

Second Strategic Plan

University Vice Rectorate for Development and Quality

1437 - 1440 H

Pioneership





Speech of His Excellency **Vice-Rector** for Development and Quality

Established six years ago, Vice-Rectorship for Development and Quality **implemented** the first strategic plan (1432-1436 H). It managed to establish internal systems of quality in **all university** academic units and **supporting** Deanships which **would** achieve international accreditation for seven programs and finish the **university** institutional **development** project. **For such a program**, NCAAA's recommendations **are being implemented to meet** the university

institutional accreditation requirements to follow the **few** distinct Saudi Arabian universities which achieved **institutional accreditation**.

It is worth mentioning that Vice-Rectorship for Development and Quality created its first strategic plan according to the results of **first** self-evaluation in 1432 H. in order to meet **NCAAA** improvement recommendations **in its review reports**. The plan **included** seven strategic objectives relevant to 13 **development** projects, **which** contributed to **meeting NCAAA** remarks and **fulfilling** the recommendations of **primary** self-**evaluation** teams and reviewers' **remarks**.

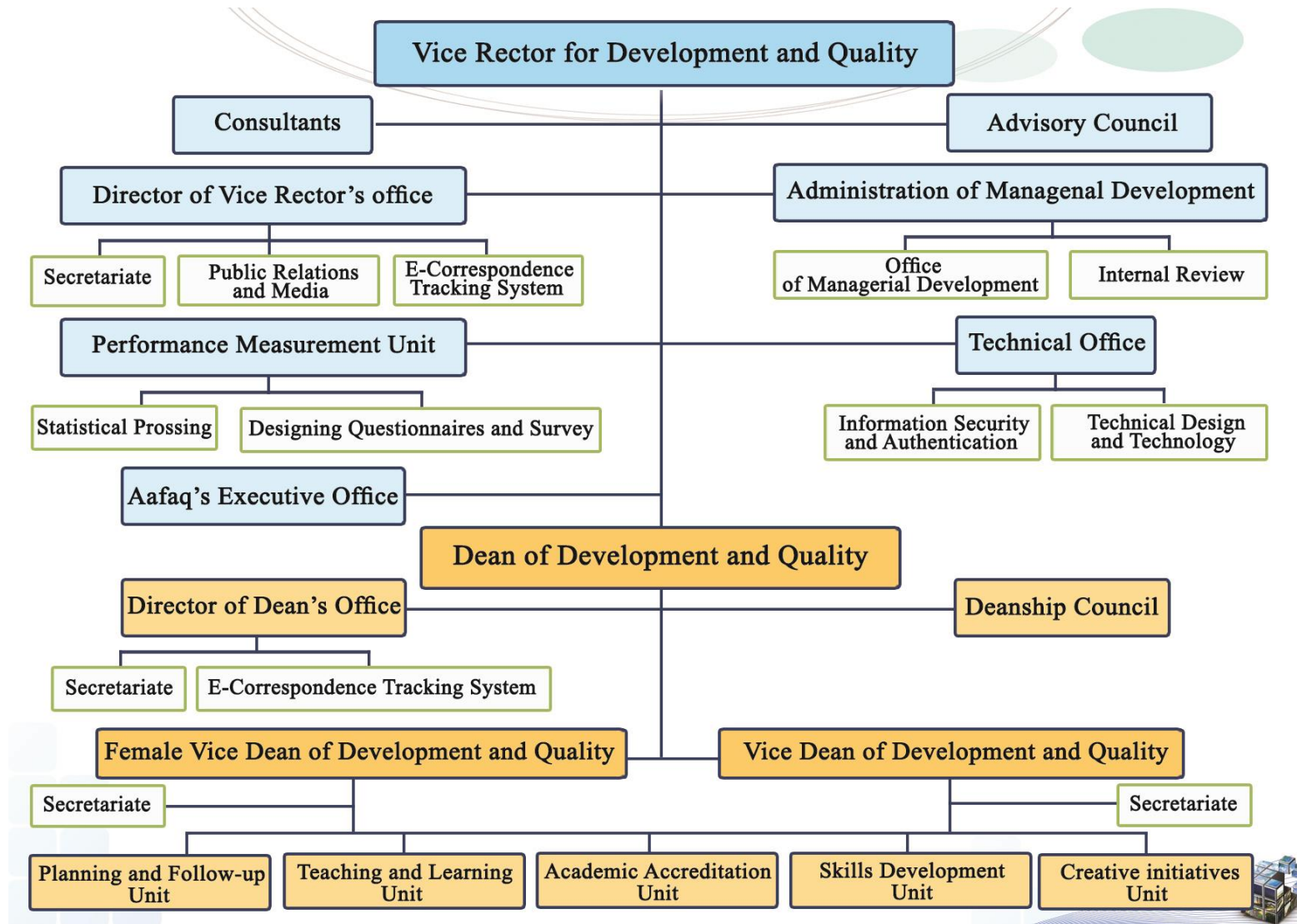
First: Management Structure of Quality System in NU

I. Quality Management

Vice-Rectorship for Development and Quality was established by the approval of the Council of Higher Education in its fifty-fourth session on 14/5/1430. Following its decision No. (13/54/1430), the Custodian of the Two Holy Mosques, the Prime Minister and Chair of Higher Education Council- may Allah bless Him- endorsed the minutes No. 4882 on 29/5/1430.

Based on actual and ambitious vision and mission, Vice-Rectorship for Development and Quality supports NU's academic and administrative units through activating the contributions of faculty members, students and administrative department and guiding them to achieve university strategic objectives. It has created a strategic plan reflecting its strategic objectives which the Vice-Rectorship strives to achieve during the plan's period. Hopefully, such a plan will develop and improve teaching and learning, academic research and community service in the region in line with Islamic values and university coherent standards as well as community Islamic identity. Executive

Organizational Structure of Vice-Rectorship for Development and Quality



2. Deanship for Development and Quality

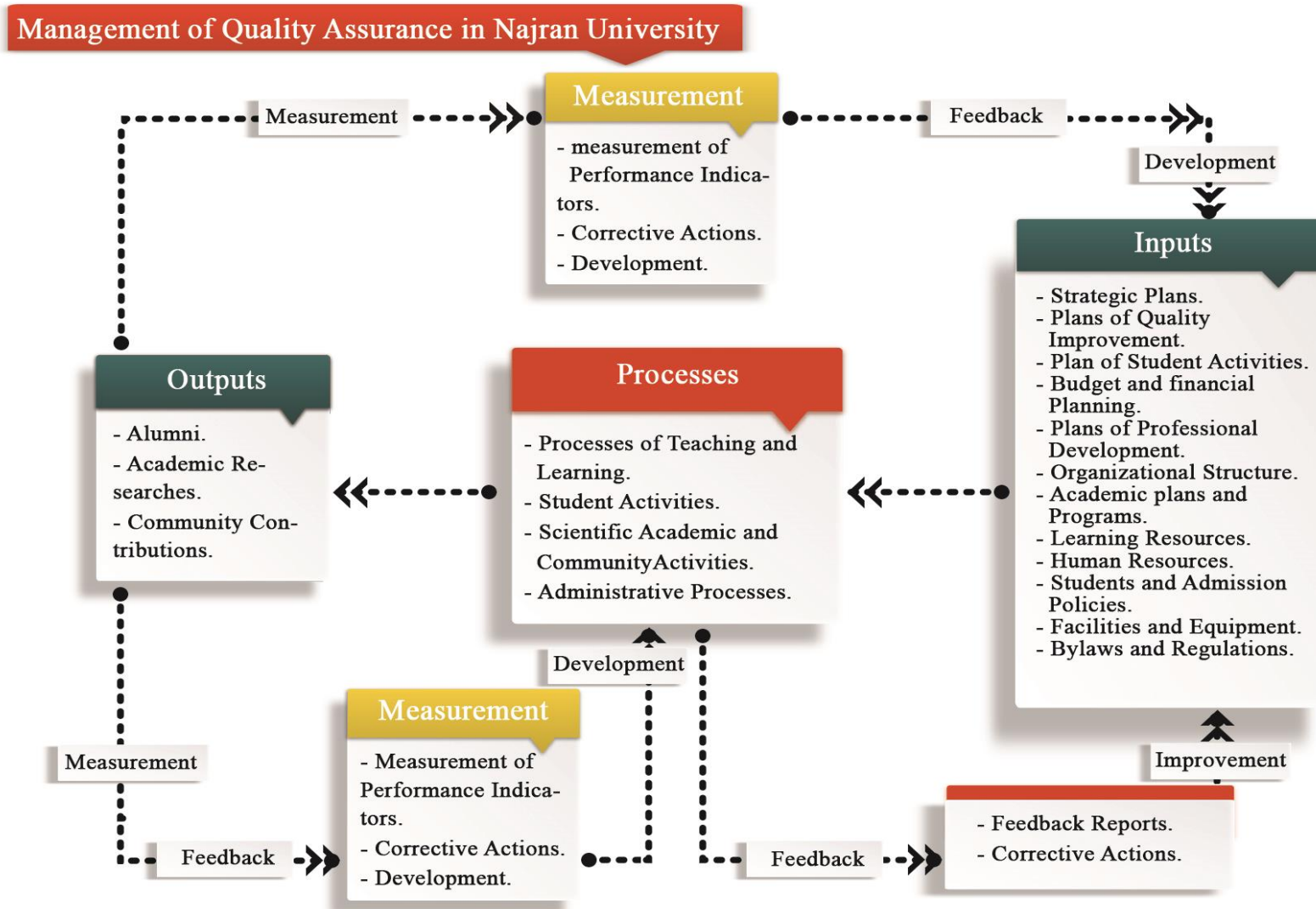
In its first session on 7/2/1428, University Council recommended the establishment of Academic Development and Evaluation Center in NU. Moreover, in its third session on 23/6/1431(6/6/2010), the Council approved changing Academic Development and Evaluation Center into the Deanship for Development and Quality in order to achieve the following objectives:

1. Providing a self-evaluation database for various academic programs in NU.
2. Providing academic and technical support when defining the objectives of various programs in NU and verifying their implementation through continuous evaluation of educational process and follow-up of the developmental plans of various programs.
3. Developing faculty members' skills.
4. Developing students' learning skills.
5. Improving methods of course evaluation in line with course objectives.
6. Evaluating faculty members' performance.
7. Ensuring continuous Development of elements of educational process.

3. Quality Assurance Management of Inputs, Processes and Outputs

Quality of higher education is one of the means of development and improvement of education. Quality involves not only means of performance control and improvement, but also upgrading education to keep pace with international and national competition. Thus, quality is no longer an institutional luxury for institutions of higher education; it has become necessary for education excellence and constancy among national and international institutions of higher education.

Vice-Rectorship for Development and Quality has adopted a **template for Quality Assurance Management of Inputs, Processes and Output** as follows:



Second: Analysis of Internal and External Environment

When preparing the second strategic plan, Vice-Rectorship sticks to the following aspects to analyze its internal and external environment:

1. Comprehensive evaluation of the objectives of the first strategy plan to **identify** aspects of success and failure related to achieving **the mission and strategic objectives** of Vice-Rectorship.
2. **Identifying** strategies of leadership which enhances Vice-Rectorship's aspects of excellence.
3. **Identifying** the strategies that haven't accomplished their objectives or the excellence that Vice-Rectorship endeavors to.
4. Resorting to **experienced beneficiaries** from the Vice-Rectorship activities to provide their experience in the evaluation process and preparation of new strategies.
5. Strategies of Blue Ocean to identify modern **trends in** management of systems of development and quality **nationally and internationally**.

Comprehensive Evaluation of the Objectives of the First Strategic Plan to Define Aspects of Success and Failure Related to Achieving Mission and Strategic Objectives of Vice Rectorship.

Notes on First Strategic Plan

Vision: Leadership in development and quality at both local and regional levels.

Mission: Upgrading educational, research and administrative practices and community partnership according to systems of comprehensive quality in cooperation with academic and administrative units so as to achieve the university objectives in the light of Islamic values.

Determinants and Strategic Plans

Vice-Rectorship adopts four strategic determinants of quality in the University through analyzing factors of internal and external environment of Vice-Rectorship for Quality and Development. Such determinants, on which the strategic plan of quality is based to achieve the vision and mission of Vice-Rectorship, are as follows:

1. Educational practices,
2. Research practices,
3. Administrative practices, and
4. Community partnership

The aforementioned determinants involve the following seven strategic objectives:

1. Developing the organizational structure of Vice-Rectorship for Development and Quality to achieve its vision and mission.
2. Establishing principles of comprehensive quality in the process of teaching and learning to graduate distinct alumnus meeting the needs of labor market.

3. Supporting all university academic and administrative units to design and formulate their strategic plans.
4. Activating processes and programs of continuous training and quality development in all university units and community.
5. Supporting university academic and administrative units to obtain notable academic and administrative accreditations.
6. Investing the efficiencies in the field of development and quality at the level of institutions and community.
7. Supporting and developing university academic and research centers to be used as experience centers in the southern region of KSA.

