

2021



# STRATEGIC PLAN 2021-2025

## COLLEGE OF APPLIED INDUSTRIAL TECHNOLOGY (CAIT)

According to the 2020-25 Strategic Plan of Jazan University and the 2030 Vision of the Kingdom of Saudi Arabia, the strategic plan of CAIT will take place from the position of strength by utilizing the resources of the college and its new privileged location, seeking impetus to address the most pressing issues through belonging, leadership, excellence, and collaboration



Quality Assurance Unit  
College of Applied Industrial Technology  
11/01/2021





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## Message of the Dean

As a member of CAIT community, I am pleased to present the second CAIT Strategic Plan 2021-2025. I thank my fellow community members for their many contributions to the plan. Your involvement is greatly appreciated.

The first strategic plan of the college had been produced with its old name “Baish Community College (BCC)” at its old location on Saudi Electric Services Polytechnic (SESP) campus with the intention of providing clear direction for how the college will continue to evolve during its initial steps that have brought the college to where it is now. It is worth noting that SESP during this period was working as an international operator, provides teaching for English Language and workshops. Nevertheless, changing the name of the college to be “College of Industrial Technology (CAIT)” and exploring the new existing assets after moving the college to its new privileged location and endeavouring to set out strategic directions to add value as a contributor to Jazan University development, the economic city, Jazan region, and the development of the country as a whole, the objectives need to slightly be modified to enable an updated implementation schedule for college development and improvement.

Since the inauguration of Jazan Economic City by the Custodian of the Two Holy Mosques in November 2006 there has been an increasing demand for professional technicians in a variety of fields to cover the needs of heavy industries and other secondary industries. In view of this, the establishment of colleges in neighboring areas will meet saudisation plans and in turn, produce highly qualified technicians who have the developed skills and competencies to bridge the gap between supply and demand regarding qualified technicians.

The Higher Education Council issued a decision in 14/11/1433H – No. 11/71/1433 to establish a conventional Community College in Bayesh governorate (BCC) which was approved by Royal Decree No. 7385 in 26/2/1434. Then the college has been reconstructed to be industrial college with three departments; they are Mechanical Engineering Technology, Electrical Engineering Technology, and Chemical Engineering Technology Department that have been approved by the University council on 3/12/1436 (16/9/2015) instead of other departments such as Tourism and Hospitality Department. An approval from Higher Ministry of Education was conducted on 15/4/1439, Decree No. 21/14/1439.

As a final stage, the college name has been changed from Bayesh Community College (BCC) to become College of Applied Industrial Applications (CAIT) on 12/5/1439 such that the name is aligned with Kingdom Vision 2030 and compatible with provided academic programs and their graduates disciplines.

The first intake of students was admitted in 2015 with the graduation of this cohort expected in 2018 with an Associate of Science in the field of specialization and having completed a study plan of 92 credit units.

This is commensurate with the learning needs associated with modern technology and the requirements of the labor market. It also allows the graduates to interact and integrate in the information society and knowledge-based economy.

CAIT programs offer a blend of theoretical and practical knowledge together with practical training (COOP for unsponsored students and On-the-Job ‘OJT’ training for sponsored students), with the goal of meeting the needs of our industrial partners.

CAIT as an entity within Jazan University has its own distinct vision, mission, and mission statement that are reviewed concomitantly with the mission and vision of Jazan University to ensure relevance.

CAIT’s mission is to be able to supply well qualified work-ready graduates, enabling companies to tap into a work force already located in the catchment area of the economic city. The technical programs offered are those identified to supply industrial manpower to the area and which will allow our graduates ready access to the workplace. The college aims to establish partnerships in the future with industrial concerns locating to the economic city. The importance of partnerships and collaboration with industry is stressed in the strategic goals as defined in the first Strategic Plan 2017 – 2021 for which the program’s goals and objectives reflect those strategic goals.

The college looks to its students, teaching body, and administrative and support units, to turn the plan into a reality by aligning all members with the different strategic aspects of the plan in which talents can be brought and efforts to be endured. Imbued with college values of commitment, respect, collaboration, and belonging, the strategic directions will take the college forward to the completion of the mission to produce motivated graduates who have the necessary skills to succeed in a challenging work environment.

Since the commencement of the educational process in CAIT at academic year 2015/2016, the faculty seeks to provide distinctive educational and research services, and pays particular attention to its students to comply with the requirements of the labour market of Jazan region and the Kingdom of Saudi Arabia as a whole.

**Our strategy will focus on:**

**“...add values as a contributor to Jazan University development and the progress of the Kingdom as a whole...”**

**Dr. Waleed Alhazmi**

## **Committee of the Strategic Plan for CAIT**

### **Committee Supervisor**

Dr. Waleed Alhazmi                      Dean of College of Industrial Technology (CAIT)

### **Committee Chairman**

Dr. Waleed Zakri                        Vice Dean College of Industrial Technology (CAIT)

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Dr. Essam Shaban                      Coordinator of Quality Assurance Unit

Dr. Anil Komar                         Head of Mechanical Engineering Technology department

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Dr. Ehtisham Khan                    Head of Chemical Engineering Technology department

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## Achievement through Values

At the start of the college, the first Strategic Plan 2017 – 2021 was based on the Strategic Plan of Jazan University 2020 and the vision of the Kingdom 2030, in this stage the college was located at Saudi Electric Services Polytechnic (SESP) at Bayesh governorate and under the name of Bayesh Community College (BCC).

However, after changing the name of the college on 2019 to be the College of Applied Industrial Technology (CAIT), to match with its mission and academic programs, and moving the college to its new privileged location in Alhaqo at Bayesh governorate, it is of essential to update the strategic plan to contend with the new situation.

*“ We will do so by keeping true to our national values and principles “*, Saudi Vision 2030.

This strategic plan will build from the position of strength, utilizing the college’s values as strong pillars, seeking impetus to address the most pressing issues through *belonging, leadership, excellence, and collaboration*. Moreover the strategic plan will rely on the 2020-2025 Strategic Directions of Jazan University and the 2030 Vision of the Kingdom of Saudi Arabia, as well as what were achieved in previous Strategic Plan 2017 – 2021.

Connection among members of the college and external constituents are our cornerstones which will allow forward movement through the inclusion of the entire student, staff, faculty population, and community in the shared ownership of initiatives and action steps. Strategic partnerships will heighten our social and economic impact, through the creation of adaptable programs, strengthened links with industry and community outreach. This integration with industrial partners is beneficial to combine learning with experience when involving those partners not only in internship but also in extracurricular activities that lead to more motivated students. Hence, College of Applied Industrial Technology (CAIT), as one of the assets of Jazan University, is seeking to achieve comprehensive development, to enhance the quality of researches, promote the learning outcomes of its graduates, and improve the services offered to the community.

*“The nation we aspire to build will not be realized without a grand, collective national effort where everyone contributes. We all have roles to fulfil....”*, Saudi Vision 2030.

College of Applied Industrial Technology (CAIT) acknowledges and respects all contributions propose by students, staff, and faculty which contribute to the decision-making process, foster trust, openness and understanding.

Our strategy will focus: *“...on areas where we can most clearly differentiate ourselves... and produce the most impact...”*.

## Executive Summary

College of Applied Industrial Technology (CAIT) embraces the vision, mission, and goals embodied in the existing strategies for Jazan University (Strategic Plan – Vision 2020) in order to act as an effective contributor in university development. The Vision of CAIT focuses on distinct learning in technical sciences in students' community, while its mission statement stresses the end product of well qualified technicians, who have taken advantage of qualified technical programs and industrial partnership, to service the industrial market needs. Accordingly, CAIT is committed to deliver the highest standards of education and ensuring that program educational objectives and student learning outcomes are not only achieved but also exceed expectations of industrial partners, especially from the perspective of community and industrial development.

Building upon the initial achievements of the college through its previous first Strategic Plan 2017 – 2019, and having determined organizational readiness for the second Strategic Plan for CAIT, the overarching theme of the period 2021 – 2025 is to invest in successful development of the college's technical programs, the new CAIT campus, and in teaching and learning quality. These issues are all affected by direct coordination in using the available resources; e.g. funding, facilities, personnel, and time. For these reasons, the college strategic plan is aligned with the institutional budget cycle.

