

2021



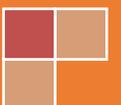
# STRATEGIC PLAN 2022-2025

## COLLEGE OF ENGINEERING (COE)

According to the 2020-25 Strategic Plan of Jazan University (JU) and the 2030 Vision of the Kingdom of Saudi Arabia, the strategic plan of the COE will take place from the position of strength by utilizing the resources of the college, seeking impetus to address the most pressing issues through Belonging, Accountability, Excellence and Collaboration.



Strategic Plan Committee  
Vice deanship for Development  
COE  
10/24/2021



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## **Message of the Dean**

As a member of the COE community, I am pleased to present the Strategic Plan 2022-2025. I thank my fellow members for their outstanding contributions to the plan. Your involvement is greatly appreciated.

Since the commencement of the educational process at the College of Engineering at JU at academic year 1426/1427 AH, according to Decree No. 7/B/24232 dated 11/5/1425 AH, the faculty seeks to provide distinctive educational and research services and pays particular attention to its students to comply with the requirements of the labor market of Jazan region and the Kingdom of Saudi Arabia as a whole.

This first strategic plan has been produced with the intention of providing clear direction for how the college will continue to evolve by exploring existing assets and endeavoring to set out a path to add values as a contributor to JU development, and the development of our dear homeland as a whole.

This plan does not only define how the COE advance strategically by devising strategies to focus on areas where we can most clearly differentiate ourselves from other colleges but also produce the most impact on the stakeholders from students, employers, and Jazan community as a whole.

The COE looks at our students, teaching body, and administrative and support units, to turn this plan into a reality by aligning every sector with the strategic aspects of the plan by exploring talents and bearing efforts. Imbued with The COE values of collaboration and commitment, the believe in the strategic directions will take us forward to the completion of our mission to produce able, motivated graduates who have the necessary skills to succeed in a challenging work environment.

### **Our strategy will focus:**

**“...on areas where we can most clearly differentiate ourselves... and produce the most impact...”**

Dr. Ahmed Abutaleb

## **Committee of the Strategic Plan for the College of Engineering**

### **Committee Supervisor**

Dr. Ahmed Abutaleb                      Dean of the College of Engineering

### **Committee Chairman**

Dr. Abdullateef H. Bashiri              Vice Dean for Scientific Research and Development

### **Committee Members**

Dr. Nasser I Zouli                      Head of the Department of Chemical Engineering

Dr. Abdulrahman M. Khamaj              Head of the Department of Industrial Engineering

Dr. Hassan M Magbool                      Head of the Department of Architectural Engineering

Dr. Essam Aldin Shaban                      Faculty Member of the College of Applied Industrial  
Technology

Dr. Hisham M. Sukr                      Faculty of the Department of Civil Engineering

Lec. Ayman S. Alameer                      Faculty of the Department of Electrical Engineering

## **The Way Forward**

According to the 2020-25 Strategic Plan of JU and the 2030 Vision of the Kingdom of Saudi Arabia, the strategic plan of the COE will be built from the position of strength by utilizing the resources of the college, seeking impetus to address the most pressing issues through faithfulness, accountability, excellence and collaboration.

*Our nation is ambitious in what we want to achieve. We will apply efficiency and responsibility at all levels, Saudi Vision 2030<sup>1</sup>.*

Our believe is working together in order to solve challenges of quality, daily lives in the COE campus, and the community as an extension of the college, as well as the creative employment of the resources, the integration of industrial partners to combine learning with experience, involving those partners not only in internship but also in extracurricular activities that lead to more motivated students. Hence, COE, as one of the assets of JU, is seeking to achieve comprehensive development, to enhance the quality of researches and promote the outcomes of its graduates and improve the services offered to the community.

Connection with internal and external peers is our cornerstones which will allow forward movement through the inclusion of the entire student, staff and faculty population in the initiatives. This means taking responsibility and being accountable for our personal and professional growth together with the development of the college. Also, the strategic partnerships with internal, and external constituents will heighten our social and economic impact, through the creation of academic programs according to real needs, strengthened links with industry and community outreach.

The COE acknowledges and respects all contributions propose by students, staff, and faculty which contributes to the decision-making process, foster trust, openness and understanding.

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<sup>1</sup> Full Text of Saudi Arabia's Vision 2030.

## Summary

As an effective entity of JU educational community, the COE embraces the vision, mission, and goals embodied in the existing strategies for the university (Strategic Plan “Vision 2020-25”). The Vision of the COE focuses on learning in students' community and research in faculty staff's community, while its mission statement stresses the end product of well qualified and highly sophisticated professional engineers who have taken advantage of qualified programs introduced by the college a sustainable development of the community. Consequently, the COE is committed to delivering the highest standards of education and ensuring that program educational objectives and student 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, and having determined organizational readiness for the first strategic plan for the COE, the overarching theme of the period 2022-25 is to invest in *obtaining international and national academic accreditations for all college programs, create an Engineering Research Center to establish links with industrial partners, activate Alumni unit in order to cement collaboration with industry in regard of feedback surveys and participation of employer/alumni in program development and enhancement, plant college's values into students to imbue an identity to the college, create new intermediate degrees according to regional needs and job opportunities, tailor new graduate programs that enhance ties with industries by solving engineering-related problems and enrich research area related to real world applications*. 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 of JU directions.

The four strategic directions of JU have been utilized and broken into six strategic goals, taking into consideration the core pillars of the 2020-25 action plan developed by JU, which are institutional capacity, internal processes, resources, and stakeholders. From here, the college aims to introduce, where necessary, quality systems that will eventually allow accreditation and drive quality improvement of its academic programs. 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. The COE will also undertake to comply with all JU initiatives included in the action plan accompanying the 2020-25 strategic plan.

## Organizational Structure of the COE

The organizational structure was developed by the COE and ratified by JU in 2020 after revision. The organizational foundations of the COE bring clear lines of governance and communication flow, for instance, the structure allows for the future development over the present time scale 2022- 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 Dean.