Evaluating Plan Accomplishments according to Performance Indicators

Strategic Determinant	Strategic Objective	Performance Indicator	Target Value	Achieved Value
Educational Practices	1. Establishing principles of comprehensive quality in the process of teaching and learning to graduate distinct alumnus meeting the needs of labor market	Employment institutions' satisfaction with the alumni's personal and professional skills.	Not less than 80%	%77.83
		Alumni's satisfaction with personal and professional skills acquired from the program.	Not less than 80%	%69.8
	2. Supporting university academic and administrative units to obtain notable academic and administrative accreditations	Students' positive participation in the activities of evaluation and development of courses and programs.	80% at least	%79.5
		University programs get international academic accreditations.	Granting five programs international accreditations	Currently, the date of field visit of AHPGS is

Strategic Determinant	Strategic Objective	Performance Indicator	Target Value	Achieved Value
			during the plan	decided to accredit 5 programs.
		Percentage of developed programs by the end of the plan.	Developing 25% of the university programs by the end of the plan	33% (11) programs
Research Practices	1. Supporting and developing university academic and research centers to be used as experience centers in the southern region of KSA.	Signing distinct international agreements to support University research centers.	Not less than five international agreements during the plan period.	7 agreements
		Preparing the patents which the university obtained during the plan.	Not less than 2 patents	3 patents
		Percentage of faculty members and the university visitors' satisfaction with its	70% at the end of the plan	72 %

Strategic Determinant	Strategic Objective	Performance Indicator	Target Value	Achieved Value
		research facilities.		
Administrative Practices	<p>1. Investing the efficiencies in the field of development and quality at the level of institutions and community</p> <p>2. Supporting all university academic and administrative units to design and formulate their strategic plans.</p> <p>3. Developing the organizational structure of Vice-Rectorship for Development and Quality to achieve its vision and mission.</p>	Percentage of faculty members' satisfaction with the performance academic leaders.	80% at least	%79.8
		Transferring strategic planning activities to periodical routine work in programs and deanships.	80% of colleges and Deanships work according to strategic accredited plans.	95%
		Accrediting the organizational structure of Vice-Rectorship for Development and Quality within a year of accrediting its strategic plan of.	Accreditation of organizational structure is within a year of the strategic plan accreditations.	Accredited
		Supporting governmental authorities in the field of	Signing three agreements with the community in	Najran university has been assigned

Strategic Determinant	Strategic Objective	Performance Indicator	Target Value	Achieved Value
		development and quality	the field of quality by the end of the plan	to supervise quality works in all Najran public institutions according to a decree by Najran Prince
		Faculty members' satisfaction with system and management of quality assurance.	Not less than 75 %	%72.4
		faculty members' job satisfaction	Not less than 75 %	%78.2
		University 's satisfaction with the clear job description.	80 % by the end of the plan	%77.18
		Developing administrative systems in quality assurance	By the end of the plan, Vice-Rectorship	Vice-Rectorship was awarded ISO certificate

Strategic Determinant	Strategic Objective	Performance Indicator	Target Value	Achieved Value
		Management.	should be awarded ISO certificate	in 2014
Community Partnership	Activating processes and programs of continuous training and quality development in the University and community.	Number of training courses annually conducted by the university for enhancing faculty members' skills.	Annual increase by 10 %	79%
		Percentage of participation in the activities of professional development and continuous education provided for faculty members.	Not less than 80 %	%62.1
		Percentage of Labor market and community's satisfaction with the developmental actions which the University	Not less than 70 % by the end of the plan	75.29%

Strategic Determinant	Strategic Objective	Performance Indicator	Target Value	Achieved Value
		fosters to achieve their requirements.		
		Number of training courses conducted by the university for external institutions according to community needs.	Not less than 5 courses per year.	21 courses

Percentage of Mission Achievement:

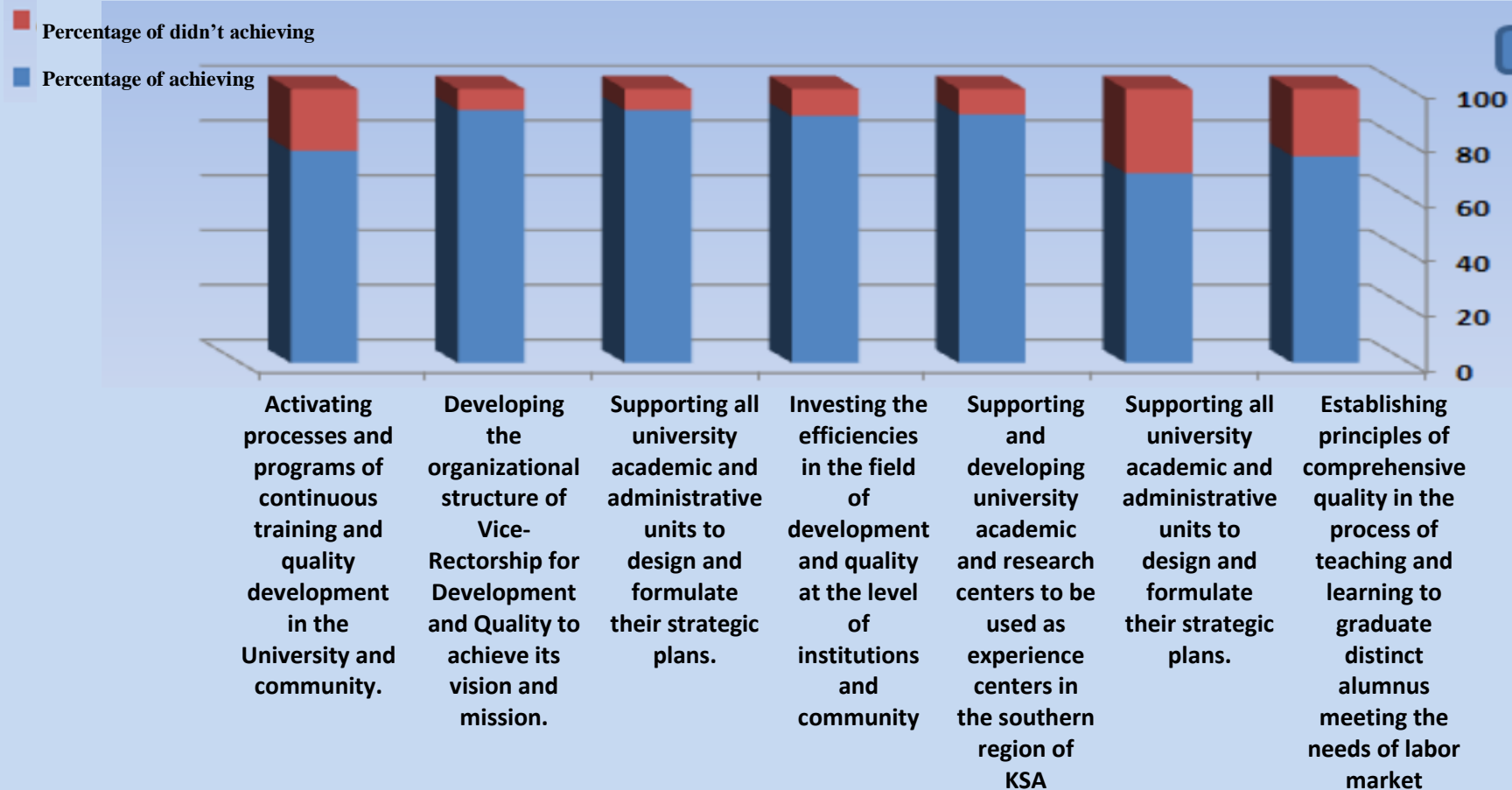
The indicator of achieving the institution's (Vice-Rectorship) mission, on which the strategic plan is based, is significant and summarizes its success in achieving the strategic objectives. Analysis of the table below shows the following aspects:

- Strategic objectives related to the first strategic determinant (educational practices) achieved 33.83% of total relative weight, which is 46.7%. This indicates that achievement percentage in this determinant is 72.4%.
- Strategic objectives related to the second strategic determinant (research practices) achieved 24.15 % of total relative weight, which is 26.6%. This indicates that achievement percentage in this determinant is 90.8%.
- Strategic objectives related to the third strategic determinant (administrative practices) achieved 33.83% of total relative weight, which is 16.7%. This indicates that achievement percentage in this determinant is 91.6%.
- Strategic objectives related to the fourth strategic determinant (community practices) achieved 7.75 % of total relative weight, which is 10%. This indicates that achievement percentage in this determinant is 77.5%.

Table: Percentage of Achievement of the Strategic Objectives of Vice-Rectorship for Development and Quality compared to Relative Weight of Strategic Determinants

Strategic Determinant	Relative Weight of Strategic Determinant %	Strategic Objective	Percentage of Achieving Strategic Objective %	Percentage of Achieving Strategic Determinant %
Educational practices	46.7	Establishing principles of comprehensive quality in the process of teaching and learning to graduate distinct alumnus meeting the needs of labor market	75.5	33.83
		Supporting all university academic and administrative units to design and formulate their strategic plans.	69.4	
Research Practices	26.6	Supporting and developing university academic and research centers to be used as experience centers in the southern region of KSA	90.8	24.25
Administrative practices	16.7	Investing the efficiencies in the field of development and quality at the level of institutions and community	90.2	15.3
		Supporting all university academic and administrative units to design and formulate their strategic plans.	92.4	
		Developing the organizational structure of Vice-Rectorship for Development and Quality to achieve its vision and mission.	92.4	
Community Partnership	10	Activating processes and programs of continuous training and quality development in the University and community.	77.5	7.75
Percentage of Achievement				81.03

Percentage of Achieving the Strategic Objectives of Vice-Rectorate for Development and Quality 1433/1436 H.



Accordingly, percentage of achieving the mission of Vice-Rectorship for Development and Quality through implementing projects of strategic plan is

81.03%.

Identifying leadership strategies of Vice-Rectorship to reinforce its excellence aspects

To prepare a list of excellence and leadership achieved in the fields of development and quality, Vice-Rectorship sticks to the following:

1. Independent View of NCAAA external reviewers who paid a visit to the University from 14-19/2015.
2. International Accreditations.
3. Reports of review and evaluation in Deanship for Development and Quality.
4. Agreements and cooperation protocols.

Independent View of NCAAA external reviewers who paid a visit to the University from 14-19/2015

Review Team of NCAAA have identified the most significant aspects of excellence in the field of strategic planning and quality assurance management of teaching and learning which Vice-Rectorship for Development and Quality pays special attention as follows:

Standard I: Mission, Goals and Objectives:

1. Strategic planning in Najran University is conducted according to its mission.

Standard III: Management of Quality Assurance and Improvement

1. Strategic outlook of quality assurance in NU is remarkable.
2. It is appreciated that NU created a strategic plan for quality assurance internally and established a comprehensive system of quality assurance. Units of Development and Quality in NU cover all executive units and university activities at the institutional and program levels.
3. It is notable that NU strategically uses key performance indicators KPIS.
4. NU is appreciated for hiring external reviewers; some of them are international ones. Thus, the University will benefit from international experiences to be inserted in the university.

Standard IV: Teaching and Learning

1. There are evidences of good and distinct practices in periodical evaluation of course report.

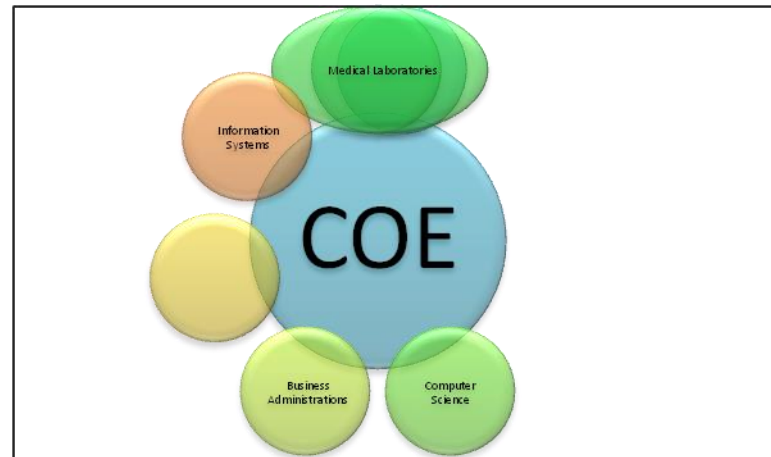


International Accreditations

Due to supporting the university academic programs to establish the internal system of quality, Vice-Rectorship for Development and Quality could obtain the following academic accreditations:

The American commission COE awarded academic accreditation to Community College for the following programs:

- * Medical Laboratories
- * Computer Sciences
- * Business Management
- * Information Systems

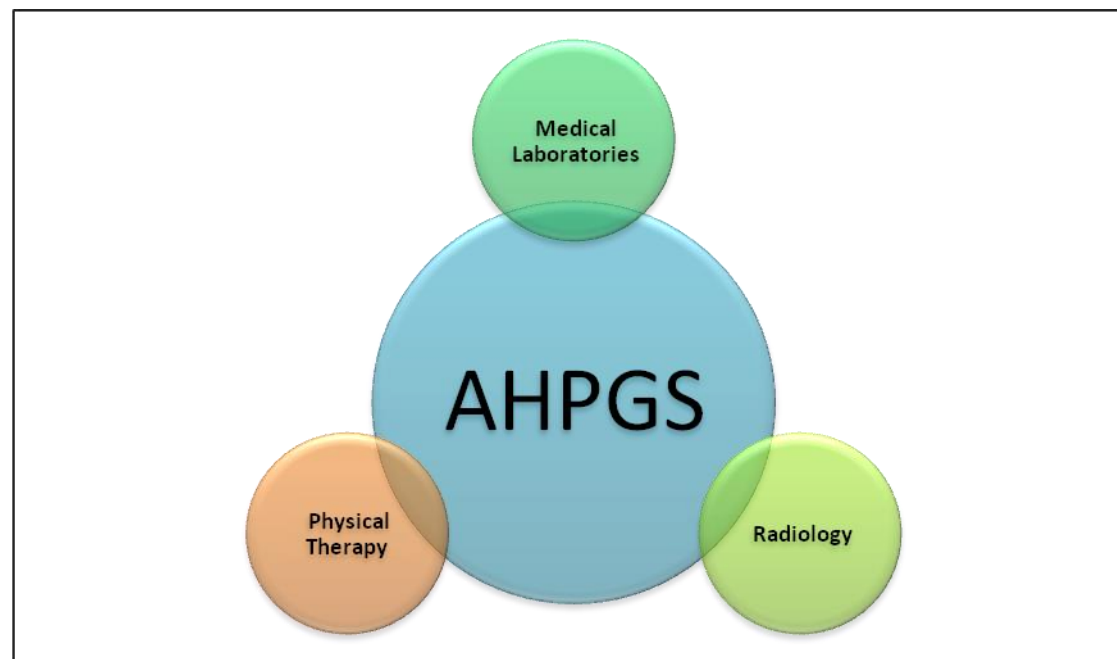


The German commission AHPGS awarded academic accreditation for College of Applied Medical Sciences for the following programs:

Medical Laboratories

Radiology

Physical Therapy



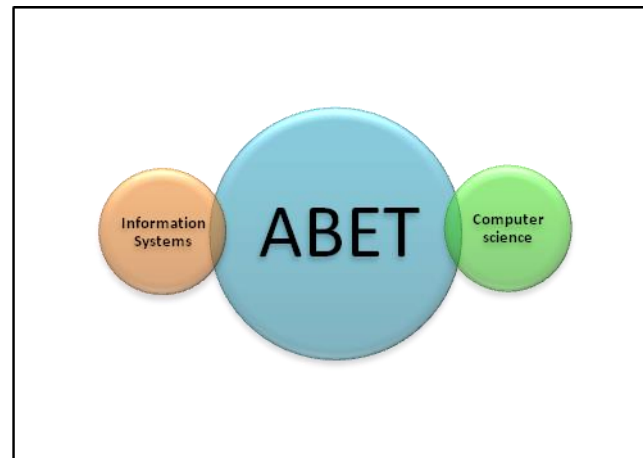
The German commission AHPGS awarded academic accreditation for College of Nursing

It should be noted that some programs have already prepared their study and are waiting for the academic accreditation visit.

APET awarded academic accreditation for College of Computer Sciences and Information Systems
for the following programs:

Computer Science

Information Systems

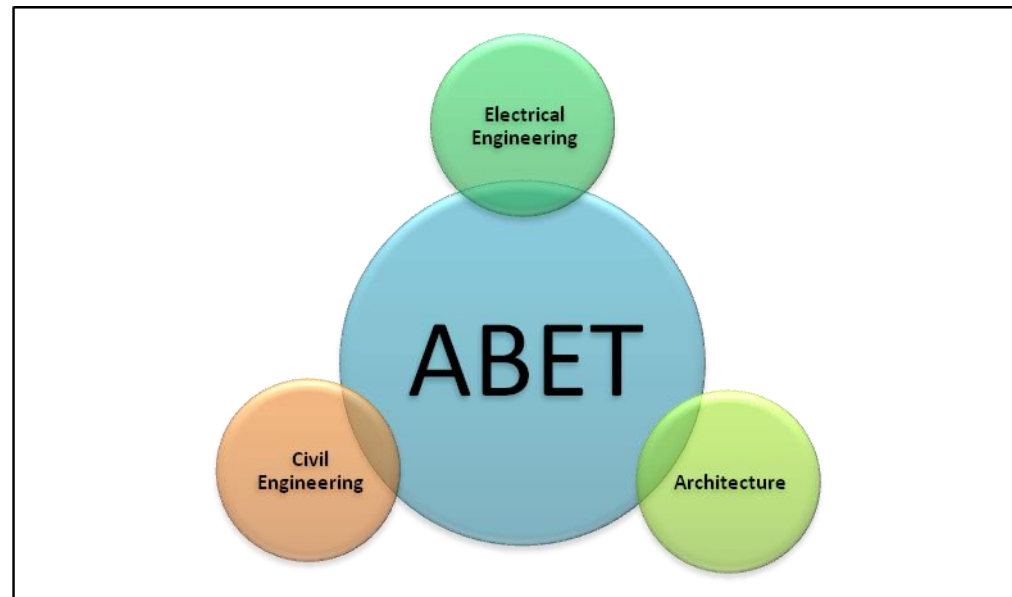


College of Engineering

Electrical Engineering Program

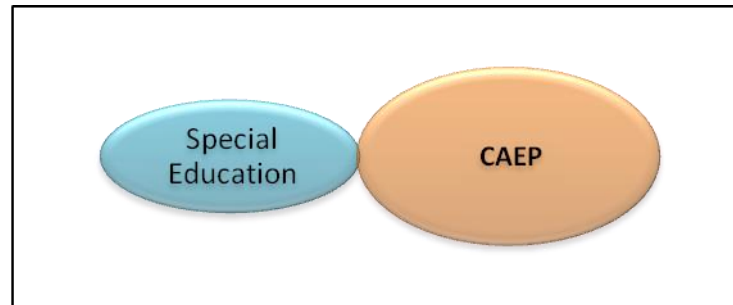
Civil Engineering Program

Architecture Program



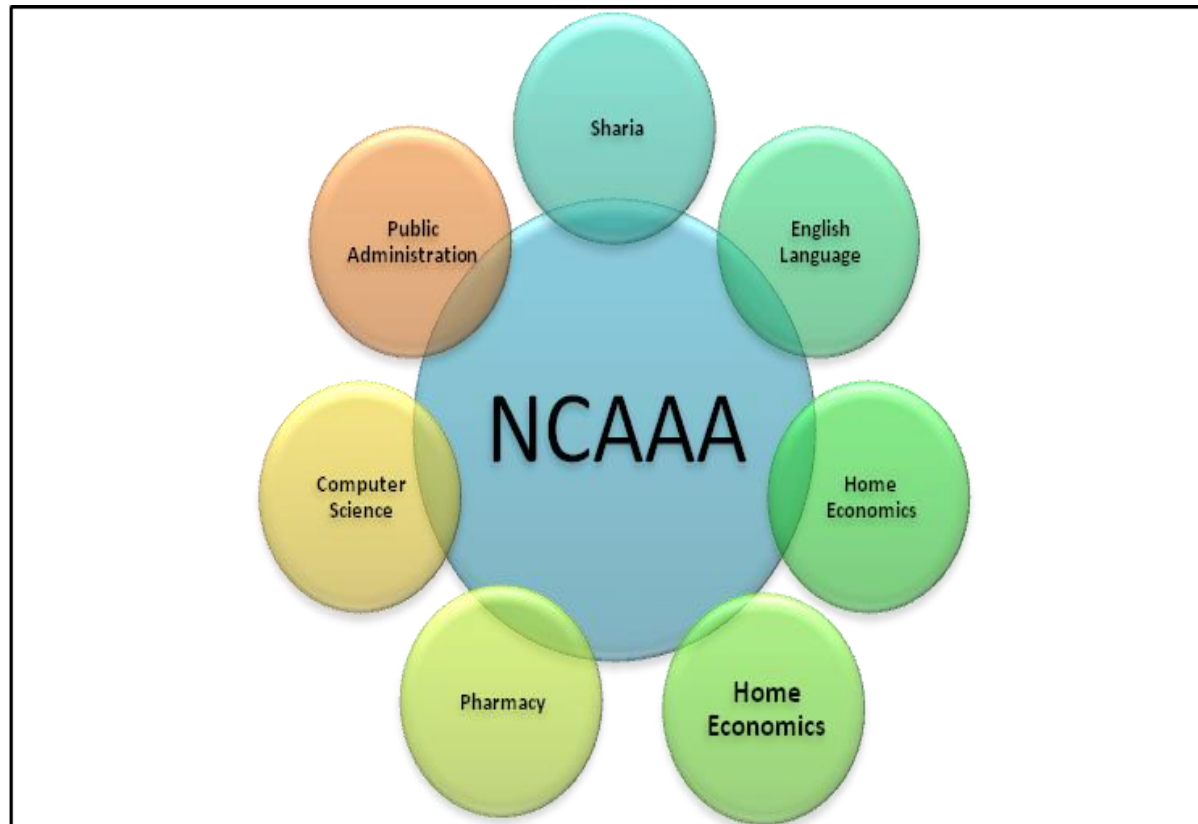
College of Education

Special Education program was approved by Council for the Accreditation of Educators Preparation (CAEP)



In addition, the following seven programs in NU finished the program evaluation development project with NCAAA and are waiting on-site visit:

Sharia Program	College of Sharia and Fundamentals of Religion
Program of English Language	College of Arts and Sciences
Home Economics Program	College of Education
Computer Science Program	College of Computer Science and Information System
College of Pharmacy Program	College of Pharmacy
Computer Science Program (Educational)	College of Arts and Sciences, Sharoura
Public Administration Program	College of Administrative Sciences



Reports of Review and Evaluation at Deanship for Development and Quality

- * Assigned by Vice-Rectorship, Deanship for Development and Quality regulates the implementation of the internal systems of quality in all university academic and administrative units.
- * Through its various administrative units, particularly units of strategic planning, quality support at colleges, teaching and learning and skills development, Deanship for Development and Quality could support university units in designing the internal systems of quality, according to the area of specialization, and activating these systems to achieve the mission of Vice-Rectorship for Development and Quality.

According to the reports of units, the most significant indicators of leadership are as follows:

- * Establishing the internal systems of quality in university programs and achieving a high level of accreditation requirements for 13 academic programs representing 46 % of the University programs. It should be noted that these programs are fully prepared for program accreditation by NCAAA after the institutional accreditation of the university. Some programs, such as the programs of public administration and pharmacy, may require short-term support before applying for accreditation.

College	Program
Arts and Sciences in Najran	English Language
	Arabic Language
	Chemistry
	Physics
College of Education	Home Economics
	Special Education
Engineering	Civil Engineering
Nursing	Nursing
Arts and Sciences in Sharoura	(Computer Science (Educational)
Computer Sciences	Computer Sciences
	Information Systems
Administrative Science	Public Administration
Pharmacy	Pharmacy

Agreements and Protocols of Cooperation

Due to Vice-Rectorship for Development and Quality's good reputation and communication with local and international community, Council of Najran Emirate issued a decision stating that Nahran University would supervise the implementation of and supporting comprehensive quality systems in Najran public institutions. Indeed, through Institute of Studies and Consultant Services, Najran Emirate signed a cooperation protocol with NU through which the university will provide courses and technical support for Najran public institutions.

Vice-Rectorship for Development and Quality enhanced the efficacy of its system through signing cooperation agreements with some well-reputed national and international universities which agreed to act as **benchmarking universities** for NU due to its good reputation in the fields of development, quality and academic accreditation. Such **agreements have been signed** with the following universities:

King Saud University , Saudi Arabia,

King Fahd University of Petroleum and Minerals, Saudi Arabia,

Gulf University, Bahrain,

Cairo University, Arab Republic of Egypt,

Suez Canal University, Arab Republic of Egypt,

Manchester University, UK,

Cardiff University, UK,

The University of Granada, Spain,

Florida University, USA,

University of California Davis, USA, **and**

University of California Berkeley, USA

Accordingly, the strategies that achieved [indicators of leadership and excellence through](#) the first strategic plan of Vice-Rectorship [were](#) as follows:

- Assisting [all university](#) academic and administrative units to design and formulate their strategic plans,
- Activating processes and programs of continuous training and development in the field of quality [in all university units and the community](#),
- Supporting the [university](#) academic and administrative units to obtain notable academic and administrative accreditations.
- Investing competencies in the field of development and quality at the level of institutions and community.

Identifying the strategies which [did not](#) achieve their objectives or excellence which [Vice-Rectorship seeks to](#).

Analysis of the strategies which **did not achieve their objectives is based on the following:**

1. NCAAA **external** reviewers' report submitted during their visit for the purpose of **institutional development evaluation**,
2. Final report of **Strategic Planning Unit** on the first strategic plan of Vice-Rectorship.

Both reports illustrated the obstacles which face achieving the strategies of quality management as follows:

- Administrative changes of the supervisors of development and quality units in some colleges and quality coordinators of some programs,
- Teaching 's high burdens in some programs, especially during the stage of establishing the internal system of quality. Thus, performance of some programs could not keep pace with that of other programs,
- **Low percentage of well-trained** employees in financial administration and personnel affairs, who can meet quality requirements because it is a recent administrative unit and such administrations necessitate various experiences and competences,
- Performance of some **colleges'** development and quality units **is moderate** due to administrative instability; **their supervisors of development and quality units were frequently changed**, such as quality supervisors in College of Administrative Sciences, **Community College** and College of Dentistry, and
- Lack of Female **faculty** members in some programs **because of rare majors in some programs**, such as computer sciences, medicine and **scientific ones like mathematics**. Consequently, **quality system were not easily** applied and activated.

Strategies that need more support and continuous efforts to achieve excellence and leadership are as follows:

1. Establishing principles of comprehensive quality in the process of teaching and learning to **graduate well-qualified alumni meeting the needs of labor market**.

Efforts that were made in such a strategy during the first strategic plan **were** as follows:

A. Investigating needs of labor market and community

All university programs conducted field studies based on accurate surveys of the beneficiaries of such programs, labor market and alumni to identify the community needs. Eventually, such studies could develop such programs' specification. Moreover, target learning outcomes of such programs were developed and specific criteria were assigned for their alumni.

