

# Strategic plan

for Najran University

1433 - 1438

## Strategic plan for Najran University 1433 – 1438

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## Speech by His Excellency the University's President

In the name of Allah, the Most Merciful, the Most Compassionate

The Strategic Plan of Najran University (1433-1438) was developed as a result of institutional, community and international partnership and was built on a firm base of studies, research and a myriad of statistical operations that explored the university current position .The university was inspired by the experiences of international, regional and national prestigious universities which contributed to visualizing a promising future image for this emerging university in Najran, Saudi Arabia.



This promising university, which was established only six years ago, has firmly decided to move forward with deliberate pace and clear vision and has committed to involving faculty members, students, administration staff, community government and private institutions, employers and parents in the whole process .All involved parties have agreed upon the university vision, mission and strategic goals for the

coming five years implementing developmental projects that can achieve and express the community priorities .The methodology used ensures comprehensiveness, consistency, applicability and effectiveness in achieving the desired goals.

The development of the Strategic Plan for Najran University by pure national hands and minds in collaboration with internationally prestigious institutions is a significant and vital step towards building promising institutional and administrative capability in higher education in the Kingdom of Saudi Arabia .

In conclusion, we are pleased to present our first strategic plan to all national, regional and international higher education institutions as a model hoped to add prospects of development to strategic planning asserting our commitment to knowledge partnership as articulated in the university vision.

Prof .Mohammad Bin Ibrahim Al Hasan  
University President,  
General Supervisor of the Strategic Plan Development Team

## Speech by His Excellency the University's Vice President for Development and Quality

In the name of Allah, the Most Merciful, the Most Compassionate

Praise be to Allah and peace and blessings be upon His prophet and messenger Muhammad Ibn Abd Allah, his family and companions .



It is my pleasure to write these words in the introduction to the first strategic plan document of Najran University (1433-1438), which represents a roadmap for the future of this emerging University .In this early stage of its life, Najran University supreme authority is heading towards adopting its strategic plan project inspired by the significance of such a move towards academic and research excellence and meeting the community needs and expectations, God Willing, which represent the core objectives and goals of the university strategic plan .

Najran University Strategic Plan document was carefully developed to be realistic, renewable and easily implemented .The work on the plan was initiated by attracting higher education strategic planning experts from inside and outside the Kingdom .A contract was signed with an external strategic partner, namely Brunel University ‘ UK .Brunel University experts ’mission was to review and assess the stages of the plan preparation as a neutral party .

Finally, I look forward to seeing this plan’s goals and objectives implemented so that Najran University becomes a center of attraction for the distinguished experts and a leading knowledge institution .We aspire the Strategic Plan will contribute to improving the university internal efficiency, assuring quality outcomes, and meeting the academic accreditation requirements at both the national and international levels .

In conclusion, I thank all colleagues, administration staff, students, Najran community and the officials in both government and private sectors who contributed to the development of this plan May Allah grant us all success!

Prof .Saeed Ali Abu-Eshy AlMalki

University Vice President for Development and Quality & Deputy General Supervisor,  
Executive Head of the Strategic Plan Development Team



## Introduction

The notion of strategic planning has recently widely spread so that it can be argued to be the best approach for comprehensive development of institutions. Many organizations now believe that strategic planning is the proper approach to achieving long term goals particularly the ones associated with national activities such as education, research, etc. which are concerned with the state human resources and its productive and economic power. Strategic planning provides scientific, systematic and objective basis to monitor activities implementation, allocating necessary materials, and level of performance and achievement.

The importance of strategic planning in the Kingdom of Saudi Arabia has increased significantly in higher education institutions in the last decade as a result of worldwide competition. The Kingdom, by this step, aspires for a higher level of national income, providing more job opportunities and offering services

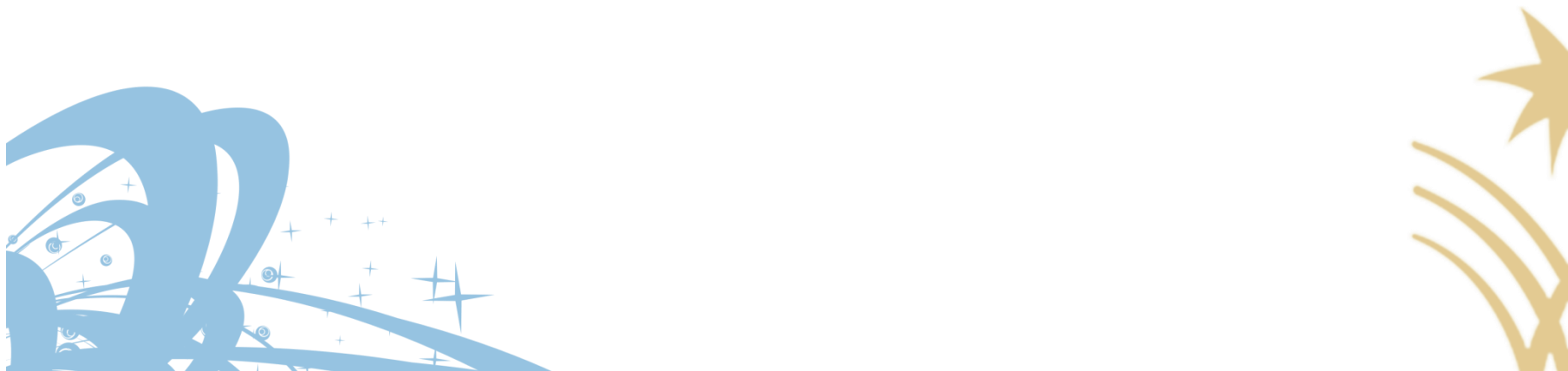
that can even cross the country borders contributing to modern global civilization development : a position the Kingdom deserves.

It was natural for Najran University to pursue strategic planning since this institution is responsible for efficiently preparing the youth of the country in this geographical area to be able to strongly compete in the labor market and to contribute to knowledge economy that relies on minds and human resources more than any other resource.

The Strategic Plan of Najran University presents its vision in the form of a general plan that will last from 1433 to 1438.

# Position of Najran University





















## in the International Rankings of Universities



## 1- Spanish Classification ( Web matrix) 2011 :

Najran University ranked twenty-third among Arab countries in this category

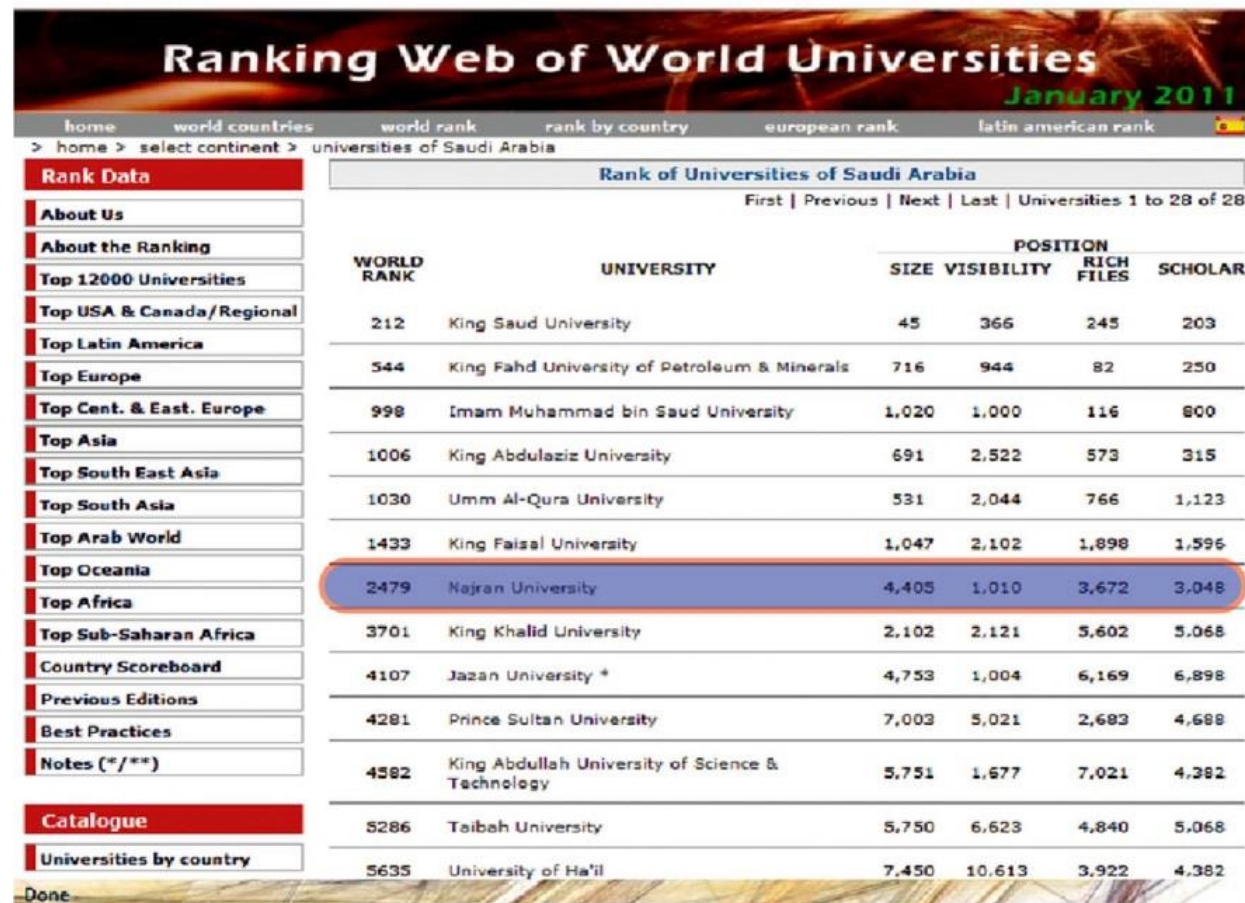
And occupied the sixth place in the Kingdom of Saudi Arabia

Top South Asia	4	King Abdulaziz University		1,006	691	2,522	573	315
Top Arab World	5	An-Najah National University		1,011	371	3,101	416	795
Top Oceania	6	Umm Al-Qura University		1,030	531	2,044	766	1,123
Top Africa	7	American University of Beirut		1,205	1,611	2,783	900	1,231
Top Sub-Saharan Africa	8	Qatar University		1,353	1,854	1,621	1,743	1,173
Country Scoreboard	9	Cairo University		1,405	1,714	2,304	1,692	1,188
Previous Editions	10	King Faisal University		1,433	1,047	2,102	1,898	1,596
Best Practices	11	United Arab Emirates University		1,522	2,680	4,118	1,249	1,128
Notes (*/**)	12	American University in Cairo		1,626	2,114	1,880	1,343	1,899
Catalogue	13	Islamic University of Gaza *		1,682	2,694	4,164	1,113	1,665
Universities by country	14	Kuwait University *		1,753	1,806	3,776	1,826	1,617
Information	15	University of Jordan		1,823	2,027	4,300	1,997	1,453
Methodology	16	Birzeit University		1,933	1,780	2,477	1,699	2,678
Glossary	17	Ain Shams University		1,998	3,755	6,963	4,057	252
Blog	18	Yarmouk University		2,020	1,616	5,645	2,188	1,926
Links	19	Mansoura University		2,102	1,435	5,201	1,873	2,678
Contact Us/Disclaimer	20	University of Petra		2,194	3,645	4,924	1,793	1,828
Site Map	21	Higher Colleges of Technology		2,264	1,569	3,244	1,604	3,990
Search Webometrics for:	22	Sultan Qaboos University		2,283	2,422	4,309	2,519	2,140
Submit	23	Najran University		2,479	4,405	1,010	3,672	3,048
Category:								
All								



## 2- Australian Classification 2011 :

Najran University occupied the seventh place in the Kingdom of Saudi Arabia, but in Shanghai and Times Classifications for the best globally universities, It's not included within the International universities



Ranking Web of World Universities  
January 2011

home world countries world rank rank by country european rank latin american rank

> home > select continent > universities of Saudi Arabia

**Rank Data**

About Us  
About the Ranking  
Top 12000 Universities  
Top USA & Canada/Regional  
Top Latin America  
Top Europe  
Top Cent. & East. Europe  
Top Asia  
Top South East Asia  
Top South Asia  
Top Arab World  
Top Oceania  
Top Africa  
Top Sub-Saharan Africa  
Country Scoreboard  
Previous Editions  
Best Practices  
Notes (\*/\*\*)

**Catalogue**

Universities by country

Done

Rank of Universities of Saudi Arabia						
First   Previous   Next   Last   Universities 1 to 28 of 28						
WORLD RANK	UNIVERSITY	SIZE	VISIBILITY	POSITION	RICH FILES	SCHOLAR
212	King Saud University	45	366	245	203	
544	King Fahd University of Petroleum & Minerals	716	944	82	250	
998	Imam Muhammad bin Saud University	1,020	1,000	116	800	
1006	King Abdulaziz University	691	2,522	573	315	
1030	Umm Al-Qura University	531	2,044	766	1,123	
1433	King Faisal University	1,047	2,102	1,898	1,596	
2479	Najran University	4,405	1,010	3,672	3,048	
3701	King Khalid University	2,102	2,121	5,602	5,068	
4107	Jazan University *	4,753	1,004	6,169	6,898	
4281	Prince Sultan University	7,003	5,021	2,683	4,688	
4582	King Abdullah University of Science & Technology	5,751	1,677	7,021	4,282	
5286	Taibah University	5,750	6,623	4,840	5,068	
5635	University of Ha'il	7,450	10,613	3,922	4,382	

## Methodology

### Introduction

Facing the future that is full of threats and opportunities requires a strategic approach based on sound strategic plan in order to identify the university current position including its strengths and how they can be utilized, to improve weaknesses, to make the best use of the available opportunities and to overcome the expected obstacles. This process is implemented at the institutional level regarding the organizational environment and functionality and at the program level with special focus on improving the academic departments and research units performance.