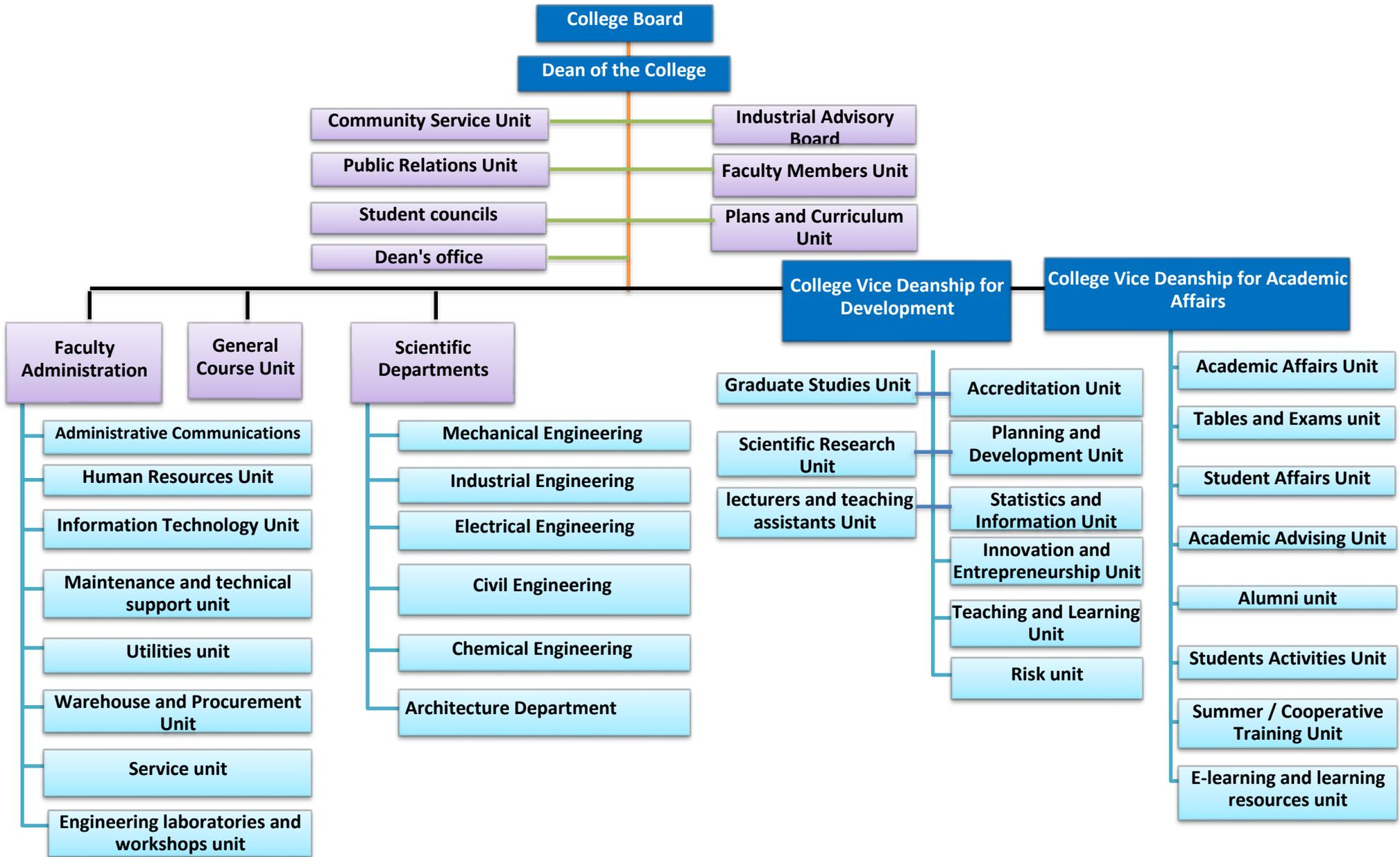


Figure 1 – Organizational Structure Framework of The COE.

## Strategic Direction

Strategic direction for the COE is primarily developed through JU's strategic directions 2020-25, and PESTLE and SWOT analyses carried out by the COE 2021, taking into consideration the Kingdom's Saudi Vision 2030. Acknowledging the challenge represented by these approaches, the strategic directions of the college are settled to improve the quality of the COE graduates, programs, research fields, and community services.

The COE, JU, is a college of primarily charged with the development and provision of post-secondary education, training, and community development programs and services to the province of Jazan and the Kingdom at large. The COE seeks to exploiting its role as a conduit towards undergraduate certificates for engineers (Bachelor of Science). Companies that are looking to invest in the southern region will take advantage of high qualified Saudi engineers with optimum levels of job readiness.

The COE emerged with its specializations dictated by necessities to respond to the ever changing market requirements. These specializations are: Architectural, Chemical, Civil, Electrical, Industrial, and Mechanical Engineering. The increasing demand for all of these specializations cannot be fulfilled except through nationals who are sincere to the future of the country and who could contribute in adopting technologies and transferring experiences.

*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<sup>2</sup>.

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<sup>2</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>.

## **Inputs to The COE 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 the COE adopt the themes of this document and incorporate its sense in the present Strategic Plan.

As Vision 2030 identifies the general directions, policies, goals, and objectives of the Kingdom, so the COE 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 objectives, targets, outcome-oriented indicators, and commitments that are to be achieved.

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>3</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 the COE to act as an enabler for some of its strategic concerns – the development of academic programs with a focus on specialized programs with professional certificates that suit the needs of the region, also supporting investment partnerships and creating financial resources by means of paid programs and short hands-on training essential for job-ready manpower.

### **[B] JU Strategic Plan 2020-25**

As one of the property established under the umbrella of JU, the COE strategic planning necessarily takes into account the pillars of the strategic planning, and the strategic directions of the university. Therefore, the COE 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 implementation and progress of the strategic goals. This demonstrates the basis for annual assessment for action plans. JU has identified four major directions with four pillars which inform its strategic plan as shown in Figure (2).

