Strategic Plan

College of Computer Science and Information Systems

Najran University

January 2013

Kingdom of Saudi Arabia

Ministry of Higher Education

Najran University

Faculty of Computer Science and

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 Development and Quality Unit

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Introduction

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1. 1- Introduction

Modern technological advances, globalization, and the growing demand of the Saudi market for specialists in the field of computer science motivated Najran University to establish the college of computer science and information systems. The college was established in the year 1427 H to meet the demand of the market and keep abreast of current technological developments.

The college contains two academic departments, department of computer science and the department of information systems, which are the building blocks of the college, offer programs in computer-related areas to fulfill the demands of local and regional markets. Computer Science Department began its activity in the academic year 1427-1428 AH and offer computer science program to prepare students to become specialists in this vital area. The department award students a bachelor's degree in Computer Science after successfully passing 106 instructional units.

The department of Information systems offers a program of information system to prepare students in this area and fill the needs of the local labor market, regional and also contribute to the development of scientific research in order to serve the regions of the Kingdom. The department awards students bachelor's degree in information systems after successfully passing 105 credit units.

The college follows the semester system. Two semesters are offered in each academic year (each semester is called a level). The duration of each semester is fourteen weeks excluding examination, in addition to an optional 8-weeks summer semester.

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The following figure shows the organizational structure of the college
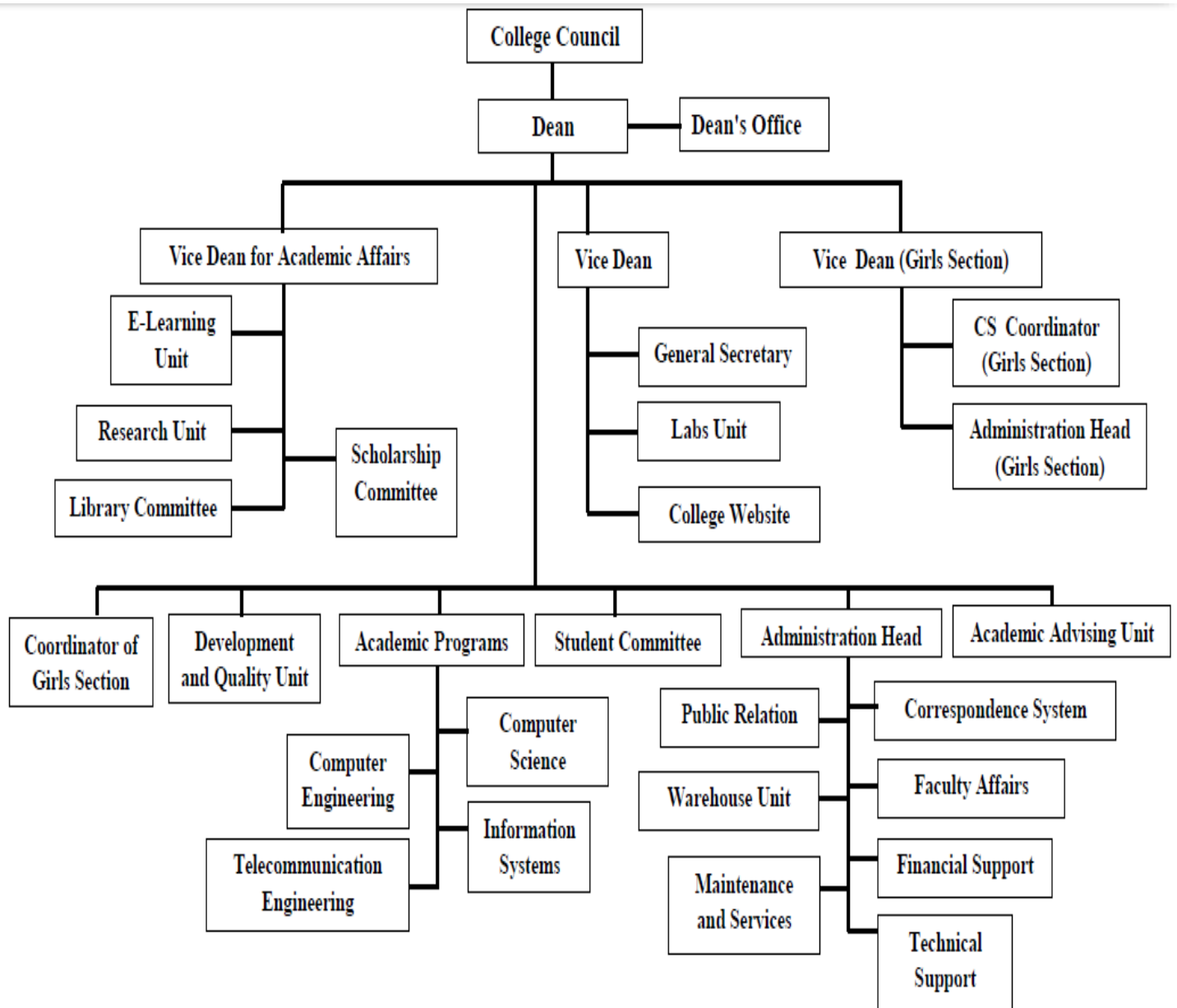
Figure 1.1: The Organizational Structure of the college

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1.2- **Methodology**

The preparation of the college's strategic plan went through a set of procedures and activities that lead to the first draft of the college' strategic plan. The followed methodology is characterized by the following

- Active and positive participation of the stakeholders (internal and external) in developing the plan

- Use of systemic approach, which depends on the dismantling of the system to the main components and examine each component separately in light of the functions and tasks performed by each component

- use of perspective analysis methodology to achieve college's vision and objectives in relation to the environment and job market and the needs of the development community and the movement of developments at the global level.

- Analysis of the literature related to higher education globally and locally.

- Self-evaluation through the collection of data and information by eliciting information from stakeholders on different components of the internal and external environment of the college.

- Use of four-way analysis SWOT to identify strengths, weaknesses, opportunities, and threats and take advantage of the strengths and opportunities

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- Identify the gap between the current situation and the hoped situation and work to bridge the gap between the actual performance and quality goals to reach for outstanding performance.

- Identify obstacles and risks and how to overcome them.

- Determine the time frame for the implementation of this plan.

- Use a measurement method to identify the indicators of inputs, processes and outputs.

- Participation of faculty, administrative staff, students in plan formulation activities and development (Vision and Mission, strategic objectives, mechanisms for implementation of the plan, and success indicators)

- Use of consultants and experts to take advantage of their views during the various stages of development Plan.

1.3. Strategic Plan Development

The preparation of the college strategic plan has been accomplished through a number of activities which can be described as follows

1.3.1 Environmental Analysis

This stage includes a self-study of the elements of the internal and external environment of the college, according to standards adoption of higher education institutions and prepared by the National Commission for Assessment and Academic Accreditation in order to determine the strengths and weaknesses as well as opportunities and threats using SWOT analysis. The risks have been

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identified and mechanisms to overcome them. Data has been collected through the use of the survey forms - personal contact - discussion sessions and focal depth – brainstorming.

1.3.2 Formulation of college's Vision and Mission

This stage involves the implementation of a series of meetings and discussions and study of the environmental analysis report (Survey form, working groups) of the strengths and weaknesses (internal environment) and the opportunities and threats (external environment). Based on that, a preliminary version of college's vision and mission was formulated.

1.3.3 Determination of Strategic Objectives and Goals

In this stage, several meetings between the College Strategic Planning Committee with the faculty members, college administration, and representatives of the students, were conducted to work on the environmental analysis and identify strategic objectives, as well as interim goals, necessary to achieve the vision and mission of the College that have been identified before.

1.3.4 Gap analysis study

In this stage an in-depth study of the results of environmental analysis report was performed to identify the current situation (weaknesses, strengths, opportunities, threats) and estimate the what are required to reach the hoped situation

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1.3.5 Operational Plan Development

This stage includes a set of meetings and series of events to determine the priorities and propose policies to develop an operational plan and performance indicators to reach the hoped situation. The development of the operational plan was achieved with the participation of all stakeholders in the selection of priorities and operational programs.

1.3.6 Strategic Plan Approval

In this stage, the strategic plan is edited, revised by the strategic planning committee. It is then sent for review and evaluation to consultant team in the development and quality deanship of the university. The final version of the plan is sent to college's council for approval.

Vision, Mission, and Values

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2.1 Initial Vision, Mission, and Values

College Vision

To be distinguished as one of the premiere Computer Science and Information technology colleges locally, regionally and internationally to provide high quality education, research and professional development.