The four strategic directions and pillars of Jazan University has been utilized and broken into six strategic goals for the college, taking into consideration the core objective of the KSA – Vision 2030<sup>1</sup>. From here, the college aims to introduce, where necessary, quality systems that will eventually allow accreditation and drive quality improvement of its academic programs with appropriate exit points for struggled students. This reflects college intention to enhance the quality of the student experience through support student needs in order to produce skilled and motivated graduates with lifelong learning skills. College of Applied Industrial Technology (CAIT) will also undertake to comply with Jazan University initiatives, when applicable, included in the Strategic Plan 2020-2025.

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<sup>1</sup> *To ensure we can continue to enhance the quality of life for all and meet the needs and requirements of our citizens.*

## Organizational Structure of CAIT

The organizational structure was developed by Quality Assurance Unit (QAU) of CAIT and ratified by Jazan University in 2019 after revision. The organizational foundations of the CAIT bring clear lines of governance and communication flow, for instance, the structure allows for the future development over the present time scale 2021- 2025 of manpower needs in the administrative areas.

The structure devolves from the College Deanship into three vice deanships for academic affairs and development areas, as well as an administrative area under the college manager. Academic departments and programs are brought under the direct authority and responsibility of the College Dean.

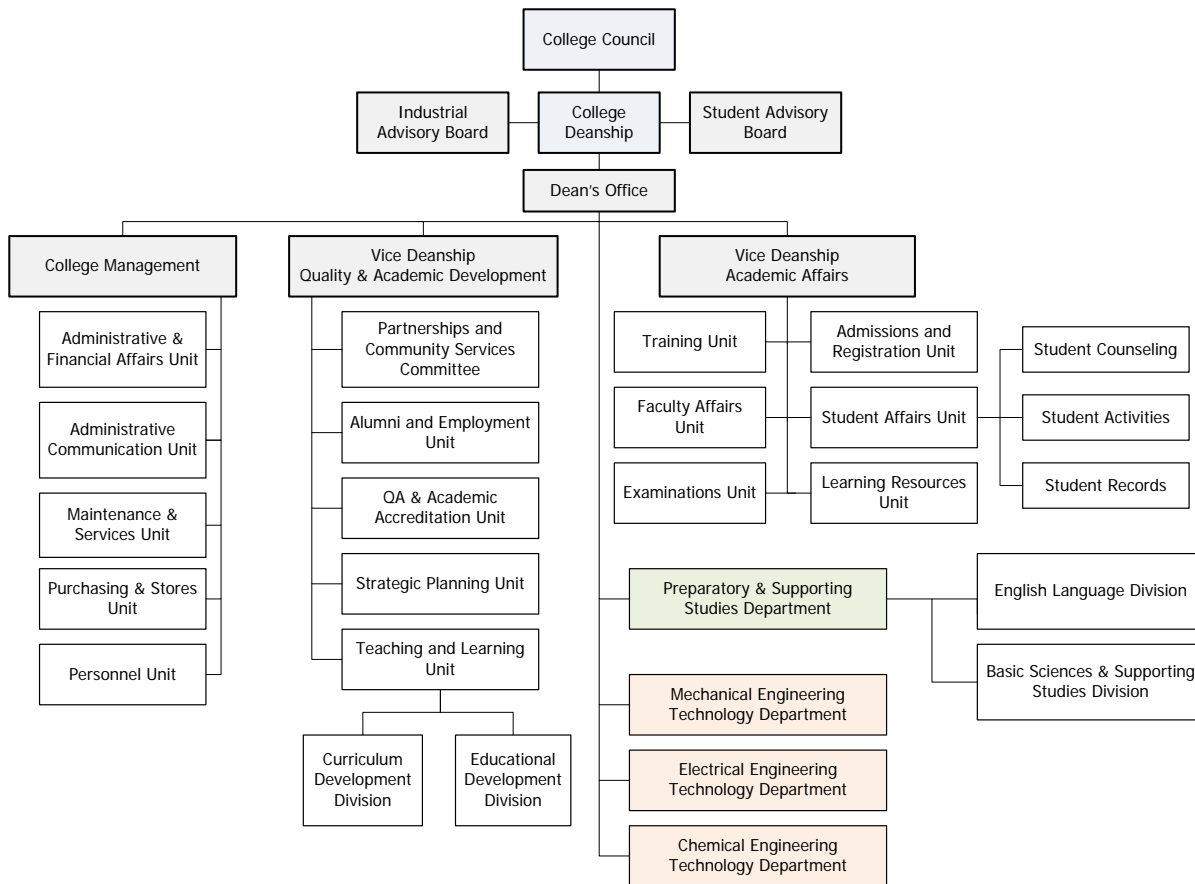


Figure 1 – Organizational Structure Framework of CAIT.

## Strategic Directions of CAIT

Strategic directions for the College of Applied Industrial Technology (CAIT) is primarily provided through Jazan University's Vision 2020, and SWOT and PESTLE analyses which are carried out by the College in 2020, taking into consideration the Kingdom's Saudi Vision 2030 Development Plan. Acknowledging the challenge represented by these plans, the strategic direction of the college had been settled to develop administration, improve the quality of future Saudi technicians by updating current programs to cope with the ever changing industrial labor market needs, and contribute in community development in Jazan region.

College of Applied Industrial Technology (CAIT), Jazan University, is a college of primarily charged with the development and provision of post-secondary education, training, and community development programs and services to Jazan region and the Kingdom at large. The college seeks to exploit its role as a conduit towards undergraduate certification for technicians (Graduate Diploma). Companies that are looking to invest in the southern region will take advantage of high quality Saudi technicians with optimum levels of job readiness.

College of Applied Industrial Technology (CAIT) emerged with its specializations dictated by necessities to respond to the ever changing market requirements. These specializations are: Mechanical Maintenance Engineering Technology, Electrical Power Engineering Technology, and Operational Chemical Engineering Technology. The increasing demand for all of these specializations cannot be fulfilled except through nationals who are faith to the future of the Kingdom and who could sincerely contribute in adopting technologies and transferring experiences.

Thus the primary output of the college is graduates of academic programs at the Graduate Diploma degree, in addition to trainees who trained in collaboration with industrial sector.

*We are each personally responsible for our own futures. As such, we will develop ourselves and will work to become independent and active members of society, developing new skills in the process. We will remember our lifelong obligations to our families. In the workplace, we will be committed and disciplined, acquire new experience and pursue our ambitions.* Such inspirations are reflected in KSA Vision 2030.

## **Inputs to College of Applied Industrial Technology (CAIT) Strategic Plan 2021 – 2025**

### **[A] Saudi Arabia Vision 2030**

The Saudi Arabia Vision 2030 document serves to provide a macro level strategic tool for the kingdom, therefore CAIT adopts the themes of this document and incorporates its sense in the present Strategic Plan.

*All success stories start with a vision, and successful visions are based on strong pillars*, Saudi Vision 2030.

As Vision 2030 identifies the general directions, policies, goals, and objectives of the Kingdom, so CAIT takes it as a lantern, and monitors the challenge of establishing the mechanisms and measures necessary for the implementation of Vision 2030 through those domains present in the document – strategic goals, objectives, outcome-oriented indicators, and commitments that are to be achieved.

This is reflected in KSA Vision 2030. *To ensure we can continue to enhance the quality of life for all and meet the needs and requirements of our citizens.*

One of the tools to ensure the realization of Saudi Arabia’s Vision for 2030 is the National Transformation Program (NTP) for which one of the commitment in 2020 is *"Achieve Excellence in Government Performance"*<sup>2</sup>. Here, identifying challenges, developing initiatives and detailed implementation plans, holding to transparency in the publication of targets and outcomes, and most importantly, audit for continuous improvement.

In terms of strategic input, the Saudi Vision 2030 document allows CAIT to act as an enabler for some of its strategic concerns – the digitalization of learning resources, a focus on the provision of short courses drawn up specifically for the industrial sector, an emphasis on industrial training that enhances academic program content, and continuous education initiatives at the community level. The document also points to invest in industrial diversification, and in localizing renewable in the Saudi economy, including development, and manufacturing.