The balanced performance of building the JU Strategic Plan 2020-25 may be depicted in Table (3) for which each pillar of the strategic plan is mapped with each JU strategic direction via strategic goals.

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<sup>3</sup> <https://vision2030.gov.sa/en/programs/NTP>.

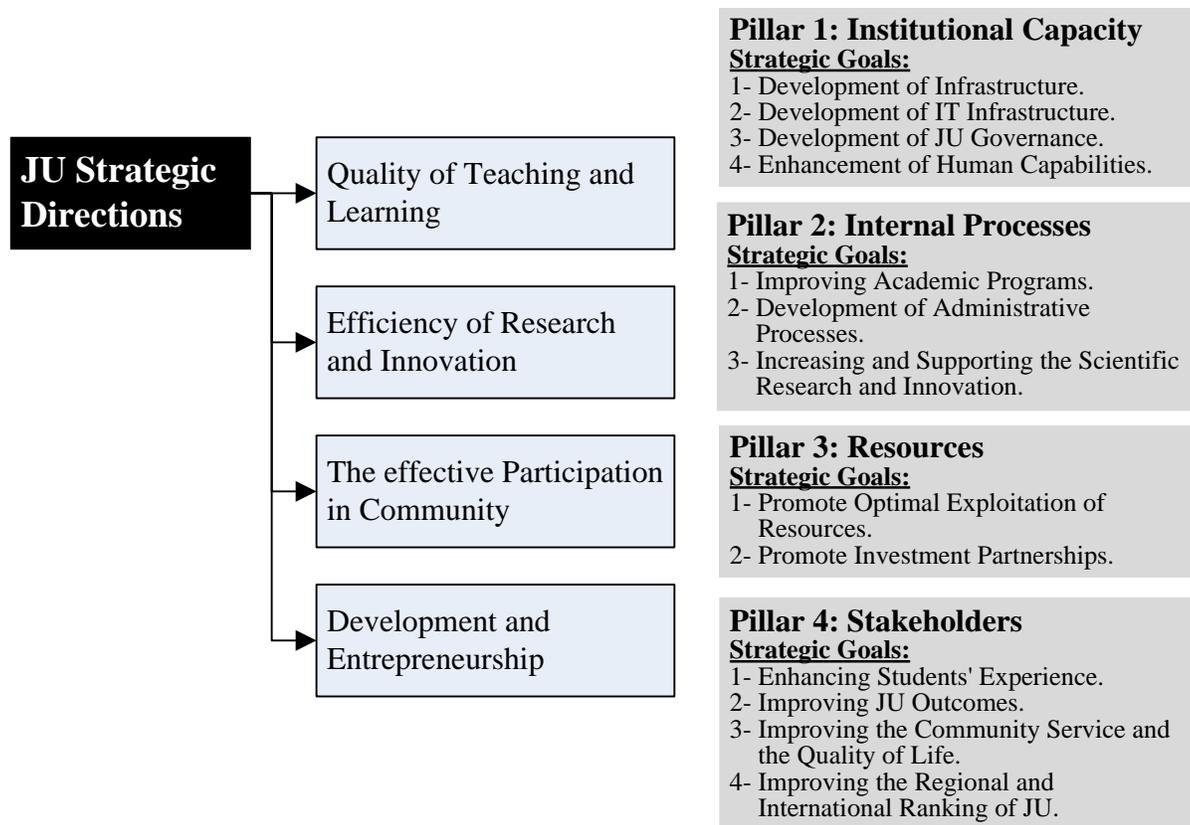


Figure 1 – Framework of JU Strategic Plan 2020-25<sup>1</sup>.

## [C] The COE PESTLE and SWOT Analyses

The PESTLE analysis, carried out in 2020, laid 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 Action Plan 2021 and subsequent action plans for the current strategic planning period of 2022-25. These priorities will be set down later in this document.

### **PESTLE Analysis 2021**

A PESTLE analysis is a framework to analyze the key factors (*Political, Economic, Sociological, Technological, Legal and Environmental*) influencing the COE 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 the COE, 2021<sup>5</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>5</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 the COE's Vision 2022-25, see Figure (3).

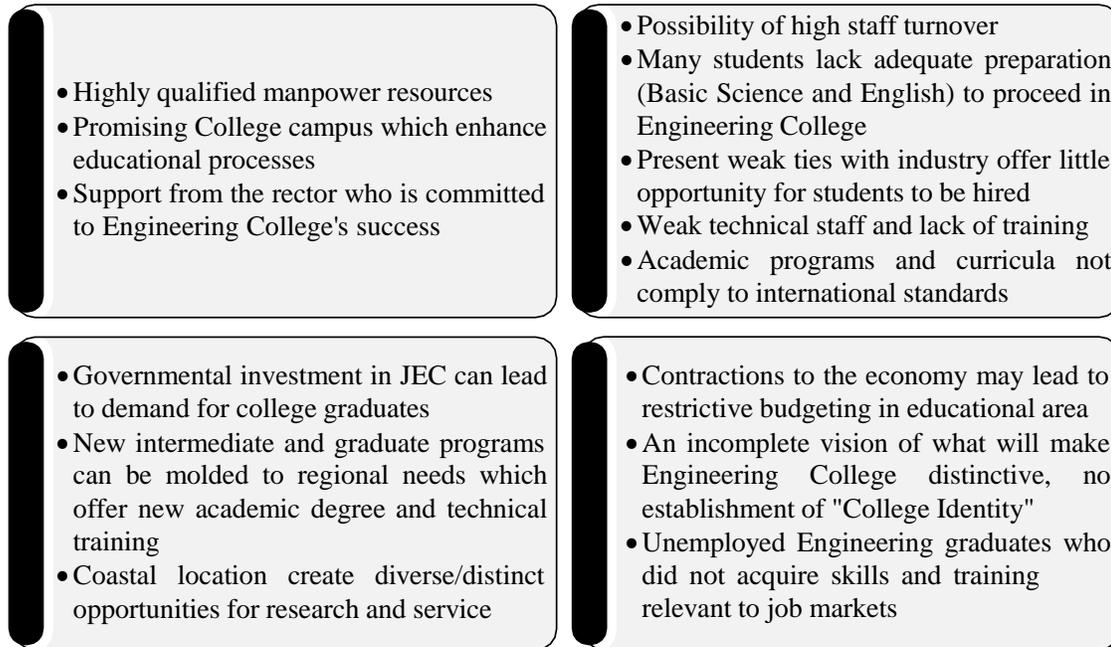


Figure 3 – SWOT analysis as carried out by Quality Assurance Unit in the COE, 2021.

