

Strategic Plan 2021 — 2025

English Program

Jazan University

Main Campus: Jazan (Male – Female)
Samta: (Female)
Aldarb: (Female)
Farasan: (Female)
Aldayer: (Female)
Alaarda: (Female)

Revised By Program Advisory Committee on: 29/8/2021

Approved by the department council:

Session number: 2101

Day: Wednesday

Date: 29/9/2021, 22/2/1443

Table of Contents

Introduction:.....	3
Strategic Planning Team Members.....	4
About the English Program at Jazan University:.....	5
Organizational Flow Chart:.....	6
Methodology for preparing and developing the English program’s strategic plan:	7
English Program SWOT Analysis (for new strategic plan 2021-2025)	10
Vision, Mission, and Values	12
Strategic Directions.....	12
Alignment Matrix between program, college and JU vision, mission and values.....	14
Balanced Scorecard for the English Program	16
Alignment of Program goals with college and institution goals.....	17
Goal Cards	18
Strategic Plan Key Performance Indicators	27

Introduction:

The department of English is one of the founding departments of the Faculty of Arts and humanities in 1430. The English department is the cornerstone of the humanities in Jazan region.

This plan has been updated on the basis of the university's new mission for the strategic term 2021-2025. A team has been established from all English department branches in all JU including the main campus (male and female), Samta, Alaarda, Farasan, Aldarb, and Aldayer. The team conducted a series of meetings to suggest a new mission in alignment with JU and college missions. Then the mission has been sent to all faculty members in all branches, students, alumni, parents, and employers for their opinions. More than 400 participated. Their suggestions have been taken into consideration. The department council approved the plan with its goals, KPIs, and action plan. When a special departmental advisory committee was established again the plan has been discussed and some suggestions have been made. The final version of the mission and goals were added and the department council final approved the plan in its final version in session number 2101 on 29/9/2021.