### **[B] Jazan University Strategic Plan 2020-25**

As one of the assets established under the umbrella of Jazan University (JU), College of Applied Industrial Technology (CAIT) Strategic Plan necessarily takes into account the pillars and the strategic directions of Jazan University Strategic Plan 2020-25. Therefore CAIT is currently operating in the five year planning according to the JU Strategic Plan 2020-25 which contains details of strategic directions, pillars of strategic planning, strategic goals, and key performance indicators (KPIs) to monitor

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<sup>2</sup> <https://vision2030.gov.sa/en/programs/NTP>.

implementation and progress of the strategic goals. This demonstrates the basis for annual assessment for action plans. As mentioned in the executive summary, Jazan University has identified four major directions with four pillars which inform its strategic plan as shown in Figure (2).

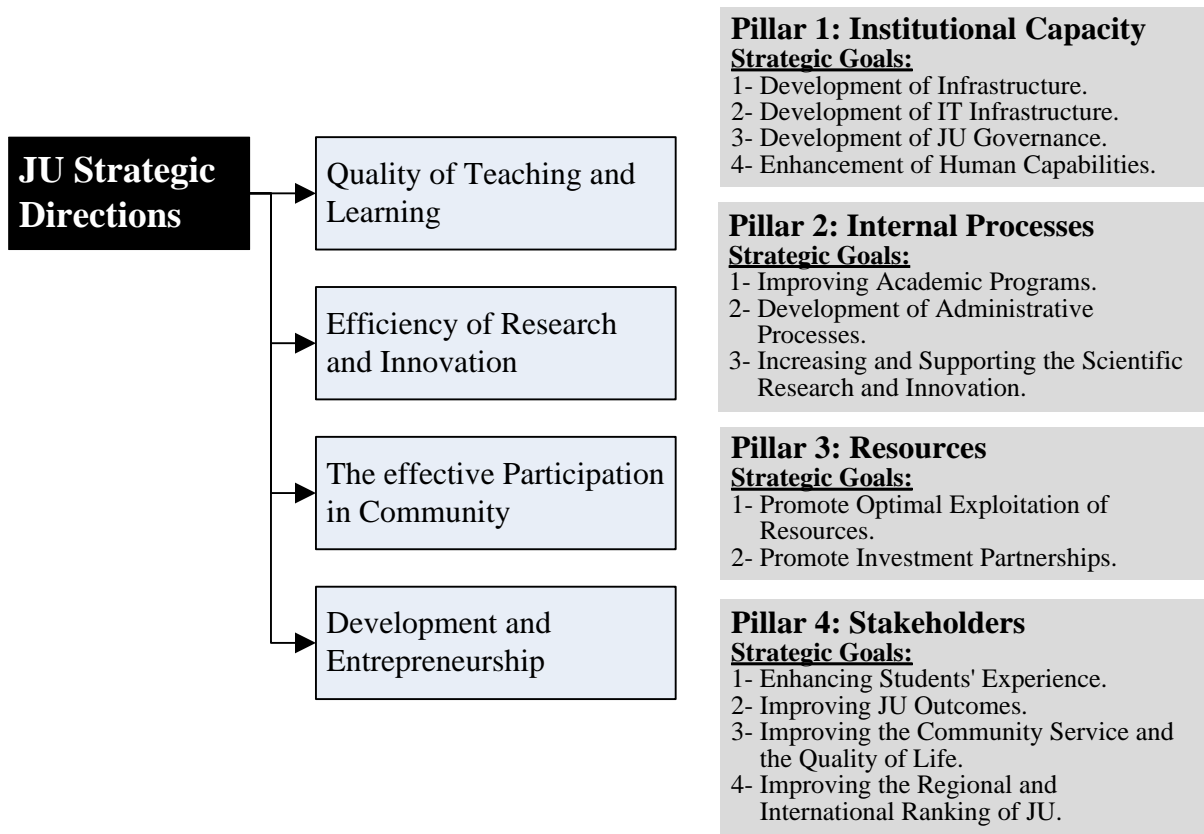


Figure 2 – Framework of JU Strategic Plan 2020-25<sup>3</sup>.

The balanced performance of building the JU Strategic Plan 2020-25 may be depicted in Table (1) for which each pillar of the strategic plan is mapped with each JU strategic direction via strategic goals.

### [C] PESTLE and SWOT Analyses for CAIT

At the late of 2020, after the college moved to its privileged location in Alhaqo at Bayesh governorate, the PESTLE analysis was carried out to lay the ground work for considerations for the SWOT analysis. Some crucial findings of these analyses have been instrumental in the identification of the priorities to be placed in the initiatives for the current strategic planning period of 2021-2025. These initiatives will be set down later in this document.

<sup>3</sup> Jazan University Strategic Plan 2020.

## **PESTLE Analysis 2021**

A PESTLE analysis is a framework to analyse the key factors (*Political, Economic, Sociological, Technological, Legal and Environmental*) influencing CAIT from the outside. It offers deep insight into the external factors impacting the college as depicted in Table (2).

Table 1 – PESTLE analysis as carried out by Quality Assurance Unit in Engineering College, 2020<sup>4</sup>

	<b>External factors to consider</b>	<b>Factors affected within the college</b>	<b>Importance</b>
<b>Political</b>	<ul style="list-style-type: none"> <li>• Government policy</li> <li>• Political stability</li> <li>• Tax</li> <li>• Industry regulations</li> <li>• Global trade agreements and/or restrictions</li> </ul>	Government actively supports the Jazan Region.	High
		Science and technology development is a national imperative	High
		Investment in the Jazan Economic City will act as a stimulus for industry clusters.	High
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Exchange rates</li> <li>• Globalization</li> <li>• Economic growth/decline</li> <li>• Inflation</li> <li>• Interest rates</li> <li>• Cost of living</li> <li>• Labor costs</li> <li>• Consumer spending habits</li> </ul>	High investment in Jazan province.	High
		Economic city will require engineers for multiple industries.	Medium
		Diversification of Saudi economy: minerals, renewable energies, tourism	Medium
<b>Social</b>	<ul style="list-style-type: none"> <li>• Consumer trends /tastes, Fashions</li> <li>• Consumer buying habits</li> <li>• Lifestyle factors</li> <li>• Career attitudes</li> <li>• Work-life balance</li> <li>• Population demographics</li> </ul>	Young Saudi population who needs employment – emphasis on providing a skills-based Saudi workforce	High
		The culture of job status – the culture of hands-on skills needs to be distributed among engineering students' community in the college	High
		Culture of continuous education among engineering students' community	Medium
		Focus on community services	High

<sup>4</sup> The implications of PESTLE analysis are driven from JU Strategic Plan 2020.

	<b>External factors to consider</b>	<b>Factors affected within the college</b>	<b>Importance</b>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• Automation</li> <li>• Innovation</li> <li>• Disruptive technologies</li> <li>• Social networking</li> <li>• Upgrades</li> <li>• Robotics</li> <li>• Artificial Intelligence</li> <li>• Security</li> </ul>	Government fomenting a knowledge-based society.	Medium
		Use of technological advances, especially relevant to the educational sector.	High
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Employment law</li> <li>• Common law</li> <li>• Local labor law</li> <li>• Health and safety regulations</li> </ul>	Saudization policy and impact on recruitment initiatives	High
		The regulations from the Ministry of Higher Education and the Ministry of Finance form the overarching legal and regulatory framework for Jazan and other public universities	High
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Environmental restrictions imposed by in-country governments</li> <li>• Sustainable resources CSR (Corporate social responsibility)</li> <li>• Ethical sourcing</li> <li>• Transportation</li> <li>• Procurement</li> <li>• Supply chain management</li> </ul>	The use of non- renewable resources	High
		initiatives for green environment	Medium



**SWOT Analysis 2021**

The information of PESTLE is synthesizing into a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, from which strategic implications are drawn for CAIT Vision 2020-25, see Figure (3).