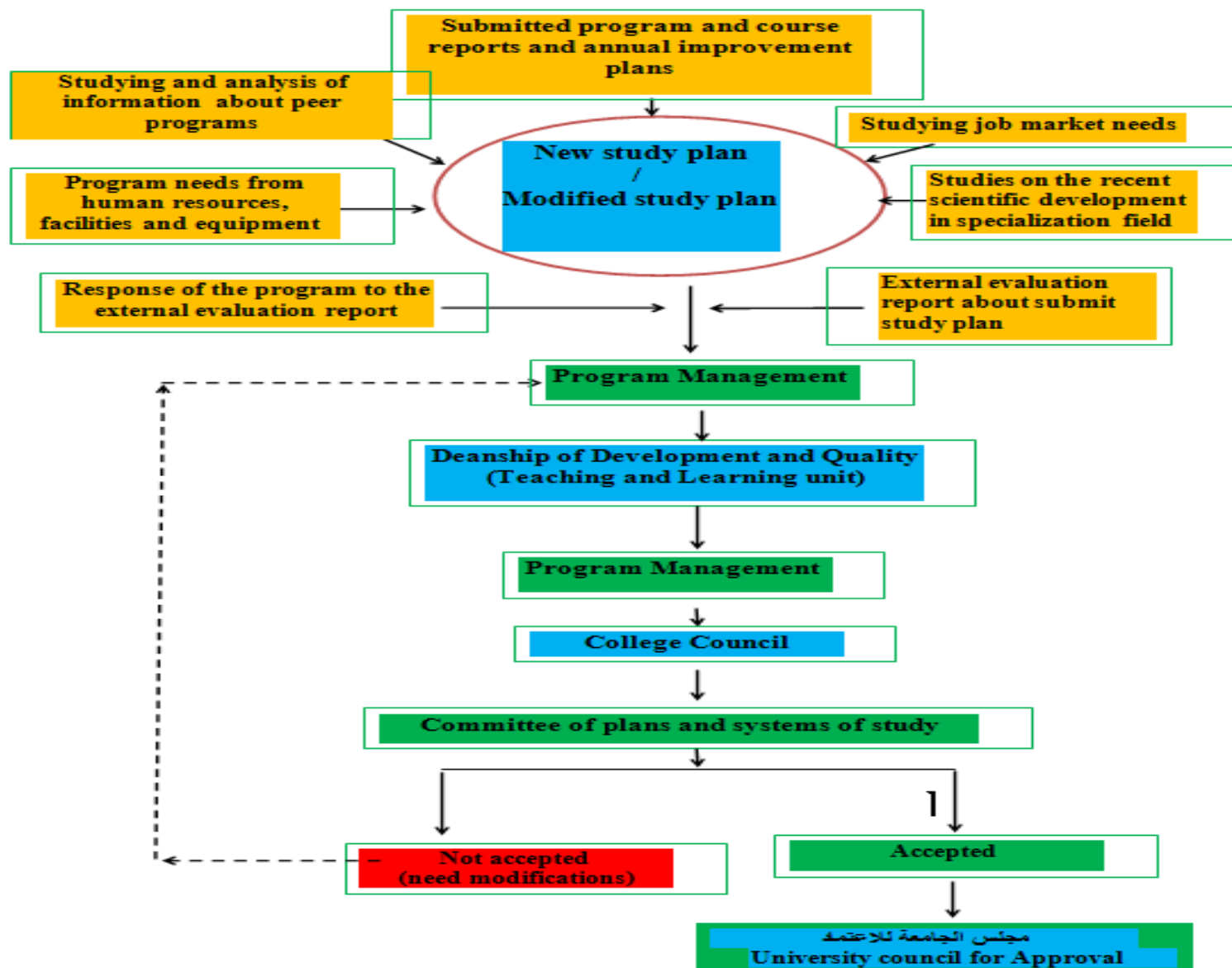
Additionally, such studies **resulted in** positive relations between the community and **program administrations**. Consequently, advisory councils, **including** community representatives, employers and alumni, were **formed** to provide academic programs **with** professional consultations **and develop performance of field training**.

B. Adopting international benchmarking criteria for all university academic programs

All university programs conducted comparative studies on their programs' learning outcomes and the academic standards of the same programs in international **prominent** universities so as to develop their learning target outcomes and launch channels of academic communication with these programs to identify **potentials** of twinning and participation in programs development.

C. Restructuring the present academic plans according to the adopted benchmarking standards:

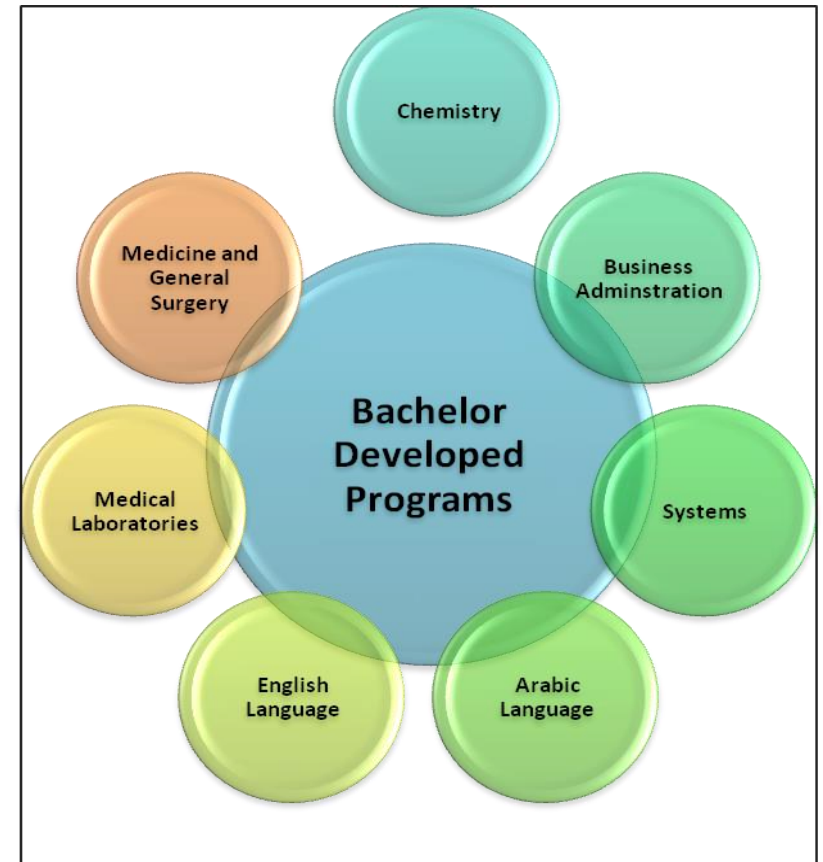
Based on the results of the studies on labor market needs, some university colleges have adopted international benchmarking standards of all programs and developed some academic programs according to a system accredited by Committee of System & Academic plans.



System of Approving and Developing Academic Plans in NU

Programs are as follows:

- [Business Administration, College](#) of Administrative Science,
- Systems Programs, College of Administrative Science,
- Arabic Language, College of Arts and Sciences,
- English Language, College of Arts and Sciences,
- Medical Laboratories, College of Applied Medical Science,
- Medicine and General Surgery, College of Medicine, and
- Chemistry, College of Arts and Sciences.



New **untraditional** programs have been adopted to meet the needs of labor market and community:

To meet the needs of labor market and community, the University opened the following six programs:

- * Architecture, College of Engineering,
- * Accounting, College of Administrative Science,
- * Fundamentals of Religion, College of Shariea,
- * Kindergarten, College of Education,
- * Psychology, College of Education, and
- * Islamic Studies, College of Arts and Sciences in Sharoura.



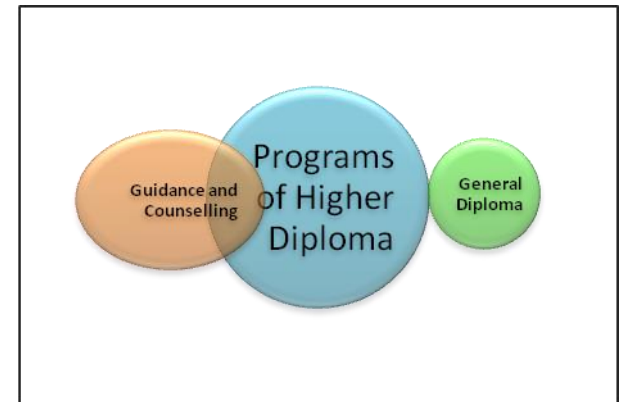
In addition, The University opened Master programs for community service and sustainable development as follows:

- * Nano Technology,**
- * Educational Leadership,**
- * Education Technology,**
- * Business Administration,**
- * Kindergarten,**
- * Curricula and Teaching Methods, and**
- Shariea Programs.**



The University also opened some Higher Diploma Programs as follows:

- * General Diploma and**
- * Guidance and Counseling.**



Blue Ocean Strategy to identify new trends of the Administration of Quality and Development Systems [at the national and international levels](#).

The strategy, which is based on the trends of Quality Assurance Centers in national and international universities and their trends in the field of Quality Assurance Administration, endeavors to identify the following aspects:

Vision and mission of counterpart Vice-Rectorship; this may include Deanships or Centers of Quality Assurance if there is no Vice-Rectorship in such universities.

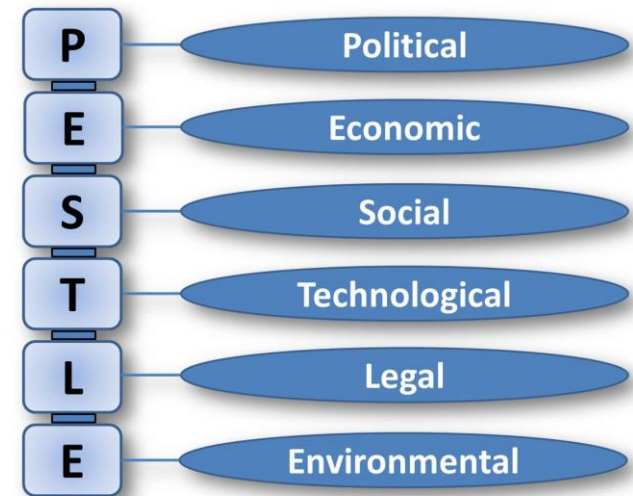
Identifying goals and strategic objectives of counterpart entities.

Visions and missions of counterpart Vice-Rectorships, Deanships and centers of Development and Quality.

SWOT

PESTLE /SWOT

Environmental analysis of Quality in the University



PESTLE

strength	Supporting the University in developing systems of E-Learning and Distance Learning, especially after the increase of their necessity recently.
	Effective contact between Vice-Rectorship for Development and Quality and NCAAA in KSA.
	Increase of confidence in Vice-Rectorship for Development and Quality inside it and in its region.
	25% of the University programs were awarded notable international accreditations; this would enhance confidence in the technical and financial support provided by Vice-Rectorship .
	Readability of 50% of the University programs for academic accreditation by NCAAA.
	Forming new expertise in the field of quality systems application in various academic programs. Such expertise will positively affect the efficacy of quality internal systems and its continuous improvement.
	Return of some Saudi scholars to take over their academic positions after being awarded PhD degree and their participation in development and quality practices.
	Availability of fundamentals of infrastructure and information technology systems at the university level.
	Expanding the use of electronic systems in managing the University's institutional and program activities.
	Appropriateness of work environment inside the university after moving into the new campus of the University.
	Availability of an effective system in Vice-Rectorship for Development and Quality to manage quality in the University.
	Granting Vice-Rectorship for Development and Quality ISO 9001-2008
	Availability of outstanding consultants and experts in the field of quality and strategic planning in Vice-Rectorship for Development and Quality.

weakness	The University does not allocate a budget to spend on works of development and quality in the University.
	Few Saudi human (males and females) work in the field of development and quality.
	The University have weak skills in English language , this will affect the University outlook to be internationally approved.
	Lack of human resources in Deanship for Development and Quality; this will negatively affect work efficiency in the organizational structure.
	Failure to implement systems of internal review in the University academic units with a satisfactory level.

Opportunities	Political	The Ministry of Education's support for the application of continuous improvement and quality systems in Saudi universities .
		Effective communication between Vice-Rectorship for Development and Quality and Afak Office in the Ministry of Education, KSA.
		Remarkable increase of the university's percentage of achievement of strategic plan objectives in the Ministry of higher Education.
		Increase of the need for the role and the contributions of the University in enhancing social and cultural relations between peoples of both Saudi Arabia And Yemen.
	Economic	Various community associations seeks to obtain Vice-Rectorship's support in the application of quality systems (increased demand)
	Social	Expected demand to join the University E-programs from the university region.
		Community need for the University's role in its region has increased after the end of the southern border crisis.
		Increase of participation in implementing strategic projects of the university plan which enhances the relations between community and university.
	Technological	Tendency of Ministry of Higher Education to expand utilizing modern technology and distance learning.
	Legal	The effect of New legislations on the University's increased independence and quick response to development processes inside university.
	Environmental	Najran's appropriate climate during most months of the semester.
		Appropriateness of living costs in comparison with other areas in KSA.

Threats	Political	Potential effect on educational process due to the problem of southern border.
		The University's low competitive capability to attract academic experts in the field of development and quality due to the problem of southern border.
	Economic	University's probable low budget due to the Kingdom's financial commitments towards the current national and regional issues.
	Social	Instability of Public education in the region and its impact on the efficiency of the University admitted students.
	Technological	Lack of keeping pace with rapid development in information security, education technology and academic and administrative follow-up programs.
	Legal	Changes in Administration of Ministry of Higher Education and delay of issuing executive regulations in KSA.
		Probable legislations of Ministry of Education after issuing the royal decrees concerning the administration of education institutions in KSA.
	Environmental	Lack of some educational and entertaining services- in pre-university education, which negatively affects the attraction of outstanding academic .