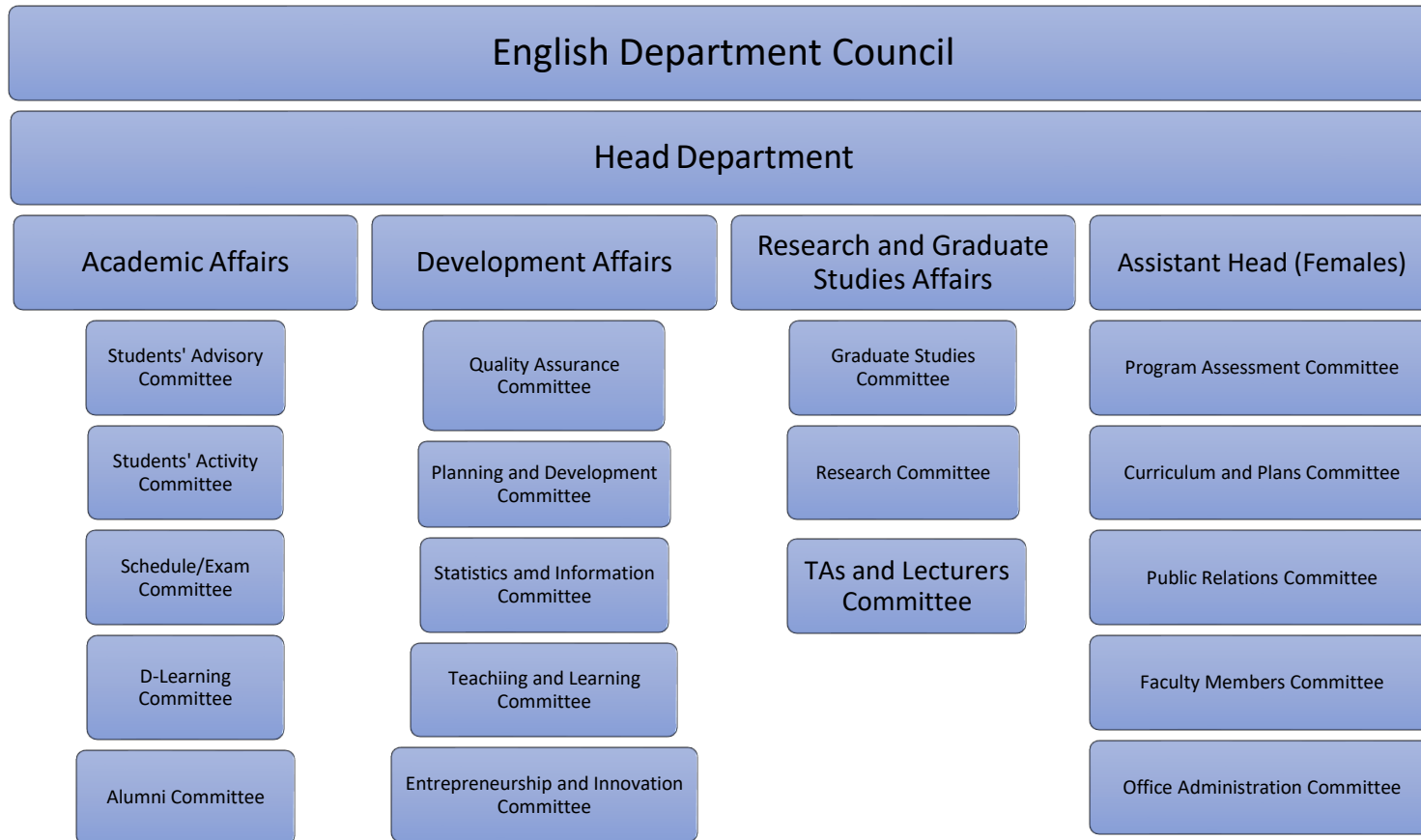
Strategic Planning Team Members

#	Members	Description
1	Head of the English Department – Faculty of Arts and Humanities	Chair
2	Head of the English Department – Farasan University College	Member
3	Head of the English Department – Addarb University College	Member
4	Head of the English Department – Samtah University College	Member
5	Head of the English Department – Alardhah University College	Member
6	Head of the English Department – Addayer University College	Member
7	Assistant Head – Female Section – Faculty of Arts and Humanities	Member
8	Strategic Planning Representative – English Department – Faculty of Arts and Humanities (Males)	Member/Reporter
9	Strategic Planning Representative – English Department – Faculty of Arts and Humanities (Females)	Member
10	Strategic Planning Representative – English Department – Farasan University College	Member
11	Strategic Planning Representative – English Department – Addarb University College	Member
12	Strategic Planning Representative – English Department – Samtah University College	Member
13	Strategic Planning Representative – English Department – Alardhah University College	Member
14	Strategic Planning Representative – English Department – Addayer University College	Member
15	Dr. Ahmed Taha Musa	Member
16	Dr. Osama Mudawe Nurain	Member
17	Dr. Ammar Adam Adunnabi	Member
18	Dr. Mohammed Khan Abdulmalik	Member
19	Ms. Amal Saleem Amawi	Member

About the English Program at Jazan University:

TO BE ADDED

Organizational Flow Chart:



Methodology for preparing and developing the English program's strategic plan:

Based on the strategic plan of Jazan University and the strategic plan of the Faculty of Arts and Humanities announced for the coming years (2020/2025) and its foundations, and the results achieved from the previous strategic plan of the university and the college (2015/2020), and in anticipation of the reality and quality of education in the English Department, the English Program administration was keen to start preparing its strategic plan for the next five years (2020/2025) to keep pace with the variables of higher education and the labor market needs of the manpower working in the current and future stage. The permanent committee for strategic planning in the department decided to assign a team to prepare the English Program's strategic plan for the coming years (2020/2025). The team prepared the strategic plan based on the analysis of the current situation, the reports emanating from the program, the department, the college and the university, and the data and results of the program plan for the previous years (2015/2020).

The English program's plan came in line with the vision, mission, and values of the university and the college, and their strategic and subsidiary goals, and in line with the initiatives and performance indicators for its plan emanating from the Kingdom's vision (2030), the goals and aspirations of the Ministry of Education, the National Center for Academic Accreditation and others in terms of construction, arrangement, and output, Community partnership, labor market need, program governance, improved outcomes, utilization of resources, and the Balanced Scorecard methodology. The plan preparation committee has followed a clear methodology based on the following:

- 1- Restructuring the planning and development committee in the department by administrative decision No. (47941) dated 05/05/1442 AH and decision No. (63356) dated 18/06/1442, to carry out the second strategic plan in partnership with all English Departments (Jazan, Farasan, Addarb, Samtah, Alardhah, Addayer), supporting units, faculty members, students, alumni, parents, advisory council, administrators, and the local community.
- 2- The first meeting of the strategic planning and development was held online (Zoom) on Wednesday (07/03/2021) at 8:30 PM to prepare the program's strategic plan in light of the university's and college's strategic plans.
- 3- The planning and development committee requested SWOT analysis inputs from English Departments (Jazan, Farasan, Addarb, Samtah, Alardhah, Addayer).
- 4- The planning and development committee requested proposals and suggestions for the vision, mission, values, strategic goals, key performance indicators (KPIs), and initiatives from English Departments (Jazan, Farasan, Addarb, Samtah, Alardhah, Addayer).
- 5- The second meeting of the strategic planning and development was held online (Zoom) on Saturday (20/03/2021) at 01:00 PM to present and discuss the proposals of SWOT analysis received from all English departments (Jazan, Farasan, Addarb, Samtah, Alardhah, Addayer), paying attention to setting priorities, and to combine similar proposals, ideas, and point to reach a concise and comprehensive SWOT analysis. In this meeting, the planning and development team gave a presentation on the features required for the final vision

and mission. The team agreed on the initial proposals of the vision and mission after opinions and discussions to amend and improve the nominated proposals. The team also clarified and stressed on the importance of the participation of beneficiaries and stakeholders in building the vision and mission, namely: Deanship of Academic Development (DAD), faculty members, current students, alumni, employers, administrative staff, advisory board, and parents; of course, involving all English departments in the university.

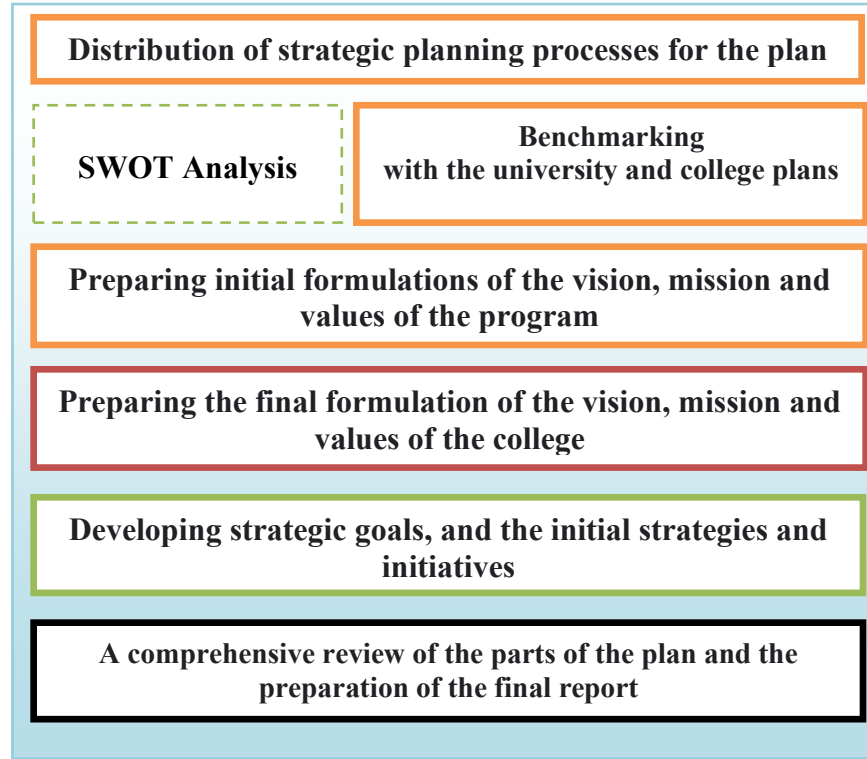
6- The planning and development committee prepared and published the nominated vision and mission in an electronic questionnaire to obtain the participation and inputs of the aforementioned beneficiaries and stakeholders.

7- The third meeting of the strategic planning and development was held online (Zoom) on Sunday (28/03/2021) at 09:00 PM to summarize the participation of beneficiaries and stakeholders in building the vision and mission. The team gave a presentation on the details, the results, and the suggestions of the electronic questionnaire that were received from the aforementioned beneficiaries and stakeholders. The team considered the most relevant and promising suggestions to modify and improve the proposed vision and mission. After studying and reviewing the results and suggestions of the electronic questionnaire, the members provided a number of improvements and modifications to finalize the proposed vision and mission. The members then agreed on the final vision and mission statements.

