic plan for the College of Engineering. The committee is aiming to achieve its targets, based on data analysis, as follows:

1. Gathering necessary documents and information for the implementation of the action.
2. Study of national and global trends regarding engineering education and scientific research.
  - Study the engineering sector in KSA
  - Engineers labor market in Saudi Arabia
  - Analysis of the trends in the strategic plan for the College of Engineering
3. Cooperation between the university and the community: a case study of College of Engineering.
4. The development of the overall size according to number of admissions, number of graduates, size of the following: human resources, potentials and expansions.
  - The evolution of admissions and alumni;
  - Constructional evolution of the college;
  - Laboratories development;
  - The evolution of the members of the teaching faculty since its inception;
  - College of Engineering and community participation;
  - The competitive situation of the College at the local and national scale;
  - Research and Projects and Consulting Studies;
  - Cultural agreements between the college and universities or institutions (local or international);
  - Educational quality at the College;

- The distinctive features of the college.

### **The Methodology used for the Analysis of the Current Situation**

The methodology used to analyze the current situation of the College of Engineering, both internal and external, is based on the quadruple environmental analysis to determine:

- *Strength*
- *Weakness*
- *Opportunities*
- *Threats*

### **1- Determine the Future Vision of the College**

In process

## **Consistency of University's and Engineering College's Vision and Mission**

### **University's Vision and mission**

#### **Vision:**

To ensure that Majmaah University is a conducive academic environment of high quality capable of providing graduates with promising future to contribute in achieving the sustainable development objectives.

#### **Mission:**

Majmaah University provides educational and research services via an academic system that is capable of competing with an eye on the market demands and the society partnership.

Majmaah university's Mission contains two main aspects: Education first and research second. These two aspects are to be provided to serve society and to satisfy the market needs.

### **College's Vision, Mission and Objectives.**

#### **Vision**

To be internationally well recognized engineering college in top engineering education, scientific research, and service to the community

#### **Mission**

To provide and educate students with the highest quality in engineering knowledge and to facilitate cutting edge research for the benefit of the society

#### **Objectives**

- To attract high quality faculty and well prepared students.
- To continuously improve and revise the academic programs.
- To build a strategic alliance with the industry.
- To be sensitive to the needs of the society.

The mission of the University and College focuses on the education and research for the benefits of the society which is consisting with the university's one.

### **SWOT Analysis**

SWOT (Strength, Weakness, Opportunity, Threats) are used to identify the major factors that will affect the achievements of the department's objectives.

SWOT analysis based on:

- University strategic plan and University performance indicators
- analysis of the current situation Report
- Studies and Analysis Committee

**Strength:**

- Mission is consists with the University Missions
- The objectives, goals and KPIs of college of engineering are defined
- Goals, objectives and KPIs consists with the university strategic plan
- Existence of Vice–deanships (Academic, quality and research)
- Well organized college with clear responsibilities for committees.
- Experienced coordinators in each committee.
- progressing in quality culture
- Exist of data and surveys.
- Existence of regulations
- Good management of students' schedules
- Using D2L.
- LO consistent with ABET and NQF
- Existence of clear procedure for recruitment.
- There is a clear procedure and operational plan for ABET academic accreditation

**Weakness:****Mission & Objectives:**

- Mission needs to be discussed in the advisory board and within employees (secretary) in the department

**Program Management:**

- Analysis on the surveys needs to be studied in more details and to make recommendations.
- Some regulations are not in English
- No clear procedure bout instructor's evaluations and feedback.
- No code of ethics
- Lack of clear regulations to instructors.
- Lack of availability of online regulations and procedures.

**Quality Management:**

- More analysis on surveys.
- No feedback from graduates and there is not much communication with the alumni
- KPI needs to be referenced to external reference for all programs

**Learning:**

- Using LO of the program as LO for most courses.
- No analysis on Student's results and if they withdraw.
- Lectures room need improvement
- The timing of surveys are not suitable
- Need surveys about student's opinion about LO of the courses. (will be done for ABET accreditation)
- Students' levels in basic science courses are low.
- Advising should be activated and monitored
- Allowing students to register in courses that they didn't finish the pre-request (requirement of ABET accreditation)
- No action plans in annular reports.
- No communication with alumni and no feedback
- No feedback to students from instructors about their performances
- Number of Math and basic science are 25 Hours which is less than 32Hors which is the standard required by ABET. This is assuming that other courses are not basic science such as (GE 101, GE 102, GE 103, GE 108 and CEN 210)
- Needs to review LO of courses for all programs
- Instructors need workshops on how to evaluate based on LO (In progress)
- Students' English language. Program can be updated to include English technical writing.