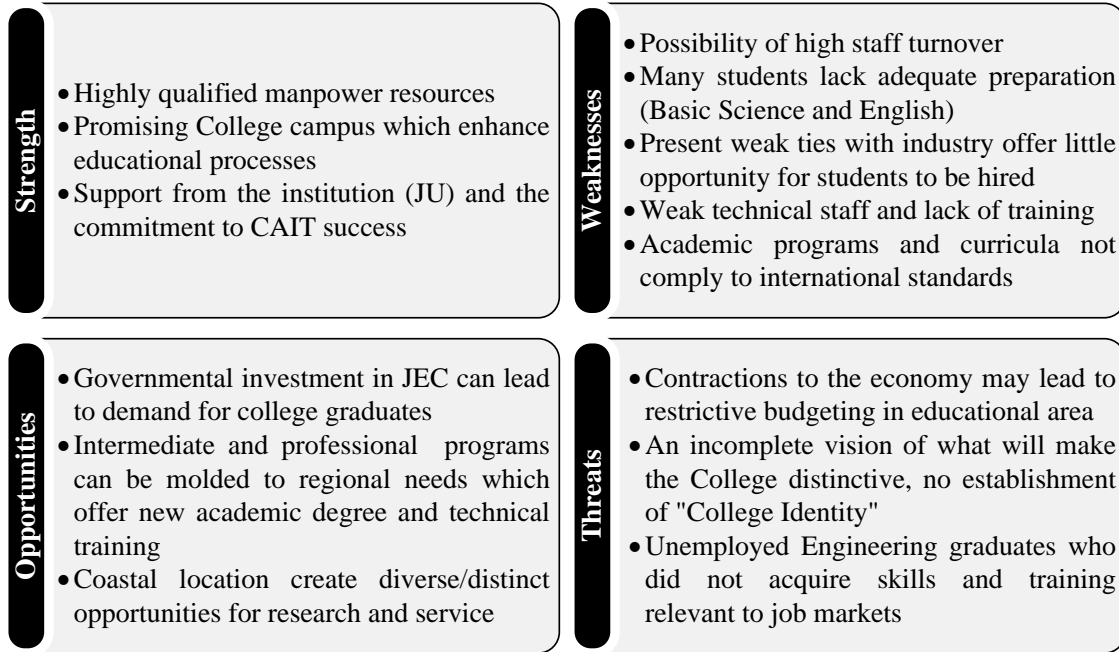


Figure 3 – SWOT analysis as carried out by QAU/CAIT, 2021.

Now the SWOT analysis can be performed where the matrix of strategies that will allow the college to take advantage of its strengths and opportunities, and overcome obstacles revealed in weaknesses and threats, see Table (2).

Table 2 – Integrated SWOT Analysis and its implications to College Strategy

	<b>Opportunities</b>	<b>Threats</b>
<b>Strength</b>	<b>Strategies that implement strengths to take advantage of opportunities:</b>	<b>Strategies that use strengths to minimize threats:</b>
	<ul style="list-style-type: none"> <li>• Tailor new intermediate, and professional programs degrees according to regional needs and job opportunities</li> <li>• Create Research Unit that take advantage of college’s distinct location, manpower, and campus characteristics</li> <li>• Become an active regional industrial development partner</li> </ul>	<ul style="list-style-type: none"> <li>• Retain and reward the best faculty, and invest in hiring qualified faculty, and train them</li> <li>• Enhance ties with industries by inviting regional companies to invest in the Research Unit to solve engineering/technical-related problems in order to enrich research area related to real world applications</li> <li>• Plant college’s values into students to imbue an identity to the college</li> </ul>
<b>Weaknesses</b>	<b>Strategies to mitigate weaknesses and take advantage of opportunities:</b>	<b>Strategies that mitigate weaknesses and minimize threats:</b>
	<ul style="list-style-type: none"> <li>• Engage stakeholders in developing innovative, demand-driven programs and curricula to increase hiring rate of college’s graduates</li> <li>• Create a culture of educational quality that does not align with, but also extends beyond, ABET and NCAAA standards</li> </ul>	<ul style="list-style-type: none"> <li>• Improve student preparedness for workforce life via comprehensive student services</li> <li>• Apply the best management and IT practices to increase administrative</li> <li>• Train the current technical staff and invest in grafting them with others of high hands-on experience</li> </ul>

## College of Applied Industrial Technology (CAIT) Vision, Mission and Values

The plan sets out the main strategic themes that will allow an institutional identity to form and flourish and provide us with the impetus to move closer to achieving our vision.

### [A] CAIT Vision

A distinct learning center in technical sciences in the Kingdom.

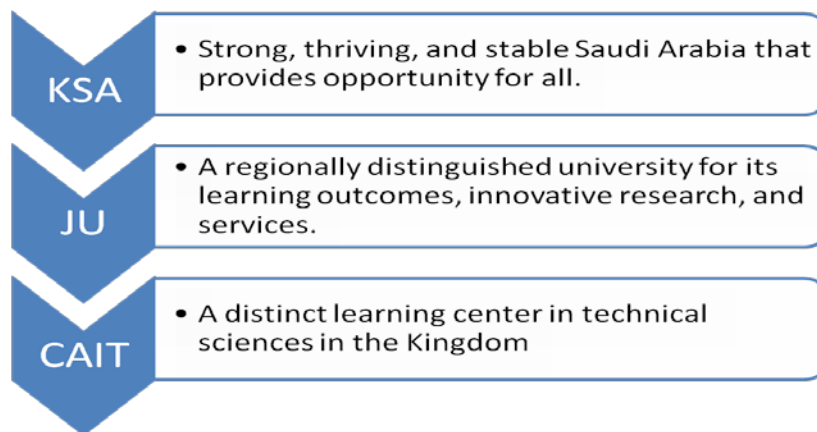


Figure 4 –The connection of the vision of CAIT with Jazan University (JU) 2020-25 and Saudi Arabia Vision (KSA) 2030.

### [B] CAIT Mission Statement

Jazan Economic City, one of four recent clusters established to lead growth in the kingdom under the auspices of the Saudi Arabian General Investment Authority, will develop the southern-most province of the kingdom through private sector investment. By identifying and attracting core investors, technical-related jobs will be created which will then spur other supporting services jobs. CAIT mission is to be able to supply *highly Sophisticated and qualified professional technicians*, enabling companies to tap into a work force already located in the southern area of the economic city.

College of Applied Industrial Technology (CAIT) aims to drive learning through distinctive disciplines of faculty staff bodies and offers an academic environment that functions as a source of *highly-motivated technicians* which are supportive of the *development of the industrial community*.

The technical programs offered are those identified to supply *professional technicians* to Jazan province and the kingdom. It is worth noting that the college aims to establish partnerships in the future in industrial concerns. This partnerships/collaboration with industry will reflect in *the sustainable development of the community*. The mission is operationalized in CAIT Strategic Plan to cover the period 2021-2025.

**[C] CAIT Mission**

To service the industrial needs of Jazan and the Kingdom of Saudi Arabia with well-qualified technicians, through the provision of high-quality technical programs and strategic partnerships.

**[D] CAIT Values**

College of Applied Industrial Technology (CAIT) recognizes the importance of implementing values in an educational setting. The four values outlined below are the key non-negotiable, which identify in how the work is done and therefore they are critical to the success of the college. These values are derived from Jazan University Strategic Plan 2020-25, see Figure (5) below, and reflect the behaviors which are expected to be put into operation and employed. The college seeks to prioritize the following values in the context of groups and individuals. The four CAIT values are:

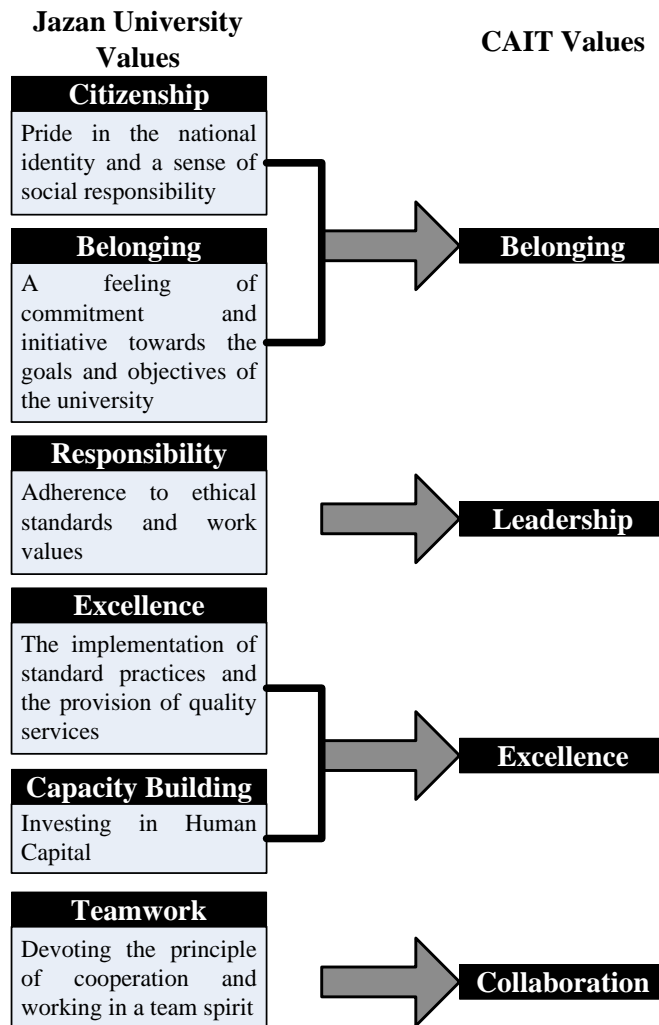


Figure 5 –CAIT values as derived from Jazan University values.