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

	Opportunities	Threats
<b>Strength</b>	<p><b>Strategies that implement strengths to take advantage of opportunities:</b></p> <ul style="list-style-type: none"> <li>• Tailor new intermediate, and graduate programs degrees according to regional needs and job opportunities</li> <li>• Create an Engineering 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>	<p><b>Strategies that use strengths to minimize threats:</b></p> <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 Engineering Research Unit to solve engineering-related problems which consequently will 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>
	<p><b>Strategies to mitigate weaknesses and take advantage of opportunities:</b></p> <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>	<p><b>Strategies that mitigate weaknesses and minimize threats:</b></p> <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>
<b>Weaknesses</b>		

## The COE 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] College Vision

Be a distinct college in applied sciences offers programs that adapt with engineering market needs in Saudi Arabia.

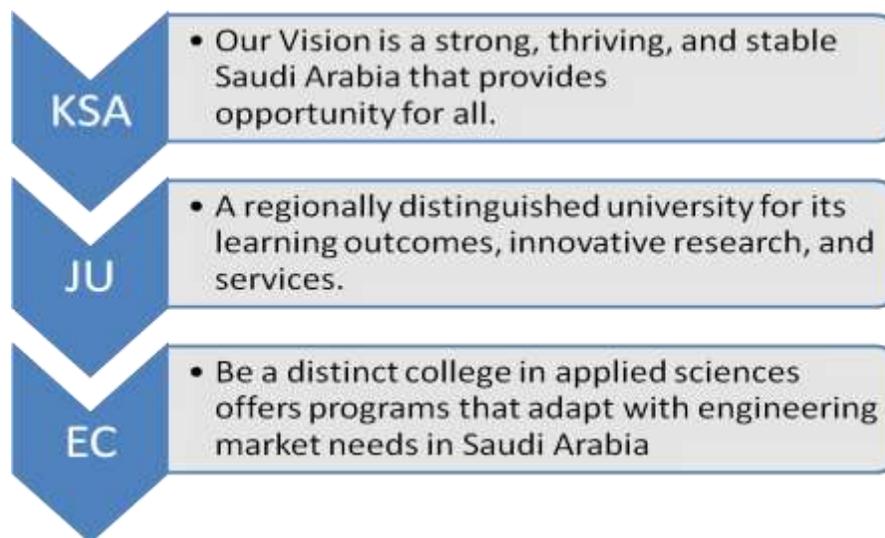


Figure 4 –The connection of the vision of the COE with JU(2020-25) and Saudi Arabia Vision (KSA) 2030.

### [B] College 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, engineering-related jobs will be created which will then spur other supporting services jobs. The COE's mission is to be able to supply *highly Sophisticated and qualified professional engineers*, enabling companies to tap into a work force already located in the southern area of the economic city.

The COE aims to drive learning through distinctive disciplines of faculty staff bodies and offers an academic environment that functions as a source of *high-standard research* which is supportive of the *development of the community*.

The engineering programs offered are those identified to supply *professional manpower* to Jazan province and the kingdom. It is worth noting that the college aims to establish partnerships in the future in

industrial concerns. This partnership /collaboration with industry will reflect in *the sustainable development of the community*. The mission is operationalized in the COE Strategic Plan to cover the period 2022-2025.

### **[C] College Mission**

To provide a highly qualified engineers through the provision of Engineering programs and conducting high-standard research towards a sustainable development of the community.

### **[D] College Values**

The COE recognizes the importance of operationalizing 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 JU, see Figure (5) below, and reflect the behaviors which are expected to be implemented and seen. The college seeks to prioritize the following values in the context of group and individual. The four The COE values are:

#### **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.*

- 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.

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

<sup>7</sup> JU Strategic Plan 2020-25.