**Basic principles and the methodology followed in the formulation of the Strategic Plan are summarized below :**

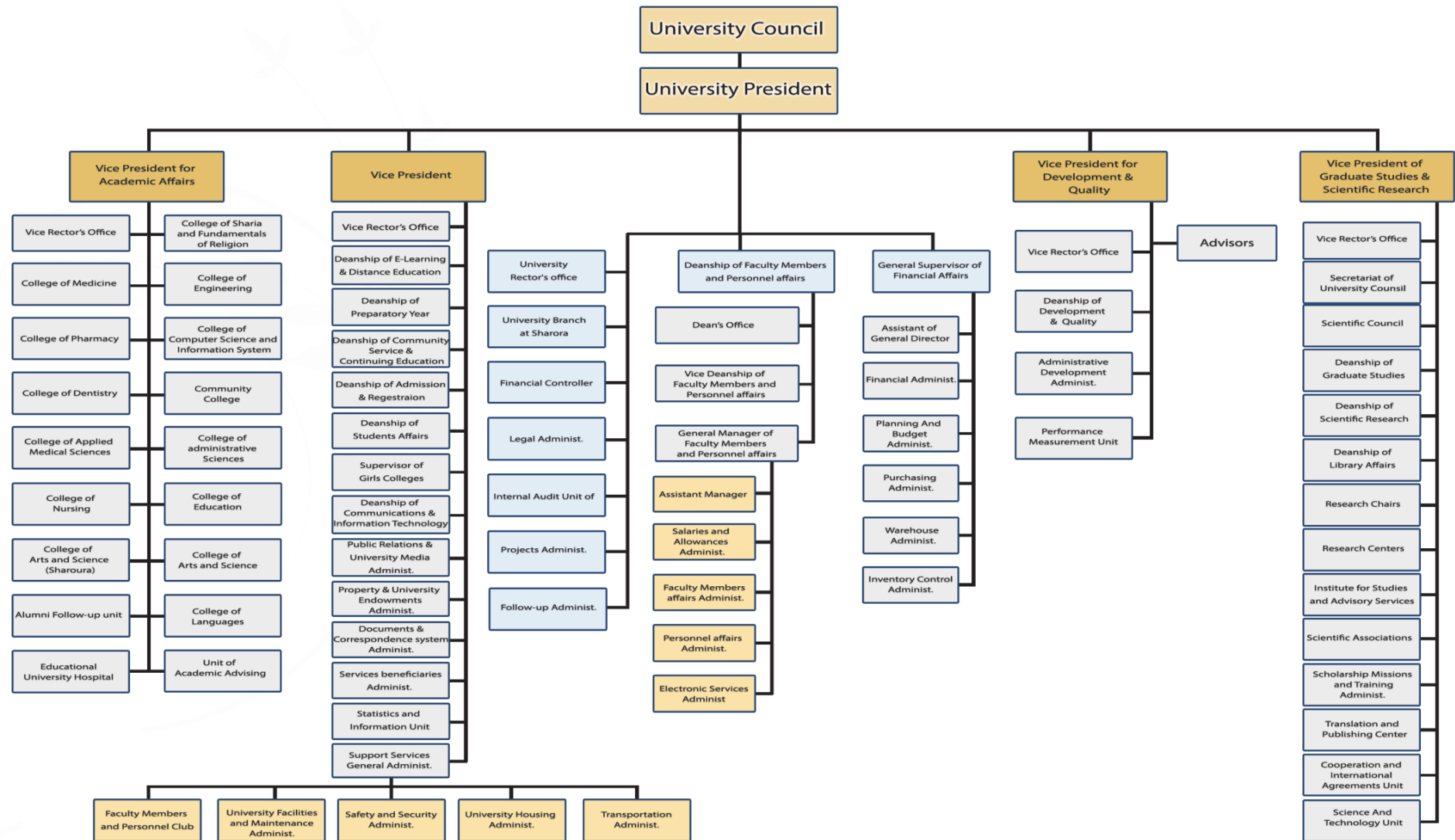
- Reliance on the university experts while developing the Strategic Plan so that it stems from the university employees which ensures realism, and as a result, the university avoids assigning the mission of strategic planning to organizations or bodies which are not aware of the reality of the Kingdom and its emerging universities. Yet, regional and international expertise was utilized.
- Whoever has some relation with Najran University, including academic and administrative leaders, faculty members and administration staff (males and females), and students were involved in the activities and phases of the strategic plan development.
- Representatives from Najran community and the neighborhood and employers in both government and private sectors were also involved in the process of strategic planning.

- International cooperation with an external partner, namely Strategic Planning experts of Brunel University, the UK acted as an external reviewer in addition to their contribution in training and assessment.
- Surveying various similar regional and international experiences and benefitting from their methodology excellence aspects.
- Utilizing SWOT analysis to identify internal strengths and weaknesses; opportunities and external threats.
- The formulation of the university vision, mission and strategic goals that meet the community expectations guided by values derived from Islamic teachings which direct all the work and activities in the university.
- Determining the strategic parameters and goals through which the university vision and mission will be achieved.

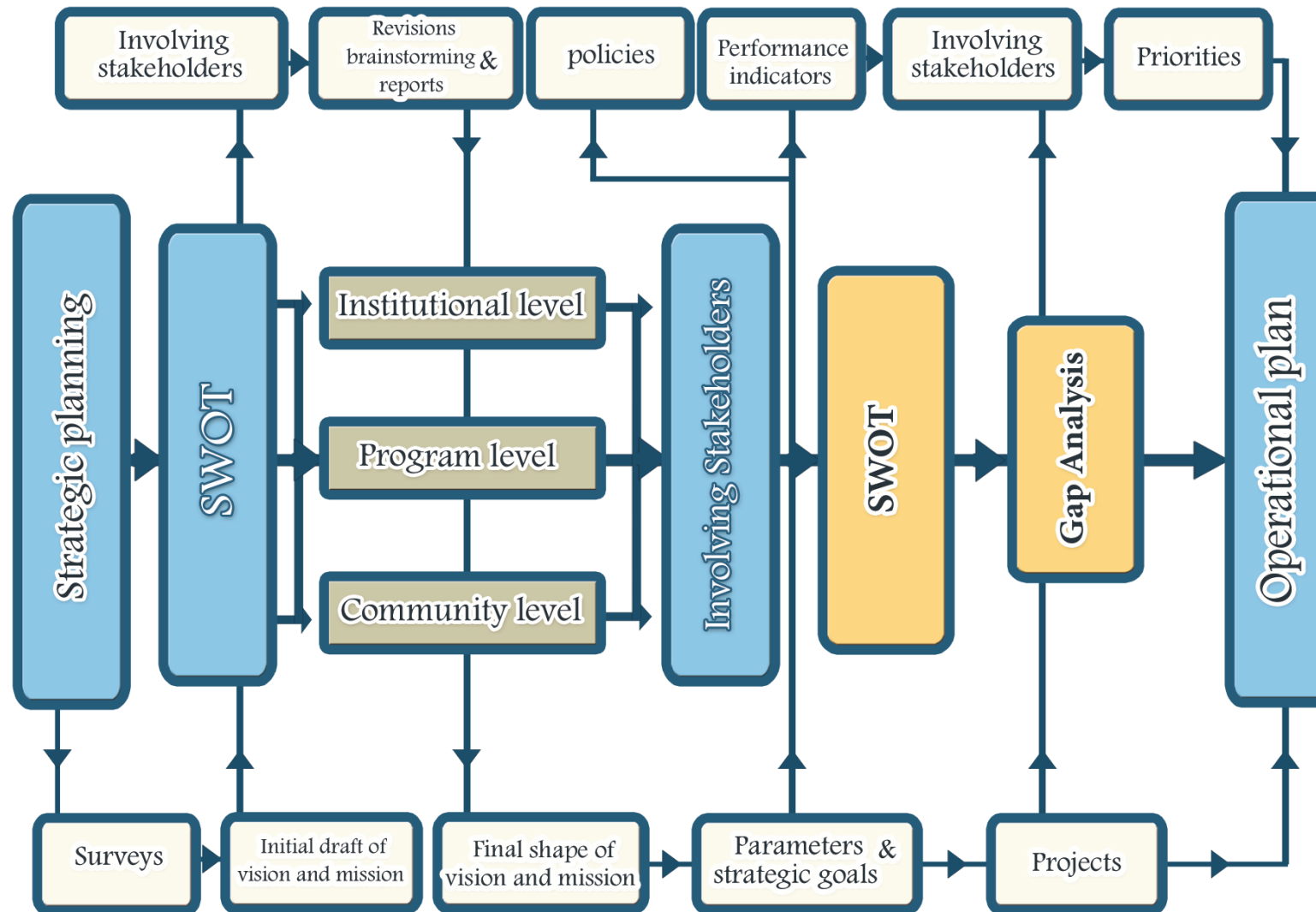


- Using Gap Analysis to determine the developmental projects and time requirements to bridge this gap.
- The plan was designed in a holistic manner so that it meets the university and community goals and needs.
- Developing an executive plan that contains developmental projects with long-term, medium-term and short-term synchronous plans with future prospects of the university strategic goals achievement.
- Development of a perfect mechanism that measures performance indicators and ensures the implementation of the university strategic goals.

# Najran University's Structure



## The Strategic Plan Action Steps



## Sample Activities during the process of plan development

### Surveys

3844 questionnaires were distributed and analyzed. Participants were:

- 25 (Academic Leaders) - 2000 (male and female students)
- 15 (Administrative leaders) - 150 (administration staff)
- 75 (male and female quality control supervisors)
- 250 (Faculty members: males and females) -77 (participants from outside the university)

### Data and Reports

Some statistical data about the university and some documents and studies about the university and Najran regions was analyzed and the most important of which is below.

- Najran University ninth five-year plan.
- Najran Region demographic statistics issued by General Statistics and Information Office.
- Statistical yearbook of the Ministry of Health (1430)
- Najran Region Archeology issued by Antiquities and Museums Agency, the Ministry of Education, 1423.
- Economic Report issued by the General Authority for Investment (2007).
- Economic Report issued by the Council of Saudi Chambers (2010).
- Investment Opportunities in Najran Region" issued by the Chamber of Commerce and Industry, Najran (1430).
- Annual Report of the Chamber of Commerce and Industry, Najran (1431).
- The Strategic Five-year plan of Najran Health Affairs Office.
- Results of the initial self-study (institution and programs) of Najran University and its colleges (1431).
- External Reviewer's reports about the initial self-study.
- Strategic Plans of international, regional and national universities.
- Students statistics in the university colleges.
- Statistics of the university employees in different administrative units. - The university annual reports.