The following details the strategic planning process in the English Program:

After the program's strategic plan was approved by the team, the committee began distributing tasks to the team and the committee started with a number of tasks:

- 1- Holding workshops and preparing an environmental analysis, benchmarking against the university and college plans.
- 2- Preparing questionnaires for the relevant authorities to determine the vision, mission and values of the program.
- 3- Multiple meetings to set strategic goals and initiatives in the plan.
- 4- The knowledge background of the members of the program's strategic plan team.
- 5- Initial formulation of the vision, mission, the elaboration of the strategic goals, strategies, and initiatives of the program.
- 6- A comprehensive review for the parts of the plan and preparing the final brief document.



English Program SWOT Analysis (for new strategic plan 2021-2025)

First: the internal environment: (the most prominent strengths and weaknesses)

Internal Strengths

1. Highly qualified Saudi and international faculty members with diverse cultural and teaching backgrounds
2. Implementing up-to-date and innovative teaching and learning practices
3. A well-planned program with standardized curriculum across all branches
4. Encouraging and inclusive working environment with good management and effective administration
5. Formative assessment cycle to promote and improve the performance of students and instructors
6. Excellent and seamless communication among faculty members in the main campus and all other branches

Internal Weaknesses

1. No admission and placement test for students
2. Low academic performance and outcomes of students
3. No language labs
4. Overcrowded classrooms, especially in female sections, which would increase the teacher-student ratio
5. No research funding
6. Lacking novel technologies and aids inside classrooms
7. Shortage of specialized books in the main library
8. Shortage of administrative staff
9. The need to actively involve more females in decision-making.

Second: the external environment (the most prominent opportunities and threats)

External Opportunities

1. Good infrastructure for education and learning.
2. Being the only university in Jizan can open cooperation opportunities with Jazan Industrial City and the development of Farasan Island as a tourist destination.
3. Diversity of community needs for English.
4. Various job opportunities in public and private sectors
5. Availability of both funding organizations for research and seminars and conferences for faculty enhancement
6. Potential collaboration with foreign universities and companies for student's placement.
7. The potential to open new programs like translation, linguistics, literature language programs.
8. Introduction of English in the first elementary grade by the Ministry of Education as part of Vision 2030
9. Implementing English language proficiency as one of the requirements for most of the jobs (Vision 2030)

External Threats

1. Unavailability of international testing centers in the region.
2. Insufficient participation with external stakeholders and opportunities for community services.
3. Inadequate training for graduates to prepare them for competitive labor market leading to unemployment
4. Lack of real-life exposure in mastering English language
5. Less efficient students coming from schools.
6. Bad reputation for the department since not all graduates can use English properly
7. lack of adequate resources, facilities and venues such as library facilities, gyms, restaurants, indoor and outdoor gathering spaces for faculty and students to meet, study, eat, and/or relax.
8. Changing market trends after Corona.

Vision, Mission, and Values

Vision

The English Language Program at Jazan University will be a nationally leading program that promotes high quality education, innovative research and community service.

Mission

The English Language Program aspires to provide graduates with quality education and research skills to master theoretical knowledge and practical skills in fields of English Language and Literature to enable them contribute to community service whilst fulfilling the demands of local labor market.

Values

Citizenship: cherishing national identity and sensing social responsibility.

Affiliation: A sense of commitment and initiative towards the goals and objectives of the university.

Responsibility: Adherence to ethical standards and business values.

Excellence: application of standard practices and provision of quality services.

Building competences: Investing in Human Capital.

Teamwork: Devoting the principle of cooperation and work in the spirit of one team.

Strategic Directions

The following strategic directions have been aligned with JU directions

1. Quality of teaching and learning.
2. Efficiency of research and innovation.
3. Effectiveness of community participation.
4. Development and entrepreneurship.

The balanced scorecard methodology was followed in building the university plan, which contains four perspectives:

1- Institutional capacity and includes the following strategic goals:

- Infrastructure development.
- Developing the IT infrastructure.
- Developing university governance.
- Improve human capabilities.

2- Internal operations, which include the following strategic goals:

- Improving academic programs.
- Development of administrative processes.
- Increase and support scientific research and innovation.

3- Resources and includes the following strategic goals:

- Promote optimum utilization of resources.
- Enhancing investment partnerships.

4- The stakeholders include the following strategic goals:

- Improving students' experience.
- Improving university outcomes.
- Improving community service and quality of life.
- Improving university rankings.