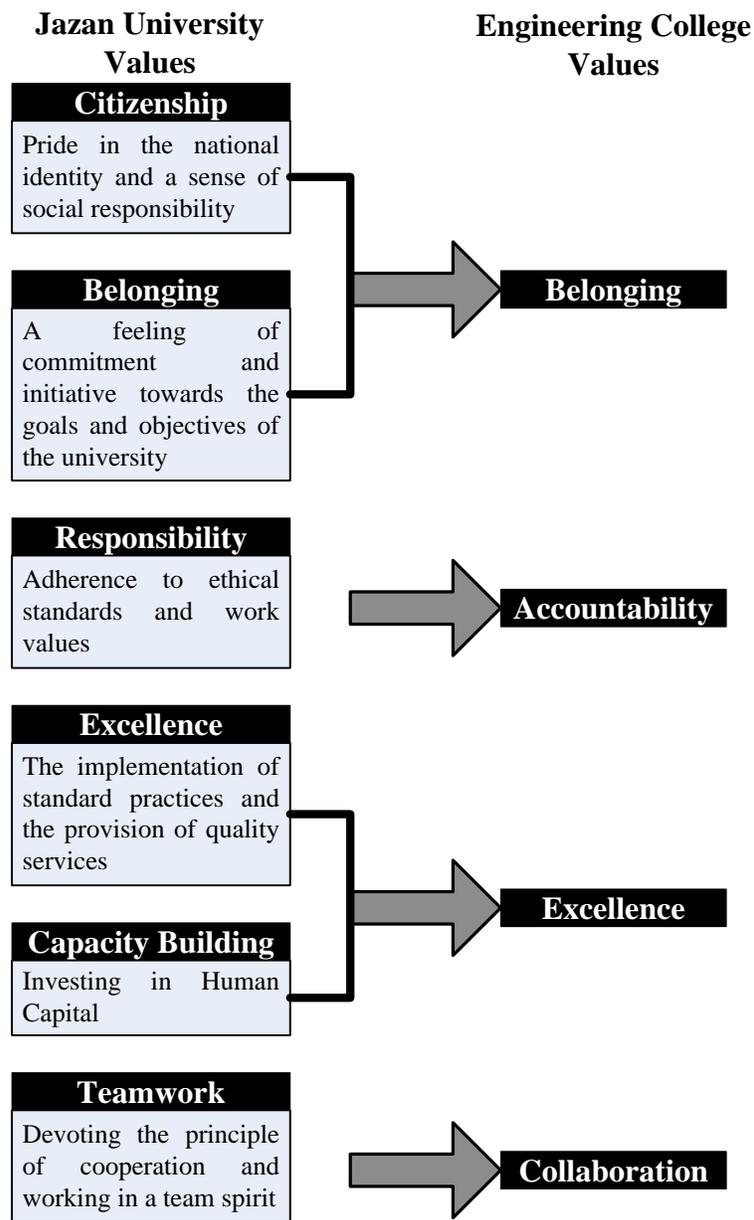


Figure 1 –The COE values as derived from JU values.

**Accountability**

This is reflected in JU Strategic Plan 2020-25 as “Responsibility”<sup>8</sup>. *Adherence to ethical standards and work values*. This value has been changed in The COE Strategic Plan to be "Accountability". Being accountable not only means being responsible but also being answerable for your actions.

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

- Giving a specific task or process to only one person. Tasks should be assigned to whom have skills and competencies to complete the tasks/processes. It is, therefore, how a person responds and takes ownership of the results of a task. If more than one person is accountable for the result of a task, there is a risk that each person will think the others are taking charge, leading to no one taking accountability.
- Interact in transparency in a way that promotes trust, openness, understanding, and exhibiting good manners to all members of the college community.
- Be responsible in the managing/utilizing of resources and facilities.
- Duty to report (or give account of) on events, tasks.
- Being accountable often means that the person is liable to face consequences from some authority if the task isn't completed successfully

### **Belonging**

It is an affinity to the The COE and JU Strategic Plan 2020-25<sup>9</sup>: *A feeling of commitment and initiative towards the goals and objectives of the university.*

- Proud to be a member of The COE – JU.
- Take into consideration the personal behavior and professional development which in turn will enhance the reputation of the college.
- Empower all members in The COE to take ownership of initiatives and to follow through to achieve results.

### **Collaboration**

It is considered in JU Strategic Plan 2020-25 as “Teamwork”.<sup>10</sup>: *Devoting the principle of cooperation and working in a team spirit.* But it is changed in The COE 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>9</sup> Jazan University Strategic Plan 2020-25.

<sup>10</sup> Jazan University Strategic Plan 2020-25.

## The COE Strategic Planning 2022-2025

### [A] The COE Strategic Goals

The Strategic Goals of The COE as driven from the Pillars and Strategic Directions of JU may be as shown in Figure (6). As depicted in the figure, there are six strategic goals for The COE that cover all pillars of JU strategic plan and serves several of its strategic goals, as illustrated in Table (3). These strategic goals are:

- 1- Developing college programs and achieving national and international accreditation.
- 2- Enhance college outcomes and improve students' experience.
- 3- Improving the environment for scientific research and innovation.
- 4- Developing community service programs, supporting investment partnerships, and creating financial resources.
- 5- Developing human capabilities.
- 6- Developing the Infrastructure and IT infrastructure and moving to the new campus.