### Workshops and Brainstorming Sessions

25 Brainstorming sessions and workshops were held and attended by approximately 245 participants representing the following:

- 18 (University academic leaders)
- 8 (Consultants)
- 75 (male and female quality control supervisors and quality team members belonging to various colleges and supporting deanships)
- 15 (Administrative leaders)
- 40 (male and female administration staff)

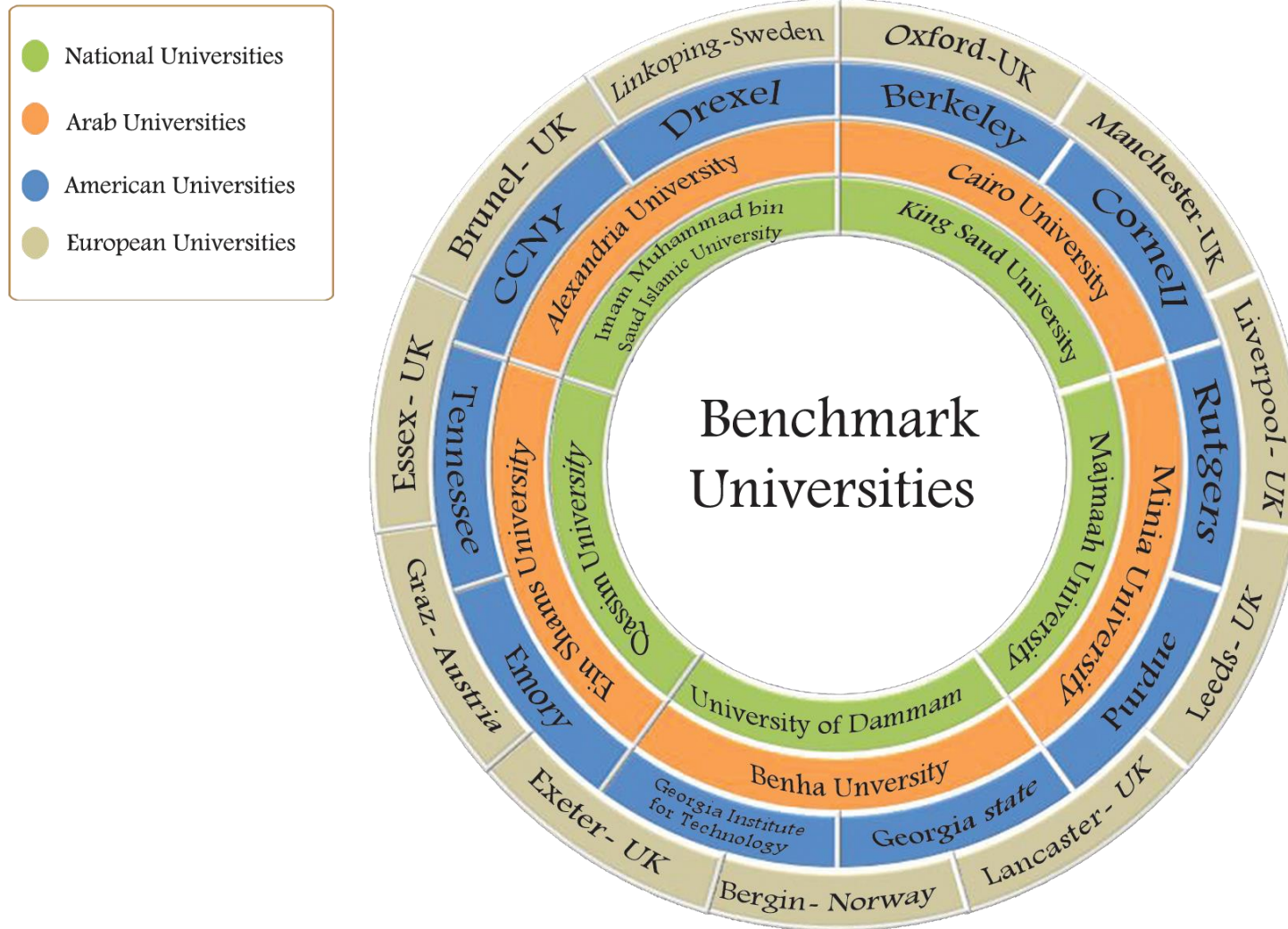
### Interviews

Almost 35 meetings were held for some university administration units, government offices, and civil society organizations, for example

- Sharourah Governor
- Director-general of Najran Health Affairs Office
- Director-general of Najran Agricultural Affairs Office
- Director-general of Islamic Affairs, Dawaah and Guidance Ministry Branch in Najran
- Head of the Board of Daghamal Business Agencies



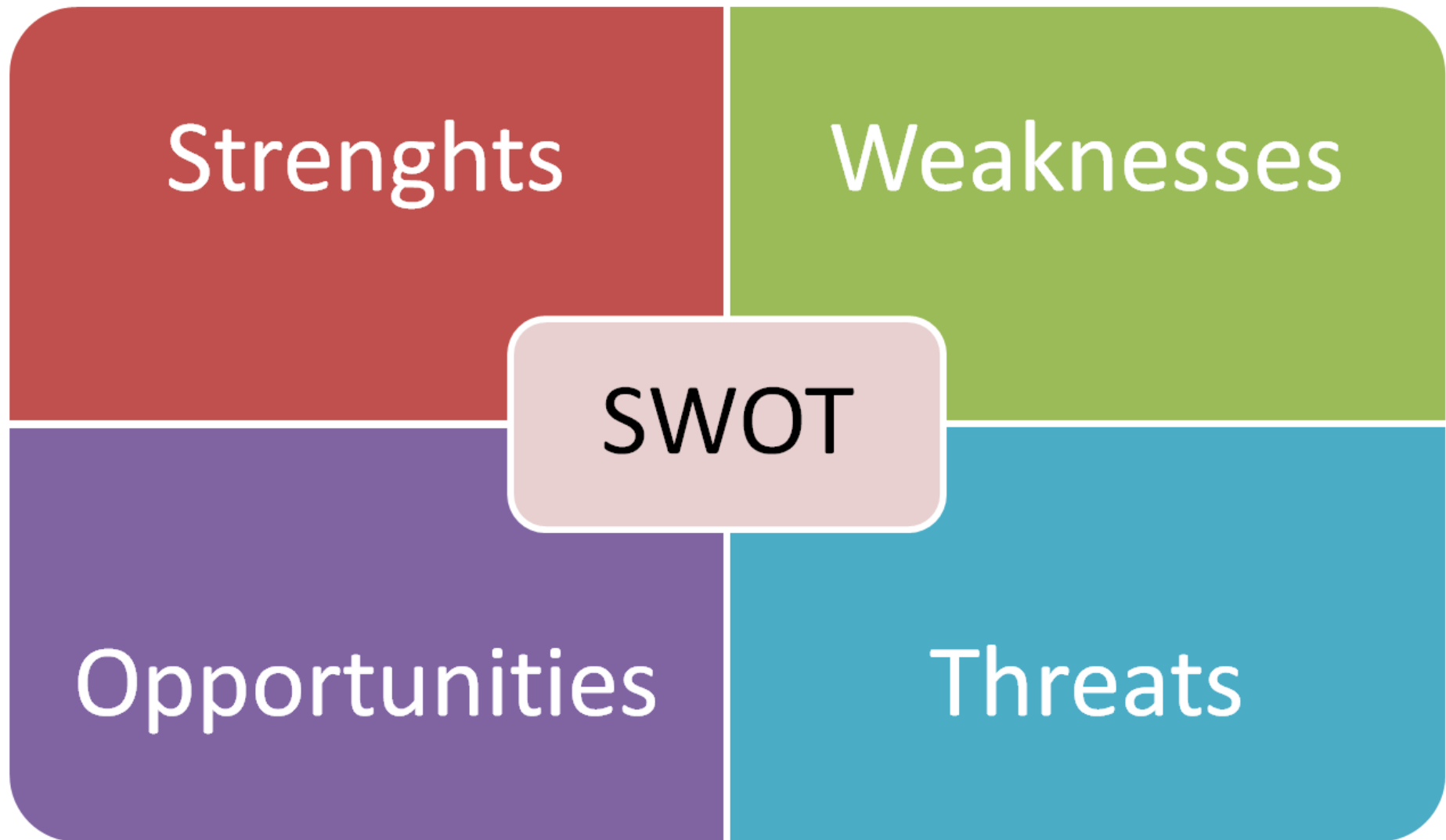
## Benchmark Universities



# Matrix Environmental Analysis

( SWOT )







## Strenghts

- The organizational structure of the University includes the University Vice President for Development and Quality which responsible for the development and continuous improvement, according to the Total Quality Systems of all activities of academic and administrative units of the university.
- The Supreme Administrative leadership of the University has a high degree of flexibility to allow rapid response to the requirements of development and continuous improvement represented in the introduction of several new University's administrative units.
- The University has an effective electronic system for administrative communications to Link all the academic and administrative units of the university, under the supervision of a specialized department of information technology to transform the university into a digital University.

- Diversity and multiplicity of specialties and branches of the Bachelor's study phase In the fields of theoretical and applied sciences.
- The University has a featured Website Helped to achieve an advanced level in the international rankings, specially that depend on Websites Data (Spanish Classification "Web matrix" 2011 - Australian Classification 2011).
- With support of University Vice President for Development and Quality, The university was procedure the Primary institutional self-evaluation For all university's administrative units in 1431 H, according to the standards of the National Commission for Academic Accreditation & Assessment (NCAAA).
- The university adopts a research chairs system represented in Prince Mishaal bin Abdullah's Chair In the field of endemic diseases in the region.
- The University has an Engineering and scientific research center that includes specializing Center in nanotechnology Engineering and advanced materials with a high-quality laboratory equipment.

- The university expansion in the university's research projects funded by 3 million riyals annually from the university, represented in its deanship of scientific researches.
- The University has a featured Central library (Prince Mishaal bin Abdullah's library) Containing thousands of books, References and information sources, Hardcopy and Electronically.
- The university's dependence on an Effective electronic system in admission and registration processes for programs, and Declaration students results electronically, represented in its deanship of admission and registration.
- Qualification of the university's administrative units For institutional accreditation from the National Commission for Academic Accreditation & Assessment (NCAAA), and the American Association (MSA).



## Weaknesses

- Insufficiency of security and safety methods for all the university's buildings, and the absence of clear and unannounced plans for dealing with Crises and disasters God forbid.
- The absence of standards and indicators to measure, evaluate and follow up the academic and administrative performance, in the university's Internal Audit Department.
- Weakness of efficient housing services and health care for students, Which is reflected in the low levels of student satisfaction for these services.
- The absence of effective management in the field of databases for the various academic and administrative units of the university.
- Weakness of technical communication mechanisms between the Sections of men and women.

- Unavailability of special system for Care and meet the needs of students with special needs of the university.
- Insufficiency of human resources, places and Physical facilities for the practice of student activities.
- Low degree of satisfaction of academics and administrators regarding to Delegated authority system.
- The absence of a clear system to review the regulations, rules and work procedures in order to its improvement and development.
- The absence of charter, regulations related to integrity, Intellectual Property Rights, code of ethics, Clear and announcing systems To dealing procedures with the suggestions and complaints of all the staff of university.
- Weakness of Institutional and academic partnership level of university locally and In particular internationally.

## Threats

- Local, regional and international universities that Interested in Quality Assurance and continuous improvement in the educational process system.
- Weakness of Businessmen's Participation with university in fund the scientific researches and establishment of research chairs.
- The university didn't activate partnerships and agreements with the government sector, Which led to parting of pre-university education sector to Jazan university to meet his training needs.

## Opportunities

- Existence of a specialized institute of management in Saudi Arabia, where the university is seeking to hire his experiences in the preparation of the University's organizational, functional structure and Procedures Manual.
- Financial support from the ministries of higher education and Finance For the construction project of an integrated buildings in Najran university, which Allows for future extension near the Najran airport which finished its work.
- The unlimited financial support from the government of the Kingdom for Spending on education and training, especially for the nascent universities.
- The encouragement from the ministries of higher education and Finance to the university for contract the partnerships and International cooperation agreements, Through a financial budget Up to 15 million riyals.