Previous Mission and Vision

Vision:

Achieving leadership in development and quality locally and regionally.

Mission: Upgrading educational, research and administrative practices and community partnership according to the comprehensive systems of quality in collaboration with academic and administrative units so as to achieve the University objectives in the light of Islamic values.

New (Proposed) Mission and Vision

Vision :Achieving leadership in development and quality locally and regionally.

Mission: Continuous improvement of quality comprehensive systems to achieve excellence in the University academic, research and administrative performance and community service, **support its units to obtain specialized accreditations and enhance the University outlook towards the world in the light of Islamic values.**

Strategic Objectives

- Developing the organizational structure of Vice-Rectorship for Development and Quality to achieve its mission.
- Enhancing systems of follow-up and evaluation in teaching and learning processes in the light of a unified institutional system.
- Upgrading training system provided for administrative and academic to achieve the University mission.
- Enhancing the university academic and administrative units to obtain **prominent** specialized accreditations.
- Upgrading Vice-Rectorship reputation in development and quality locally and regionally.
- Participating in the completion of developing **university academic programs**.
- **Upgrading the University's reputation in the field of development and quality locally and regionally.**
- Enhancing the University's role in performing its community responsibility in the light of current developments.

Report on Satisfaction with Vice-Rectorship's New Mission and Vision

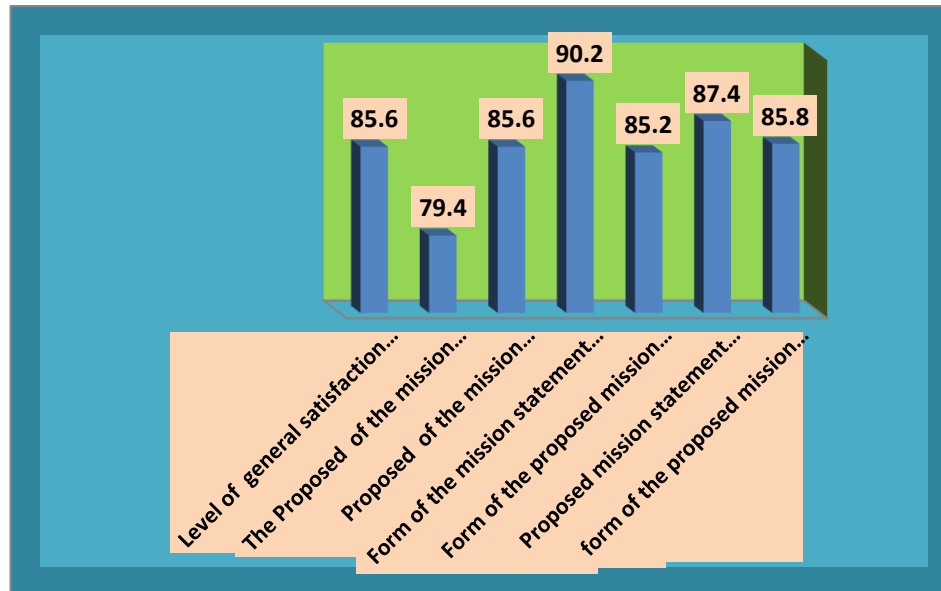
Statistical report on the proposed mission of the second strategic plan of Vice-Rectorship for Development and Quality according to the viewpoint of academic and administrative leaders and faculty members in NU.

1-Statistical report on satisfaction with mission proposal of the second strategic plan of Vice-Rectorship for Development and Quality according to the viewpoint of academic and administrative leaders and Faculty members in NU (Najran and Sharoura)

No.	Item	arithmetic mean on fifth scale	Percentage	Level of Satisfaction with Mission
1	form of the proposed mission statement is concise, obvious and comprehensible.	4.29	85.8	Very high
2	Proposed mission statement indicates the activities of Vice-Rectorship for Quality and Development.	4.37	87.4	Very high
3	Form of the proposed mission statement enables the University to participate in the various activities of Vice-Rectorship	4.26	85.2	Very high

4	Form of the mission statement indicates the significant role of Vice-Rectorship's in the continuous improvement of the University performance.	4.51	90.2	Very high
5	Proposed of the mission statement indicates the available opportunities for Vice-Rectorship to achieve excellence.	4.28	85.6	Very high
6	The Proposed of the mission statement includes the methods that Vice-Rectorship follows to achieve this mission.	3.97	79.4	High
7	Level of general satisfaction with Vice-Rectorship's mission statement proposal.	4.28	85.6	Very high

Chart of level satisfaction with mission proposal of the second strategic plan of Vice-Rectorship for Development and Quality according to the viewpoint of academic and administrative leaders and Faculty members in NU (Najran and Sharoura)



2. Estimating relative significance of strategic objectives according to priority level from the perspective of the NU staff (academic and administrative leaders and faculty members) (Najran and Sharoura)

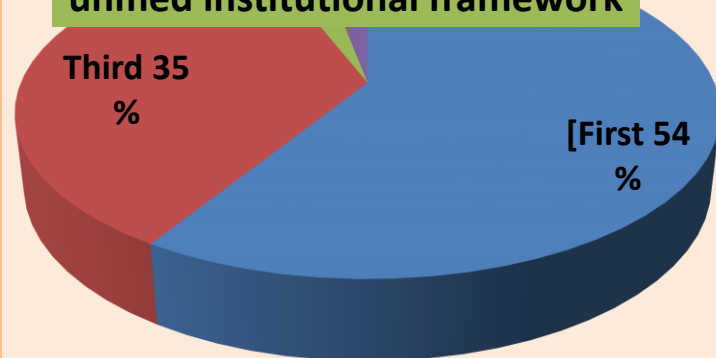
No.	Order of priorities according to first priority	Strategic Objectives	Percentages of strategic objectives according to priority level from the perspective of the NU					
			Priority	First	Second	Third	Fourth	Fifth
1	2	Developing the organizational structure of Vice-Rectorship for Development and Quality to achieve its vision and mission.	Percentage	63.2	23.5	4.4	2.9	5.9
			Number	43	16	3	2	4
2	4	Enhancing systems of follow-up and evaluation in teaching and learning process in the light of a unified institutional framework.	Percentage	58.8	35.3	2.9	2.9	0
			Number	40	24	2	2	0
3	5	Upgrading training system provided for administrative and academic staff to achieve the University mission.	Percentage	57.4	30.9	10.3	1.5	0
			Number	39	21	7	1	0

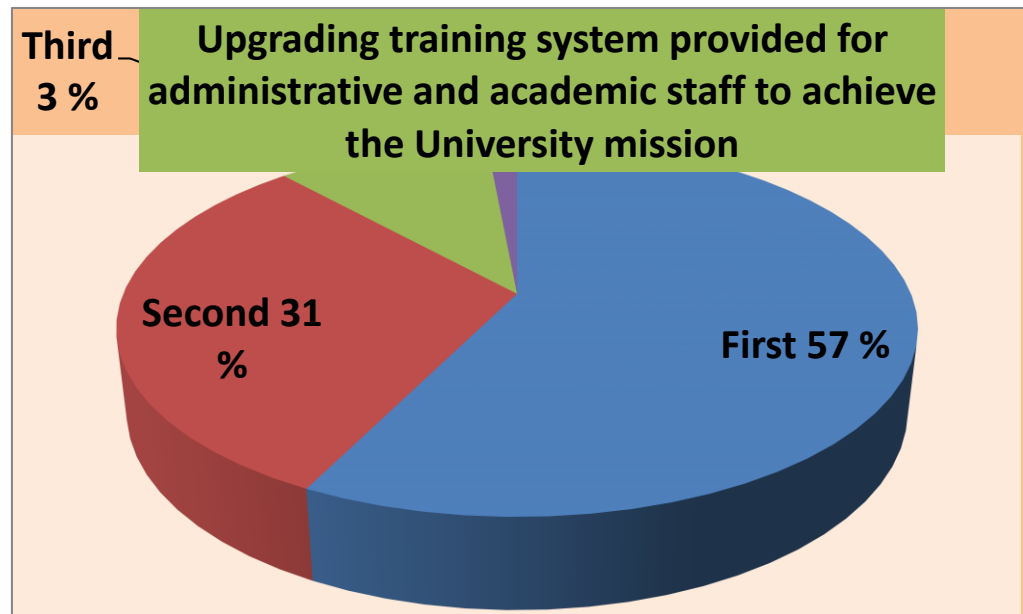
4	3	Enhancing university academic and administrative units to obtain prominent specialized accreditations.	Percentage	61.8	25.0	8.8	2.9	1.5
			Number	42	17	6	2	1
5	7	Updating systems of data and information management to meet the requirements of evaluation and continuous improvement.	Percentage	48.5	39.7	4.4	7.4	0
			Number	33	27	3	5	0
6	1	Participating in the completion of developing academic programs in the University.	Percentage	64.7	26.5	5.9	2.9	0
			Number	44	18	4	2	0
7	8	Enhancing the University's performance in the fields of development and quality locally and regionally.	Percentage	45.6	33.8	10.3	7.4	2.9
			Number	31	23	7	5	2
8	6	Supporting the University's role in performing its community responsibility in the light of current developments.	Percentage	51.5	23.5	16.2	5.9	2.9
			Number	35	16	11	4	2

Chart of relative significance of strategic objectives according to priority level from the perspective of the NU staff (academic and administrative leaders and faculty members) (Najran and Sharoura)

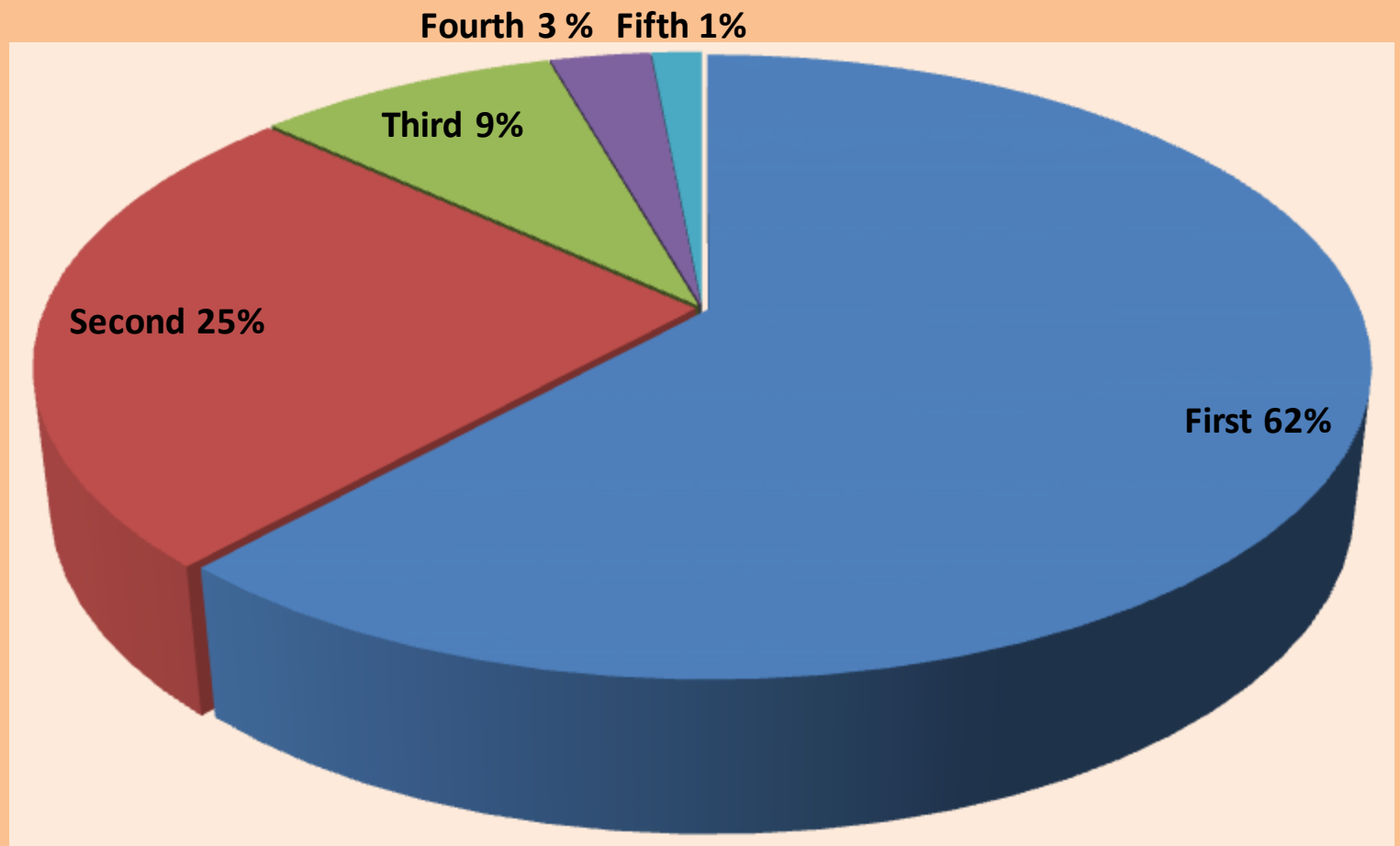


**Enhancing systems of follow-up
and evaluation in learning and
teaching process in the light of a
unified institutional framework**