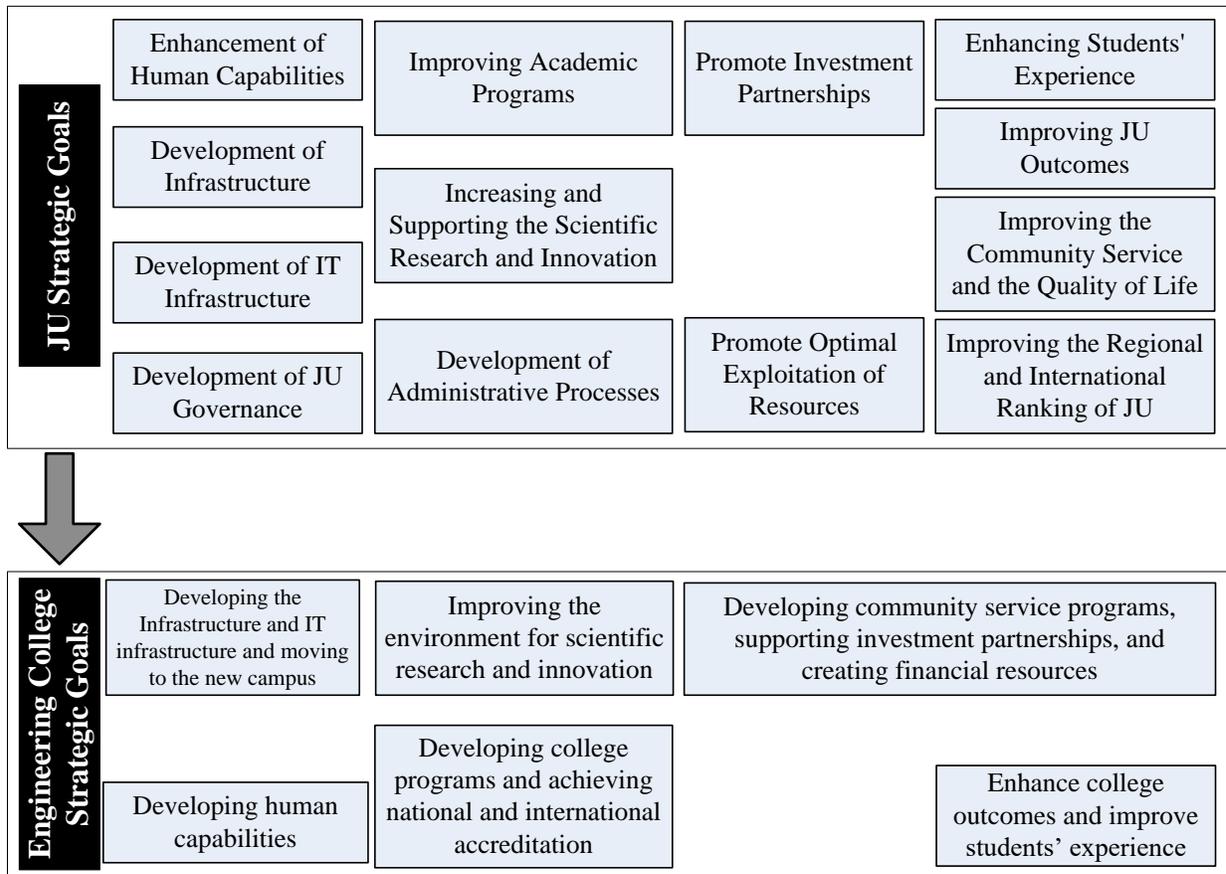


Figure 1 – The COE Strategic Goals as driven from JU Strategic Goals.

Table 3 – Mapping of each strategic direction with pillars of strategic plan via JU<sup>11</sup> and EC<sup>12</sup> strategic goals

		Pillars of Strategic Plan				
		Institutional Capacity	Internal Processes	Resources	Stakeholders	
Strategic Directions	Quality of Teaching and Learning	JU	Development of Infrastructure	Improving Academic Programs	Enhancing Students' Experience	
		JU	Development of IT Infrastructure			Improving JU Outcomes
		EC	✓	✓	✓	
	Efficiency of Research and Innovation	JU		Increasing and Supporting the Scientific Research and Innovation		
		EC		✓		
	The effectiveness Participation in Community	JU			Promote Investment Partnerships	Improving the Community Service and the Quality of Life
		EC			✓	✓
	Development and Entrepreneurship	JU	Enhancement of Human Capabilities	Development of Administrative Processes	Promote Optimal Exploitation of Resources	Improving the Regional and International Ranking of JU
		JU	Development of JU Governance		✓	
		EC	✓			

<sup>11</sup> JU denotes Jazan University

<sup>12</sup> EC denotes Engineering College

**[B] Initiatives and KPIs**

Table 4 – Strategic Goals of the the COE 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 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>1</b></p> <p>Developing college programs and achieving national and international accreditation</p>	<p>1.A. Developing current program plans such that they includes more precise tracks which serve the needs of the community and meet the criteria of accreditation..</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> <li>● Retention rate of the 1st year student*</li> <li>● Dropout rate*</li> <li>● Percentage of graduation in the specified program time*</li> <li>● Ratio of student to faculty members*</li> <li>● Ratio of faculty members holding PhD*</li> <li>● Number of Standard Tests for students*</li> <li>● Stakeholders' satisfaction survey</li> </ul>
		<p>1.B. Creating postgraduate programs, and 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> <li>● The ratio of the postgraduate programs to all programs in the college.</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 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>Enhance college outcomes and improve students' experience</p>	<p>2.A. Including the standard engineering exams and Exit exam as a condition for graduation.</p>	<ul style="list-style-type: none"> <li>• The percentage of students in the final year who take the standard engineering exams and Exit exam.</li> </ul>
		<p>2.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> </ul>
		<p>2.C. Developing Employment and Alumni Unit that has an advisory council that composed of distinguished graduates of the college and employees in different sectors.</p>	<ul style="list-style-type: none"> <li>• The ratio of employed graduates to the total graduates in the last 3 years.</li> </ul>
		<p>2.D. Establishing partnerships with private sector to promote distinct students by means of workshops and special programs to end up with employment on graduation</p>	<ul style="list-style-type: none"> <li>• The percentage of the promoted/sponsored students to the students in the final year.</li> </ul>
		<p>2.E. Developing operating procedure of admission and academic advising which acts as a bridge between students and staff to follow up students affairs such as excuses, denial, etc.</p>	<ul style="list-style-type: none"> <li>• Survey regarding students satisfaction.</li> </ul>
		<p>2.F. 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 area allocated for each student regarding facilities for extracurricular activities</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 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>Improving the environment for scientific research and innovation</p>	<p>3.A. Create an Engineering 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> </ul>
		<p>3.B. Organizing and hosting local and international engineering conferences and seminars</p>	<ul style="list-style-type: none"> <li>• The number of participants for the conferences and seminars held under the college hosting.</li> </ul>
		<p>3.C. Creating college-specific emerging entities in the areas that distinguish the college</p>	<ul style="list-style-type: none"> <li>• The number of entities emerged</li> <li>• The income of the entities</li> </ul>
		<p>3.D. Encouraging distinct students to contribute into scientific research with faculty staff.</p>	<ul style="list-style-type: none"> <li>• The number of scientific researches with students' contribution</li> </ul>
		<p>3.E. Establish research partnerships with other similar colleges inside and outside the Kingdom</p>	<ul style="list-style-type: none"> <li>• The number of approved research partnerships with colleges of engineering inside and outside the Kingdom.</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 checked="" 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 checked="" type="checkbox"/> Quality of Teaching and Learning</li> <li><input type="checkbox"/> Efficiency of Research and Innovation</li> <li><input checked="" type="checkbox"/> The effectiveness Participation in Community</li> <li><input type="checkbox"/> Development and Entrepreneurship</li> </ul>	<p style="text-align: center;"><b>4</b></p> <p>Developing community service programs, supporting investment partnerships, and creating financial resources</p>	4.A. Creating female sections for the current programs	<ul style="list-style-type: none"> <li>• Ratio of female students to male students for each program</li> </ul>
		4.B. Providing free short hands-on engineering training, essential for job-ready manpower, for high school students.	<ul style="list-style-type: none"> <li>• The number of participants for the short hands-on engineering training held.</li> </ul>
		4.C. Creating paid postgraduate programs (Diploma) in cooperation with the Deanship of Community Service.	<ul style="list-style-type: none"> <li>• The number of postgraduate students for the paid Diploma.</li> </ul>
		4.D. Establishing a voluntarily Community Service Unit that provides volunteer programs that serve the community and spread the volunteer culture within the college community.	<ul style="list-style-type: none"> <li>• The number of volunteer activities that serve the community.</li> </ul>
		4.E. Create an Engineering Research Unit related to interdisciplinary areas to support the needs of the industrial field.	<ul style="list-style-type: none"> <li>• Number of support request from the industrial field.</li> </ul>