## Strenghts

- With support of University Vice President for Development and Quality, The university was procedure the Primary program self-evaluation For all university's administrative units in 1431 H, according to the standards of the National Commission for Academic Accreditation & Assessment (NCAAA).
- With support of University Vice President for Development and Quality, the programs management put the academic standards Using a benchmarking with Programs of universities and International organizations accredited for all university's programs, programs description and courses description based on the targeted learning outcomes.
- The University adopts external auditor system according to a High quality requirements for all university's scientific programs.
- Existence of e-learning center and distance learning in the university.

- Support of the university administration to attract academic competencies from Arabic and foreign countries for teaching of various programs through saving financial funding.
- Rehabilitation programs by the university, represented by college of Community, Engineering, Computer science and information systems, Arts and science for international accreditation.

### Weaknesses

- Sharp decline in the number of faculty members holding the distinctive international and local awards.
- Insufficiency of academic advising system in the most of colleges and the absence of a clear plan and system.
- Weakness of Support mechanisms of the development of Creativity and innovation for the university's students.



- Palaces of students assessment methods and its focus on measuring the conservation and recovery capabilities.
- There is no communication system in management of university's academic programs with the alumni, Which would negatively impact on the development of programs and its continuous improvement.
- Weakness of using modern trends in teaching by the faculty members and weakness of applying strategies effective teaching with students.
- Preparatory Year Program's Ineffectiveness to meet the pre-needs for the different university's programs.
- defect of Saudis faculty members percentage For Contractors from outside the kingdom.
- There is no paper and electronic libraries in colleges where depend on central library to delivery Services.

- Non-participation of academic programs management in a process of financial planning and authorization for Exchange money.

## Threats

- Expansion of distance learning system in the Local deep-rooted universities, which affects the competitiveness of the current university programs to attract students.
- Low level of education for students coming from the stage of pre-university education.
- Competition as a result of the expansion of private education through the adoption of private institutions for academic programs similar to their counterparts at university and has demand in the labor market.
- Attraction of the rival and deep-rooted universities for eminent faculty members through the provision of Financial and literary incentives.

- Weakness of the Local economic structure for Najran region and The multiplicity of its functions which lead to increase jobless rates in the region and so Weakens the ability of the labor market Recruitment of new alumni.
- accreditation of many academic programs in Saudi universities specially deep-rooted universities which negative impact on the similar academic programs in Najran university as a nascent University.
- The rapid development of teaching and learning techniques and scientific research, which is a burden on the nascent university to get along with it.

## Opportunities

- Logistical support from the Saudi Arabia National Commission for Academic Accreditation and Assessment (NCAAA).
- Government support for scholarships through King Abdullah Scholarship Program.
- human and Financial Support from Ministry of Higher Education for e-learning and distance education system.



## Strenghts

- Existence of an administrative institution which concerned with community service represented in the deanship of community service and continuing education and opening a branch in sharoura.
- University's expansion in the construction and equipping of specialized university hospitals.
- Opening a university's branch in sharoura to Locals Service.

## Weaknesses

- Weaknesses of partnership systems with different sectors of the society to meet its needs.
- The lack of a realistic study to meet community needs.
- The absence of a strategic plan for community service with specific mechanisms To activate the role of university and faculty members in community service.

## Threats

- Growing community needs exceed the ability and capabilities of the nascent university To meet the needs of the various sectors and institutions.
- Rapid population growth of the Najran region population, Which imposes on the university Growing vertically and horizontally exceed its the current capabilities.

## Opportunities

- Society's need for excellent health services Through university teaching hospitals.
- Increased request of community's members Joining Education affiliation system, open Education and distance education.



- The desire of pre-university education sector to activate the partnership agreement between the university and the Public sector in particular in the field of training and quality.
- Increased request of the rehabilitation and vocational training programs in the region after the increased of rising unemployment rates.
- High rates of development has led to an increasing demand for specialized and applied researches for the different development processes.
- Productive sectors such as industry sector need to open some academic programs to meet the needs of society.
- The availability of the infrastructure's elements that contribute to the high rates of development in the region, such as the airport, the road network and communications.

- The desire of Ministry of Social Affairs in activating the University's Societal role and its Financial, logistical support for this role.
- Existence of a private television channel for Najran region.
- Najran region enjoys literary and cultural distinct heritage Distinguishes it from the rest of the kingdom.
- Increased demand from the local community service Sectors, Such as the tourism sector, For the opening of a diploma program or rehabilitation program in monuments and tourist guides.



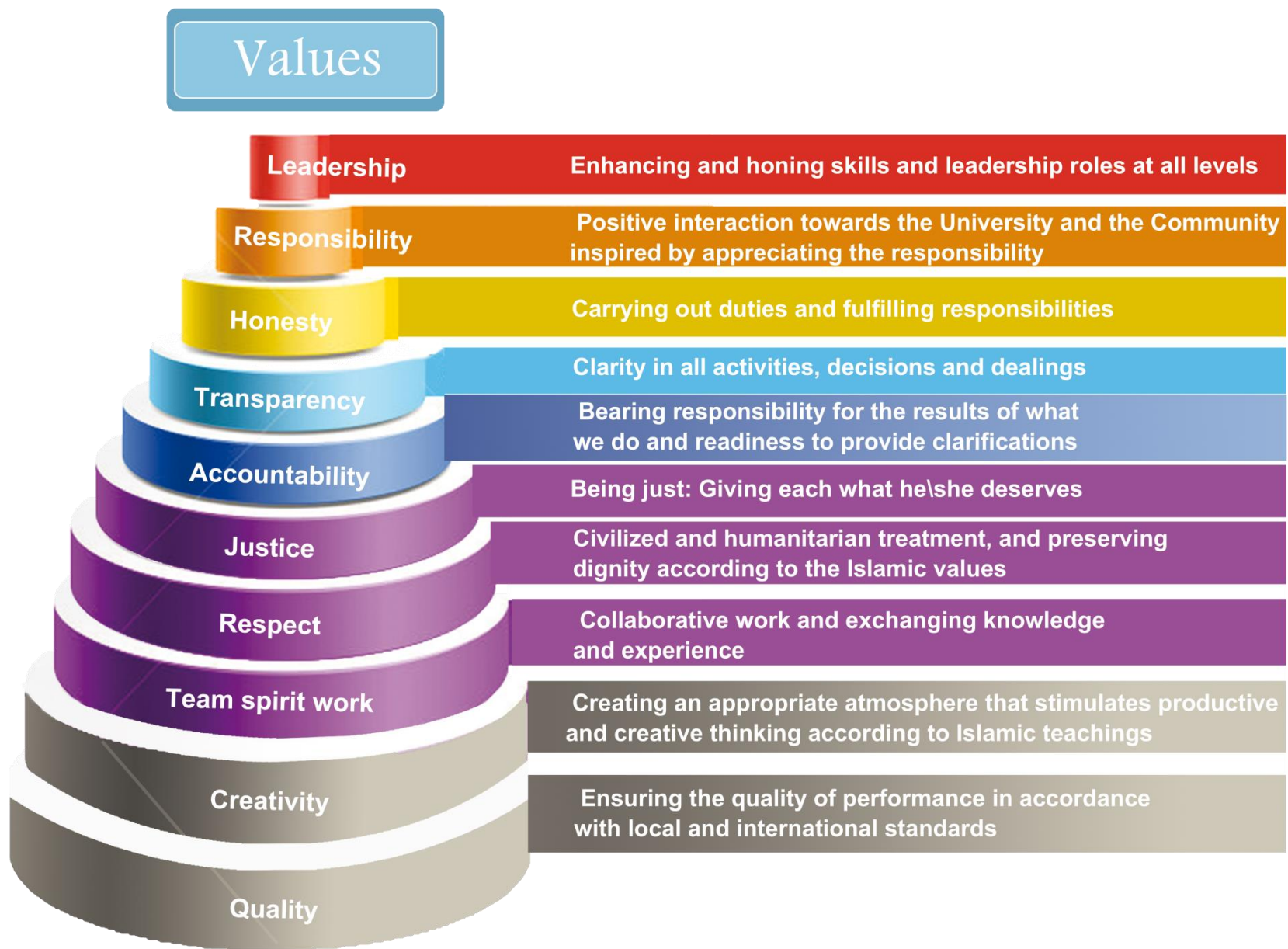


## Vision

Leadership in teaching, learning, and community service and active contribution to building a society of science and knowledge.

## Mission

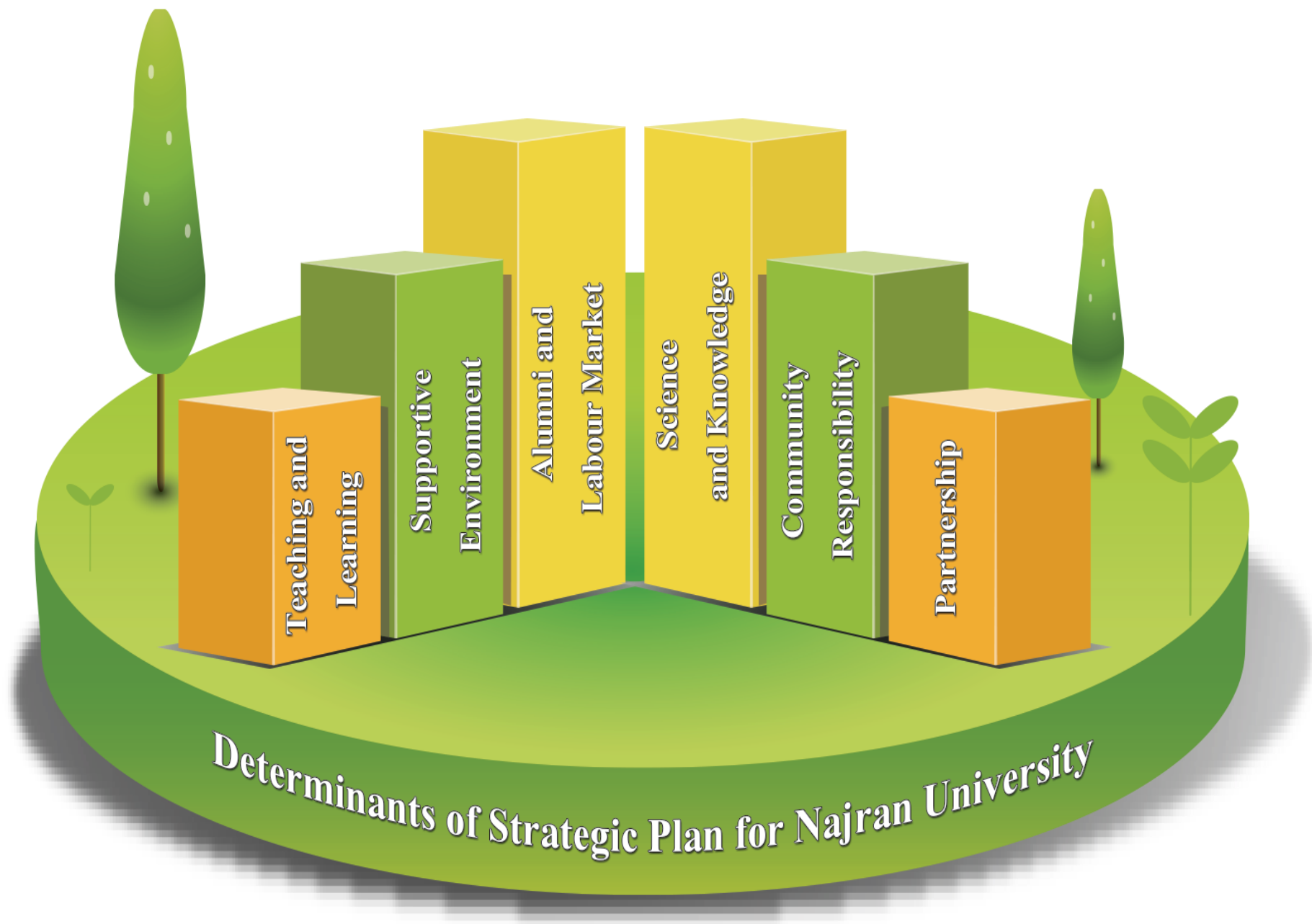
Offering teaching and learning that address the needs of society and the labor market, effective contribution to sustainable development through conducting applied research and optimal use of modern technologies, and establishing partnerships at the local, regional and global levels.