College Mission

The mission of the college of Computer Science and Information Systems is:

- To produce high quality graduates through well-chosen and continuously developed programs as per international standards
- To conduct consistent high quality applied research for the development of academic and community development needs
- To provide high quality training and consultation services for the advancement of community needs
- To collaborate with other academic and industrial institutions to enhance the skills of staff members and students

College Values

The main values that guide our behavior in the college are

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- Excellence

- Ethics

- Consistency

- Innovation

- Aspiration

- Responsiveness

- Independency

- Collaboration

2.2   Surveys on the Initial College's Vision, Mission Statement

The Development and Quality Unit in the college of Computer Science and Information System in Najran University have developed a survey to take comments and feedback from faculty members on the latest version of vision and mission.

2.2.1 Questionnaire

The questionnaire was design and reviewed by DQU. It is divided into two section, i.e. College Mission Statement and College Vision Statement. Date of the questionnaire design and revision: Questionnaire was designed on 08/02/2012 and reviewed on 09/02/2012. Subject of questionnaire: Questionnaire on the College's Vision and Mission. Number and type of questions: Questionnaire contains 11 questions (i.e. six for College mission statement & five for college

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vision statement) and all are closed questions (Strongly agree, Agree, Neutral, Disagree, and Strongly Disagree). Space is also provided to write comments and to propose the college mission and vision.

2.2.2 Questionnaire Analysis

Over-all questionnaire analysis is represented in figure 1; which shows that 31% of respondents are strongly agree and 55% are agree with Development & Quality unit proposed college vision and mission statement. Also 9% respondents are neutral and only 5% are disagree or strongly disagree with proposed vision and mission for college of computer science and information system.
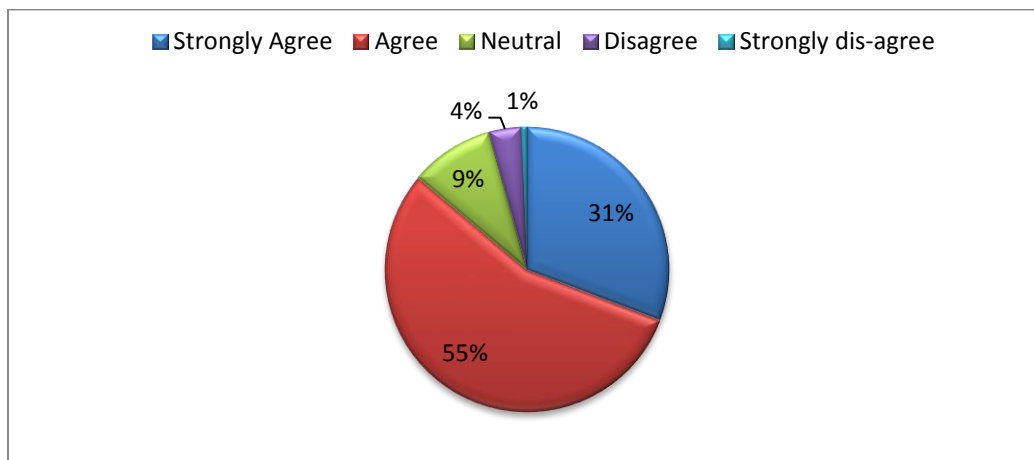
Figure 2. 1: Over-all analysis on College Vision and mission statement

2.2.3 Findings on each Sub Section

Finding on each subsection of questionnaire i.e. College mission statement and vision statement is briefly explained below.

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College Mission Statement

Questionnaire result shows that 27% respondents are strongly agree and 57% are agree with proposed mission statement for college. They said that mission statement is clearly written, it is easy to understand, it shows the current activities of program, it is flexible, stimulates professional development among all its constituents, and shows the program competency. About 10% received response are neutral and only 5% are disagree with proposed mission statement. Questionnaire response are shown in figure 2 below.
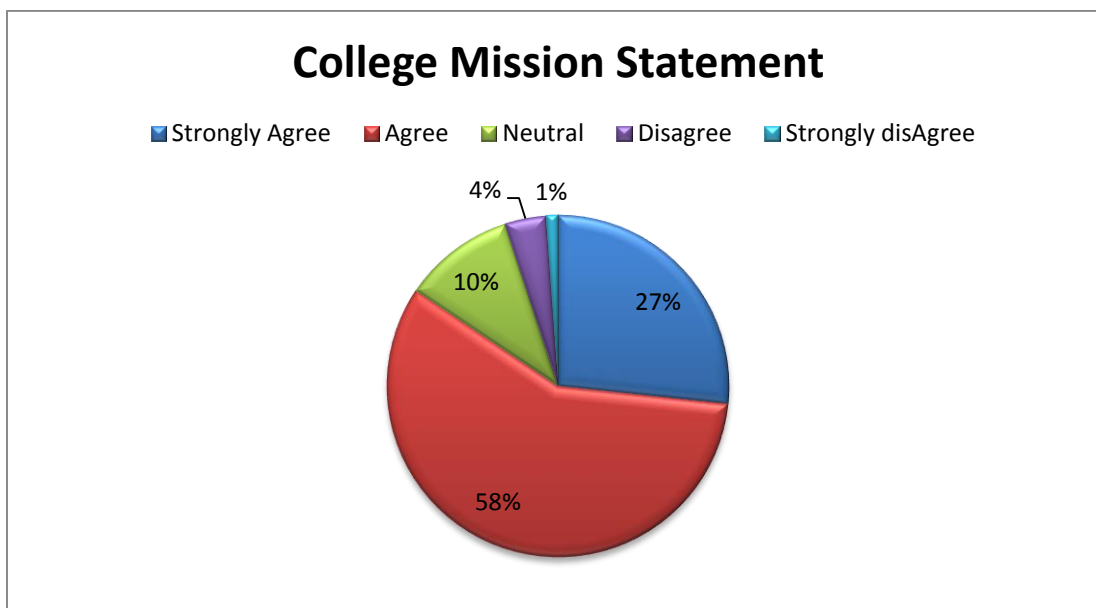
Figure 2.2 : College Mission Statement.

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College Vision Statement

Figure 2.3 shows the faculty member response on proposed vision statement. According to their response about 36% respondents are strongly agree and 52% are agree with proposed vision statement. These above stated 88% respondent believed that college vision statement is easy to understand, contain achievable elements, shows clearly what college wants to be in future and it address clearly to all stakeholders. 8% are neutral and only 4% are disagree with development & quality unit proposed vision statement.
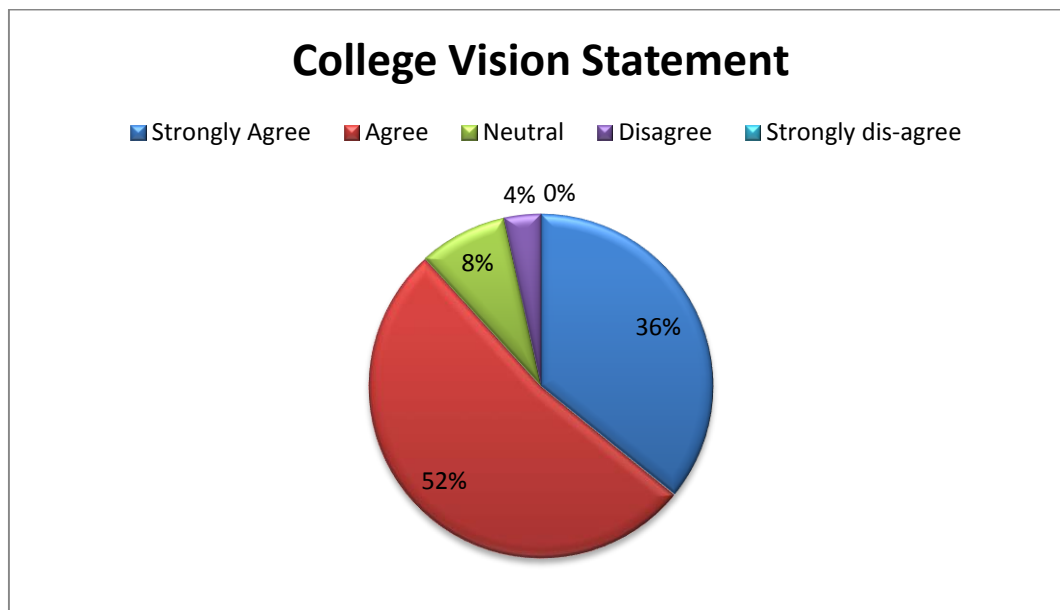
Figure 2.3: College Vision Statement

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2.3   Final Vision, Mission, and Values

After analyzing the surveys received from stakeholders and meeting with the advisory board the final version of college vision, mission, and values are as follows

College Vision

"Leadership in computing education and research and effective contribution to community development"

College Mission

• To provide qualified graduates in the field of computing through well-designed and continuously developed programs to enhance the job market.