Alignment Matrix between program, college and JU vision, mission and values

Matrices of consistency between the vision, mission, and values of the English Program, the Faculty of Arts and Humanities and Jazan University in the strategic planning directions for the next five years (2021/2025)

First: The matrix of consistency between the visions of the English Program, the faculty, and the university in the strategic plan for the next five years (2021/2025).

Vision				
Jazan University	A regionally distinguished university with its educational outcomes, innovative research and community services.			
Faculty of Arts and Humanities	Achieving excellence in learning outcomes, research, and innovation in the humanities and literature locally and internationally to contribute the community development.			
English Program	The English Language Program at Jazan University will be a nationally leading program that promotes high quality education, innovative research and community service.			
The strategic directions of the program in terms of the vision	The strategic directions of the college and university for achieving the vision			
	Quality of Teaching and Learning	Efficiency of research and innovation.	Effectiveness of community participation.	Development and entrepreneurship.
Quality of Teaching and Learning				
Efficiency of research and innovation.				
Effectiveness of community participation.				
Development and entrepreneurship.				

Second: The matrix of consistency between the missions of the program, the college, and the university in the strategic plan for the next five years (2020/2025):

Mission	
Jazan University	We educate, research and innovate to contribute to building a vibrant community.

Faculty of Arts and Humanities	Providing innovative education and research outcomes in the fields of humanities and literature to contribute in building the society.			
English Program	The English Language Program aspires to provide graduates with quality education and research skills to master theoretical knowledge and practical skills in fields of English Language and Literature to enable them contribute to community service whilst fulfilling the demands of local labor market.			
The strategic directions of the program in terms of the mission	The strategic directions of the college and university for achieving the mission			
	Quality of Teaching and Learning	Efficiency of research and innovation.	Effectiveness of community participation.	Development and entrepreneurship.
Quality of Teaching and Learning	√			
Efficiency of research and innovation.		√		
Effectiveness of community participation.			√	
Development and entrepreneurship.				√

Third: The matrix of consistency between the values of program, the college ,and the university in the strategic plan for the next five years (2021/2025)

Values				
Jazan University	Citizenship, Affiliation, Responsibility, Excellence, Building competences, Teamwork			
Faculty of Arts and Humanities	Citizenship, Affiliation, Responsibility, Excellence, Capacity-building, Constructive teamwork			
English Program	Citizenship, Affiliation, Responsibility, Excellence, Building competences, Teamwork			
The strategic directions of the program in terms of the mission	The strategic directions of the college and university for achieving the mission			
	Quality of Teaching and Learning	Efficiency of research and innovation.	Effectiveness of community participation.	Development and entrepreneurship.
Quality of Teaching and Learning	√			
Efficiency of research and innovation.		√		
Effectiveness of community participation.			√	
Development and entrepreneurship.				√

Balanced Scorecard for the English Program

Vision	The English Language Program at Jazan University will be a nationally leading program that promotes high quality education, innovative research and community service.						
Mission	The English Language Program aspires to provide graduates with quality education and research skills to master theoretical knowledge and practical skills in fields of English Language and Literature to enable them contribute to community service whilst fulfilling the demands of local labor market.						
Strategic directions	Quality of teaching and learning	Research and innovation efficiency	Community participation effectiveness	Development and entrepreneurship			
Strategic results	An efficient and competitive graduate in the labor market	A supportive and stimulating environment that enhances the efficiency of scientific research and publishing	Effective community partnerships	Diversification of sources of income for financial sustainability			
Strategic objectives				Performance indicators	Targets	Initiatives	
Beneficiaries							
Resources							
Internal operations							

Institutional capacity				
------------------------	--	--	--	--

Values	Citizenship -Belonging -Responsibility -Excellence -Capacity Building - Teamwork
--------	--