## **Belonging**

It is a value for both College of Applied Industrial Application (CAIT) and Jazan University: *A feeling of commitment and initiative towards the goals and objectives of the university.*

- Proud to be a member of College of Applied Industrial Application – Jazan University.
- Take into consideration the personal behavior and professional development which in turn will enhance the reputation of the college.
- Empower all members in the college to take ownership of initiatives and to follow through to achieve results.

## **Leadership**

This is reflected in JU Strategic Plan 2020-25 as “Responsibility”<sup>5</sup>. *Adherence to ethical standards and work values.* Leaders are *responsible* to set direction and build an inspiring vision, they are creators. Leadership is about mapping out what you want to do for achievement and success; and being answerable for your actions.

- Leaders are executive, they plan a strategy and implement its action plan with the aid of a team.
- Motivation and inspiration of others to engage with the vision and wise management.
- Coaching, building, and collaborate with a team for achievement. Leaders are accountable and liable to face consequences if the task isn't completed successfully.
- Respect diversity, and not judging them by their attitudes, behaviors or thoughts. Leaders are not expected to be otherwise.
- Interact in a way that promotes trust, openness, understanding, and exhibiting good manners.
- Responsible in managing/utilizing of resources and facilities.

## **Excellence**

This is reflected in KSA Vision 2030<sup>6</sup>. *The values of moderation, tolerance, excellence, discipline, equity, and transparency will be the bedrock of our success.*

It is also reflected in JU Strategic Plan 2020-25<sup>7</sup>: *The implementation of standard practices and the provision of quality services.*

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<sup>5</sup> Jazan University Strategic Plan 2020-25.

<sup>6</sup> Full Text of Saudi Arabia's Vision 2030.

- Focus in providing a highly educational learning process, and following the standard operation procedures in the levels of college, departments, and academic programs, through achieving international and national standards.
- Working to support the mission and vision of the college, and achieve the college strategic goals and its programs outcomes with the most highly possible rate.
- Focus on the student to extract his most possible capability by excellent support to his needs socially and academically.
- Providing an academic environment that helps in innovation and inspiration, which in turn impacts the quality of researches and graduates.
- Focus on employability of highly standard personnel.

### **Collaboration**

It is considered in JU Strategic Plan 2020-25 as “Teamwork”.<sup>8</sup>: *Devoting the principle of cooperation and working in a team spirit*. But it is changed in CAIT Strategic Plan to be "Collaboration". Collaboration is not only a way of working together within the college but also it attracts and involves people from outside to accomplish common goals.

- Seeking sustainability in creating a synthesis of individual knowledge and collaborative practices.
- Enable stakeholders/employers to take an active role in college governance, programs and projects.

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<sup>7</sup> Jazan University Strategic Plan 2020-25.

<sup>8</sup> Jazan University Strategic Plan 2020-25.

## CAIT Strategic Planning 2021-2025

### [A] CAIT Strategic Goals

The Strategic Goals of College of Applied Industrial Application (CAIT) as driven from the Strategic Direction of Jazan University may be as shown in Figure 6. As depicted in the figure, there are six strategic goals which could be extracted from the four JU strategic directions.

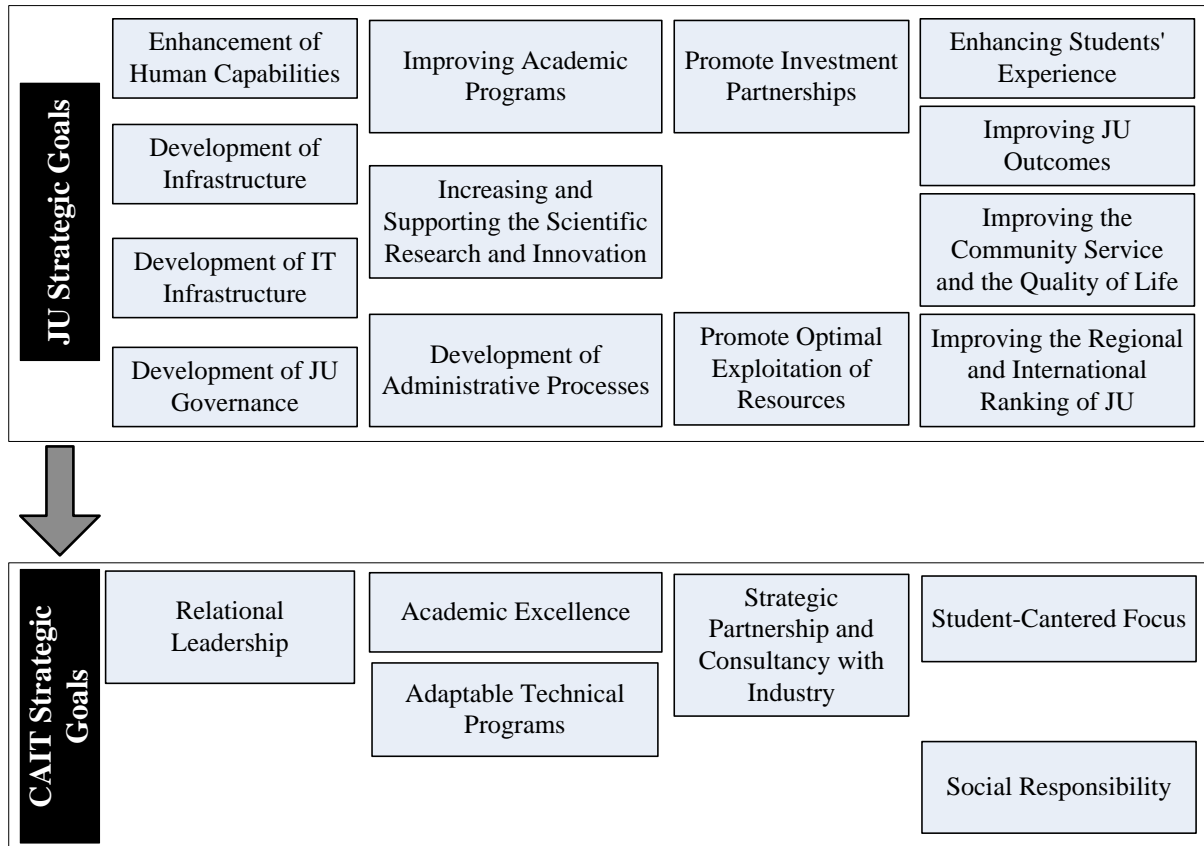


Figure 6 – CAIT Strategic Goals as driven from JU Strategic Goals.

#### Goal 1: Academic Excellence

The main component of this strategic goal is *Academic Environment* that stimulates excellence through commitment. The objectives that CAIT pursue in support of Academic Excellence may include but not limited to:

1. Attract, retain and develop high quality academic and non-academic manpower to enhance their effectiveness and contribution to the college's goals and programs' outcomes, via the development of comprehensive system to recruit, evaluate, and reward manpower.

2. Identify appropriate learning outcomes; implement and maintain a system for assessment of those outcomes with assurance of academic quality and standards through the pursuit of continuous improvement in standards and maintain accredited status for the college and its programs.
3. Work for ABET and NCAAA accreditation and implant the culture of educational quality that does not align with, but also extends beyond, ABET and NCAAA standards
4. Keep the optimal rates for students and faculty.
5. The use of smart classrooms and updated labs which help imbuing a scientific approach and critical thinking to the students, as well as spread the spirit of cooperation, and good communication with peers and others.