• To perform quality scientific research in computing for the academic and community development.

• To provide training and consultation services that meet the needs of community

College Values

The main values that guide our behavior in the college are

- Quality in education, research, service, and institutional management.
- Professionalism in the standards of knowledge, skills, and attitudes.

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- Ethical responsibility in all academic, administrative, and organizational operations.

- Collaboration and team work in the pursuit of our goals.

- Transparency and Trustfulness in academic and administrative activities.

- Consistent and continuous improvement in teaching, learning, research and services.

- Discipline in all professional affairs

2.4   Surveys on the Final College's Vision, Mission Statement

The strategic planning committee in the college of Computer Science and information system has developed a survey to take comments and feedback from faculty members on the final version of vision and mission. Over-all questionnaire analysis is represented in figure 1; which shows that 98% of respondents are happy with identified mission and vision statement, 2% are neutral and no one is not happy. Figure 2 shows that about 30 respondents are strongly agree, 17 agree and 1 is neutral, also no body is disagree or strongly-disagree.

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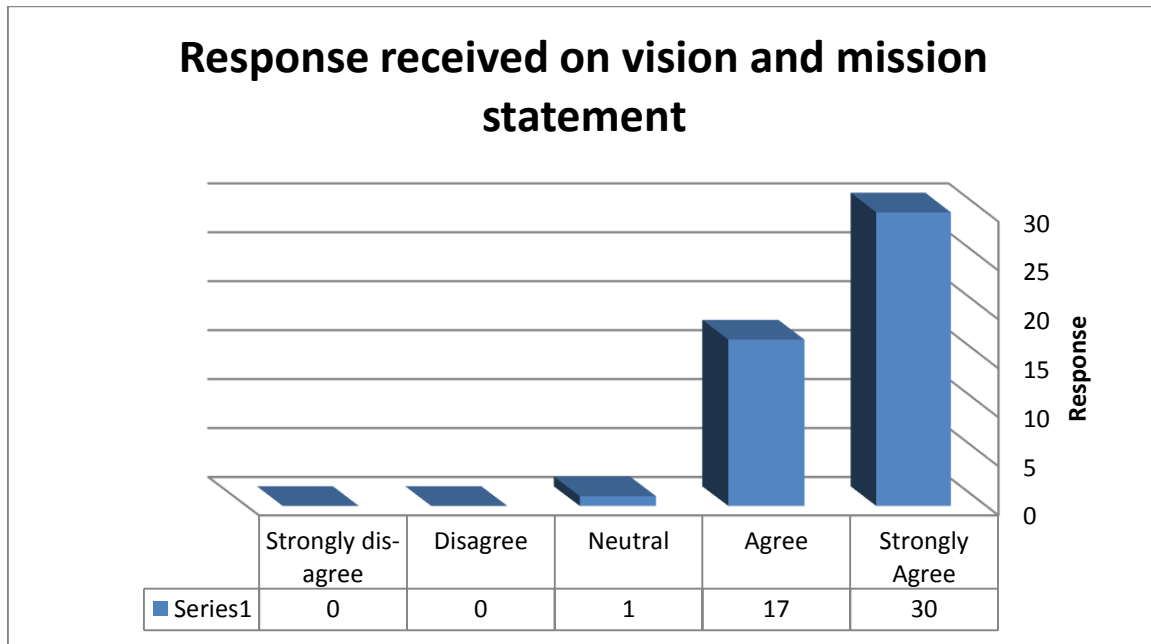
Figure 2.4: Response received from respondent on college's vision and mission statement

 Finding on each subsection of questionnaire i.e. College mission statement and vision statement is briefly explained below.

Questionnaire result shows that 71% respondents are strongly agree and 29% are agree with proposed mission statement for college. No one is disagree with the proposed mission statement. Questionnaire response are shown in figure

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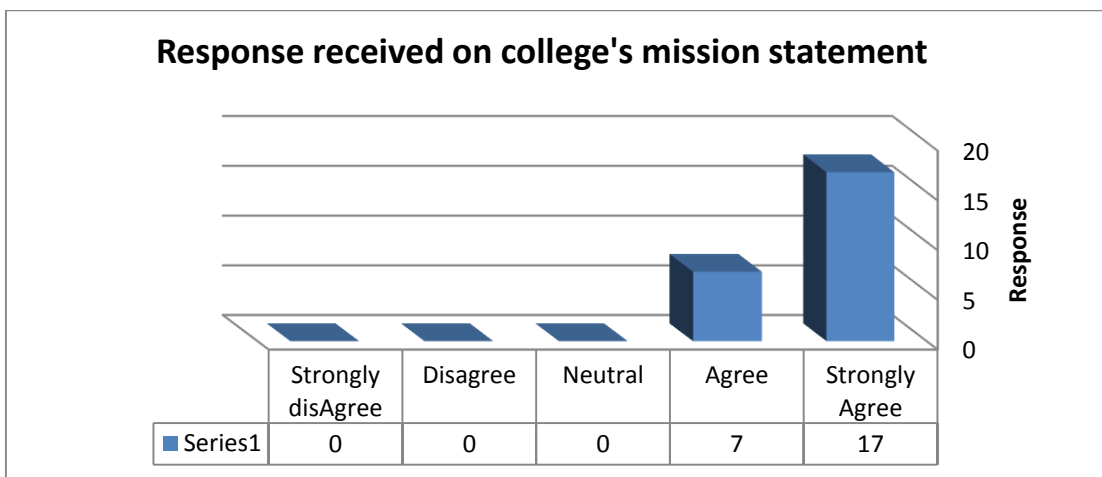
Figure 2.4: Response received on college's mission statement

Figure 2.5 below shows the faculty member response on proposed vision statement. According to their response about 54% respondents are strongly agree and 42% are agree with proposed vision statement. 4% are neutral and no one response is received in form of disagree with development & quality unit proposed vision statement
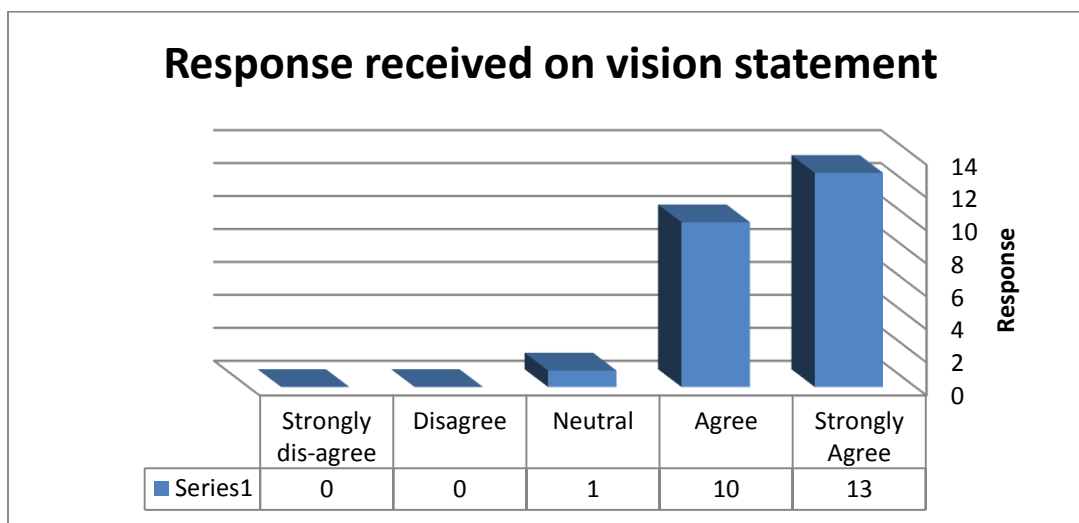
Figure 6: Response received on college's Vision Statement

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2.5　Mechanism of Updating College's Mission

The college mission is of great importance for guiding college activities. It is used as a basis for strategic planning in the medium term, it also direct the decision-making process, and provide college leadership with milestones to assess progress toward college goals. As internal and external environmental factors, which affect the college's activities, are constantly changing, it is necessary to have an approved policy to review college's mission and make any adjustments necessary to deal with these changes. Therefore DQU in the college have developed a policy and its implementation mechanism to review and approve college's mission when needed.

2.4.1 College' Mission Reviewing Policy

The DQU in the college in collaboration with the college deanship is responsible for managing and coordinating various actions related to the implementation of the college's mission reviewing policy. The amended version of the college's mission should be sent to the college council for approval. The policy deals with two types of modifications:-

- Minor modifications:- includes simple and limited modifications such as clarify certain word, grammatical mistakes and typos.
- Major modifications:- includes major modifications such as changing college's programs.