# Determinants of Strategic Plan

## for Najran University





## Extracting strategic determinants from mission of the university

sentence that was mentioned in mission	Strategic Determinants	
	Direct relationship	Indirect relationship
Offering Teaching and Learning	Teaching and Learning	Supportive Environment Science and Knowledge
Address the needs of Society and Labor Market	Alumni and Labor Market Community Responsibility	Supportive Environment
Effective Contribution to Sustainable Development	Community Responsibility	
Conducting Applied Research	Science and Knowledge	Community Responsibility
Optimal use of Modern Technologies	Science and Knowledge Teaching and Learning	
Establishing Partnerships at the Local, Regional and Global levels	Partnership	Science and Knowledge





# Determinants, Strategic Objectives, Operational Objectives



Determinants	Strategic objectives	Operational objectives
(1) Teaching and Learning	(1) Achieving academic programs that can compete internationally within the framework of Islamic values.	<ul style="list-style-type: none"> <li>Developing the academic programs in light of the labor market and community requirements and in accordance with international standards.</li> <li>Initiating modern programs that meet the needs of labor market and community.</li> <li>Twinning with the global academic programs.</li> <li>Implementing recent methods of e-learning.</li> </ul>
	(2) Graduating distinguished students with great efficiency for the future	<ul style="list-style-type: none"> <li>Improving the quality of students' admission and registration.</li> <li>Assuring the quality of teaching and learning procedures to students' academic and practical skills.</li> <li>Enhancing students' participation in all academic activities.</li> </ul>
	(3) Promoting the competencies and efficiency of the teaching staff	<ul style="list-style-type: none"> <li>Developing the selection policy of the distinguished teaching and other staffs.</li> <li>Constant development of the teaching staff's and the academic leaders' skills and abilities.</li> <li>Completing the recruitment of academic cadres.</li> <li>Setting up an impartial system that guarantees integrity and unbiasedness of disciplinary actions, sort out complaints and compromises faculty disposes.</li> </ul>

Determinants	Strategic objectives	Operational objectives
(2) Supportive Environment	(4) Enhancing and investing in university facilities as well as utilizing new technologies.	• Completing university constructions and facilities according to international and local standards.
		• Establishing effective systems for the optimal use of university facilities according to rules, and standards.
		• Enhancing and activate the e-governance in all transactions of the university
		• Providing facilities and utilities to accommodate people with special needs.
		• Supporting the techniques of communication between men and women sections.
	(5) Improving learning resources in line with the universal standards.	• Providing excellent services by the University Central Library, and ensuring it is available for both men and women according to the universal standards.
		• Making available specialized libraries within the University academic units.
	(6) Providing excellent services and support for students.	• Improving the counseling and advising services according to the NCAAA standards.
		• Providing excellent health services for students.
		• Supporting extra-curricular activities, commensurate with students' needs.
		• Improving students' accommodation services.



Determinants	Strategic objectives	Operational objectives
(2) Supportive Environment	(7) Developing the financial and administrative systems according to the total quality standards.	• Developing the administrative procedures and policies to keep abreast of the University goals and priorities.
		• Developing the financial procedures and policies according to the NCAAA standards.
		• Creating and developing organizational structures for the University academic and administrative units.
		• Polishing up the skills and potentials of the administrative staff and leaderships.
(3) Alumni and Labor Market	(8) Securing a prosperous professional future for the alumni	
		• Developing an effective system for identifying the labor market requirements and the Community needs.
		• Establishing an integrated system for alumni's constant professional development.
		• Participating in the alumni's recruitment according to their academic specializations.

Determinants	Strategic objectives	Operational objectives
(4) Science and Knowledge	(9) Developing academic research policy to support sustainable development	• Developing the strategies and activities of scholarly research.
		• Employing and utilizing modern technology in scholarly research.
		• Activating the university role in studying Najran history, heritage and natural resources.
		• Utilizing scholarly research in scientific and specialized consultations.
		• Orienting research endeavors towards future studies contributing to sustainable development.
	(10) Improving Post-graduate programs	• Improving post-graduate programs.
		• Broadening the post-graduate programs scope according to the University and Community demands.
		• Developing the scholarship system to keep pace with academic and knowledge advancements.
(5) Community Responsibility	(11) Continuous and effective commitment to community service	• Fostering the participation of relevant University units to serve as think-tanks for community service.
		• Promoting students' and teaching staffs' roles in the community
		• Meeting the needs of university branches (e.g. Sharora) that go inline with the university mission and strategic goals.
		• Organizing community events to preserve identity and heritage.
		• Gaining the Community's trust regarding the university role in fulfilling its needs.

Determinants	Strategic objectives	Operational objectives
(6) Partnership	(12) Establishing a framework for national, regional and global cooperation and partnership	
		<ul style="list-style-type: none"> <li>Establishing partnership and cooperation system that can achieve university mission and goals.</li> </ul>
		<ul style="list-style-type: none"> <li>Establishing partnerships and cooperation programs with related institutions.</li> </ul>
		<ul style="list-style-type: none"> <li>Developing partnership and cooperation with educational research and industrial institutions along with other relevant bodies.</li> </ul>

# Najran University

## Policy Document





## Introduction

While planning and proceeding towards achieving its vision, mission and strategic plan of 1433 through 1437 that Najran University has committed itself to before the Almighty Allah and before the whole country, a number of policies have acted as the guiding principles in this concern. For the university authorities, these policies are considered as administrative and value-oriented guidelines that determine the university decisions and its strategic orientations to keep pace with the practices in international universities and to achieve the national interests stated in the documents of the National Commission for Assessment and Academic Accreditation in the Kingdom of Saudi Arabia. The components of the university document of policy are presented below.

## **University Mission and Strategic Goals**

1. Strategic planning is the methodology used by the university in its plans for development and continuous improvement of all its academic and administrative units.
2. Periodic review of the university vision and mission by the University Council to keep pace with the recent developments at the national and international levels
3. All university employees, students, employers and other stakeholders are actual partners in formulating the university vision, mission and strategic goals to ensure their support and approval while implementing the strategic plan.

## **Authorities and management**

1. The university council refers to the university mission when taking administrative decisions relating to the distribution of resources, projects, or university important policies.

2. While managing the university affairs and taking decisions, the University Council and the university supreme administration are committed to what is likely to achieve university interests in general and the interests of stakeholders , in particular.
3. Open doors, open minds, and open hearts is the approach the university academic and administrative leadership is committed to when dealing with the university employees and stakeholders.
4. The university affairs, administrative units, and administrative and academic activities operate through an approved organizational structure with specific tasks and responsibilities to ensure the participation of university employees in planning and decision-making.
5. Electronic administrative communication is the official method of contact between the university administrative and academic units.
6. Both the administrative and academic bodies participate in the selection of and renewal to the administrative and academic leadership via opinion polls.

7. The university administration believes in and practices authorization and decentralized decision-making.
8. Involving both men and women while developing the university comprehensive plan and adopting effective methods of communication regarding teaching issues and administrative activities.
9. Continued simplification and digitization of the administrative workflow to raise the efficiency of dealings implementation.
10. Providing electronic access to different university services to ensure their efficient delivery to stakeholders.
11. Supporting young leaders and enhancing their abilities in accordance with work needs and administrative development requirements.
12. Complimenting the distinctive performance of academic and administrative staff financially and morally, in recognition of their achievements and efforts.

## ❖ Management of Quality Assurance

- 1) Quality improvement is a part of the normal planning processes undertaken by the university as a constant cycle of planning, application, evaluation and reviewing.
- 2) Improving the quality of programs and courses in all academic departments by outlining the specifications of these courses and programs in accordance with the requirements of national qualifications general framework. Course and program specifications should also observe the professional programs' accreditation standards stated in the templates of the National Commission for Academic Accreditation & Assessment.
- 3) Providing all administrative units, especially the newly established ones, with the needed financial and moral support to assist them in performing their various responsibilities within the university system of total quality.

- 4) Measuring the job satisfaction of faculty members and administrators in addition to continuous cooperation with the concerned administrative units.
- 5) Continuous evaluation of the performance of administrative and academic leaderships and all employees of the university.
- 6) Achieving the principle of accountability which is based on reward and punishment in the university's administrative and academic dealings.
- 7) Providing administrative and legal frameworks that ensure transparency and clarity in all processes of accountability, monitoring and improvement.
- 8) Adopting effective strategies in order to create a positive atmosphere which ensures constant and regular dialogue and consultation concerning issues related to work and recent developments.
- 9) Continuous evaluation of the quality of work atmosphere through surveys and discussions with faculty members, employees and students.

- 10) Maintaining quality of all administrative and academic activities in all facilities of the university, such as buildings and services, and cooperating with the relevant administrative and academic units to improve quality continuously.
- 11) Constant monitoring and evaluation of institutional and program performance by using benchmark quality performance indicators.
- 12) Administering the periodical, institutional, and program self-evaluation of all the university's administrative and academic units every three years, for the purpose of developing improvement plans as well as academic and professional accreditation.
- 13) The final results of evaluating scientific programs quality are the average results of male and female evaluations.

14) Commitment to the requirements of international standards: ISO9001:2008, and reviewing its terms regularly and continuously to ensure constant improvement of quality in all university administrative units.

### ❖ Learning and Teaching

- 1) Consistency of all learning outcomes of the university programs with the “national framework of qualifications”
- 2) Najran University applies the system of credit hours in its existing and prospective programs.
- 3) Expanding programs to meet the requirements of employment and labor market.
- 4) Continuous evaluation of all inputs, processes and outputs of the educational process according to the principles of total quality and benefitting from this evaluation in courses and programs development.
- 5) Attracting highly qualified faculty members whose skills and knowledge are commensurate with the courses they are going to teach.



- 6) Intensifying practicum in teaching and external field training according to the standards and specifications of NCAAA concerning students and their supervisors.
- 7) Using teaching and evaluation strategies that ensure the development of students' personal and communication skills.
- 8) Ensuring the availability of equal opportunities of teaching and learning for all male and female students.
- 9) Continuous development of faculty members' skills on using new strategies in teaching and assessment to ensure the achievement of the target outcomes.
- 10) Using a system of academic counseling that ensures students' communication with faculty members.
- 11) Improving the quality of teaching are based on providing an ideal learning environment, appropriate classroom and extracurricular activities and matching the educational programs with their international counterparts.

- 12) The university follows modern and contemporary modes of learning in all its academic units in order to improve traditional learning. The new learning styles include e-learning, interactive instruction and self-learning. To adopt all these modes, the university has to make all required technologies available.
- 13) Employing permanent advisory teams in all professional programs. Members of these teams are distinguished practitioners of the professions and jobs related to the program; they follow up and provide advice regarding the quality and contents of these programs.
- 14) Evaluating study programs annually, in addition to conducting a comprehensive evaluation every five years with the help of experts from related professional and industrial sectors and experienced faculty members from the educational institution.
- 15) Taking all measures that ensure objective and fair evaluation of students' work, in addition to dealing with cases of students' low achievement or inconsistent evaluation.

- 16) Establishing a system to monitor the progress of every student and providing help and/or counseling to those who face difficulties.
- 17) Taking students' views, consulting them in related academic issues and representing them in students' committees; thus fulfilling the belief of the university in developing the students' leading role.
- 18) Adopting performance indicators for the quality of teaching and learning and using them in comparisons between all programs of the university; with other institutions and with previous performance.
- 19) Teaching and learning are connected with academic freedom; critical skills and dialogue; in addition to appreciating diversity of doctrines and cultures, while preserving the national identity and Islamic values.

## ❖ Managing Students' Affairs and Services

- 1) Guiding fresh students in a way that ensures they fully understand procedures of admission and registration, available services for them, their duties and responsibilities.
- 2) Following the best ways in selecting, admitting and guiding students to complete their university studies according to their desires and abilities.
- 3) Full protection of student's records and providing safe electronic systems for this purpose.
- 4) Providing students with all needed guidance regarding the regulations that govern conduct and disciplinary procedures followed when these regulations are violated, ensuring the student's right to appeal in a way that protects students and accelerates procedures.
- 5) Creating an atmosphere for the practice of religious duties, according to Islamic beliefs and traditions.