### **Goal 2: Adaptable Technical Programs**

The main component of this strategic goal is the particular structure of the academic programs which allows exit point and diverse pathways. This adaptability addresses the needs of employment in the industrial community, as well helps students to choose among them what suits their capabilities. It is worth noting that Jazan region is still raw area which has many important unmet market needs for technicians, such as safety technology engineering. The objectives of this strategic goal may include but not limited to:

1. Develop the structure of the academic programs such that they allow exit point to address the needs of employment in the industrial community, as well as elective courses that help the students to choose among them what suits their capabilities.
2. Provide short vocational courses/programs for technicians in industrial community and students in the college with professional certificates.

### **Goal 3: Strategic Partnership and Consultancy with Industry**

This goal takes the opportunity of the big investment in Jazan Economic City (JEC) and the huge industry clusters existed in Jazan region to establish partnership concerns several technical/engineering aspects. The objectives of this strategic goal may include but not limited to:

1. Create Technical Research/Consultancy Unit and call industrial partners to invest in the unit and solve their engineering/technical-related problems to enrich research area related to real world applications.
2. The effective internship for the college's students and capstone project for graduates to prepare job-ready engineers.

### **Goal 4: Student-Centered Focus**

This strategic goal is the approach of CAIT which motivates students to achieve the learning outcomes and gain college values by means of developing their soft skills. The objectives of this strategic goal may include but not limited to:

1. Provide support services by developing facilities for students' extracurricular activities inside the college campus as clubs, entertainment halls, and a library. Here, the college campus environment



supports a wide range of student interests and provide opportunities for leadership development, personal growth, and implant college values.

2. Provide operating procedure of academic advising which acts as a bridge between students and staff to foster their retention and encourage them for success.

### **Goal 5: Social Responsibility**

This CAIT Strategic Goal 2021-25 is reflected in JU Strategic Goal 2020-25: *Improving the Community Service and the Quality of Life*. It is also reflected in KSA Vision 2030<sup>9</sup>. *We expect our companies to observe their social responsibilities and contribute to creating a sustainable economy, including by creating the stimulating opportunities for young men and women that can help them build their professional careers*. Therefore, the main objectives of this strategic goal is the engagement with the local community to promote social and economic interaction between the college, Jazan and the kingdom of Saudi Arabia in order to participate in this commitment and to address national challenges through:

1. Utilize college facilities to support community enrichment activities such as providing **voluntarily** short programs with professional certificates for society.
2. Reduce the level of unemployment by providing short hands-on technical training for common in the region and supply job-ready vocational manpower to industry.

### **Goal 6: Relational Leadership**

Relational leadership as strategic goal in CAIT attempts to develop all constituents of the college (faculty, admin, and students) to change or make a difference in the interest of the common good. It focuses on teamwork and draws attention to individual and collective. The objectives may include but not limited to:

1. Developing college manpower to enhance their academic, administrative, technical skills and capabilities in their respective fields in order to decentralize decision-making with clear streamlined standard operating procedures
2. Implementing workshops to develop leadership, communication, innovation and entrepreneurship skills among college students.
3. Reduce unemployment for College graduates.

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<sup>9</sup> Full Text of Saudi Arabia's Vision 2030, <https://english.alarabiya.net/en/features/2016/04/26/Full-text-of-Saudi-Arabia-s-Vision-2030>.

Table 3 – Mapping of each strategic direction with pillars of strategic plan via JU and CAIT strategic goals

		Pillars of Strategic Plan				
		Institutional Capacity	Internal Processes	Resources	Stakeholders	
<b>Strategic Directions</b>	<b>Quality of Teaching and Learning</b>	<b>JU</b>	Academic Excellence	Adaptable Technical Programs		Student-Centered Focus
		<b>CAIT</b>	✓	✓		✓
	<b>Efficiency of Research and Innovation</b>	<b>JU</b>			Strategic Partnership and Consultancy with Industry	
		<b>CAIT</b>			✓	
	<b>The effectiveness Participation in Community</b>	<b>JU</b>				Social Responsibility
		<b>CAIT</b>				✓
	<b>Development and Entrepreneurship</b>	<b>JU</b>				Relational Leadership
		<b>CAIT</b>				✓

## **[B] Priorities**

This is the first strategic plan for the College after changing its name to College of Applied Industrial Technology (CAIT) and there are certain overriding priorities which may be drawn from the SWOT and PESTEL analysis that will figure out the strategic goals. They are:

- Priority 1:** Work for ABET and NCAAA accreditation and implant the culture of educational quality that does not align with, but also extends beyond, ABET and NCAAA standards.
- Priority 2:** Create an Industry Advisory Board to establish links with industrial partners, both large and small.
- Priority 3:** Activate Alumni unit in order to cement collaboration with industry in regard of feedback surveys and participation of employer/alumni in program development and improvement.
- Priority 4:** Develop the structure of the academic programs such that they allow exit point to address the needs of employment in the industrial community and help the students to choose among them what suits their capabilities.
- Priority 5:** Create a Research Unit related to interdisciplinary areas to support the needs of the industrial field and enhances ties with industries by solving engineering/technical-related problems. This unit may also enrich research area relating to real world applications.

**[C] Initiatives and KPIs**

Table 4 – Strategic Goals of CAIT versus Initiatives and KPIs

Pillars and Strategic Directions	Strategic Goal	Initiatives	KPIs
<p><b>Pillars</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Institutional Capacity</li> <li><input type="checkbox"/> Internal Processes</li> <li><input type="checkbox"/> Resources</li> <li><input type="checkbox"/> Stakeholders</li> </ul> <p><b>Strategic Directions</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Quality of Teaching and Learning</li> <li><input type="checkbox"/> Efficiency of Research and Innovation</li> <li><input type="checkbox"/> The effectiveness Participation in Community</li> <li><input type="checkbox"/> Development and Entrepreneurship</li> </ul>	<p><b>1</b> Academic Excellence</p>	<p>1.A. Keep the ratios for Students and Faculty within the optimal rates</p>	<ul style="list-style-type: none"> <li>• Ratio of student to faculty*</li> <li>• Retention rate in the 1<sup>st</sup> year student*</li> <li>• Dropout rate*</li> <li>• Percentage of graduation in the specified program time*</li> <li>• Ratio of faculty holding PhD*</li> </ul>
		<p>1.B. Increase the number of accredited Academic Programs</p>	<ul style="list-style-type: none"> <li>• Percentage of academic programs accredited by ABET.</li> <li>• Percentage of academic programs accredited by NCAAA.</li> </ul>
		<p>1.C. Enhance the outcomes of the Academic Programs</p>	<ul style="list-style-type: none"> <li>• Percentage of achievement in <b>Knowledge</b></li> <li>• Percentage of achievement in <b>Skills</b></li> <li>• Percentage of achievement in <b>Values</b></li> <li>• The ratio of the graduates with honor rank to all graduates</li> </ul>
		<p>1.D. Continuous developing of labs/workshops and classrooms to match with the program updates</p>	<ul style="list-style-type: none"> <li>• The percentage of labs’ preparedness</li> <li>• The percentage of lab occupancy</li> <li>• The percentage of classes’ preparedness</li> <li>• The percentage of class occupancy</li> </ul>
		<p>1.E. Attracting high quality academic manpower to enhance teaching and research</p>	<ul style="list-style-type: none"> <li>• The rate of publication for each faculty member*</li> <li>• Rate of citations in peer-reviewed journals for each faculty member*</li> <li>• The percentage of the budget allocated for scientific research*</li> <li>• Number of research in ISI journals*</li> <li>• Number of research in SCOPUS*</li> <li>• The percentage of external funds for scientific research*</li> <li>• Number of patents and awards*</li> <li>• Number of research partnerships with financial income*</li> </ul>