College council is responsible for determining the type of modification (minor or major). In case of major modifications, The constituents should be kept updated

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about every stages of preparing final mission statement. The college is committed to review its mission every five years when a new period of strategic planning is launched. Besides that, the college might modify its mission anytime when emergent changes which effect its activities occur. The college is committed to deploy its mission and use it optimally . in the following paragraph, details of the review mechanism is given as follows:

- At the beginning of each new cycle of strategic planning for the college (every 5 years), the dean of the college form a committee of experts to study and monitor the changes that have occurred to the internal and external environment which could have an impact on the nature and activities of the college. The reports its findings to the dean of the college.

- In light of the reported findings, the dean of the college forms a committee of experts and advisors to develop proposals for new college's missions. The committee should report its findings to the dean of the college.

- The new college's mission should be sent to the college council who determines the nature of the modification in the college's mission.

  - In case of minor modification, the college council discusses and approves the proposed mission and sends it to the deanship of quality and development for their approval.

  - In case of major modification,
    - ✓ the college council discusses the new college's mission
    - ✓ sends it back to the DQU to take the opinion of different types of constituents through surveys and meetings.

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- ✓ In light of results the DQU make the necessary modifications and reports to the dean of the college.
- ✓ The college council discusses and approves the proposed mission
- ✓ The approved college's mission should be sent to the deanship of quality and development for their approval.
- After the approval, the new college's mission should published in the college website and sent to every departments and units in the college

Environmental

Analysis

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3.1   Introduction

It is widely known fact that the environment has a profound impact on educational institutions, therefore, the existing educational programs, and those planned for the future should be based on a careful consideration of current and future trends and changes of environmental factors. It is essential that the Strategies must be developed to ensure that institutions will be responsible for satisfying the needs of the people at present and beyond. This requires among other things an examination of not only the internal college environment but also the external environment.

For analyzing a college environment, there are various analysis tools that can be used to develop its strategic plan. One of the most common tools is SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). SWOT analysis is a simple, easy to understand technique which help in determining the objective of the college and identifying the internal and external environmental factors, which may have favorable or unfavorable impact on achieving its objective. SWOT provides a framework for educational administrators to focus better on serving the needs of their constituencies. In conducting SWOT analysis, stakeholders (the individuals or organizations which can either gain or lose from the success or failure of the organization) must be involved in. The results of SOWT analysis is used in formulating strategies and policies for the administrators. The output of SWOT analysis is used to identify strategic goals and operational objectives to achieve those goals. The implementation plan of the strategic plan includes specific actions, a timeline for relevant activities,

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those responsible to implement them, required resources, as well as success metrics to determine the level of achievement. The purpose of this section is to demonstrate how SWOT analysis was used to analyze the effects of the internal and external environmental factors on the activities of the college of computer science and information systems.

3.2. The SWOT Process

The SWOT analysis was performed to analyze the internal and external environment of the college of computer science and information systems as described in the following steps:

1. Training workshop on the SWOT analysis process was introduced by the deanship of quality and development, university vice presidency for quality and development.

2. The strategic planning committee, development and quality unit in the college of computer science and information systems, have conducted an official meeting which was dedicated to discuss how to conduct the SWOT analysis for the College. All members of the Strategic Planning Committee participated in the SWOT analysis process. Each member was assigned a specific task to conduct a SWOT analysis.

3. for analyzing the internal environment of the college, the committee decided to depend on the following sources

   - **The preliminary self-assessment report**

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The independent opinion of the preliminary self-assessment report of the college which was prepared last year, by experts in development and quality, was analyzed deeply to identify strength and weakness points.

- **Questionnaires**

  Three types of questionnaire were developed, for academic staff, administrative staff, and student. SWOT forms were collected and analyzed utilizing Excel sheets. Graphs were produced from the SWOT Excel sheets.

- **Interviews**

  A series of interviews were conducted with a number of college members to explore their opinion individually on the strengths and weaknesses of the college.

Data on the external environment of the college, were collected through group brainstorming, extensive consultations with knowledgeable people from Najran district, review of local, regional and international reports on IT developments, a thorough review of existing literature on computer science education lead to the identification of the most relevant opportunities and threats.

3.3 Results of SWOT Analysis

The results of SWOT analysis can be summarized as follows:-

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Results of the Internal Environment Analysis

The strengths and weakness obtained from each of the abovementioned resources are summarized in the following Tables. Table 3.1 contains the strengths and weaknesses which were obtained from reviewing the preliminary self-assessment reports.

Table 3. 1: Strengths and Weakness obtained from Preliminary Self-Assessment Reports

Strength	Weakness
Commitment of programs, to improvement processes	No mission of programs and college
Staff members are qualified and adequate	No strategic plan of college
Admission and registration systems areclear and flexible	Weak administration of programs
Resources and facilities are adequate and of high quality	Weak quality assurance processes
Electronic systems are available	No Programs learning outcomes
Recruitment processes meets quality standards and career development is available	Supporting teaching quality improvement
	Lake of field experience activities
	Inactive partnership with companies
	Inactive academic advising

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	Lake of participation in financial planning and budget preparation
	No clear policy of relationship with the community

Table 3.2 contains the strengths and weaknesses which were obtained from conducting and analyzing three types of questionnaires given in appendix

Table 2: Strengths and Weakness obtained from Questionnaires

Strength	Weakness
Organizational structure of the college is well-established	Admission and registration system are not flexible for students
Teaching staff are qualified and adequate	Student services are inactive
Financial resources (buildings, labs, equipment, furniture … etc) are adequate	Systems and procedures do not support student
Systems and procedures are suitable for application in education and scientific research	
Skills of the academic and administrative staff are adequate	
The individuals adhere to the Islamic and society values	

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Management style of the college leadership	
Availability of Physical resources	
Appropriateness of courses and programs	

Table 3.3 contains the strengths and weaknesses which were obtained from analyzing the interview conducted in the college.

Table 3: Strengths and Weakness obtained from Interview

Strength	Weakness
The spirit of brotherhood and trust between staff members.	Weak exchange and coordination in scientific research
Team work and working environment is healthy.	Responsibilities are not clearly specified and most of the meetings are announced just few hours before holding it.
Very good friendly environment between academic and admin staff.	Shortage of text books and references for CS and IS programs.
Flexible management procedures.	Lack of well-defined distribution of duties.
Continues enhancement for course plans.	Lack of management support for accepting new ideas to improve the educational process
Dean's future outlook which always strive for excellence	Lack of independence in term of funding new ideas and duties.

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Highly qualified faculty members.	Lack of motivation for distinguished faculty members
Faculty staff members are very cooperative and active.	Level of students is below average
Dean is very constructive and positive minded.	Level of students is below average.
Positive reputation of the college inside the university and outside university.	Limited resources for faculty and staff development.
Proactive student support.	Sluggish responsiveness from the college to community and student's needs.
Dedicated and expert faculty members	Organizational structure, exam, evaluation etc.
	There is no weakness of the college, achievement is praise worthy.
	Lack of faculty development programs, lack of experts in different fields
	Limited resources for faculty and staff development as well as for students.

Results of the External Environment Analysis

The opportunities and threats are summarized in the Table 3.4

Table 4: opportunities and threats

Opportunities	**Threats**

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Adequate funding and resources	Emerging local and regional colleges
Institutional support for college activities	Fast pace of developments in technology (e.g. IT, emerging new fields
Computer technologies does not require extensive industrial infrastructure	Inadequate public awareness for computer science profession and job opportunities
Information based technologies is highly demanded	Quality of incoming students (language, analytical thinking, motivation) is low
Availability of scientific research funding	Lack of students with strong interest in computer science
Location of Najran province in the kingdom	
Existence of a deanship for e-learning	
Young and dynamic community with readiness to accept changes	

Table 4: opportunities and threats

Strengths	Weakness	Opportunities	Threats
Teaching staff are highly qualified and adequate.	Student services are inactive and the existing systems do not support student.	Adequate funding and resources	Emerging local and regional colleges
Resources and facilities	Lack of programs'	Institutional	Accessibility of