- 6) Encouraging students and providing them with facilities to participate in cultural activities such as clubs, associations, special arts events, sports and other areas that fit their interests and needs according to the teachings of Islam.
- 7) Providing healthcare and personal counseling to male and female students to ensure their physical and mental safety
- 8) Providing all university services to students with special needs to ensure their integration into the academic community.

### ❖ Learning Resources:

- 1) Continuous improvement and development of library services and learning centers to support educational programs and meet the requirements of scientific research at the university.
- 2) Providing all physical facilities and requirements needed by people with special needs.

- 3) Providing enough number of textbooks and educational materials before the commencement of each semester, and updating these materials and textbooks regularly.
- 4) Providing appropriate places for students to study, and equipping these places with computers, printers and photocopying machines.
- 5) Periodic and documented evaluation of the library services by all stakeholders.
- 6) Providing library services equally to male and female students; to male and female faculty members in a way that ensures their satisfaction.
- 7) Equal distribution of resources and equipment between men and women sections to meet programs' requirements, scientific research and respective services of each academic department.

## ❖ Facilities and Equipment

- 1) Good planning that helps in meeting the requirements of facilities and equipment quality. This kind of planning is conducted in consultation with stakeholders and beneficiaries whose expectations should be fulfilled according to the operational plan, current and future needs.
- 2) Taking all measures and providing all types of technological devices that ensure the highest degree of safety while using the university facilities and equipment.
- 3) Equipping all university facilities with computerized services and electronic programs to ensure the best use of the university administration electronic system.
- 4) Benchmarking the availability of adequate and efficient teaching, laboratory, and research facilities in this university against its counterparts.
- 5) Providing students with hygienic and safe university hostels with all necessary facilities and services.

### ❖ Planning and Financial Management:

- 1) Implementing the strategic plan through administrative decisions which are considered as one part of the processes involved while determining the annual and long-term budget in a way that allows appropriate amendments in the medium term when necessary.
- 2) Employing accounting systems in all financial transactions which are in accordance with the professionally recognized accounting standards.
- 3) Management of financial operations with sufficiently flexible rules of “budget deferment” to ensure easiness of long term planning.
- 4) The university administration fulfills all legal conditions that ensure the establishment of effective monitoring systems to achieve positive follow-up, accountability, risk management processes and protection of intellectual property rights; when the university signs contracts with companies and



institutions to provide services or publishing in a way that makes the university fully responsible for the consequences.

- 5) The university's internal financial auditing processes are independent of accounting and business managers. These processes are directly connected with the rector, or with the chairman of a specialized committee branching from the University Council.
- 6) The university is committed to carry out external financial auditing every year.
- 7) The financial suggestions concerning programs plans are the foundations on which the university depends when developing its annual financial plans. The university is also committed to set up systems which ensure that programs are familiar with and follow up their financial allocations.
- 8) Academic departments represented by the dean of the college or the head of the department are granted appropriate authorities of financial expenditure which are consistent with the applicable rules and regulations.

9) Developing the university permanent financial resources through endowments.

### ❖ Recruitment Procedures:

- 1) The university administration depends on the regulations set by the Council of Higher Education concerning all issues related to the rights and responsibilities of members of the academic and administrative bodies.
- 2) Newspapers, university website and other related government websites are the media for announcing new vacancies and vacancies resulting from promotion.
- 3) The university administration refers to the desired specifications of its staff members, when carrying out recruitment whether by means of promotion or transfer within the university.
- 4) Ensuring equal treatment for all applicants, whether they are from within or outside the university, and taking all decisions in a fair and transparent manner depending on referenced recommendations.

- 5) Professional development is a moral and institutional obligation of the university on the basis of which rewarding and promotion procedures are built.
- 6) All disciplinary measures, resolving of complaints, settling disputes and appeals are carried out according to the regulations of the Higher Education Council.
- 7) Supplementing the qualified administrative and academic staff by means of contracting without breaching the regulations of the system of Saudization in the Kingdom of Saudi Arabia.

### ❖ Scientific Research:

- 1) Appropriateness of the university scientific research activities and their compatibility with the international standards in addition to providing budget for this purpose.

- 2) Supporting the university research environment to contribute in enriching human knowledge in all its branches to achieve creative scientific and applied additions according to the distinguished levels of quality in the services that meet the requirements of stakeholders and their expectations.
- 3) Supporting research and applied studies in Najran region to contribute to the discovery of its natural resources, developing the area and maintaining its historical, architectural and literary heritage.
- 4) The university encourages cooperation with the industrial sector, other scientific research organizations, universities and scientific research networks in Gulf Countries and the whole world.
- 5) The university encourages commercial investment in scientific research.
- 6) Expanding the system of research chairs to fund research projects at the university in addition to using ZAKAT funds in this regard.

- 7) Establishing graduate programs which are characterized by scientific and research depth to ensure a highly competitive role for the university in the field of graduate studies among parallel high educational institutions at the local and regional levels.
- 8) The university fully recognizes the contributions of graduate students in the joint research projects.
- 9) Encouraging faculty members to include the information related to their research and scientific activities in the courses they teach, in addition to the recent developments in their major after the approval of the department council.
- 10) As far as the findings of research are concerned, the university is committed to the rules mentioned in the document of intellectual property rights and electronic publishing in Saudi Arabia.

### ❖ Community Relations:

- 1) Najran University is the nation's intellectual and cultural fortress.
- 2) Developing distinguished relationships with the community with a view to providing the services needed by the community through academic and consultation experts and other resources available in the university.
- 3) Using the expertise available in the community to support the university and its programs.
- 4) Establishing relationships with the local industrial sector and employers which help in providing programs with work experience and part-time job opportunities.
- 5) Communicating effectively with graduates on regular basis, informing them of the recent developments at the university, inviting them to participate in its activities and encouraging them to provide financial support and other kinds of support to the new developmental processes.

- 6) Observing whatever relevant to the reputation of the university in the community and improving this reputation by providing valid and reliable information about its activities.
- 7) Continuous evaluation of the university reputation within the region, and taking all measures which contribute to the elevation of the university in the hearts of all citizens of Najran and all its institutions.

# Najran University

## Present and Hoped





Studying and analysing internal and external environment bring about an accurate account of the current situation of all aspects relating to Najran University various activities and resources. Taking into consideration both vision and mission of the university, strategic goals were verbalized to reflect the aspiration Najran University wants to achieve after five years of implementing the Strategic Plan. This is to be accomplished in analysing the gap between the current situation and the targeted situation. A comparative study between the current situation and the strategic goals is to be carried out.

Najran University has adopted Hoshin Plan to attain each of these strategic goals through a group of operational goals. A number of projects have been proposed to execute each operational goal through specific activities over fixed periods of time, which have been explicated thoroughly in the executive plan. In obtaining the outputs of these projects, the operational goal then is said to be successfully achieved. Thus, achieving all the strategic objectives means achieving the aspirations of Najran University after five years. Afterwards we can say that the university has succeeded in achieving its mission. In other words, the

university has succeeded in bridging the gap between the current situation and the targeted situation it stated for itself after five years.

An accurate map of performance indicators has been designed to measure the strategic goals quantitatively or qualitatively. These developed indicators will tell whether the operational goals have been achieved or not after starting the strategic plan implementation. Ultimately, these indicators will contribute in providing some information to implement the strategic plan and to what extent the activities have achieved the operational goals and eventually the concerned strategic goals.

# Relationships Between

## Current Situation, Gap, Strategic Goals, Operational Goals, Projects and Performance Indicators



## Performance Indicators

- 1 - Percentage of the academic programmes developed in the light of the needs of the labour market and the community.
- 2 - Percentage of the society and labour market satisfaction of academic programmes.
- 3 - Percentage of the programmes endowed with accreditation of the National Commission for Academic Accreditation & Assessment

## Target: Strategic Goal

To promote the academic programmes to a global level within the framework of the Islamic values.

## Current Situation

- The University offers a variety of academic programmes in many key areas, medical sciences and humanities (36 active programmes in 13 Faculties in addition to the Preparatory Year and Community Service College).
- The First self-assessment for all programmes in the university for the year 1431 H, in accordance with the National Commission for Academic Accreditation & Assessment, has been conducted.
- Academic standards for all of the University's programmes in accordance with the National Qualifications Framework were adopted and compared with global commissions and universities.
- There is an electronic system to assess the courses and the University teaching staff performance.
- There are effective plans for academic programmes development.

## Gap

- There was no assessment for the needs of the labour market done by the existing programmes to ensure their appropriateness.
- There is no periodic review and updating for academic programmes.
- There is no clear mechanism for the management of the University's academic programmes to ensure effective outreach with alumni, which negatively affects the development of programmes and their frequent improvement.
- The preparatory year programme is ineffective in meeting the pre-iterance needs for the various programmes at the university to contribute to bridging the gap between pre-university education and university education.
- There is no competition between prestigious educational institutions in the Kingdom on the existing programmes in the university.

## Operational Goal

To develop the academic programmes in the light of the needs of the labour market and society in accordance with world standards within the Islamic values

## Projects

- 1- Studying the needs of the labour market and the community.
- 2 - Adopting global standards of reference for all programmes in the university.
3. Restructuring of the teaching plans in accordance with current reference standards adopted.

## Performance Indicators

- 1 - The number of new non-traditional programmes offered by the university.
- 2 - The percentage of society satisfaction and the labour market about the new programmes in the university.

## Target: Strategic Goal

To promote the academic programmes to a global level within the framework of the Islamic values.

## Current Situation

- \* Most of the active programmes in the university are currently traditional repetitive in most of the Kingdom universities.
- \* Members of the society look after part-time education and distance education.
- \* University education services focus on Najran and Sharoorah districts only.

## Gap

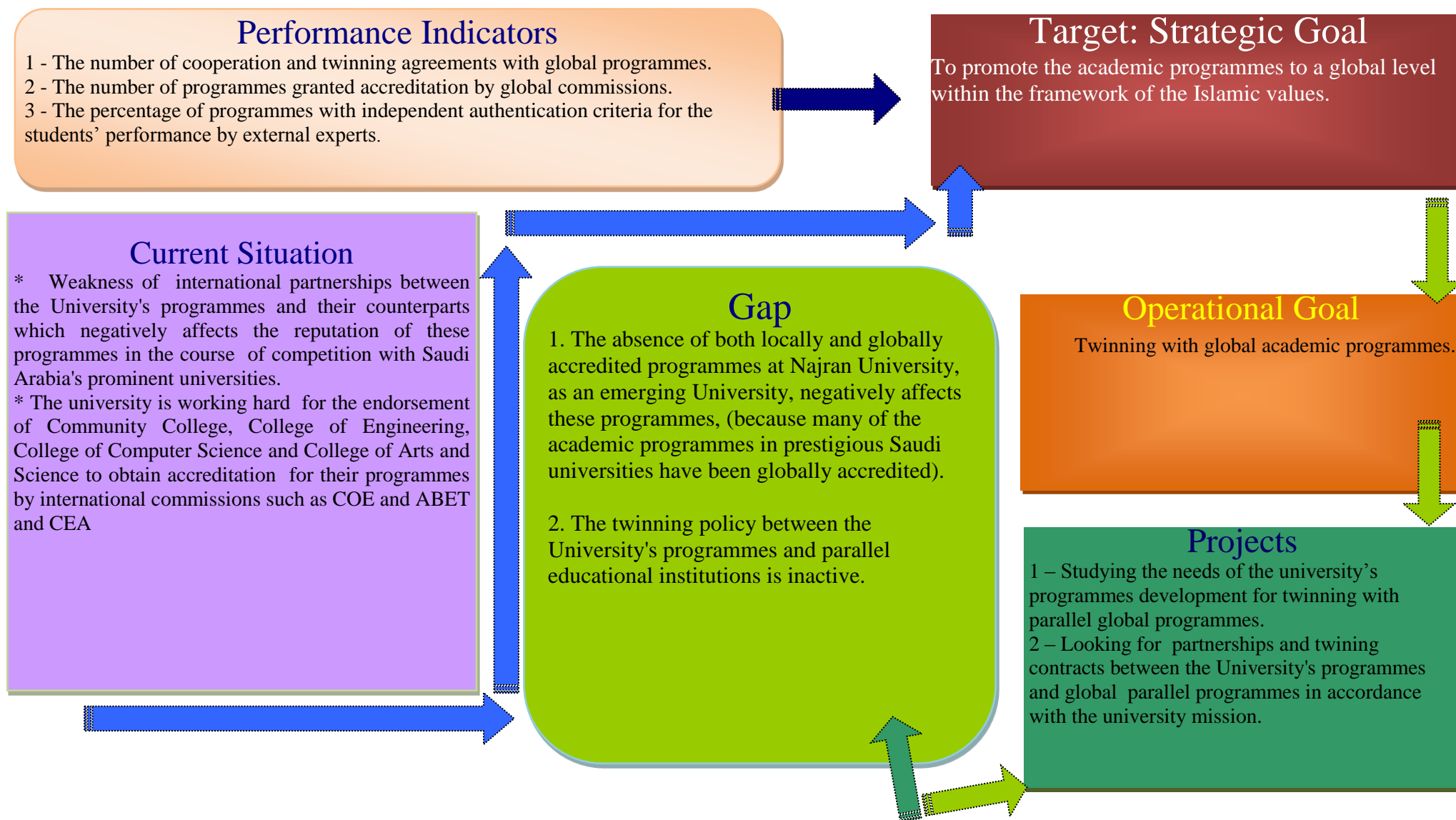
- \* The neighbouring areas such as Kharkheer and Heboona are in need for the extension of educational service to meet the needs of the society.
- \* There is a lack of some disciplines like cardiology, cancer, and medical training services in the region.
- \* There is a lack of complementary medical services, such as laboratory services, radiology, dentistry, and a lack of manpower in the field of health professionals in Najran and Sharoorah regions.
- \* The society is in need for graduates in specializations like accounting and marketing, economy, and business administration.
- \* The lack of training and vocational programmes in the region especially in agriculture, the incisive use of water, and plant protection.
- \* The industry sector in the region is in need for some educational programmes such as:
  - Foodstuff technology programme.
  - Different chemistry programmes.
  - Mining and geological engineering programmes.
  - College of Applied Arts, and College of Fine Arts.
  - Pre-university diploma programmes to serve the industrial sector in the region.
- \* The tourism sector is in need for a diploma program in the archaeology and tourist guidance.