Pillars and Strategic Directions	Strategic Goal	Initiatives	KPIs
<p><b>Pillars</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Institutional Capacity</li> <li><input checked="" type="checkbox"/> Internal Processes</li> <li><input type="checkbox"/> Resources</li> <li><input type="checkbox"/> Stakeholders</li> </ul> <p><b>Strategic Directions</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Quality of Teaching and Learning</li> <li><input type="checkbox"/> Efficiency of Research and Innovation</li> <li><input type="checkbox"/> The effectiveness Participation in Community</li> <li><input type="checkbox"/> Development and Entrepreneurship</li> </ul>	<p style="text-align: center;"><b>2</b></p> <p>Adaptable Technical Programs</p>	<p>2.A. Develop adaptable programs which have elective courses and exit point to address the needs of employment in the industrial community and help the students to choose among them what suits their capabilities</p>	<ul style="list-style-type: none"> <li>• The ratio of elective courses to core courses offered in the college</li> <li>• The ratio of the programs that have exit point to all programs</li> </ul>
		<p>2.B. Creating specialized programs with professional certificates that suit the needs of the region.</p>	<ul style="list-style-type: none"> <li>• The number of the students who have obtained professional certificates.</li> </ul>
<p><b>Pillars</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Institutional Capacity</li> <li><input type="checkbox"/> Internal Processes</li> <li><input checked="" type="checkbox"/> Resources</li> <li><input type="checkbox"/> Stakeholders</li> </ul> <p><b>Strategic Directions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Quality of Teaching and Learning</li> <li><input checked="" type="checkbox"/> Efficiency of Research and Innovation</li> <li><input type="checkbox"/> The effectiveness Participation in Community</li> <li><input type="checkbox"/> Development and Entrepreneurship</li> </ul>	<p style="text-align: center;"><b>3</b></p> <p>Strategic Partnership and Consultancy with Industry</p>	<p>3.A. Create a Research Unit related to interdisciplinary areas to support the needs of the industrial field.</p>	<ul style="list-style-type: none"> <li>• Number of support request from the industrial field.</li> <li>• The number of research partnerships with the industrial field*</li> </ul>
		<p>3.B. Establishing educational and training partnerships to promote students by means of workshops and special programs to end up with employment on graduation</p>	<ul style="list-style-type: none"> <li>• Number of partnership agreement</li> <li>• Number of students undertaken workshop which end up with employment on graduation</li> </ul>

Pillars and Strategic Directions	Strategic Goal	Initiatives	KPIs
<p><b><u>Pillars</u></b>  <input type="checkbox"/> Institutional Capacity  <input type="checkbox"/> Internal Processes  <input type="checkbox"/> Resources  <input checked="" type="checkbox"/> Stakeholders</p> <p><b><u>Strategic Directions</u></b>  <input checked="" type="checkbox"/> Quality of Teaching and Learning  <input type="checkbox"/> Efficiency of Research and Innovation  <input type="checkbox"/> The effectiveness Participation in Community  <input type="checkbox"/> Development and Entrepreneurship</p>	<p><b>4</b> Student-Centered Focus</p>	<p>4.A. Developing operating procedure of admission and academic advising which acts as a bridge between students and staff.</p>	<ul style="list-style-type: none"> <li>• Survey Experience Survey</li> <li>• Program Evaluation Survey</li> <li>• Academic Advising Survey</li> </ul>
		<p>4.B. Developing facilities for students' extracurricular activities inside the college campus as clubs, entertainment halls, and a library.</p>	<ul style="list-style-type: none"> <li>• The number of extracurricular activities</li> <li>• The number of students participating in extracurricular activities</li> <li>• The area allocated for each student regarding facilities for extracurricular activities</li> </ul>
<p><b><u>Pillars</u></b>  <input type="checkbox"/> Institutional Capacity  <input type="checkbox"/> Internal Processes  <input type="checkbox"/> Resources  <input checked="" type="checkbox"/> Stakeholders</p> <p><b><u>Strategic Directions</u></b>  <input type="checkbox"/> Quality of Teaching and Learning  <input type="checkbox"/> Efficiency of Research and Innovation  <input checked="" type="checkbox"/> The effectiveness Participation in Community  <input type="checkbox"/> Development and Entrepreneurship</p>	<p><b>5</b> Social Responsibility</p>	<p>5.A. Providing free short hands-on engineering training, essential for job-ready manpower, for high school students.</p>	<ul style="list-style-type: none"> <li>• The number of participants for the short hands-on engineering training held.</li> </ul>
		<p>5.B. Establishing a voluntarily Community Service Unit that provides volunteer works to serve community and spread the volunteer culture within the college</p>	<ul style="list-style-type: none"> <li>• The number of volunteer activities that serve the community.</li> <li>• Beneficiaries' satisfaction level with community services</li> <li>• The percentage of college facilities usage in serving the community</li> </ul>

Pillars and Strategic Directions	Strategic Goal	Initiatives	KPIs
<p><b>Pillars</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Institutional Capacity</li> <li><input type="checkbox"/> Internal Processes</li> <li><input type="checkbox"/> Resources</li> <li><input checked="" type="checkbox"/> Stakeholders</li> </ul> <p><b>Strategic Directions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Quality of Teaching and Learning</li> <li><input type="checkbox"/> Efficiency of Research and Innovation</li> <li><input type="checkbox"/> The effectiveness Participation in Community</li> <li><input checked="" type="checkbox"/> Development and Entrepreneurship</li> </ul>	<p><b>6</b></p> <p>Relational Leadership</p>	<p>6.A. Developing college manpower by providing programs in enhancing their academic, administrative, technical skills and capabilities in their respective fields</p>	<ul style="list-style-type: none"> <li>• The ratio of participants to faculty</li> <li>• The average number of professional development hours completed by faculty members in the college</li> <li>• Faculty Satisfaction Survey</li> <li>• The ratio of participants to admin staff</li> <li>• The average number of professional development hours completed by admin members in the college</li> <li>• Admin Satisfaction Survey</li> </ul>
		<p>6.B. Implementing workshops to develop leadership, communication, innovation and entrepreneurship skills among college students.</p>	<ul style="list-style-type: none"> <li>• The number of workshops held</li> <li>• The average number of students who participate in the workshops.</li> <li>• Employer Satisfaction Survey</li> </ul>
		<p>6.C. Plan to reduce unemployment for College graduates</p>	<ul style="list-style-type: none"> <li>• The ratio of employed graduates to the total graduates in the last 3 years.</li> <li>• Alumni Satisfaction Survey</li> </ul>

## [D] ID Cards for the Strategic Goals of CAIT

Strategic Goal ID Card						
CAIT Strategic Goal number		CAIT01				
CAIT Strategic Goal	Relevant JU Strategic Goal	Relevant MoE Strategic Goal	Relevant Vision 2030 Objectives			
Academic Excellence	Improving Academic Programs	Improve curricula and teaching methods	<ul style="list-style-type: none"> <li>Establish positive values and build an independent personality for citizens</li> <li>Provide citizens with knowledge and skills to meet the future needs of the labor market</li> </ul>			
<b>Strategic Goal Description</b>						
Relational leadership as strategic goal in CAIT attempts to develop all constituents of the college (faculty, admin, and students) to change or make a difference in the interest of the common good. It focuses on teamwork and draws attention to individual and collective.						
Initiatives	KPIs <sup>10</sup>		Unit	value	Target	Regional Benchmark
Keep the ratios for Students and Faculty within the optimal rates	Ratio of student to faculty*		Ratio			
	Retention rate in the 1 <sup>st</sup> year student*		%			
	Dropout rate*		%			
	Percentage of graduation in the specified program time*		%			
	Ratio of faculty holding PhD*		Ratio			
Increase the number of accredited Academic Programs	Percentage of academic programs accredited by ABET.		%			
	Percentage of academic programs accredited by NCAAA.		%			
Enhance the outcomes of the Academic Programs	Percentage of achievement in <b>Knowledge</b>		%			
	Percentage of achievement in <b>Skills</b>		%			
	Percentage of achievement in <b>Values</b>		%			
	The ratio of the graduates with honor rank to all graduates		Ratio			
Continuous developing of labs/workshops and classrooms to match with the program updates	The percentage of labs' preparedness		%			
	The percentage of lab occupancy		%			
	The percentage of classes' preparedness		%			
	The percentage of class occupancy		%			
Attracting high quality academic manpower to enhance teaching and research	The average publication for faculty member*		Number			
	Rate of citations in peer-reviewed journals for each faculty member*		%			
	The percentage of the budget allocated for scientific research*		%			
	Number of research in ISI journals*		Number			
	Number of research in SCOPUS*		Number			
	The percentage of external funds for scientific research*		%			
	Number of patents and awards*		Number			
Number of research partnerships with financial income*		Number				

<sup>10</sup> KPIs end with "\*" are required by JU.