**Management of Students affairs:**

- Very few students' activities.
- Exam's schedule needs to be revised.
- Academic advising is not effective. A procedure needs to be established to make students visit their supervisors.
- Low standards of quality in attendance, some students start attending classes by third week.

**Learning Resources:**

- Not all instructors and students use D2L. Some instructor and especially students are not aware of how to use the system effectively. There should be a procedure to motivate students to use D2L.
- No enough computer labs and limited use of the existing computer labs. Labs should be opened and there should be a procedure to let students get access to these labs in any time.
- Some devices of labs are not in use.

**Recruitment:**

- No evaluation feedback to instructors.
- Training is limited in some areas as for academic advising and quality procedures and documentations.

**Research:**

- Student's research is limited and need to consider community needs.
- Student's research skills are low.
- Low faculty's research
- Low number of publications

**Community Services:**

- No community service plan. Community needs need to be investigated where the program can help.
- No linking between instructor up gradation and the community services.

**Opportunity:**

The college is to activate the mechatronics architecture programs. Master studies are to be created for some active programs.

**Threat:**

College is not stable due to frequent changes in faculty members in the department. The procedure of contracting instructors needs to be improved. Some tracks or even current active programs cannot work well because of lack of specialized instructors.



## Baseline (where we want to be)

### Gap Analysis

Gap analysis is used to compare the actual performance with the desired performance.

Subject	Now	Target
<b>Program management</b>	Analysis on the surveys doesn't give enough information to decision makers.	To perform overall and detailed analysis
	No clear procedure about instructor's evaluations and feedback.	Clear procedure about instructor's evaluations and feedback.
	No code of ethics	Create code of ethics
	Lack of clear regulations to instructors.	Instructors know the regulations
	Lack of availability of online regulations and procedures	Updated website with regulations
	No action plans in annular reports.	Action plan for the program.
<b>Quality Management</b>	No feedback from graduates and there is not much communication with the alumni.	A good communication with alumni and obtain feedback from graduates.
	KPI needs to be referenced to external reference.	Establish an external reference for KPI
<b>Learning</b>	Teaching strategies needs improvements.	High standard in teaching.
	No post-graduation studies	Establish a Master Degree Programs
	Using LO of the program as LO for most courses.	Writing CLOs for SLOs

	LO of courses needs to be reviewed	LO of courses are reviewed.
	Instructor's knowledge on how to evaluate based on LO is not sufficient.	Instructors have the knowledge on how to evaluate based on LO.
	Students' English language is low.	Students' English languages level is good.
<b>Management of Students affairs</b>	Very few students' activities.	More student' activities
	Academic advising is not effective.	Effective Academic Advising
<b>Learning Resources</b>	Not all instructors and students use D2L	Instructors and students use D2L learning management system
<b>Recruitment</b>	No evaluation feedback to instructors.	Instructor get evaluation feedback
	No training in academic advising and quality procedures.	Instructors get training on advising and quality procedures.
	Technicians' knowledge on lab's courses is low.	Technicians have a good knowledge about lab's courses.
<b>Research</b>	No research centres	To establish research centre
	lab's courses requires updates	Updated labs' courses
	Low number of publications.	A normal number of publications. A good collaboration with research centers, industry and governmental bodies. Externally. number of publications in peer reviewed national and international journals (1:2 ratio),

	Low number of research projects are funded.	More funded research projects
	Student's research is limited and need to consider community needs.	Student research considers community needs
	Student's research skills are low.	Students research skills are good

### **Strategic Goals (Strategic Plan 2015-2019)**

These are a specific actionable results (SMART/ER) needed to support the vision and the mission.

(Specific, Measurable, Attainable, Relevant, Time bound, Evaluate, Re-evaluate)

The Strategic Goals are based on:

1. University strategic goals
2. Colleges' Objectives
3. Gap analysis

**Goal 1: Building of competition capabilities of students according to the market needs and knowledge society.**

N	Sub-Goals	Performance Indicators	College main KPIs
1	Improving the internal and external efficiency levels of colleges	1- Students' enrollment rate in the college (Total, Net, New) 2- General students' assessment of courses quality 3- Percentage of Students that entered the programs and have successfully completed the first year 4- Percentage of Students that entered the undergraduate program and successfully completed the program in minimum of a time	
2	Restructuring scientific disciplines according to market and society needs	5- Percentage of Hired graduates who finished bachelor program or enrolled in graduate programs within six months of graduation 6- Stakeholders level satisfaction for graduates and their skills. 7- Percentage of disciplines that have been restructured and modernized to the number of programs those need to be restructured	
3	Providing students with job skills and Entrepreneurship	8- Percentage of students that speak more than one language 9- Number of initiatives and annual programs for the acquisition of student employment skills and entrepreneurship	
4	Improvement of academic advising system	10- Students evaluation for Academic and professional advising 11- Percentage of students that received academic services to the overall number of students?	
5	Diversifying the sources of learning	12-Level of students' satisfaction with teaching strategies, learning and assessment. 13- Percentage of textbooks to the number of students	