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are available, adequate and of high quality.	vision, mission and college's strategic plan.	support for college activities	international schools via distance education
The existing systems and procedures are clear, flexible, and suitable for application in education and scientific research.	Limited resources for faculty and staff development and improve teaching quality.	Computer technologies does not require extensive industrial infrastructure	Fast pace of developments in technology (e.g. IT, emerging new fields
The college management is flexible, strives for excellence, constructive, and positive minded.	Level of students is below average	Information based technologies is highly demanded	Lack of sufficient number of quality students with strong interest in engineering
Appropriateness of courses and programs and the commitment of faculty staff member to continuous improvement of them	Weak partnership and coordination in scientific research with companies	Availability of scientific research funding	Inadequate public awareness for engineering profession and job opportunities
Organizational structure of the college is well-established.	Weak quality assurance aspect in college activities processes, i.e. no Programs learning outcomes, lack of well-defined distribution of duties and responsibilities, no support for new ideas, and weak coordination in performing duties.	Location of Najran province in the kingdom	Quality of incoming students (language, analytical thinking, motivation) is low
Working environment is healthy, friendly with the spirit of brotherhood, cooperation between academic and admin staff and adherence to the	Lack of participation in financial planning. Lack of independence in term of funding new ideas and duties.	Existence of a deanship of e-learning	Lack of students with strong interest in computer science

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Islamic and society values.			
	Weak administration of programs. Shortage of text books and references for CS and IS programs.	Young and dynamic community with readiness to accept changes	

Strategic Parameters, Goals and Objectives

4.1 Introduction

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After reviewing the college's strengths, weaknesses, opportunities and threats the strategic planning committee reviewed their draft goals and objectives to determine if modifications are needed. For example, the information gathered during the SWOT analysis may indicate a particular goal or objective is inappropriate or not needed. It may indicate a need for more objectives under a particular goal. The SWOT review aided the planning team in determining whether or not their plan is realistic and set the ground work for establishing functional action steps. For each goal and objective the committee determined how large of a gap exists between the present status and the intended future status. For each goal and objective the planning team decided if it is possible to close the gap, or at least make significant progress towards closing the gap, between what presents exists and where you want to be in the future. If it is possible to close the gap the goal and/or objective remain as part of the plan.   If it is not possible to close the gap the committee decided to eliminate the goal and/or objective.

4.2 Strategic Parameters, Goals and Objectives

According to the results of environmental analysis and after analysis of the gap may take us to the following strategic Goals:-

Strategic Parameter 1:- Teaching and Learning

Strategic Goal 1-1: Enhance the college's educational recognition at the national level

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Strategic Objective 1-1-1:- Dissemination of quality culture in the college

Operational Objectives:-

- conduct seminars and workshops on quality in the academic institutions

- develop a mechanism to foster good quality practices in college activities

- adopt quality practices as a criterion of academic evaluation

Strategic Objective 1-1-2:- Obtaining national academic accreditation for the current programs.

Operational Objectives:-

- provide training for faculty members on NCAAA accreditation

- develop a work plan to obtain NCAAA accreditation for the current program

- implement the work plan for obtaining NCAAA accreditation

Strategic Objective 1-1-3:- Obtaining international academic accreditation for the current programs

Operational Objectives:-

- provide training for faculty members on ABET accreditation

- develop a work plan to obtain ABET accreditation for the current program

- implement the work plan for obtaining ABET accreditation

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Strategic Goal # 1-2: Produce competent graduates to meet nation's needs

Strategic Objective 1-2-1:- Improve the quality of the graduates form the current programs

Operational Objectives

- adopt of high quality standards in teaching and learning

- recruit a highly qualified academic staff to cover all knowledge areas of the current program

- Assessing the quality of graduates from the current program

- review the academic standards and practices to improve the quality of the graduate

Strategic Objective 1-2-2:- Open new programs to fulfill community needs

Operational Objectives

- Evaluate the community and market needs

- Evaluate the current college's resources (faculty members, … etc)

- Provide the needed resources to

- Prepare proposal of new programs

- Reviewing the programs continuously

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Strategic Parameter 2:- Scientific Research

Strategic Goal 2-1: Reach national prominence in scientific research

Strategic Objective 2-1-1:- Create scientific research environment

Operational Objectives:-

- activate the scientific research unit in the college

- disseminate scientific research culture in the college

- supporting faculty members participation in research-based activities at the national and international level

- build college's database for scientific research

Strategic Objective 2-1-2:- Developing college's plan of scientific research

Operational Objectives

- study of the current research trends and college resources
- determine college's priorities in research
- develop research plan in light of the available resources

Strategic Objective 2-1-3:- Establish a cooperative relationship with the national and international research funding agencies

Operational Objectives:-

- cooperate with national funding agencies
- cooperate with international funding agencies

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Strategic Objective 2-1-4:- Establish a mutual relationship with peer national and international research center

Operational Objectives:-

- determine the peer national and international research centers
- sign a memorandum of research collaboration with counterparts national and international research centers
- support visiting scholars to exchange experience and conduct mutual research

Strategic Parameter 3:- Community Engagement

Strategic Goal 3-1: Strengthen the partnership with the community

Strategic Objectives 3-1-1: Increase the community awareness on the roles and functions of the college

Operational Objectives

- identify the community's entities which should be targeted

- Conducting outreach camping on the roles and the function of the college

- participate in the community activities to strengthen the relationship

Strategic Objectives 3-1-2: Involve community in the college activities and plans

Operational Objectives

- identify the targeted community's entities

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- involve them in the college activities and plan

- conduct regular surveys to measure community involvement with the college

Strategic Objectives 3-1-3: Provide training and consultation services to the community

Operational Objectives

- conduct regular surveys to measure community needs
- develop annual training program to fulfill community's needs
- Establish a consultation unit in the college to provide consultation services

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4.3 Survey the opinions of Faculty

The Development and Quality Unit in the college of Computer Science and Information System in Najran University have developed a survey to take comments and feedback from faculty members on the latest version of .

Over-all questionnaire analysis is represented in figure 1; which shows that 94% of respondents are happy with identified strategic parameters, goals and objective, 5% are neutral and almost 1% faculty members are not happy. Figure 2 shows that almost 330 responses of individual questions were strongly agree, 133 agree, 25 neutral and only 6 response were in the form of disagree.

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Series1	Disagree	Neutral	Agree	Strongly Agree
	6	25	133	330
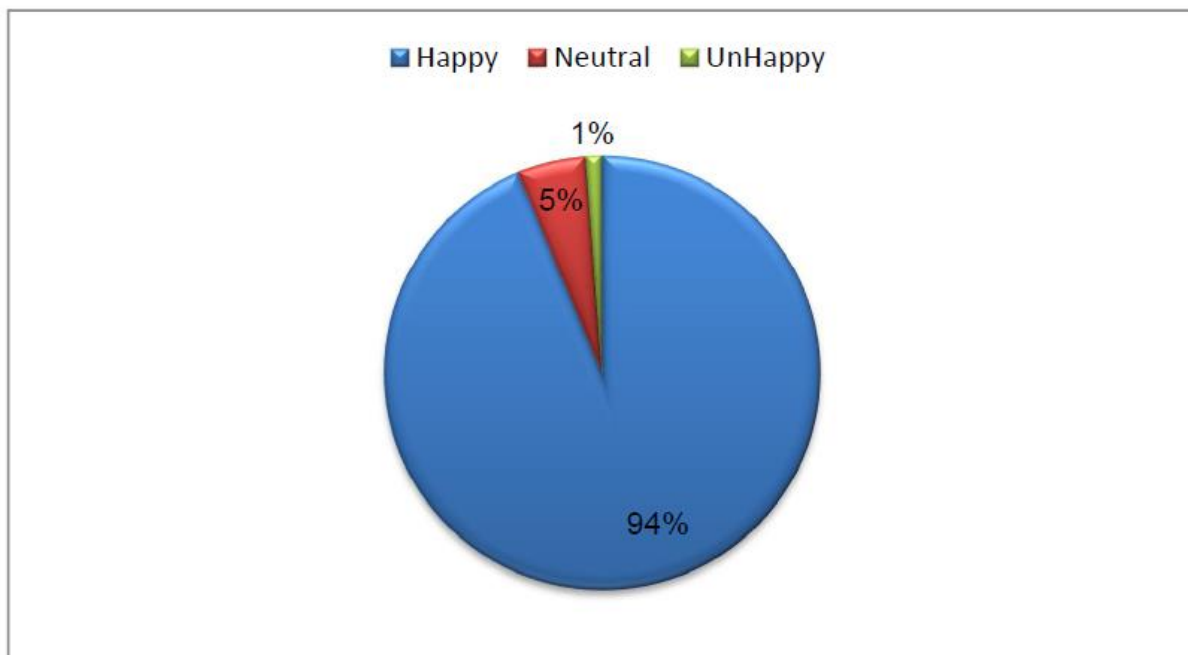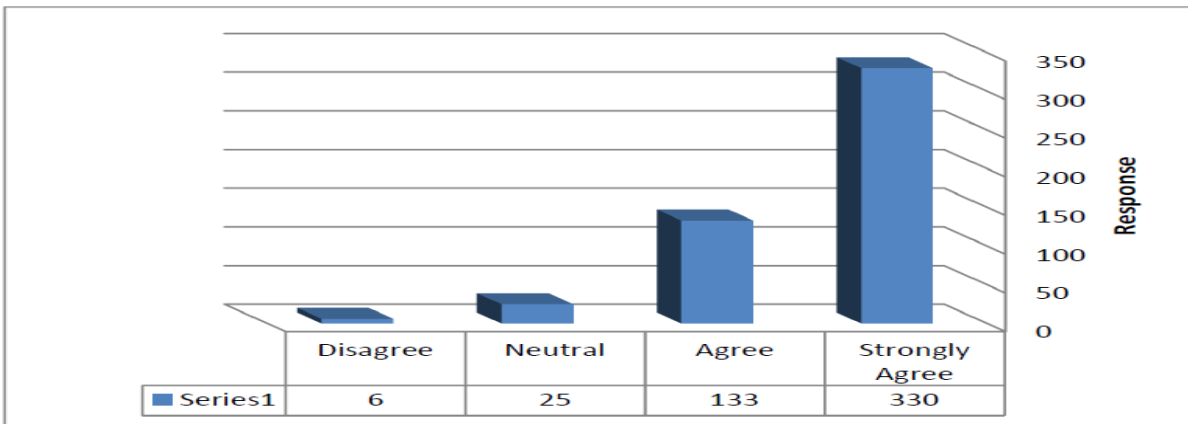
Teaching and Learning