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 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 style="text-align: center;"><b>5</b></p> <p>Developing human capabilities</p>	<p>5.A. Attracting high quality academic manpower to enhance teaching and research</p>	<ul style="list-style-type: none"> <li>• The ratio of rewards offered to faculty</li> <li>• The percentage of increase in publication rates and patents</li> </ul>
		<p>5.B. Developing academic 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 number of developing workshops to enhance academic, administrative, technical skills and capabilities for faculties</li> <li>• The ratio of participants to faculty</li> </ul>
<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 style="text-align: center;"><b>6</b></p> <p>Developing the Infrastructure and IT infrastructure and moving to the new campus</p>	<p>6.A. Developing the current labs to match with the program updates and creating new labs as needed.</p>	<ul style="list-style-type: none"> <li>• The percentage of labs preparedness.</li> </ul>
		<p>6.B. Developing admin system to follow, monitor and manage college assets and lab requests and staff needs</p>	<ul style="list-style-type: none"> <li>• Survey of staff satisfaction regarding the college assets</li> </ul>
		<p>6.C. Moving the college to the new Campus and managing the process of transfer</p>	<p>The percentage of assets transfer</p>
		<p>6.D. Creating an “Open Courseware” program that connects all college courses</p>	<ul style="list-style-type: none"> <li>• The number of Open Courseware” programs</li> <li>• The average number of participants</li> </ul>

## [C] ID Cards for the Strategic Goals of the COE

### Strategic Goal ID Card

COE Strategic Goal number	JU05/COE01
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COE Strategic Goal	Relevant JU Strategic Goal	Relevant Ministry of Education Strategic Goal	Relevant Vision 2030 Objectives
Developing college programs and achieving national and international accreditation	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

This strategic goal takes into consideration developing the academic quality by means of improving teaching methods that cope with globe standards and promote not only the cognitive skills but also soft skills such as critical thinking, analysis, and discussion. This strategic goal also concerns accreditation by achieving the criteria required by ABET and NCAAA.

Initiatives	KPIs <sup>2</sup>	Unit	value	Target	Regional Benchmark
Developing current program plans such that they includes more precise tracks which serve the needs of the community and meet the criteria of accreditation.	Percentage of academic programs accredited by ABET	%	0	100	
	Percentage of academic programs accredited by NCAAA*	%	0	100	
	Retention rate of the 1st year student*	%	98	100	
	Dropout rate*	%	46	10	
	Percentage of graduation in the specified program time*	%	20	60	
	Ratio of student to faculty members*	Ratio	22	18	
	Ratio of faculty members holding PhD*	Ratio	82	90	
Creating postgraduate programs (Diploma), and specialized programs with professional certificates that suit the needs of the region Creating female sections for the current programs	Stakeholders' satisfaction survey	Number 0 to 5	3.9	4.5	
	The number of the students who have obtained professional certificates	Number	3	30	
	The ratio of the postgraduate programs to all programs	Ratio	0	2/6	
	Ratio of female students to male students for each program*	Ratio	0	1/5	

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

Strategic Goal ID Card

<b>COE Strategic Goal number</b>	<b>JU05/EC02</b>
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<b>COE Strategic Goal</b>	<b>Relevant JU Strategic Goal</b>	<b>Relevant Ministry of Education Strategic Goal</b>	<b>Relevant Vision 2030 Objectives</b>
Enhance college outcomes and improve students' experience	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**

This strategic goal re-focus the college's efforts on enhancing the quality of teaching and learning. The goal is practicing student-centered focus by establishing teaching and learning methodology that focus on student retention and success. The goal fosters the culture of independent thinking, innovation, and entrepreneurship among students and faculty which in return enhance students' learning outcomes.

<b>Initiatives</b>	<b>KPIs<sup>3</sup></b>	<b>Unit</b>	<b>value</b>	<b>Target</b>	<b>Regional Benchmark</b>
Including the standard engineering tests and Exit exam as a condition for graduation.	The average of all LOs of the students in the final year who participate in the Exit exam*	Number	0	15	
	The ratio of employed and post graduates to the total graduates in the last 3 years*	Ratio	1/22	10/22	
Developing Employment and Alumni Unit that has an advisory council which composed of distinguished graduates of the college and employees in different sectors	Student satisfaction for learning in the program (PLO Survey)*	Number 0 to 5	3.8	4.5	
	Student satisfaction for learning resources in the program (PLO Survey)*	Number 0 to 5	2.6	4	
	Student satisfaction for academic help and support in the program (PLO Survey)*	Number 0 to 5	3.5	5	
	Satisfaction survey of employers for employed graduates*	Number 0 to 5	3	5	
Establishing partnerships with private sector to implement workshops and special programs which end up with employment	The percentage of the promoted/sponsored students to the students in the final year	%	0	10	
Developing facilities for extracurricular activities as labs, clubs, and entertainment halls.	Occupancy rate in labs and extracurricular facilities*	Number	20/1	15/1	

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

**Strategic Goal ID Card**

<b>COE Strategic Goal number</b>	<b>JU07/EC03</b>
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<b>COE Strategic Goal</b>	<b>Relevant JU Strategic Goal</b>	<b>Relevant Ministry of Education Strategic Goal</b>	<b>Relevant Vision 2030 Objectives</b>
Improving the environment for scientific research and innovation	Enhancing the support of scientific research and innovation	Improve the learning environment to stimulate creativity and innovation	<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> <li>• Develop youth skills and leverage them effectively</li> </ul>