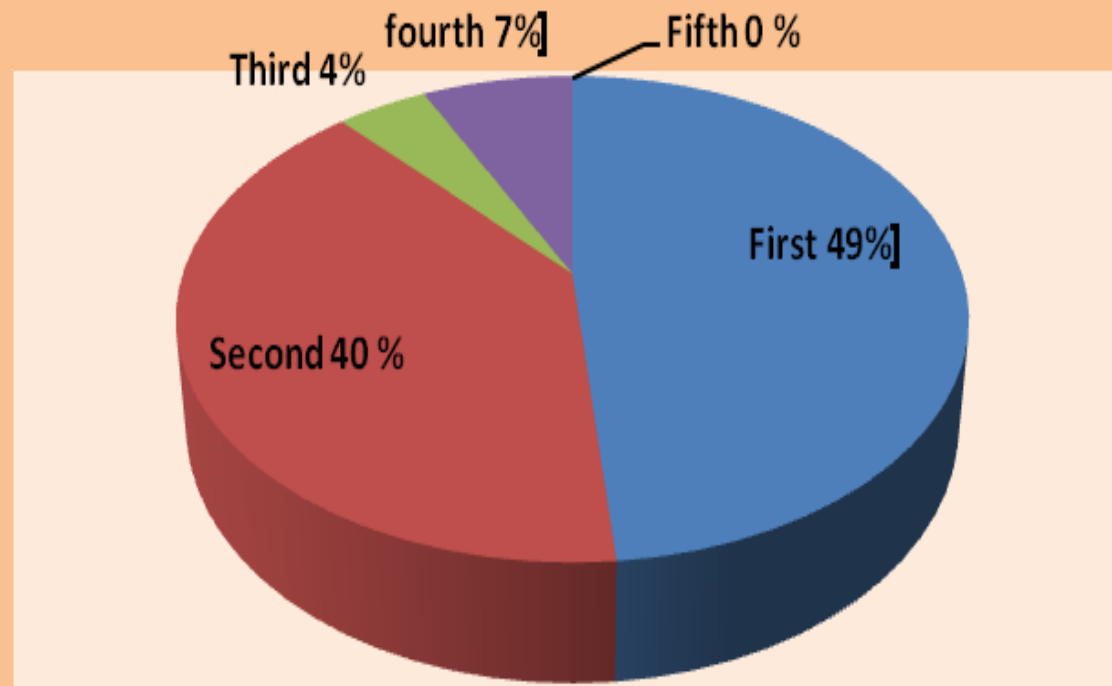


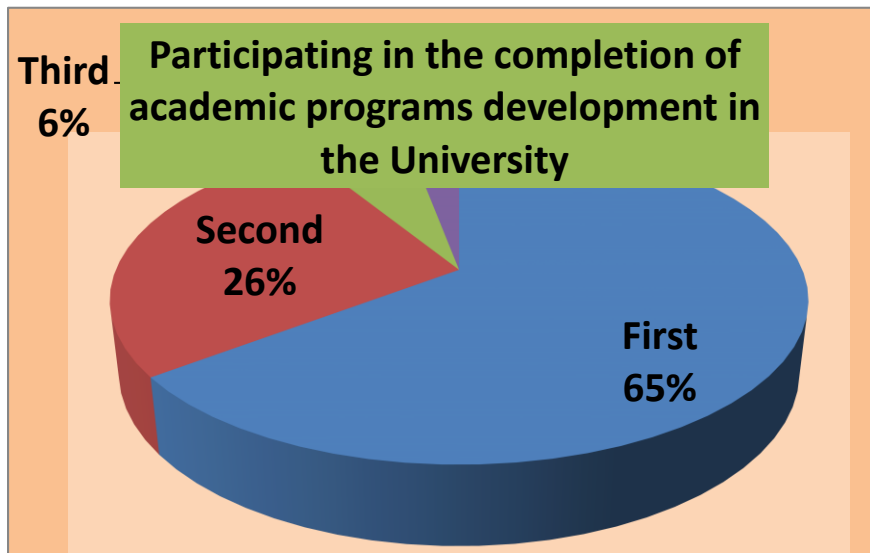


Supporting the academic and administrative units to obtain distinct specialized accreditations

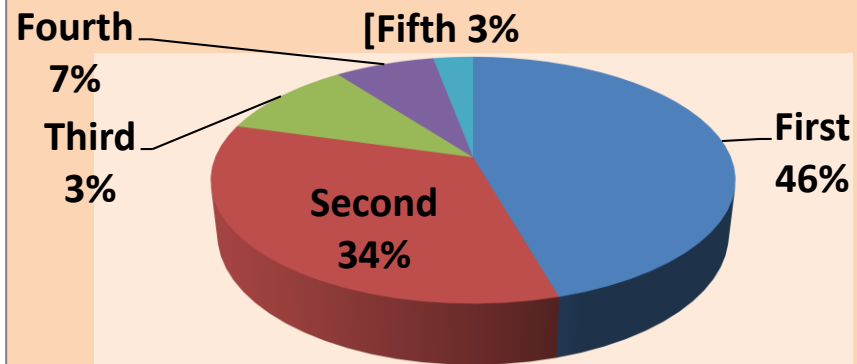


Updating systems of data and information management to meet the requirement of evaluation and continuous improvement

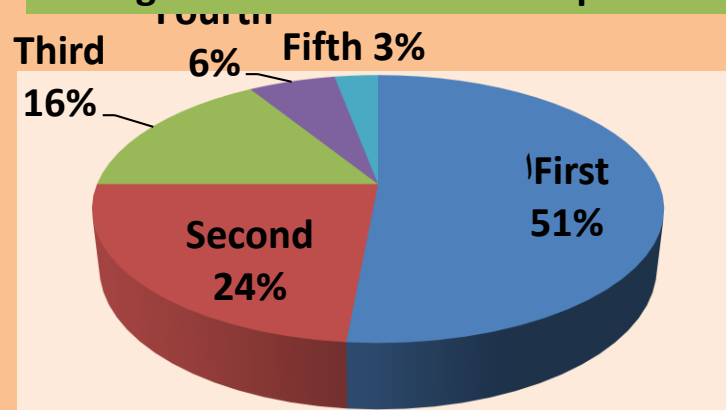




**Upgrading the University's performance
in the field of quality and development
locally and regionall**



Enhancing the University's role in performing its societal responsibility in the light of the current developments

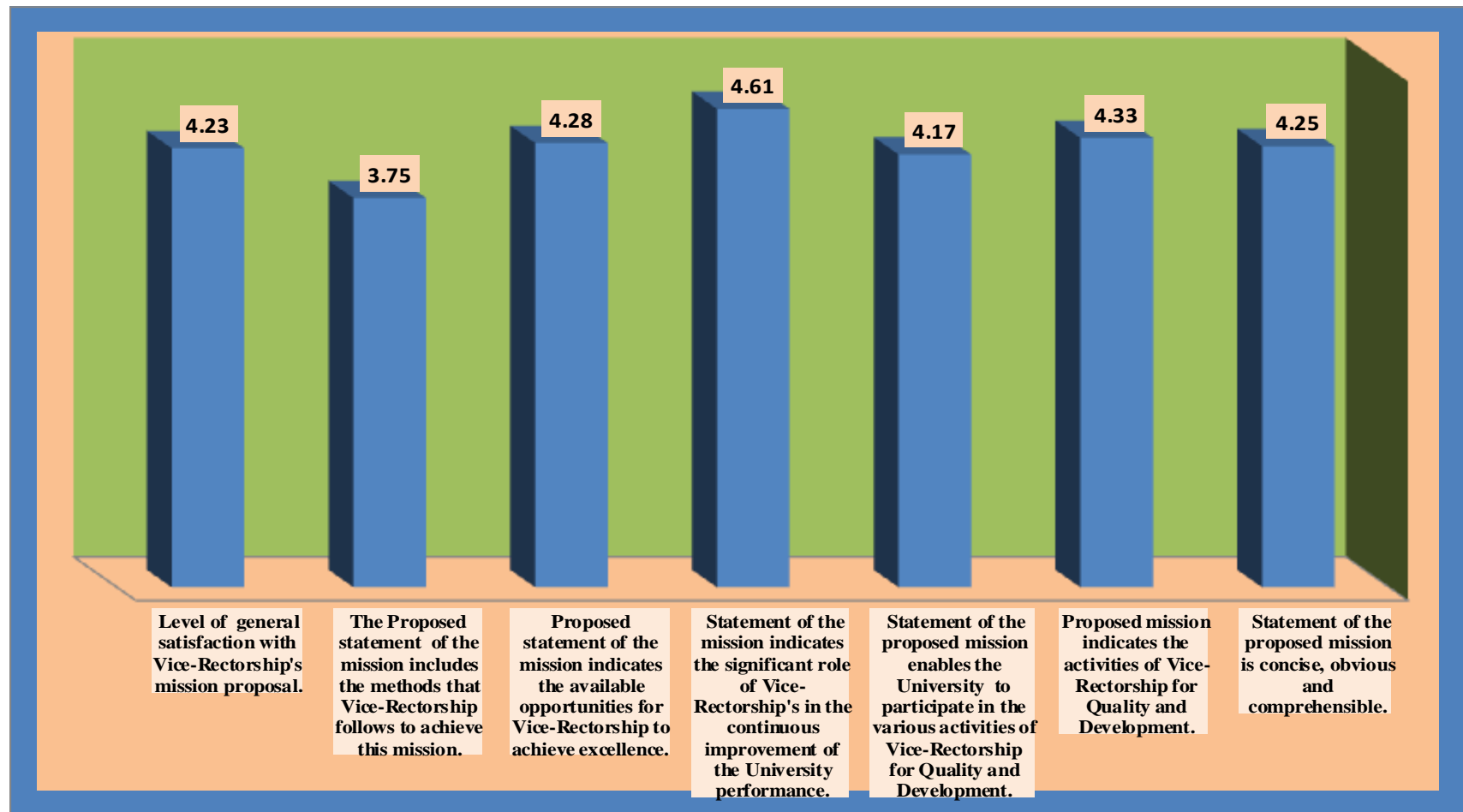


3. Statistical reports on *Level of Satisfaction with* mission proposal of the second strategic plan of Vice Rectorship for Development and Quality from the perspective of academic and administrative leaders and Faculty members in NU (Najran).

No.	Item	arithmetic mean on fifth scale	Percentage	Satisfaction with Mission form
1	Statement of the proposed mission is <i>concise</i> , obvious and comprehensible.	4.25	85	Very High
2	Proposed mission indicates the activities of Vice-Rectorship for Quality and Development.	4.33	86.6	Very High
3	Statement of the proposed mission enables the University to participate in the various activities of Vice-Rectorship for Quality and Development.	4.17	83.4	High
4	Statement of the mission indicates the <i>significant role</i> of Vice-Rectorship's in the continuous improvement of the	4.61	92.2	Very High

	University performance.			
5	Proposed statement of the mission indicates the available opportunities for Vice-Rectorship to achieve excellence.	4.28	85.6	Very High
6	The Proposed statement of the mission includes the methods that Vice-Rectorship follows to achieve this mission.	3.75	75	High
7	Level of general satisfaction with Vice-Rectorship's mission proposal.	4.23	84.6	Very High

3-Chart of level of satisfaction with mission proposal of the second strategic plan of Vice-Rectorship for Development and Quality from the perspective of academic and administrative leaders and faculty members in NU (Najran and Sharoura).



4-.Estimating relative significance of strategic objectives according to priority level from the perspective of the NU staff (academic and administrative leaders and faculty members) (Najran and Sharoura).