Strongly Agree Agree Neutral Disagree

65% 27% 7% 1%
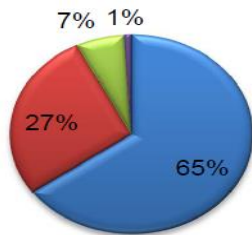
Scientific Research

Strongly Agree Agree Neutral

76% 21% 2% 1%
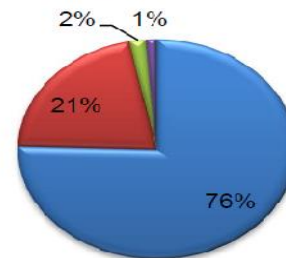
Community Engagment

Strongly Agree Agree Neutral Disagree
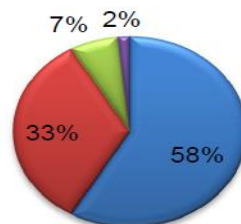
58% 33% 7% 2%

Policies

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The following item represent the principles of the working policies of the college:

- Support the development and modernization of infrastructure that will enable the college to provide educational services in an efficient and effective manner.

- Encourage the development of capacities and research skills of faculty members continuously.

- Commitment to update the research programs to reflect the various developments at local levels and regional and international organizations.

- Support the development of research infrastructure related to the provision of information, data and analysis programs and studies previous renewed and sustained.

- Keep up with technological developments in the means of teaching and scientific research in the fields of specializations different college.

- Support all activities that lead to improve the internal environment in college.

- Openness to community institutions and businesses to support its orientation towards the formulation of college's activities toward the real needs of the community and the changing needs over time.

- Respect for the institutional values contained in the overall strategy and deal with them as a guide for decision-making at different levels.

Implementation Plan

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Strategic Parameter 1:- Teaching and Learning

Strategic Goal 1-1:- Enhance the college's educational recognition at the national level

Strategic Objectives	Implementation Plan	Implementation Activities	Timeline	Responsibilities	Success Indicators	Budget
Dissemination of quality culture in the college	conduct seminars and workshops on quality in the academic institutions	- survey the training needs in quality - develop a training program - allocate specific time in the colleges time table for seminars and workshops - report on the implementation	1/1434 – 12/1434	Development and Quality Unit	Number of seminars Number of workshops	

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		of the training program				
	develop mechanisms to foster high quality practices in college activities	- specify a set of high quality practices - develop a mechanism for each practices - approve the mechanisms - implement the mechanisms - report on the implementation of the mechanisms	1/1434 – 12/1434	Development and quality unit	Approval of the mechanism	
	adopt quality practices as a criterion of academic evaluation	- specify a set of high quality practices - develop an evaluation system of faculty members based on quality practices - implement the system - report on the implementation	1/1434 – 12/1434	College's and programs administration	- Approved system and mechanisms	

		of the mechanisms			
Obtaining national academic accreditation for the current programs.	provide training for faculty members on NCAAA accreditation	- specify different sources of training on NCAAA - develop NCAAA training program - coordinating with the deanship of development and quality to implement the training program - implement the training program - report on the implementation	1/1434 – 12/1434	Development and Quality Unit	- Number of faculty members who receive training - Number training activities
	develop a work plan to obtain NCAAA accreditation for the current program	- construct quality committees for each program - prepare annual plans for each committee - combine the annual plans to	1/1434 – 12/1434	Development and quality unit	Approved plan

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		compose the NCAAA work plan				
	implement the work plan for obtaining NCAAA accreditation	- implement the annual plan of each committee - monitor the implementation - report on the implementation	1/1434 – 1/1436	Development and Quality Unit + Faculty Members	Progression percentage	
Obtaining international academic accreditation for the current programs	provide training for faculty members on ABET accreditation	- specify different sources of training on ABET - develop ABET training program - coordinating with the deanship of development and quality to implement the training program - implement the training	1/1434 – 12/1434	Development and Quality Unit	- Number of faculty members who receive training - Number training activities	

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		program - report on the implementation				
	develop a work plan to obtain ABET accreditation for the current program	- implement the annual plan of each committee - monitor the implementation - report on the implementation	1/1434 – 12/1434	Development and Quality Unit	Approved plan	
	implement the work plan for obtaining ABET accreditation	- construct quality committees for each program - prepare annual plans for each committee - combine the annual plans to compose the NCAAA work plan	1/1434 – 1/1436	Development and Quality Unit + Faculty Members	Progression percentage	

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Strategic Parameter 1:- Teaching and Learning

Strategic Goal 1-2:- Produce competent graduates to meet nation's needs

Strategic Objectives	Implementation Plan	Implementation Activities	Timeline	Responsibilities	Success Indicators	Budget
Improve the quality of the graduates form the current programs	adopt of high quality academic standards in teaching and learning	- conduct workshops on high quality academic standards in teaching and learning - formulate a high quality academic standard for the	1/1434 – 12/1434	College and Programs administration	Approved quality academic standards	

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		programs in teaching and learning - continuous review and report the programs in light of adopted standards in teaching and learning			
	recruit a highly qualified academic staff to cover all knowledge areas of the current program	- determine the shortage in the knowledge area of the current programs - develop a mechanism for employment of new academic staff based on programs needs and qualification - apply the mechanism for new employments - review and report on the	1/1435 – 12/1435	College and Programs administration	Number of covered knowledge area

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		application of the employment mechanism				
	Assessing the quality of graduates from the current program	- develop assessment plan to assess the quality of the programs' graduates - apply the assessment plan on the current programs graduates - report on the results of assessment - review and improve the assessment plan	1/1435 – 12/1435	Program's measurement assessment committees	Approved plan	
	review the academic standards and practices to improve the quality of the	- conduct workshops and seminars on academic standards - evaluate the academic standards and practices in the	1/1434 – 12/1434	College and Programs administration	Approved academic standards	

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	graduate	current programs				
Open new programs to fulfill community needs	evaluate the community and job market needs	- design surveys to determine the needs of community and job market - conduct meeting with the current programs advisory board to discuss the current job market needs - conduct workshop with the current programs academic staff to discuss the current job market needs	1/1435 – 12/1435	Programs' Public relation committee	Approve reports	
	Evaluate the current college's resources (faculty members, … etc)	- identify types an levels of resources needed to open new programs - collect statistical data and information on the available	1/1434 – 12/1434	College's administration	Approved reports	

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		resources - compare the levels of the currently available resources with the needed resources				
	Provision of the needed resources to the college	- determine the budget required to provide the needed resources - discuss the budget with the higher university authority	1/1435 – 12/1436	College's administration	Existence of the needed resources	
	Prepare proposal of new programs	- conduct workshops and seminars on designing new programs - conduct meeting to design new programs - send the proposed program to external reviewers	1/1435 – 12/1435	College's administration	Approved programs	

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	Reviewing the programs continuously	- develop a plan to review and evaluate the college's academic programs - implement the plan to assess the programs - report on the assessment of programs - improve the programs in light of the results of assessment	1/1435 – 12/1438	Programs' administration	Programs' report	

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Strategic Parameter 2:- Scientific Research