Alignment of Program goals with college and institution goals

S	Code	Program Goal	College Goal(s)	JU Goal(s)
1	ENG01	Qualify students in the fields of English Language and literature for professional employment.	ART05: Improving the academic programs in the college	JU05: Improving the academic programs in the university
			ART10: Improving the students' experience in the college	JU10: Improving the students' experience in the college
			ART11: Improving the quality of college outcomes	JU: Improving the quality of university outcomes
2	ENG02	Enhance students' abilities to develop research skills through critical and analytical thinking in the fields of Linguistics, English Literature and Literary theory.	ART07: Increasing the support of scientific research and innovation	JU07: Increasing the support of scientific research and innovation
			ART10: Improving the students' experience in the college	JU10: Improving the students' experience in the university
3	ENG03	Qualify students to achieve a high level of competence in both aural and written communication.	ART05: Improving the academic programs in the college	JU05: Improving the academic programs in the university
			ART10: Improving the students' experience in the college	JU10: Improving the students' experience in the college
			ART11: Improving the quality of college outcomes	JU: Improving the quality of university outcomes
4	ENG04	Involve students to participate in projects that help them serve the local community.	ART12: Improving the community service and the quality of life	JU12: Improving the community service and the quality of life
5	ENG05	Facilitate autonomous learning to help students pursue graduate studies and careers.	ART05: Improving the academic programs in the college	JU05: Improving the academic programs in the university
			ART10: Improving the students' experience in the college	JU10: Improving the students' experience in the college
			ART11: Improving the quality of college outcomes	JU: Improving the quality of university outcomes

Goal Cards

Goal Card							
The consistency and alignment between the goal and code of the English Program, the college, and the goal and code of the university, Ministry of Education, and the goals of the Kingdom's Vision 2030.							
Code number and goal of English Program		Code number and goal of Faculty of Arts and Humanities		Code number and goal of Jazan University		Goals of Ministry of Education	Goals of Saudi Vision 2030
ENG01	Qualify students in the fields of English Language and literature for professional employment.	ART05	Improving the academic programs in the college	JU05	Improving the academic programs in the university	Developing the academic curricula, programs and the methods of teaching and assessment	4. Increasing Employment Rates. 4.1 Developing Human Capital in Line with the Needs of Labor Market. 4.1.1 Creating Integrated Educational Journey.
		ART10	Improving the students' experience in the college	JU10	Improving the students' experience	Improving and developing the students' knowledge and skills	
		ART11	Improving the quality of college outcomes	JU11	Improving the quality of university outcomes	Aligning the education and training outcomes with the requirements of development and the needs of the labour market	
Goal Description							
The goals aims at qualifying students in both in language and linguistics to be ready for professional employment.							
Serial Number	English Department Performance Indicators			English Department Initiatives		Target Value	

1	Average number of students in the class	1. Halls and Labs Management Plan (University). 2. Activating the role of schedule committees to calculate the indicators and to prepare recommendations and improvement steps. (Program)	25
2	Satisfaction of Faculty and Staff with Supporting Services	1. Supporting Services Improvement plan (University). 2. Measuring Beneficiaries' Satisfaction with the supporting services. (University)	80%
3	Satisfaction of the Beneficiaries with IT services	1. Developing a data warehouse for the college (university) 2. Establishing an electronic system for colleges and scientific departments' councils (university) 3. College Information System (GIS) (University) 4. Surveying college beneficiaries on provided digital services (Program)	80%

Goal Card							
The consistency and alignment between the goal and code of the English Department, the college, and the goal and code of the university, Ministry of Education, and the goals of the Kingdom's Vision 2030.							
Code number and goal of English Department		Code number and goal of Faculty of Arts and Humanities		Code number and goal of Jazan university		Goals of Ministry of Education	Goals of Saudi Vision 2030
ENG02	Enhance students' abilities to develop research skills through critical and analytical thinking in the fields of Linguistics, English Literature and Literary theory.	ART07	Increasing the support of scientific research and innovation	JU07	Increasing the support of scientific research and innovation	Supporting research, development, innovation and entrepreneurship	4. Increasing the rates of employment 1.4 Improving the human capital to be aligned with the needs of the labour market 3.1.4 Improving the basic learning outcomes 4.1.4 Improving the ranking of educational institutions (<i>e.g., universities</i>)
		ART10	Improving the students' experience in the college	JU10	Improving the students' experience	Improving and developing the students' knowledge and skills	
Goal Description							
This goal seeks to increase the support of scientific research and innovation in the English Program by providing not only the appropriate institutional framework but also the financial and human resources to enhance the dissemination of innovation culture, support the creative ideas and develop them.							
Serial Number	English Program Performance Indicators	English Program Initiatives					Target Value
1	The percentage of scientific research publication for the faculty members	1. Holding periodic international scientific forums/conferences in the college. (<i>University</i>) 2. Creating a database for scientific research published by the faculty members of Jazan University. (<i>Program</i>)					64%
2	The average rate of scientific research published by each faculty member	1. Supporting the participation of the faculty members in the scientific national and international conferences. (<i>University</i>) 2. Establishing and equipping a specialized scientific library provided with all specialized references. (<i>Program</i>)					0.23%