Strategic Goal ID Card						
CAIT Strategic Goal number		CAIT02				
CAIT Strategic Goal	Relevant JU Strategic Goal	Relevant MoE Strategic Goal	Relevant Vision 2030 Objectives			
Adaptable Technical Programs	Improving Academic Programs	Improve curricula and teaching methods	<ul style="list-style-type: none"> <li>Establish positive values and build an independent personality for citizens</li> <li>Provide citizens with knowledge and skills to meet the future needs of the labor market</li> </ul>			
Strategic Goal Description						
The main component of this strategic goal is the particular structure of the academic programs which allows exit point and diverse pathways. This adaptability addresses the needs of employment in the industrial community, as well helps students to choose among them what suits their capabilities. It is worth noting that Jazan region is still raw area which has many important unmet market needs for technicians, such as safety technology engineering.						
Initiatives	KPIs <sup>11</sup>		Unit	value	Target	Regional Benchmark
Develop adaptable programs which have elective courses and exit point to address the needs of employment in the industrial community and help the students to choose among them what suits their capabilities	The ratio of elective courses to core courses offered in the college		Ratio			
	The ratio of the programs that have exit point to all programs		Ratio			
Creating specialized programs with professional certificates that suit the needs of the region.	The number of the students who have obtained professional certificates		Number			

<sup>11</sup> KPIs end with “\*” are required by JU.

Strategic Goal ID Card						
CAIT Strategic Goal number		CAIT03				
CAIT Strategic Goal	Relevant JU Strategic Goal	Relevant MoE Strategic Goal	Relevant Vision 2030 Objectives			
Strategic Partnership and Consultancy with Industry	Promote Investment Partnership	Increasing the participation of non-governmental sectors	<ul style="list-style-type: none"> <li>• Development and diversification of the economy</li> <li>• Enhancing government effectiveness</li> <li>• Developing the contribution of the private sector to the economy</li> <li>• Achieving balance in the general budget</li> <li>• Privatization of specific government services</li> <li>• Diversification of government revenues</li> </ul>			
<b>Strategic Goal Description</b>						
This goal takes the opportunity of the big investment in Jazan Economic City (JEC) and the huge industry clusters existed in Jazan region to establish partnership concerns several technical/engineering aspects.						
Initiatives	KPIs <sup>12</sup>		Unit	value	Target	Regional Benchmark
Create a Research Unit related to interdisciplinary areas to support the needs of the industrial field.	Number of support request from the industrial field.		Number			
	The number of research partnerships with the industrial field*		Number			
Creating specialized programs with professional certificates that suit the needs of the region.	Number of partnership agreement		Number			
	Number of students undertaken workshop which end up with employment on graduation		Number			

<sup>12</sup> KPIs end with “\*” are required by JU.

Strategic Goal ID Card					
CAIT Strategic Goal number			CAIT04		
CAIT Strategic Goal	Relevant JU Strategic Goal	Relevant MoE Strategic Goal	Relevant Vision 2030 Objectives		
Student-Cantered Focus	Enhancing Students' Experience	Develop students' knowledge and skills	<ul style="list-style-type: none"> <li>• Enabling a full and healthy life</li> <li>• Increase employment rates</li> <li>• Create an enabling environment for Saudis</li> <li>• Developing capital in line with the needs of the labor market</li> <li>• Promoting the values of positivity, resilience and a culture of hard work among our children</li> <li>• Improving core learning outcomes</li> </ul>		
<b>Strategic Goal Description</b>					
This goal takes the opportunity of the big investment in Jazan Economic City (JEC) and the huge industry clusters existed in Jazan region to establish partnership concerns several technical/engineering aspects.					
Initiatives	KPIs <sup>13</sup>	Unit	value	Target	Regional Benchmark
Developing operating procedure of admission and academic advising which acts as a bridge between students and staff.	Students Experience Survey	Number 0 to 5			
	Program Evaluation Survey	Number 0 to 5			
	Academic Advising Survey	Number 0 to 5			
Developing facilities for students' extracurricular activities inside the college campus as clubs, entertainment halls, and a library.	The number of extracurricular activities	Number			
	The number of students participating in extracurricular activities	Number			
	The area allocated for each student regarding facilities for extracurricular activities	Number			

<sup>13</sup> KPIs end with “\*” are required by JU.

Strategic Goal ID Card					
CAIT Strategic Goal number			CAIT05		
CAIT Strategic Goal	Relevant JU Strategic Goal	Relevant MoE Strategic Goal	Relevant Vision 2030 Objectives		
Social Responsibility	Improving the community service and the quality of life	Provide education services for all student levels	<ul style="list-style-type: none"> <li>Establish positive values and build an independent personality for citizens</li> <li>Provide citizens with knowledge and skills to meet the future needs of the labor market</li> </ul>		
<b>Strategic Goal Description</b>					
This is the engagement with the local community to promote social and economic interaction between the college, Jazan and the kingdom of Saudi Arabia.					
Initiatives	KPIs <sup>14</sup>	Unit	value	Target	Regional Benchmark
Providing free short hands-on engineering training, essential for job-ready manpower, for high school students.	The number of participants for the short hands-on engineering training held	Number			
Establishing a voluntarily Community Service Unit that provides volunteer works to serve community and spread the volunteer culture within the college	The number of volunteer activities that serve the community.	Number			
	Beneficiaries' satisfaction level with community services	Number 0 to 5			
	The percentage of college facilities usage in serving the community	%			

<sup>14</sup> KPIs end with “\*” are required by JU.

Strategic Goal ID Card						
CAIT Strategic Goal number			CAIT06			
CAIT Strategic Goal	Relevant JU Strategic Goal	Relevant MoE Strategic Goal	Relevant Vision 2030 Objectives			
Relational Leadership	Enhancement of human capabilities	Improve recruitment, training and development of teachers	<ul style="list-style-type: none"> <li>Establish positive values and build an independent personality for citizens</li> <li>Provide citizens with knowledge and skills to meet the future needs of the labor market</li> </ul>			
<b>Strategic Goal Description</b>						
Relational leadership as strategic goal in CAIT attempts to develop all constituents of the college (faculty, admin, and students) to change or make a difference in the interest of the common good. It focuses on teamwork and draws attention to individual and collective.						
Initiatives	KPIs <sup>15</sup>		Unit	value	Target	Regional Benchmark
Developing college manpower by providing programs in enhancing their academic, administrative, technical skills and capabilities in their respective fields	The ratio of participants to faculty		Ratio			
	The average number of professional development hours completed by faculty members in the college		Number			
	Faculty Satisfaction Survey		Number 0 to 5			
	The ratio of participants to admin staff		Ratio			
	The average number of professional development hours completed by admin members in the college		Ratio			
	Admin Satisfaction Survey		Number 0 to 5			
Implementing workshops to develop leadership, communication, innovation and entrepreneurship skills among college students	The number of workshops held		Number			
	The average number of students who participate in the workshops.		Number			
	Employer Satisfaction Survey		Number 0 to 5			
Plan to reduce unemployment for College graduates	The ratio of employed graduates to the total graduates in the last 3 years.		Ratio			
	Alumni Satisfaction Survey		Number 0 to 5			

<sup>15</sup> KPIs end with “\*” are required by JU.

## **APPENDIX**

### **[A] Jazan University Vision (2020-25)**

A regionally distinguished university for its learning outcomes, innovative research, and services

### **[B] Jazan University Mission (2020-25)**

We teach, research and innovate to contribute in building a vibrant society.

### **[C] Jazan University Values (2020-25)**

**Citizenship:** Pride in the national identity and a sense of social responsibility

**Belonging:** A feeling of commitment and initiative towards the goals and objectives of the university

**Responsibility:** Adherence to ethical standards and work values

**Excellence:** The implementation of standard practices and the provision of quality services

**Capacity Building:** Investing in Human Capital

**Teamwork:** Devoting the principle of cooperation and working in a team spirit