**Strategic Goal Description**

This strategic goal seeks providing an academic environment that helps in innovation and inspiration, which in turn impacts the quality of researches and graduates

<b>Initiatives</b>	<b>KPIs<sup>4</sup></b>	<b>Unit</b>	<b>value</b>	<b>Target</b>	<b>Regional Benchmark</b>
Create an Engineering Research Unit related to interdisciplinary areas to support the needs of the industrial field	The percentage of publication of faculty members*	%	18	40	
	The rate of publication for each faculty member*	Number	2	5	
	Rate of citations in peer-reviewed journals for each faculty member*	Number	8	40	
	The percentage of the budget allocated for scientific research*	%	2	10	
	Number of scientific research in ISI journals*	Number	43	120	
	Number of scientific research classified in SCOPUS*	Number	55	150	
	The percentage of external funds for scientific research*	%	1	5	
	Number of patents and awards*	Number	4	10	
	Number of research partnerships with financial income*	Number	2	10	
	Establish research partnerships with other similar colleges inside and outside the Kingdom	The number of research partnerships with colleges of engineering and private sector*	Number	2	10

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

**Strategic Goal ID Card**

<b>COE Strategic Goal number</b>	<b>JU12/EC04</b>
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<b>COE Strategic Goal</b>	<b>Relevant JU Strategic Goal</b>	<b>Relevant Ministry of Education Strategic Goal</b>	<b>Relevant Vision 2030 Objectives</b>
Developing community service programs, and creating financial resources	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>

**Strategic Goal Description**

This strategic goal supports the development of the community by providing equal educational opportunities of equal quality and inclusiveness to all segments of the society.

<b>Initiatives</b>	<b>KPIs<sup>5</sup></b>	<b>Unit</b>	<b>value</b>	<b>Target</b>	<b>Regional Benchmark</b>
Providing free/paid short hands-on engineering training, essential for job-ready manpower.	The number of free short hands-on engineering training	Number	0	3	
	The average number of participants for the short hands-on engineering training	Number	0	60	
	The ratio of paid to free short hands-on engineering training	Ratio	0	300/1	
Creating paid postgraduate programs (Diploma) in cooperation with the Deanship of Community Service.	The number of postgraduate students for the paid Diploma	Number	200	2000	
	The ratio of paid to free postgraduate students	Ratio	0	5/100	
	The number of volunteer programs and initiatives conducted to serve the community	Number	5	20	
Create a voluntarily Community Service Unit that provides volunteer programs and initiatives that serve the community and spread the volunteer culture within the college community	The rate of volunteering hours conducted by the students in serving the community	Number	0	20	
	Stakeholders survey for the community services provided by the college	Number 0 to 5	0	4.0	

<sup>16</sup> KPIs end with "\*" may be required by JU.

## Strategic Goal ID Card

COE Strategic Goal number	JU04/EC05		
COE Strategic Goal	Relevant JU Strategic Goal	Relevant Ministry of Education Strategic Goal	Relevant Vision 2030 Objectives
Developing human capabilities	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>

**Strategic Goal Description**

This strategic goal pursues providing training for all staff for the development of their capabilities, as well as develop a comprehensive system to recruit, evaluate, and reward professional faculty members.

Initiatives	KPIs <sup>6</sup>	Unit	value	Target	Regional Benchmark
Attracting high quality academic manpower to enhance teaching and research	Number of patents and awards*	Number	4	10	
	Faculty dropout rate*	Number	10	0	
	The ratio of Saudi to Non-Saudi faculty members	Ratio	1.5/1	5/1	
Developing academic manpower by providing programs in enhancing their academic, administrative, technical skills and capabilities in their respective fields	The percentage of faculty members who attend training programs*	%	25	65	
	The number of training programs and workshops offered to faculty members*	Number	15	40	
	The number of training programs and workshops offered to admin members*	Number	10	30	
Attracting high quality administrative manpower	Admin dropout rate*	Rate	0	0	

<sup>17</sup> KPIs end with "\*" are required by JU.

Strategic Goal ID Card

<b>COE Strategic Goal number</b>	<b>JU01/EC06</b>
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<b>COE Strategic Goal</b>	<b>Relevant JU Strategic Goal</b>	<b>Relevant Ministry of Education Strategic Goal</b>	<b>Relevant Vision 2030 Objectives</b>
Developing Infrastructure, IT and moving to the new campus	Development of Infrastructure	Improve the learning environment to stimulate creativity and innovation	<ul style="list-style-type: none"> <li>• Achieve the highest levels of transparency and good governance in all sectors</li> <li>• Improve performance, productivity and flexibility of public authorities</li> <li>• Achieve budgetary balance</li> </ul>

**Strategic Goal Description**

This strategic goal concerns with moving and developing the infrastructure of the college's facilities to cope with the standards of educational quality such as providing suitable spaces for students and faculty members, and equipping laboratories and facilities for student activities. The goal also includes developing Standard Operating Procedures (SOPs), the tasks and responsibilities of the entities and committees, job descriptions, etc.

Initiatives	KPIs <sup>7</sup>	Unit	value	Target	Regional Benchmark
Developing the current labs to match with the program updates and creating new labs as needed	The completion rate of labs preparedness	%	73	95	
	Occupancy rate in labs and extracurricular facilities*	Number	20	15	
	Ratio of students to labs and extracurricular facilities*	Ratio	20/30	15/20	
Developing admin system to follow, monitor and manage college assets and lab requests and staff needs	Percentage of satisfaction of faculty and staff*	Number 0 to 5	3.2	4.5	
	The conversion rate for digital transactions*	Number	3	5	
	Percentage of digital curricula created*	%	0	3	
	Completion rate in developing Standard Operating Procedures (SOP) and Policies.*	Number	45	85	
Moving the college to the new Campus and managing the process of transfer	Achievement percentage of strategic plan KPIs*	%	25	85	
	The completion rate of transfer the college to the new campus*	%	10	90	

<sup>18</sup> KPIs end with "\*" are required by JU.