		3. Upgrading the faculty members who have published scientific research for Jazan University. <i>(Program)</i>	
3	The average of citations in the peer-reviewed journals for each faculty member	1. Honoring and rewarding the outstanding faculty members regarding the percentage of citations in the peer-reviewed journals. <i>(University)</i>	0.95%
4	The number of the scientific research classified in Scopus	1. Issuing a scientific journal for the college and placing it within the global databases. <i>(Program)</i> 2. Providing a list of the best scientific journals accredited for the publication and classified in Scopus/ISI and updating it constantly. <i>(University)</i>	50

Goal Card							
The consistency and alignment between the goal and code of the English Program, the college, and the goal and code of the university, Ministry of Education, and the goals of the Kingdom's Vision 2030.							
Code number and goal of English Program		Code number and goal of Faculty of Arts and Humanities		Code number and goal of Jazan University		Goals of Ministry of Education	Goals of Saudi Vision 2030
ENG03	Qualify students to achieve a high level of competence in both aural and written communication.	ART05	Improving the academic programs in the college	JU05	Improving the academic programs in the university	Developing the academic curricula, programs and the methods of teaching and assessment	4. Increasing Employment Rates. 4.1 Developing Human Capital in Line with the Needs of Labor Market. 4.1.1 Creating Integrated Educational Journey.
		ART10	Improving the students' experience in the college	JU10	Improving the students' experience	Improving and developing the students' knowledge and skills	
		ART11	Improving the quality of college outcomes	JU11	Improving the quality of university outcomes	Aligning the education and training outcomes with the requirements of development and the needs of the labour market	
Goal Description							
This goal focuses on the students language skills outcomes.							
Serial Number	English Department Performance Indicators			English Department Initiatives		Target Value	

1	Average number of students in the class	1. Halls and Labs Management Plan (University). 2. Activating the role of schedule committees to calculate the indicators and to prepare recommendations and improvement steps. (Program)	25
2	Satisfaction of Faculty and Staff with Supporting Services	1. Supporting Services Improvement plan (University). 2. Measuring Beneficiaries' Satisfaction with the supporting services. (University)	80%
3	Percentage of awareness of rights and duties	Raising the awareness of college employees about the rights, duties, powers and accounting regulations (University)	80%
4	The dropout rate after the secondary education in the English Department	1. Align the program with the needs of the labour market, in accordance with the Kingdom's 2030 Vision. (Program) 2. Studying and evaluating the feasibility of the current program (Program)	2%

Goal Card							
The consistency and alignment between the goal and code of the English Program, the college, and the goal and code of the university, Ministry of Education, and the goals of the Kingdom's Vision 2030.							
Code number and goal of English Program		Code number and goal of Faculty of Arts and Humanities		Code number and goal of Jazan University		Goals of Ministry of Education	Goals of Saudi Vision 2030
ENG04	Involve students to participate in projects that help them serve the local community.	ART12	Improving the community service and the quality of life	JU12	Improving the community service and the quality of life	Improving equal opportunities for education for all	4. Increasing the rates of employment 4.1 Improving the human capital to align with the needs of the labour market 4.1.6 Ensuring the compatibility between the outcomes of education and the needs of the labour market 4.1.2 Improving equal opportunities for education
Goal Description							
This goal seeks to communicate with the community and provide community services that contribute to developing and raising the quality of life. Furthermore, it includes providing educational opportunities at an equal level of quality and comprehensiveness to all people in the society.							
Serial Number	English Department Performance Indicators			English Department Initiatives			Target Value
1	The total number of volunteering hours done by the students			1. Establishing a unit called " <u>Community Service Unit</u> " in order to be a center of volunteering for the college students in the local community and activating community partnerships for students' volunteering. <i>(University)</i>			25%
2	Beneficiaries' satisfaction of the community services			1. The initiative of developing the mechanisms of beneficiaries' satisfaction regarding the community services and developing them. <i>(University)</i>			80%