Strategic Goal 2-1:- Reach national prominence in scientific research

Strategic Objectives	Implementation Plan	Implementation Activities	Timeline	Responsibilities	Success Indicators	Budget
Create scientific research environment	activate the scientific research unit in the college	- develop the bylaw of the scientific research unit - develop the organizational structure of the unit - provide the unit with furniture and IT services	1/1435 – 12/1435	College's administration	Existence of the active unit	
	disseminate scientific research	- conduct regular workshops and seminars on scientific	1/1435 –	Research unit	Number of research relate	

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| | culture in the college | research
- invite senior researchers to present and share their scientific research experience
- encourage staff members to compose research groups | 12/1435 | | activities | |
| | supporting faculty members participation in research-based activities at the national and international level | - develop mechanism to support faculty members in scientific research
- develop a mechanism to rewards outstanding faculty members in scientific research
- implement the mechanisms
- evaluate and report to the units | 1/1435 – 12/1435 | Research unit | Number of participations | |

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	build college's database for scientific research	- study the requirements of building the database system - design the database system - implement the system - test the system on the currently available data	1/1435 – 12/1435	Research unit	Existence of effective database
Developing college's plan of scientific research	study of the current research trends and college resources	- study the university research plan to determine the current research trends - determine the currently available college's research-related resources	1/1434 – 12/1434	Research unit	Approved plan
	determine college's priorities in research	- provide research-related information to the faculty members - surveys college's researchers opinions on research	1/1435 – 12/1435	College administration + research unit	Approved research priorities

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		priorities - analyze the surveys an collected data to determine research			
	develop research plan in light of the available resources	- conduct meetings and brainstorm sessions with faculty member to develop the research plan - analyze the college's strengths and weaknesses related to research - determine the research goals and objectives - develop the implementation plan	1/1435 – 12/1435	Research unit	Approved plan

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Establish a cooperative relationship with the national research funding agencies	cooperate with national funding agencies	- determine the national funding agencies - determine the available research opportunities which match college's research plan - encourage faculty members to take the advantage of the available opportunities	1/1436 – 12/1437	College's administration + research unit	Number of funded research projects	
	cooperate with international funding agencies	- determine the international funding agencies - determine the available research opportunities which match college's research plan - encourage faculty members to take the advantage of the available opportunities	1/1436 – 12/1437	College's administration + research unit	Number of funded research projects	

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	determine the peer national and international research centers	- determine the peer national centers whose research direction match the college's research plan - determine the peer international centers whose research direction match the college's research plan	1/1436 – 12/1438	Research unit	Number of shared activities	
Establish a mutual relationship with peer national and international research center	sign a memorandum of research collaboration with peer national and international research centers	- communicate with the selected peer national and international research centers - formulate a memorandum of research collaboration - sing the memorandum of research collaboration	1/1436 – 12/1438	Research unit	Number of memorandum	
	support visiting scholars to exchange	- encourage faculty members to exchange experience with	1/1436 –	College's	Number of	

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experience and conduct mutual research	other researchers - provide support for faculty members to visit - support the visit of research scholars to the college	12/1438	administration + Research units	visiting scholars	

Strategic Parameter 3:- Community Engagement

Strategic Goal 3-1:- Strengthen the partnership with the community

Strategic Objectives	Implementation Plan	Implementation Activities	Timeline	Responsibilities	Success Indicators	Budget
Increase the community awareness on the	identify the community's entities which should be	- conduct meeting with the faculty members to determine the various	1/1434 – 12/1434	Public relation committee	Approved list of community	

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roles and functions of the college	targeted	community entities - determine the community entities which are relevant to the college - communicate with the selected community entities			entities	
	Conducting outreach camping on the roles and the function of the college	- develop an outreach plan - implement the plan - report on the implementation	1/1435 – 12/1435	Public relation committee	Progression percentage	
	participate in the community activities to strengthen the relationship	- Determine the community's events and activities - Determine the suitable ways of college's participation - Report on the college's participation in the	1/1434 – 12/1438	Public relation committee	Number of participation	

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		community				
Involve community in the college's activities and plans	identify the targeted community's entities	- conduct meeting with the faculty members to determine the various community entities - determine the community entities which are relevant to the college - communicate with the selected community entities	1/1434–12/1434	Public relation committee	Approved list of community entities	
	involve the community in the college activities	- develop a plan for involving the community in the college activities - Implement the plan - report on the implementation	1/1434 – 12/1438	Public relation committee	Progression percentage	
	conduct regular	- design surveys to measure	1/1435 –	Measurement	Approved	

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	surveys to measure community involvement with the college	community involvement with the college - distribute the surveys - collect the data - analyze the data	12/1438	and assessment committee	Analysis reports	
Provide training and consultation services to the community	conduct regular surveys to determine community needs	- design surveys to determine community needs - distribute the surveys - collect the data - analyze the data		Measurement and assessment committee	Approved Analysis reports	
	develop annual training program to fulfill community's needs	- determine the community needs of training program - develop the training program - implement the training program - evaluate and report for	1/1435 – 12/1438	Public relation committee	Number of implemented training activities	

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		further improvement				
	establish a consultation unit in the college to provide consultation services	- develop the bylaw of the consultation unit - develop the organizational structure of the unit - provide the unit with furniture and IT services - develop the units plan	1/1435 – 12/1435	College's administration	Existence of the unit	

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A1: Environmental Analysis Questionnaire

نموذج خاص بالإداريين

لا	نعم	العبارة	م
		الهيكل التنظيمي للكلية	
		الادارات والوحدات كافية لممارسة انشطة الكلية	1
		علاقات السلطة بين المستويات الادارية المختلفة واضحة	2
		تتحدد الاهتمامات والمسئوليات بما يضمن تدفق العمل	3
		تداخل الاهتمامات والمسئوليات يؤدي الى تعطيل العمل	4
		يوجد توصيف وظيفي لجميع الوظائف بما يساعد على زيادة كفاءة الاداء الوظيفي	5
		الهيكل التنظيمي مرن بما يسمح بتطويره	6
		الأفراد	
		يوجد عجز في اعداد الموظفين الاداريين	1
		سياسة التعيين تتسم بالموضوعية	2
		سياسة التعيين تتسم بالعدالة	3
		سياسة التعيين تتسم بالعلانية	4
		سياسة الترقيات تتسم بالموضوعية	5
		سياسة الترقيات تتسم بالعدالة	6
		سياسة التعيين تتسم بالعلانية	7

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		سياسة التحفيز تتسم بالموضوعية	8
		توجد برامج لتنمية المهارات والقدرات	9
		يلتزم الاعضاء بواجباتهم الوظيفية	10
		تقييم الاداء يتسم بوجود معايير عادلة	11
		تقييم الاداء يتسم بوجود معايير موضوعية	12
		يسود جو من الرضا الوظيفي	13

الموارد المادية

		الموازنة السنوية المخصصة للكلية كافية	1
		الاجهزة والمعامل والمعدات حديثة	2
		يتم استخدام الاجهزة والمعدات بالشكل الامثل	3
		يتم صيانة الاجهزة بشكل دوري	4
		المرافق الموجودة ملائمة	5
		يوجد اماكن وتسهيلات لممارسة الانشطة الطلابية	6

نمط الادارة

		نمط الادارة المتبع هو النمط الديمقراطي	1
		يتم تشجيع الابتكار والابداع	2
		يتم دعم ورعاية المبدعين والمتفوقين	3
		يتم الاهتمام بأخلاقيات المهنة	4
		يتم استخدام تكنولوجيا المعلومات في اتخاذ القرار	5
		الادارة تتسم بالتخطيط العلمي في مواجهة الازمات	6
		تنتشر روح التعاون والود بين الاعضاء	7

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		يتوافر التوافق النفسي والاجتماعي بين الاعضاء	8
		السياسات المتبعة تتسم بالوضوح والشفافية	9
		تسود العدالة في التعامل مع الاخرين	10

الانظمة والاجراءات

		الانظمة والاجراءات المتبعة تتسم بالتجديد	1
		الانظمة والاجراءات المتبعة تتسم بالوضوح والبساطة	2
		الانظمة والاجراءات المتبعة تتسم بالموضوعية	3

المهارات

		يتسم الافراد بالتفكير الابتكاري	1
		يتسم الافراد بالقدرة على التخطيط العلمي	2
		يتم استخدام طرق حل المشكلات في مواجهة المشكلات	3
		يتسم الافراد بالقدرة على اتخاذ القرار	4
		يمتلك الافراد مهارات الاعمال الادارية	5
		يستخدم الافراد وسائل تقنية حديثة في اعمالهم	6
		يكتسب الافراد مهارات عند تنمية قدراتهم الادارية	7
		تتوافر برامج لتنمية مهارات اداء الوظائف المحاسبية والمالية	8
		تسود العلاقات الانسانية بين الافراد	9