		14- Number of postgraduate studies	
6	Moving up to students' activities and services levels	15- Level of students' satisfaction with services provided by College. 16- Percentage of students participated in activities to the total number of student	

### Goal 2: Upgrading the skills and capabilities of academic and administrative staff.

N	Sub-Goals	Performance Indicators	College main KPIs
1	Attracting various personnel of faculty members and maintain	17-The overall rate of students to faculty members 18- The rate of the number of students to faculty members by specialties 19- Teaching staff members contracted rate	
2	Improvement of the professional development system for faculty members	20- The number of worksheets and reports presented in conferences over the past year to the number of full-time faculty teaching members. 21- Percentage of faculty members participated in professional development activities over the past year 22- Rate of faculty members that received training in modern teaching strategies that enhances teaching and learning.	
3	Improve the performance of employees and develop their skills	23- The Level of satisfaction with employee performance 24- Percentage of students to the administrative staff 25- Rate of Saudi technicians 26- Increasing Rate of graduates	

### Goal 3: - Development of institutional performance and management system

N	Sub-Goals	Performance Indicators	College main KPIs
1	Renewing the organizational structures of college units and completing its administrative construction	27- Level of annual performance to achieve college strategic goals	

### Goal 5: - Meet the quality requirements and preparing for institutional and program accreditations

N	Sub-Goals	Performance Indicators	College main KPIs
1	Development of quality Assurance system in accordance with a Systematic model	28- Satisfaction rate of leaders and faculty members about quality system 29- Satisfaction level of beneficiaries - students, graduates, employers and employment parties for a quality taken system 30- Percentage of programs and units that are being internally and externally benchmarked in quality activities. 31- Satisfaction level of quality units' performance in the college 32- The effectiveness of Quality center in saving documents and evidences and the way of their documenting and organizing 33- The effectiveness of improvements plans	
2	Preparing educational programs for accreditation	34- Percentage of courses that evaluated by students during the year 35- Number of academic programs that accredited by ABET 36- Percentage of advisory boards activation for academic	

		programs	
3	Distribution of quality institutional education for University members	37- Percentage of faculty members that received training in quality areas 38- Rate of faculty members that participated in quality events and activities in the college	

**Goal 6: Upgrading the quality value of scientific research and innovation regarding development priorities.**

N	Sub-Goals	Performance Indicators	College main KPIs
1	Improvement of scientific research quality and quantity	39- Average of reviewed papers published in Scientific and technological fields 40- Number of publications in reviewed scientific journals in the past year to the overall number of full-time faculty members 41- Number of reference citations to the overall number of full-time faculty 42- Percentage full-time faculty members that published at least one paper in the past year.	
2	Discovering and nurturing talented and support innovation and patents	43- Patents Rate	
3	Directing the scientific research by development priorities and environmental researchers.	44- The number of joint research projects with community organizations 45- Percentage of environment articles to the total number of annual articles	

4	Reviewing of the scientific research and publication and enhancing its ethics	46- Level of satisfaction of faculty members about transparency and fairness of scientific research practice 47- The availability of regulatory guides of scientific research ethics rules and its regulations	
5	Improvement of research centers and chairs in the university	48- Number of scientific chairs 49- Number of University scientific journals	
6	The diversity of scientific research sources	50- Number of funded project internally comparing to the total number of scientific proposed projects 51- Number of projects funded by king Abdul-Aziz research centers 52- Number of projects funded by external research resources. 52- The total income of funded research projects.	

### Goal 7: Strengthening the responsibility and community participation

N	Sub-Goals	Performance Indicators	College main KPIs
1	Improving of continuous educational programs in the light of the society needs	53- Increasing percentage of registered students in continuous learning programs 54- level of students satisfaction about continuous learning programs	
2	Activation of social partnership with non-profit and government and private sectors.	55- Number of annual programs of partnership and cooperation with society and private sectors 56- Number of consulting and services submitted to the local society and business sector	



3	<p>Promote a culture of volunteering for students and university members</p> <p>Improving of continuous educational programs in the light of the society needs</p>	<p>57- Number of educational programs presented to the total number of departments</p> <p>58- Percentage of faculty members and employee that participated in activities and programs related to society service</p> <p>59- Percentage of students participated in voluntary activities to serve society</p>	
4	<p>- Merging the sustainable development of educational programs and research projects</p>	<p>60- Number of research and research projects that serve the sustainable development issues of the environment</p> <p>61- The proportion of courses in academic programs concerned with sustainable development issues</p>	