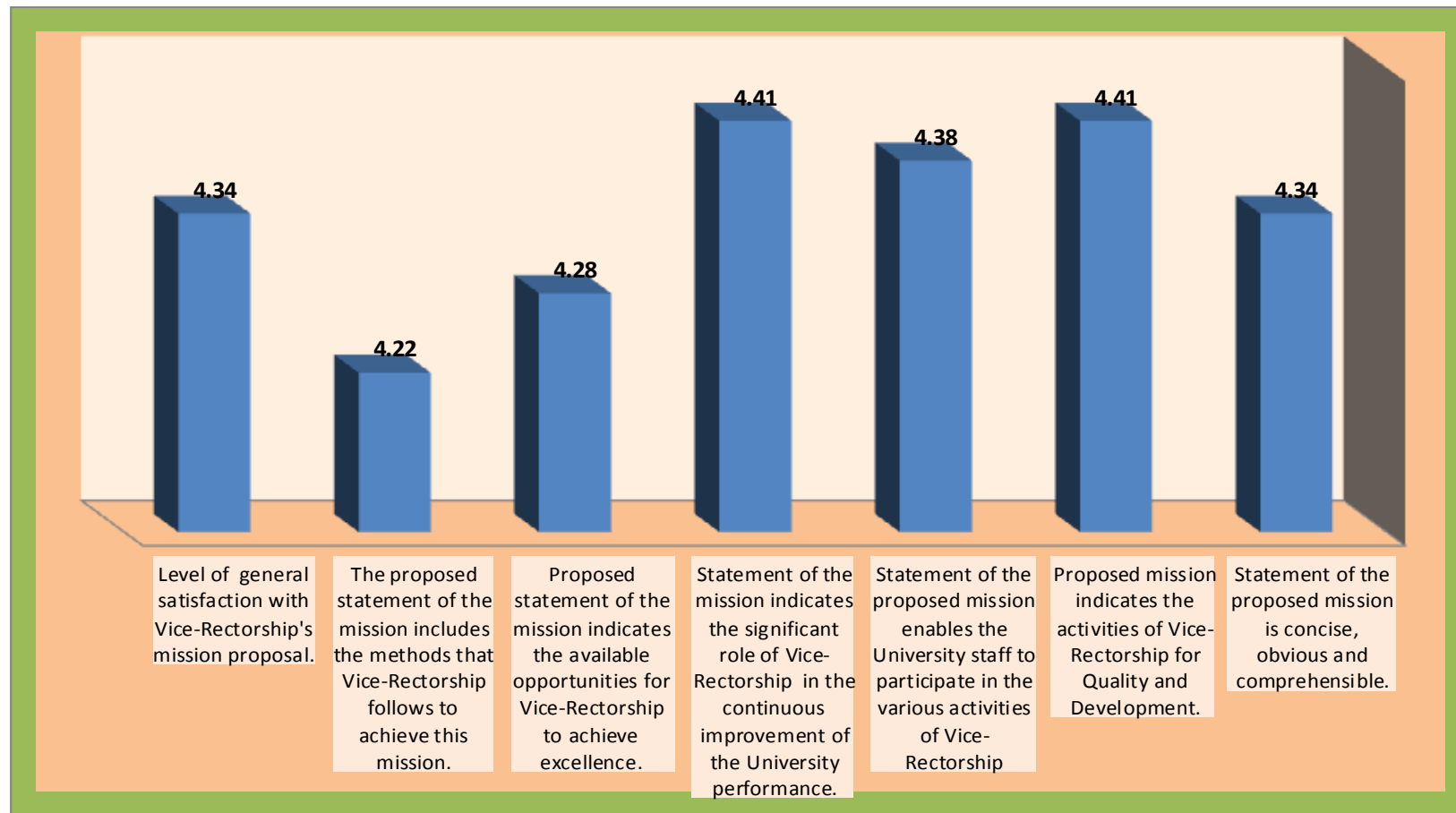
NO.	Strategic objectives	Percentage of strategic objectives according to priority level from the perspective of the NU staff					
		Priority	First	Second	Third	Fourth	Fifth
1	Developing the organizational structure of Vice-Rectorship for Development and Quality to achieve its vision and mission.	Percentage	63.9	22.2	8.3	5.6	0
		Number	23	8	3	2	0
2	Enhancing systems of follow-up and evaluation in teaching and learning process in the light of a unified institutional framework.	Percentage	63.9	25.0	5.6	5.6	0
		Number	23	9	2	2	0
3	Upgrading training system provided for administrative and academic staff to .achieve the University mission	Percentage	55.6	38.9	2.8	2.8	0
		Number	20	14	1	1	0
4	Supporting the academic and administrative units to obtain prominent specialized accreditations.	Percentage	66.7	19.4	8.3	5.6	0
		Number	24	7	3	2	0
5	Updating systems of data and information management to meet the .requirements of evaluation and continuous improvement	Percentage	50.0	38.9	5.6	5.6	0
		Number	18	14	2	2	0
6	Participating in the completion of academic programs development in the .University	Percentage	63.9	30.6	2.8	2.8	0
		Number	23	11	1	1	0
7	Upgrading the University's performance in the fields of development and quality locally and regionally.	Percentage	44.4	33.3	11.1	5.6	5.6
		Number	16	12	4	2	2
8	Enhancing the University's role in performing its community responsibility in the .light of the current developments	Percentage	55.6	22.2	13.9	2.8	5.6
		Number	20	8	5	1	2

5. Statistical reports on level of satisfaction with mission proposal statement of the second strategic plan of Vice-Rectorship for Development and Quality from the perspective of academic and administrative leaders and faculty members in NU. (Najran and Sharoura).

Serial	Item	arithmetic mean on fifth scale	Percentage	Satisfaction with Mission form
1	Statement of the proposed mission is concise, obvious and comprehensible.	4.34	86.8	Very high
2	Proposed mission indicates the activities of Vice-Rectorship for Quality and Development.	4.41	88.2	Very high
3	Statement of the proposed mission enables the University staff to participate in the various activities of Vice-Rectorship	4.38	87.6	Very High
4	Statement of the mission indicates the significant role of Vice-Rectorship in the continuous improvement of the University performance.	4.41	88.2	Very high
5	Proposed statement of the mission indicates the available opportunities for Vice-Rectorship to achieve excellence.	4.28	85.6	Very high
6	The proposed statement of the mission includes the methods that Vice-Rectorship follows to achieve this mission.	4.22	84.4	Very high
7	Level of general satisfaction with Vice-Rectorship's mission proposal.	4.34	86.8	Very high

Chart of level of satisfaction with mission proposal form of the second strategic plan of Vice-Rectorship for Development and Quality from the perspective of academic and administrative leaders and faculty members in NU.

(Najran and Sharoura).



6. Estimating relative significance of strategic objectives according to priority level from the perspective of the NU staff (academic and administrative leaders and faculty members) (Sharoura).

No.	Strategic Objectives	Percentage of strategic objectives according to priority level from the perspective of the NU staff					
		Priority	First	Second	Third	Fourth	Fifth
1	Developing the organizational structure of Vice-Rectorship for Development and Quality to achieve its vision and mission.	Percentage	62.5	25.0	0	6.3	6.3
		Number	20	8	0	2	2
2	Enhancing systems of follow-up and evaluation in teaching and learning process in the light of a unified institutional framework.	Percentage	53.1	46.9	0	0	0
		Number	17	15	0	0	0
3	Upgrading training system provided for administrative and academic staff to achieve the University mission.	Percentage	59.4	21.9	18.8	0	0
		Number	19	7	6	0	0
4	Enhancing university academic and administrative units to obtain prominent specialized accreditations.	Percentage	56.3	31.3	9.4	0	3.1
		Number	18	10	3	0	1
5	Updating systems of data and information management to meet the requirements of evaluation and continuous improvement.	Percentage	46.9	40.6	3.1	0	9.4
		Number	15	13	1	0	3
6	Participating in the completion of developing academic programs in the University.	Percentage	65.6	21.9	9.4	3.1	0
		Number	21	7	3	1	0
7	Enhancing the University's performance in the fields of development and quality locally and regionally.	Percentage	46.8	31.3	9.4	9.4	3.1
		Number	15	10	3	3	1
8	Supporting the University's role in performing its community responsibility in the light of current developments.	Percentage	46.8	25.0	18.8	9.4	0
		Number	15	8	6	3	0

University	Vision	Mission
King Khalid	To achieve a leading role in the field of development and quality of higher education.	Utilizing the University various resources to develop higher education in the light of quality standards to achieve its objectives and requirements of sustainable development.
Princess Nora University	Leadership in developing human resources and institutional works.	Developing academic , administrative, and information performance through creating a university training and organizational environment appropriate for the requirements of quality and local and international academic accreditation.
Umm Al-Qura University	To represent a highly-effective leading model in higher education development.	Scientific distinct reference in the application of systems of comprehensive quality, academic accreditation and human resources using developed experiences and technologies.
King Saud University	Innovation and excellence in development and quality.	Achieving global leadership for the university through effective strategic planning , and the application of quality systems and comprehensive development to upgrade competence of academic and administrative performance in a stimulating environment and constructive community partnership.
Al Magmaa Deanship	Quality, continuous improvement and creation are constant culture of the university.	Continuous improvement of quality processes and developing skills of administrative and academic employees in order to achieve strategic objectives and provide the university distinct position among national universities.

University	Vision	Mission
Al Jawf Deanship	To act as unique leading benchmarking institution in the field of quality assurance and development of university education in KSA. Providing the University with technical support to motivate its colleges to obtain program and institutional accreditation.	Spreading the concept of quality in Al Jawf University , supporting self-studies in its colleges and developing an internal system of review and self-evaluation based on international and national evaluation mechanisms to meet the prospects of various beneficiaries to gain the community trust in its graduates through transparent framework.
Taibah University	Leadership and creativity in development, planning and quality.	<p>Upgrading performance levels in the University various units through:</p> <p>Spreading culture of quality and enhancing awareness of development and continuous improvement culture.</p> <p>Establishing unique practices in strategic planning.</p> <p>Providing opportunities of professional development for the university staff and enhancing the levels of their skills and cognitive capabilities.</p> <p>Establishing effective partnerships with local and international community.</p>

University	Vision	Mission
Taif University	Vice-Rectorship for Development and Quality would become a unique and leading entity to develop university performance in all its sectors.	Upgrading academic, research, professional and administrative performance in the university according to the global standards and programs of development in KSA.
King Abdelaziz University	Distinct experience center in the field of quality nationally and internationally.	Providing leading and unique consultant, executive and educational programs in quality fields.
King Faisal University	Excellence in the University units leadership through applying quality systems and its improvement methods, ensuring its type according to local and international standards of accreditation, and satisfying communities.	Leadership in setting quality global standards, enhancing quality of service, academic and administrative programs according to international standards, readiness for regional, local and international accreditation and gaining the trust of community beneficiaries.
<u>Qassim University</u>	Achieving leadership through finding an effective method that helps to achieve excellence in the field of quality and strategic planning, developing the staff's skills and upgrading level of academic and administrative quality.	Adopting developmental initiatives in the university through upgrading quality level of academic and administrative processes, adopting quality assurance in its systems, developing the employees' skills and obtaining academic, professional, national and international accreditations.

University	Vision	Mission
King Suliman University	Excellence in improving academic and administrative performance at the level of new universities.	Applying systems of quality assurance and continuous development to participate in achieving the University mission and strategic objectives according to the latest standards and world experiences through establishing effective partnership with university staff and relevant beneficiaries.
Hail University	Leadership and excellence in development and quality of academic environment, administrative processes and supporting services.	Achieving the University vision through the application of quality standards in all educational and administrative levels and creating strategic plan to achieve the desired goals which serve educational and research process and community service.
Tabuk University		Vice-Rectorship upgrades the university position nationally and internationally through spreading culture of quality, improving level of academic and administrative services, developing university staff skills and obtaining national and international institutional, professional, and academic accreditations.

Identifying goals and strategic objectives of counterpart entities.

Third: Vision, Mission and Strategic Objectives

Before developing vision, mission, determinants and strategic objectives according to the above-mentioned analysis, the following principles should be highlighted:

- Retaining approximately 30% of the strategic objectives which have been accredited in the first strategic plan and contributed to work stability in the University quality administration.
- Enhancing the strategies which did not achieve leadership or excellence, to reach approximately 20%.
- Benefiting from the experience of Vice-Rectorship staff in adding 20% of the strategies.
- Benefiting from the Blue Ocean Strategy in adding 20% of the strategies.
- Benefiting from the experience of the beneficiary (such as administrative and academic leaders, faculty members and students) in adding 10% of the strategies.