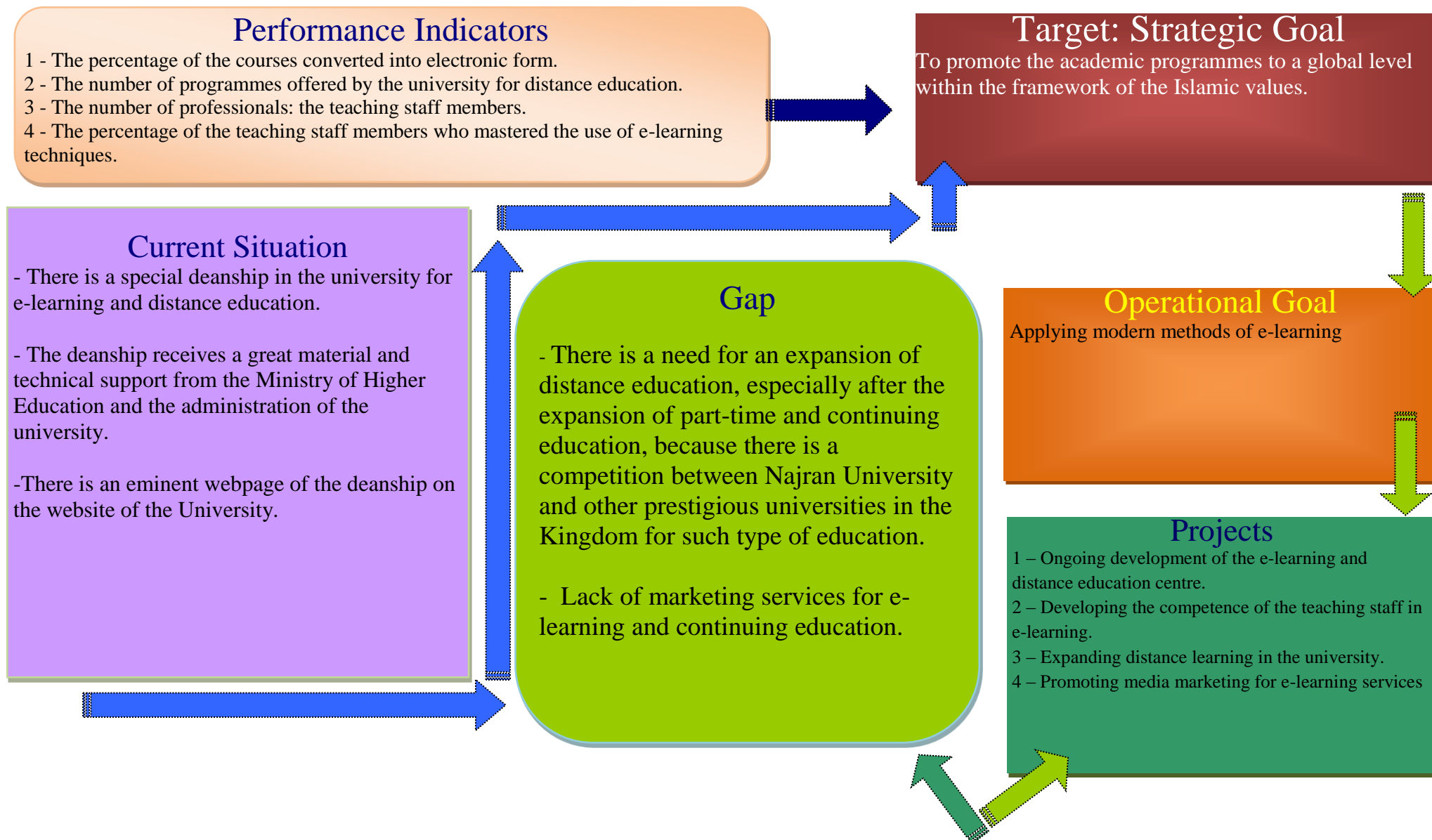
## Operational Goal

To develop new non-traditional programmes to meet the needs of the labour market and society

## Projects

1. Developing new programmes in the university to meet the needs of the society and the labour market.
2. Endorsing the university programmes to get local and international accreditation.





### Performance Indicators

- 1 - Percentage of satisfaction of teaching staff members with the levels of male and female students in the first year programmes.
- 2- Levels of male and female students in entrance exams.
- 3 - Rate of electronic services use of the university website.
- 4 - Percentage of satisfaction of male and female students with the use of admission and registration services.

### Target: Strategic Goal

To prepare distinctive qualified students for the future

### Current Situation

- There is an admission and registration deanship, where the registration process for the students takes place each semester according to the concerned plan of the student.
- Admission and registration are executed through an electronic system for all programmes and the results of the students are publicised electronically.
- Registration, omissions and addition of courses to the student's timetable can be done smoothly on time through an electronic gate at the website of the University.
- Orientation programmes for fresh students are ineffective in preparing them for full understanding of the types of services and the facilities available to them, in addition to their duties and responsibilities.

### Gap

- The need for the development of the operations of acceptance to bridge the gap between pre-university education and university education taking into account the peculiar requirements for some programmes.
- The need to adopt the best methods to select, admit and guide the students to complete their university courses commensurate with their own capacities to ensure their graduation on time.
- There are no clear official instructions and policies defining the content of the students permanent records and the duration of these records retention, and the time of disposal.
- There is no centralized system for the management of the system of academic guidance in colleges and the university.
- Needs of the programme of the preparatory year for a special course for the development of the skills of students in the humanities.

### Operational Goal

To improve the quality of admission and registration procedure of male and female students.

### Projects

- 1 – Developing admission and registration procedures for students.
- 2- Identification of the requirements of the admission of male and female students into various programmes.
- 3- Developing the preparatory year programme in order to meet the requirements of the various programmes.
- 4- Establishing a follow-up system to ensure the development of admission and registration.



### Performance Indicators

- 1 - Percentage of satisfaction of the recruiters with professional and personal skills of Najran University graduates.
- 2 - Percentage of satisfaction of male and female students with professional and personal skills acquired through the programmes.
- 3 - Percentage the courses of male and female students subject to independent evaluation.
- 4 - Percentage of male and female students who have completed successfully the first year.
- 5 - Percentage of male and female students who have completed the programme in the minimum term.
- 6 - Percentage of male and female students who are prize winners or have grants of appreciation in various fields and activities.
- 7 - Percentage of satisfaction of graduates of professional and personal skills acquired through the programmes.

### Current Situation

- All university programmes have adopted the National Qualifications Framework in the kingdom when designing the outputs of academic programmes as well as the scientific strategies appropriate for teaching and evaluation.
- There is no specific centre to support excellence, creativity and innovation in the university.
- There is no review of the methods of evaluation to make sure of the learning outputs achieved.
- Some teaching staff members lack the skills and use of strategies and recent trends in teaching.

### Gap

- The mechanisms of supporting the development of creativity and innovation of male and female students in the university are weak.
- The methods of students' progress evaluation are ineffective and depend mainly on memorization and recollection.
- The university does not seek the help of the permanent advisory teams in all vocational programmes to participate in follow-up and to provide advice on the content and quality of programmes.
- Teaching strategies do not commensurate with the different types of outputs which have been sought by these academic programmes.

### Target: Strategic Goal

To prepare distinctive qualified students for the future

### Operational Goal

To ensure the quality of education and learning for the development of scientific, professional and personal skills of students.

### Projects

- 1 – Establishing a verification system of the targeted outputs of the learning programmes.
- 2 – Continuing the upgrading of scientific, professional and personal skills of the students.

## Performance Indicators

1. The number of rooms of interactive learning and the rates of using them in the educational process.
2. The percentage of the positive participation of students in the activities of evaluation and development of programmes and courses.

## Target: Strategic Goal

To prepare distinctive qualified students for the future

## Current Situation

- Students take part in academic activities on programmes and courses including the field experience in some faculties of the University.
- The low satisfaction of the students of academic activities in all programmes.
- Labour market institutions and employers have not been consulted on the adequacy and efficiency of students' activities used in the programmes.

## Gap

- Description of the field experience in programmes has not yet been completed.
- There is a lack of use of teaching strategies which optimize students' activities inside the classroom.
- There are shortcomings in stimulating students on the importance of participation in academic activities and evaluating the courses and programmes by responding to questionnaires and investigating accuracy in completing such questionnaires.
- The activation of the system of consultative teams representing organizations of the labour market concerned with the programmes.

## Operational Goal

To enhance the participation of students in all academic activities

## Projects

- 1 – Continuing the development of activities to upgrade academic programmes.
- 2 – Fulfilling the requirements of the various programmes to ensure the effectiveness of academic activities.

## Performance Indicators

- 1 - Percentage of the members of the teaching staff obtaining a doctorate from internationally distinguished universities.
- 2 - Percentage of the members of the teaching staff obtaining a doctorate from globally distinguished universities.
- 3 - Percentage of the members of the teaching staff recipients of awards for distinguished from local, regional or global institutions.

## Target: Strategic Goal

To Enhance the efficiency and efficiency of the members of the teaching staff and those of equivalent status

## Current Situation

- Posts are announced and the candidates from within and outside the university are given sufficient opportunity to apply for these posts. Decisions are taken in an equitable manner since the experience of the applicants', their qualifications and levels of performance through an investigation of the curricula vitae and interviews are taken into consideration.
- Verification of qualifications and experience of the candidates takes place before appointment.
- There is no university mechanism to ensure the provision of material incentives to attract the best elements and competencies at the time of recruitment.
- There is no a clear system to make sure of competencies to be identified to work in teaching through the companies.
- There are mechanisms to reward distinguished teaching staff members in particular in the work of development and quality.

## Gap

- There is no particular profile for appointment of members of the teaching staff to ensure attracting the best elements from inside or outside the university.
- There is no verification system to benefit from profile at the time of appointment.
- There is no estimate of distinguished academic performance on a regular basis at various levels.