القيم المشتركة

		يلتزم الافراد بقيم المجتمع	1

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		يلتزم الافراد بما هو اخلاقي	2
		يلتزم الافراد بما هو متقن وجيد	3

Questionnaire to determine strengths and weaknesses of faculty of Computer Science and Information Systems

Preliminary Data

-Date:

-Time:

-Name :

-Rank:

-Position:

No.	Item	yes	no
Organizational Structure of the College			
1	the departments and units are adequate to accomplish college activities		
2	Relations between different administrative levels and clear		
3	the responsibilities are determined to ensure the flow of work		
4	The complexity and overlapping of interests and responsibilities lead to the suspension of work		

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5	There is a system of delegation of authority which leads to decentralization and positive work		
6	there is a characterization and descriptive of all the jobs which helps to put the right person in the right place and increase the efficiency of performance		
7	Organizational structure is flexible which allows developing it according to the update		

Teaching staff members

1	There is a shortage in the number of faculty		
2	The specialization of the member is appropriate to the syllabus of the courses he teach		
3	Recruitment policies are objective		
4	Recruitment policies are fair		
5	Recruitment policies are in public		
6	There are programs to develop the skills of faculty members		
7	Faculty members committed to their duties		
8	Performance evaluation is fair and objective		
9	There are career satisfaction among members		

Financial Resources

1	The appliances, equipment and laboratories are modern		
2	the use of appliances, equipment and laboratories is proper		
3	The use of appliances and equipment are optimal		
4	Equipment is maintained and cleaned periodically		
5	Colleges facilities are appropriate		

Management style

1	the Management style is Democratic		
2	innovation and creativity are encouraged		

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3	creative and talented persons are supported		
4	The ethics of the profession is encouraged		
5	Information Technology is used in decision-making		
6	the administration plans scientifically to faces crises		
7	The spirit of cooperation and friendship between members of the faculty and staff are encouraged		
8	The psychological and social compatibility between members of the College are available		
9	The Policies and decisions are clear and transparent		
10	Justice is prevalent in dealing with others		
Systems and procedures			
1	Systems and procedures are simple and clear		
2	Systems and procedures are updated		
3	Systems and procedures are public and available to all beneficiaries		
4	Systems and procedures are objective and unbiased		
Skills			
1	members have creative thinking		
2	members have scientific planning capabilities		
3	members have problem solving capabilities		
4	members have decision making abilities		

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5	the members apply effective teaching skills		
6	the scientific researchers are up to date		
7	there are programs for developing skills of performing various duties		
8	humanitarian relationships between members are prevalent		
9	Cooperation between members are prevalent		
Values			
1	the members adhere to the community values		
2	the members adhere to the moral values		
3	the members adhere to the quality values		

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A2:- Questionnaire on the College's Vision and Mission

Name (optional) :

Date   :

I. Introduction

   The Development and Quality Unit in the college of Computer Science and information system college in Najran University is presently in the process of revising the vision and mission of the college. As a part of this process, we have developed a survey to take your comments and feedbacks on the latest version of vision, mission. Please kindly read the statements in each section carefully and answer its related survey items. Please also notice that you can write any comments on the current statements or propose new ones in the spaces given below.

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II. College Mission Statement

- to produce high quality graduates through well-chosen and continuously developed programs.
- to conduct consistent high quality scientific research for the academic and community development.
- to provide high quality training and consultation services for the advancement of community needs.

(Item)	Response				
The College mission statement:-	strongly agree	agree	neutral	disagree	strongly disagree
is clear, focused, and easy to understand					
shows the current activities of the college					
is flexible with respect to practicing different activities and advancement					
stimulates professional development among its constituents					
shows the program distinctive competency					
shows the ways which will be followed to achieve its goal					

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Note

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Please write a proposed mission statement

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III. College Vision Statement

Leadership in computing education and researches and effective contribution in community development.

(Item)	Response				
The college vision statement:-	strongly agree	agree	neutral	disagree	strongly disagree
shows clearly the situation which the colleg wants to get to					
contains the achievable elements					
easy to understand and remember					
motivates stakeholders to achieve college's aims					
addresses all related parties					

Note

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Please write a proposed mission statement

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استبانة لاستطلاع أراء جهات التوظيف حول رسالة ورؤية واهداف لكلية علوم الحاسب ونظم المعلومات

1. مقدمة

تقوم وحدة التطوير والجودة في كلية علوم الحاسب ونظم المعلومات بإعداد صيغة رؤية ورسالة وأهداف لكلية علوم الحاسب ونظم المعلومات. ومن ضمن اجراءات هذه العملية استطلاع آرائكم حول المواضيع انفة الذكر. نرجو التكرم بقراءة الارشادات في كل قسم بتمعن قبل الاجابة على الاسئلة. ونرجو ملاحظة الاماكن الفارغة لكتابة الملاحظات والاقتراحات.

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2. رسالة كلية علوم الحاسب ونظم المعلومات

- توفير خريجين مؤهلين في مجال علوم الحاسب من خلال برامج جيدة التصميم ودائمة التطوير لإثراء سوق العمل

- إنجاز بحوث علمية في مجال علوم الحاسب لتطوير المعرفة والمجتمع

- توفير خدمات التدريب والاستشارات لتلبية حاجات المجتمع

لا اوافق بشدة	لا اوافق	محايد	أوافق	أوافق بشدة	الفقرة
					رسالة الكلية :
					واضحة، محددة، وسهلة الفهم
					تلبي احتياجات سوق العمل
					توضح تميز الكلية
					توضح معالم الطريق للوصول الى أهداف الكلية

مدى رضاكم عن رسالة الكلية (عالي جدا - عالي - متوسط - ضعيف)	
هل تدعم رسالة الكلية (نعم - لا)	

ملاحظات:

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3.رؤية كلية علوم الحاسب ونظم المعلومات

تسعى كلية علوم الحاسب ونظم المعلومات إلى تحقيق الريادة في مجالي التعليم العالي و البحث العلمي والمساهمة الفاعلة في تطوير المجتمع.

الاجابة					السؤال
لا اوافــــق وبشدة	لا اوافق	محايد	أوافق	أوافق وبشدة	**رؤية الكلية**
					تشرح وبوضوح الى اين تتجه الكلية
					تتكون من عناصر قابلة للتحقيق
					سهلة الفهم والتذكر
					منسجمة مع تطلعات سوق العمل في مجال الحاسب

مدى رضاكم عن رؤية الكلية   (عالي جدا   -   عالي   -   متوسط   -   ضعيف   )

هل تدعم رؤية الكلية   (نعم   -   لا   )

ملاحظات:

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3. الاهداف الاستراتيجية للكلية

- تطوير المستوى التعليمي للكلية على المستوى الوطني

- توفير خريجين مؤهلين لتلبية احتياجات المجتمع المحلي

- تحقيق مكانة مرموقة في البحث العلمي على المستوى الوطني

- توثيق علاقات الشراكة مع المجتمع

	الاجابة				السؤال
لا اوافـــــق وبشدة	لا اوافق	محايد	أوافق	أوافق وبشدة	**الاهداف التعليمية للكلية :**
					واضحة
					مناسبة لأغراض عديدة
					تسير في نفس اتجاه رسالة الجامعة
					قابلة للتحقيق
					متلائمة مع مهنة علوم الحاسب
					لا تتعارض مع بعضها البعض

ملاحظات
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الاسم : ....

التاريخ : ....

جهة العمل: ....

عنوان العمل: ....

Kingdom of Saudi Arabia

Ministry of Higher Education

Najran University

Faculty of Computer Science and

Information Systems

 Development and Quality Unit

المملكة العربية السعودية

وزارة التعليم العالي

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كلية علوم الحاسب الآلي ونظم المعلومات

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A2:- Questionnaire on the Final College's Vision and Mission

Name (optional) :

Date   :

II.   Introduction

   The Development and Quality Unit in the college of Computer Science and information system college in Najran University is presently in the process of finalizing the vision and mission of the college. As a part of this process, we have developed a survey to take your final opinion on the latest version of vision, mission. Please kindly read the statements in each section carefully and answer its related survey items. Please also notice that you can write any comments on the current statements.

II. College's Mission Statement

- to produce high quality graduates through well-chosen and continuously developed programs.
- to conduct consistent high quality scientific research for the academic and community development.
- to provide high quality training and consultation services for the advancement of community needs.

<u>**Your Opinion :**</u>

   I   (**strongly agree / agree / am neutral / disagree / strongly disagree**)   with the given mission

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وحدة التطوير والجودة

statement

Notice:

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III. College Vision Statement

Leadership in computing education and researches and effective contribution in community development.

Your Opinion :

I (**strongly agree / agree / am neutral / disagree / strongly disagree**)   with the given vision statement

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Notice:

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