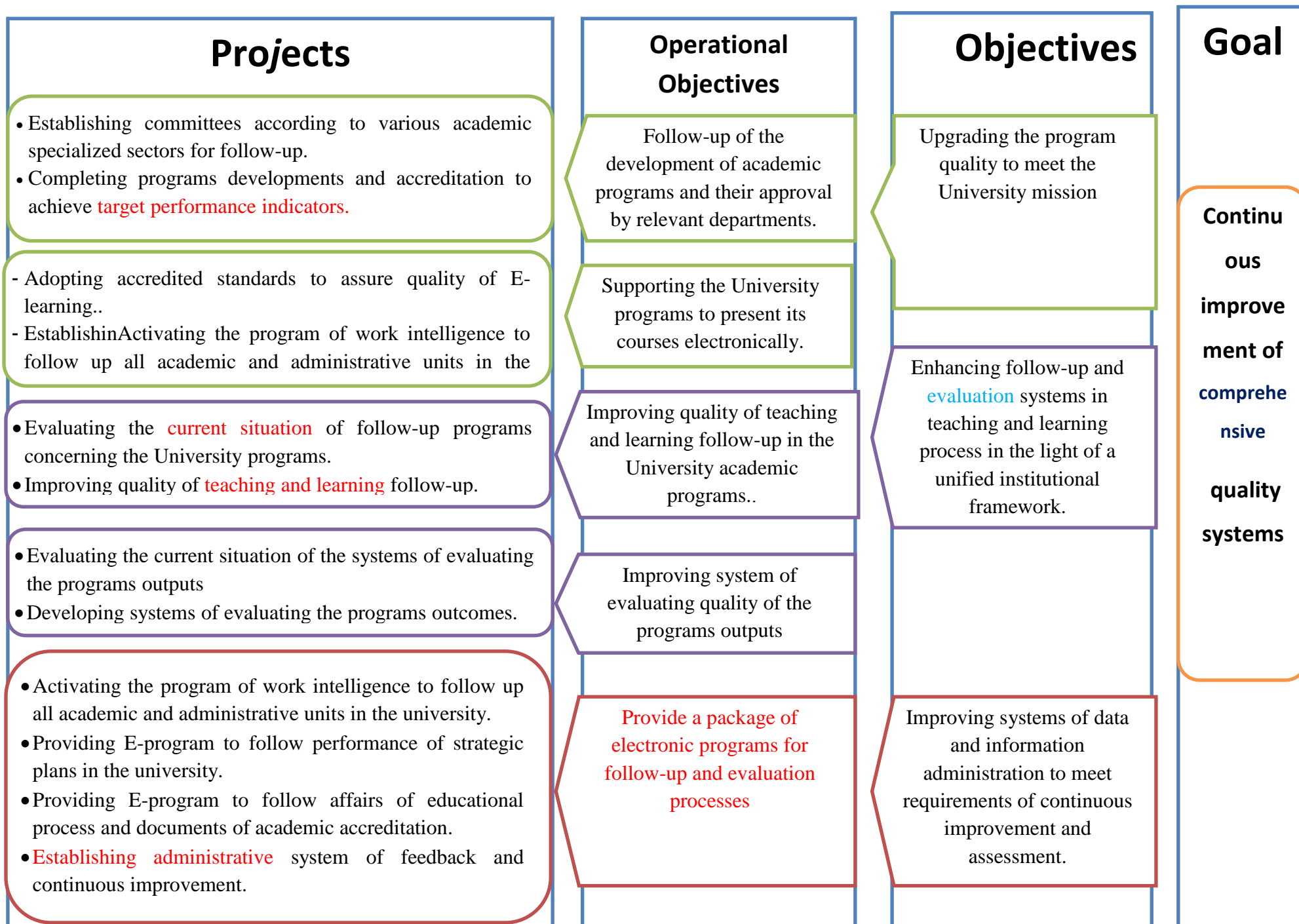
Vision

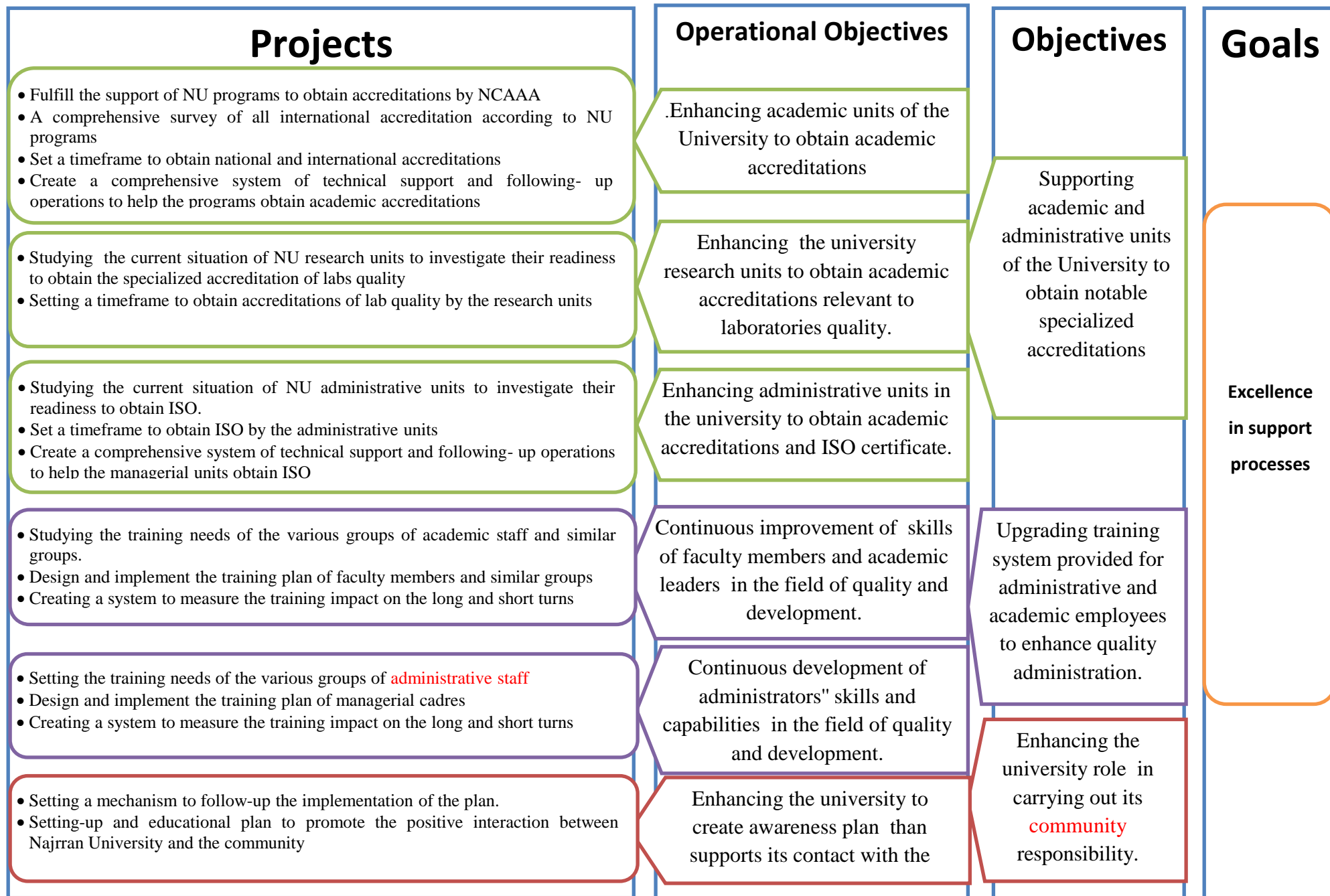
Achieving leadership in quality and development locally and regionally

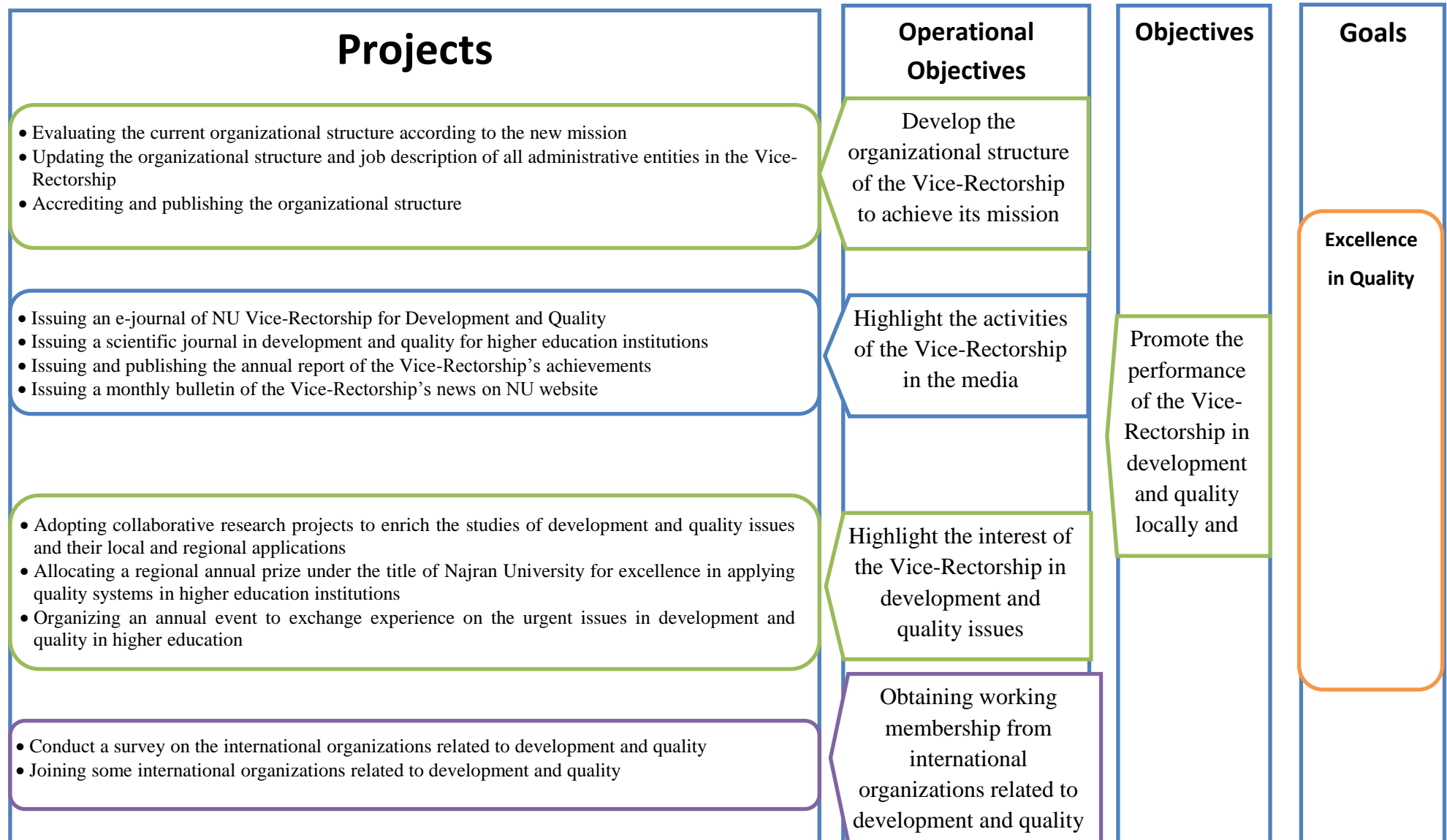
Mission

Achieving excellence in university *academic*, research and administrative performance and community service through continuous improvement of the applications of comprehensive quality systems, enhancing its units to obtain specialized accreditations and reinforcing the University's outlook to be an international one in the light of Islamic values.

Goals, Strategic and Operational Objectives and Projects







Accomplish excellence in the academic, research, administrative, and community service performance of Najran University through continuous development of comprehensive quality applications, supporting its units to obtain accreditations, and contribution to consolidate university's attitude towards internationalization according to the Islamic values.

Objectives

Continuous improvement of comprehensive quality systems

III. Updating data and information management systems to fulfill the requirements of evaluation and continuous improvement

Performance Indicators

- Activating intelligence program with a percentage of 100%
- Designing a central electronic program to measure learning outcomes
- Activating a central electronic program to measure learning outcomes including at least 75% of the programs
- Activating a central electronic program to measure learning outcomes including 100% of NU programs
- Activating a central electronic program to follow the performance of the strategic plan with a percentage of 100%.
- Contracting with a company to design a central electronic program to follow up the affairs of the educational process.
- Activating a central electronic program to follow up the affairs of the educational **process** and accreditation documents with a percentage of 50% of NU programs at least
- Activating a central electronic program to follow **up** the affairs of the educational operation and accreditation documents by 100% of NU programs
- The satisfaction of academic and managerial units of data and information management systems is not less than 80% by the end of the plan

II. Consolidate **follow-up** and evaluation systems in **teaching and learning** within a unified institutional **framework**

Performance Indicators

- Accrediting a total system to follow-up and evaluate teaching and learning **processes** at NU academic programs
- Percentage of improvement of the following-up system in teaching and learning and processes
- Effectively applying the unified **system with a percentage of 80%** by the end of the plan.

I. Promote the quality of academic programs to accomplish NU mission

Performance Indicators

- The satisfaction of the **program's students** of the provided support is not less than 80% by the end of the plan
- Accrediting developed study plan of at least 5 programs annually
- Transforming the theoretical courses into an electronic form not less than 100% according to the standards of E-Learning quality
- Beneficiaries' satisfaction of e-learning is not less than 80% by the end of the plan.

%٤٠

Description: Through the implementation of the first strategic plan of NU Vice-Rectorship for Development and Quality, internal systems of higher education quality taken from internationally recognized comprehensive quality standards in all academic programs. They activated the internal quality systems. At the **launch** of its second strategic plan, NU Vice-Rectorship for Development and Quality must perform an active role in monitoring and evaluating the activation of these systems in the various programs and setting-up a plan for the continuous improvement of internal quality systems' mechanisms taken from comprehensive quality systems.

Achieving excellence in the academic, research, administrative, and community service performance of Najran University through continuous development of comprehensive quality applications, supporting its units to obtain accreditations, and contribution to consolidate university's attitude towards internationalization according to the Islamic values.

Objectives

Excellence in support processes

VI. Support NU role to accomplish its community service

Performance Indicators

- Setting an educational and accredited plan to promote community interaction between NU and the community
- Community satisfaction of NU community performance of the current events is not less than 75%

V. Promote the training system of academic and **administrative staff** to upgrade NU quality management

Performance Indicators

- **Setting** an accredited annual training plan
- Trainees are not less than 100% of all academic and **administrative staff** by the end of the plan
- Job satisfaction of the training system is not less than 85% by the end of the plan
- The accomplishment of direct impact of the training for all academic and **administrative staff** is not less than 70% by the end of the plan.
- Following-up extended impact training reports

IV. Support NU's academic, research, and administrative units to obtain specialized accreditations

Performance Indicators

- Following-up of the technical support reports of the academic and administrative units
- Accrediting 6 academic programs by the end of the plan
- Accrediting 2 research units by the end of the plan
- Accrediting 3 administrative units by the end of the plan
- Job satisfaction of the provided support is not less than 80% in all academic, administrative, and research units by the end of the plan

Description: During the implementation of the first strategic plan of NU Vice-Rectorship for Development and Quality, highly experienced human cadres were formed at the level of academic leaders and faculty members. During its second strategic plan, NU Vice-Rectorship for Development and Quality will be able to lead excellence in all technical and scientific support and consolidate experiences all NU units.

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Accomplish excellence in the academic, research, **administrative**, and community service performance of Najran University through continuous development of **comprehensive** quality applications, supporting its units to obtain accreditations, and contribution to consolidate university's attitude towards internationalization according to the Islamic values.

Objectives

Excellence in Quality

VII. Promoting the Vice-Rectorship's performance in development and quality locally and regionally

Performance indicators

- Having an updated, accredited, and public organizational structure.
- Issuing an annual scientific journal.
- Job specification manual is published in Arabic and English
- Media publications of the Vice-Rectorship's activities; minimally two per year.
- Obtaining a working membership in an international organization related to development and quality.
- Organizing activities related to development and quality issues; one per year.
- Raising the **percentage** of funded research projects to study developmental issues of at least 5% annually.
- Job satisfaction expresses the clarity of tasks of the deanship's **staff** is not less than 90% by the end of the plan.

Description: NU looks forward to internationalization. What has been achieved in the first strategic plan of Development and Quality Vice-Rectorship proposes that it should consider excellence in quality during the second strategic plan to facilitate accomplishing this aim.

%٢٠