Goal Card							
The consistency and alignment between the goal and code of the English Program, the college, and the goal and code of the university, Ministry of Education, and the goals of the Kingdom's Vision 2030.							
Code number and goal of English Program		Code number and goal of Faculty of Arts and Humanities		Code number and goal of Jazan University		Goals of Ministry of Education	Goals of Saudi Vision 2030
ENG05	Facilitate autonomous learning to help students pursue graduate studies and careers.	ART05	Improving the academic programs in the college	JU05	Improving the academic programs in the university	Developing the academic curricula, programs and the methods of teaching and assessment	4. Increasing Employment Rates. 4.1 Developing Human Capital in Line with the Needs of Labor Market. 4.1.1 Creating Integrated Educational Journey.
		ART10	Improving the students' experience in the college	JU10	Improving the students' experience	Improving and developing the students' knowledge and skills	
		ART11	Improving the quality of college outcomes	JU11	Improving the quality of university outcomes	Aligning the education and training outcomes with the requirements of development and the needs of the labour market	
Goal Description							
This goal inculcates autonomous and life-long learning values to help students pursuing their future careers.							
Serial Number	English Department Performance Indicators			English Department Initiatives		Target Value	

1	Average number of students in the class	1. Halls and Labs Management Plan (University). 2 Activating the role of schedule committees to calculate the indicators and to prepare recommendations and improvement steps. (Program)	25
2	Satisfaction of Faculty and Staff with Supporting Services	1. Supporting Services Improvement plan (University). 2. Measuring Beneficiaries' Satisfaction with the supporting services. (University)	80%

Strategic Plan Key Performance Indicators

KPIs Related to the Program Operational Plan as aligned with JU and the Kingdom's Vision 2030

#	KPI	Source	Code	Goal	2025 Targets
1	Satisfaction of faculty and staff with support services	JU	KPI-P-18	1	4 out of 5
2	Beneficiary satisfaction about IT services	JU	KPI-P-19	1	4 out of 5
3	Number of research enlisted in Scopus	JU	KPI-P-20	2	50
4	Percentage of awareness of rights and duties	JU	KPI-P-21	3	4 out of 5
5	Satisfaction of faculty members about professional development.	JU	KPI-P-22	3	4 out of 5
6	Average number of professional development activities completed by the faculty	Ministry of Education	KPI-P-23	3	4 per year
7	Drop-out rate after secondary education (Ministry of Education	Ministry of Education (vision 2030)	KPI-P-24	4	2%
8	Beneficiary evaluation of administrative services	JU	KPI-P-25	4	4 out of 5
9	Beneficiary evaluation of Community Service (NCAAA)	NCAAA	KPI-I-26	5	4 out of 5
10	Total number of volunteer hours performed by university students	Ministry of Education (vision 2030)	KPI-P-28	5	

KPIs Related to NCAAA Quality Standards

#	KPI	Source	Code	2025 Targets
1	Percentage of achieved indicators of the program operational plan objectives	NCAAA	KPI-P-01	75%
2	Students' Evaluation of quality of learning experience in the program	NCAAA	KPI-P-02	4 out of 5
3	Students' evaluation of the quality of the courses	NCAAA	KPI-P-03	4 out of 5
4	Percentage students who graduate in the specified time (NCAAA)	NCAAA	KPI-P-04	75%
5	First year retention rate (NCAAA)	NCAAA	KPI-P-05	85%
6	Program Results in Professional Tests (NCAAA)	NCAAA	KPI-P-06	80%
7	Recruiting and enrolling graduates in graduate programs (NCAAA)	NCAAA	KPI-P-07	44%
8	Average number of students in the class	NCAAA	KPI-P-08	25
9	Employers' evaluation of program Graduates Qualification (NCAAA)	NCAAA	KPI-P-09	4 out of 5
10	Satisfaction of Service Provided (NCAAA)	NCAAA	KPI-P-10	4 out of 5
11	Student-to-faculty ratio) NCAAA)	NCAAA	KPI-P-11	15:1
12	Percentage of faculty members with PHD, degrees (NCAAA)	NCAAA	KPI-P-12	70%
13	Proportion of teaching staff leaving the program	NCAAA	KPI-P-13	5%
14	Percentage of scientific faculty members publication (NCAAA)	NCAAA	KPI-P-14	64%
15	Average research rate per faculty member	NCAAA	KPI-P-15	0.23
16	Rate of quotations in published research per faculty member (NCAAA)	NCAAA	KPI-P-16	0.95
17	Student Satisfaction with Learning Resources (NCAAA)	NCAAA	KPI-P-17	4 out of 5