## Operational Goal

Development of mechanisms of cadre selection outstanding academic teaching staff members and their equivalents.

## Projects

- 1 – Establishing recruitment regulations with effective mechanisms for the appointment and attracting cadres and their equivalents in academic programmes of the university.

## Performance Indicators

- 1 - The number of training courses held by the University every year to develop the skills of the teaching staff members.
- 2 - The percentage of satisfaction of the students on the performance of the teaching staff members and those of equivalent status through annual evaluations.
- 3 - The percentage of satisfaction of teaching staff members on the performance of the academic leaders.
- 4 - The budget allocated for training and upgrading the skills of the members of the teaching staff , their equivalent and academic leaders .
- 5 - The rate of participation in professional development activities and continuing education of the members of the teaching staff.
- 6 - The percentage of satisfaction of teaching staff members of training sessions and workshops timetables.
- 7 - The percentage of teaching staff members who have made contributions to international organizations or professional or academic research.

## Target: Strategic Goal

To enhance the efficiency of the teaching staff members and those of equivalent status.

## Current Situation

- There is a unit established for the development of the skills of teaching staff members and academic leaders and administrative, managerial personnel.
- The training needs of all employees in the university were studied.
- There are some courses for developing teaching staff members skills and employees skills carried out by Skills Development Deanship .
- All the members of the teaching staff and other personnel are given fair and adequate opportunities for personal and occupational development.
- The Institute of Management is helping in developing the skills of administrative leaders and administrators through some courses.
- There are some courses offered by the National Commission for Accreditation to develop the academic leaders and the teaching staff members.

## Gap

- Providing appropriate career development training and activities to help in the development of new programmes or initiatives related to educational policies.
- Assessment of training impact to ensure the efficiency of training programmes.

## Operational Goal

To Continue the development of the skills and capacities of the teaching staff members, their equivalents, and academic leaders of.

## Projects

- 1- Studying the training needs of the different categories of academic cadres and their equivalents.
- 2 – Designing of training plan for the members of the teaching staff and their equivalents.
3. Designing of mechanisms to encourage the participants in research and professional development of the members of the teaching staff.
- 4 – Establishing a comprehensive system to evaluate and follow-up and improve the performance of the members of the teaching staff and academic leaders.

## Performance Indicators

- 1.-The percentage of the members of the teaching staff to male and female students in both ladies and gents sections.
- ٢- The percentage of the members of the teaching staff to teachers assistant in both ladies and gents sections.
- 3- The percentage of Professor: co-: Professor, assistant professor in both ladies and gents sections.
- ٤- the rate of replacement of teaching staff in the educational institution (occupation stability).

## Current Situation

- The development of the skills of the the teaching staff members is taking care of through the unity of the development of skills in the Deanship of Quality and Development.
- A study of the training needs of the members of the teaching staff and academic leaders was carried out.
- A training plan based on the study of the needs and the best qualified trainers were attracted to execute it.
- Deterioration of the students satisfaction on the performance of the teaching staff members in teaching their courses.
- The total teaching staff members and their equivalents is 730 member and then the proportion of the members of the teaching staff to the students generally is 1:23 during the academic year 1432/1433 H. This rate varies between applied and theoretical faculties.

## Gap

- The imbalance in the proportion of Saudi teaching staff members to contracting teaching staff from outside the kingdom.
- There is a shortage of the members of the teaching staff in posts like professor and associate professor, which affects the supervision of scientific research and postgraduate studies.
- The development of mechanisms to ensure the renewal of contracts based on excellence in academic performance and ongoing development.

## Target: Strategic Goal

To Enhance the efficiency of the teaching staff members and those of equivalent status

## Operational Goal

To ensure sufficient number of academic cadres

## Projects

- 1 - The assessment of current academic structure, both quantitatively and qualitatively, in accordance with the requirements of the programme.
- 2 - Develop a plan to ensure a sufficient number of academic cadres in accordance with the requirements of the programmes and units.



### Performance Indicators

- 1 - The rate of cases that have led to the imposition of disciplinary action.
- 2 - The rate of cases in which a sentence appeal against the disciplinary decisions.
- 3 - The rate of the conflicts in which the teaching staff members are a party.
- 4 - The rate of disputes in which staff and administrators are a party.

### Target: Strategic Goal

To enhance the efficiency and efficiency of the members of the teaching staff and those of equivalent status.

### Operational Goal

To establish a system to guarantee fair and transparent disciplinary actions, and the settlement of complaints and conflicts of the of the teaching staff members.

### Projects

- 1- Designing of policies and regulations to ensure fairness and transparency.
- 2 - The establishment of follow-up system and documenting the recruitment practices, transport and assignment of the members of the teaching staff and their equivalents.
- 3 - The establishment of a system of follow-up and documenting the practices of discipline of the members of the teaching staff and their equivalents.

### Gap

- The charter of honour of the members of teaching staff has not been active.
- There is no clear publicized system for the procedures dealing with the proposals and complaints of all members associated to the university.
- There are no databases to track the efficiency of disciplinary measures and their effectiveness.
- There are no databases and information on the progress of the settlement of disputes and complaints.

### Current Situation

- Investigations and disciplinary procedures are done through the Legal Department at the university according to the regulations of Saudi universities teaching staff members and their equivalents.
- The charter of honour of the members of teaching staff and scientific research is not activated.

## Performance Indicators

- 1 - The percentage of installations and equipments to meet standards of adequacy and efficiency.
- 2 - The percentage of satisfaction of the male and female students of installations and equipments in terms of efficiency and competence.
- 3 - The percentage of satisfaction of the teaching staff members of installations and equipment in terms of efficiency and competence.
- 4 - The percentage of satisfaction the administrative body of installations and equipment in terms of efficiency and competence.
- 5 - The percentage of satisfaction of spending for maintenance of the total budget.
- 6 - The adequacy and efficiency of wireless coverage of electronic networks in the faculties of the university.
- 7 - The percentage of educational halls and laboratories conformity with international specifications.
8. The percentage of of computers for students.
9. The percentage of the computer for the members of the teaching staff.
- 10 – The rates of breakdowns of computer devices.

## Target: Strategic Goal

To promote and invest the facilities and equipments of the university and to use modern technologies.□

## Operational Goal

To complete the University facilities, equipments in the light of local and global standards.

## Current Situation

- The University installations are fully leased according to the requirements of colleges and programmes.
- Construction of the new campus of the university is going on near the Najran Airport.
- Suitable places to perform religious duties are available .
- The university has established a website through which the following services are done: administrative communication systems, academic and administrative regulations, financial systems, visitors services, and academic services for students.
- There is a satisfactory amount of equipments and laboratories in the faculties of the university.

## Gap

- The lack of a comprehensive university campus to provide an effective environment for education and research . The scattered faculties within different locations in Najran region does not help in this regard.
- the lack of means of security and safety and the lack of clear and publicized plans to deal with crises and disasters in all university buildings , God forbid.
- There are no adequate facilities to allow students to obtain the consultation of the teaching staff. There are no adequate facilities to provide appropriate food to the students, and teaching staff, and workers in the university.

## Projects

1. Monitoring the status quo of installations and equipments of the university and its units and departments.
- 2 . Adopting benchmarks and global standards of installations and equipment of the university.
3. Designing a plan to complete facilities and equipments and improving its efficiency.
4. Designing a plan to meet the requirements of security and safety of all installations and facilities of the university.

### Performance Indicators

- 1 - The rate of the optimum use of the facilities for the purposes they are established for.

### Target: Strategic Goal

To promote and invest the facilities and equipments of the university and to use modern technologies.

### Current Situation

- The university has got a complete lists of its equipments (owned by the administration of assets).
- There are effective systems for monitoring and protection of the equipments and installations.
- There are procedures to organize the joint use of a few facilities such as the use of the theater and conference rooms and training courses halls.
- The University has a large project for the new university, which is one of the largest university campuses locally and regionally and is expected to be completed within three years.
- A plan had been set to manage crises and disasters, but it has not yet been effective.

### Gap

- There is a lack in keeping pace with the rapid development of education and learning techniques in some programmes.
- There is no effective system to determine the optimum use of facilities and equipments at the university.
- There is no mechanism to follow up and evaluate the efficiency of services and equipments.
- there is no effective system to meet the requirements of security and safety of facilities and confronting disasters, God forbid.
- There is no committee in each college to take care of laboratories and equipments and to follow up and modernize these things and to maintain them.

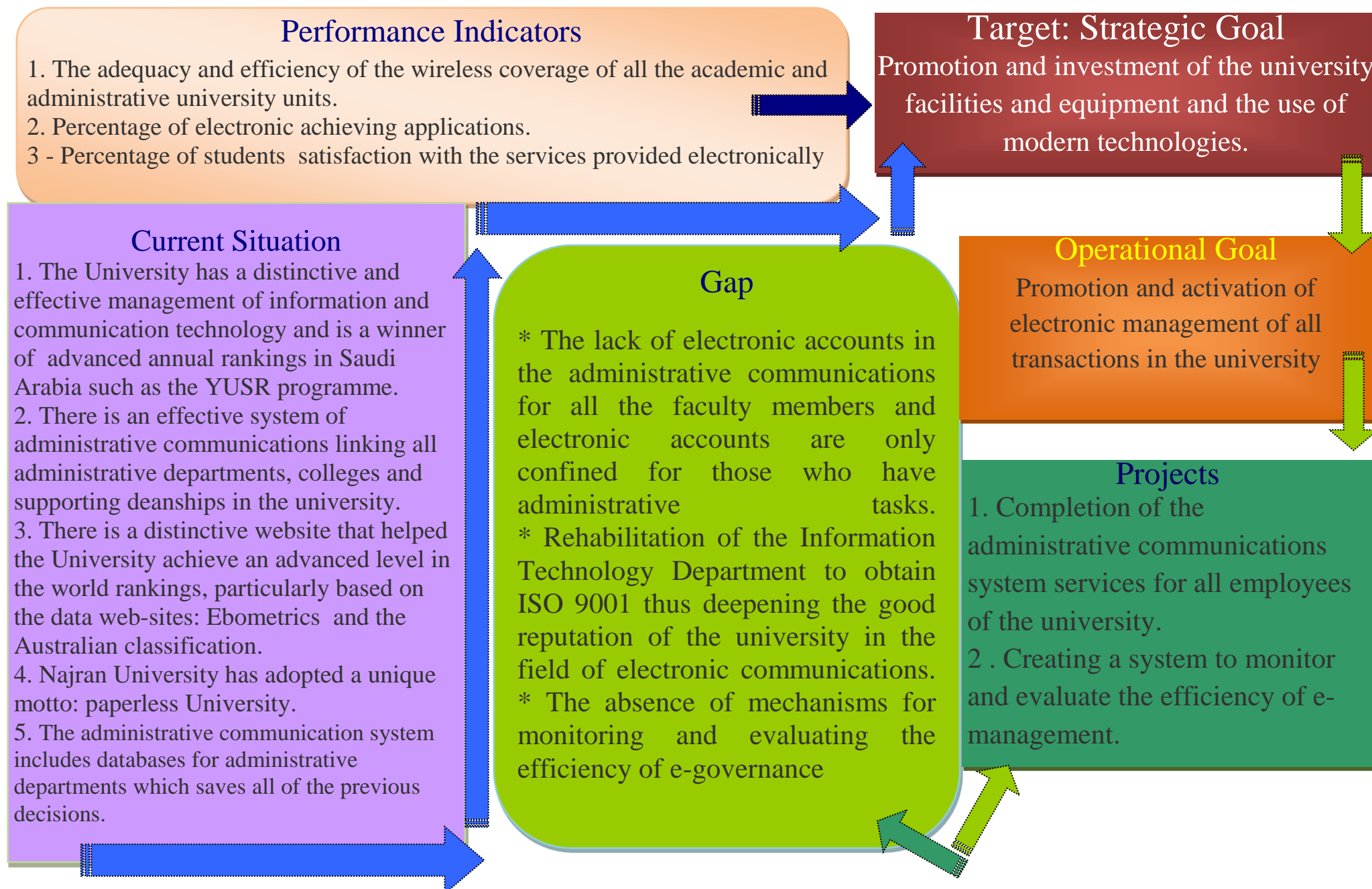
### Operational Goal

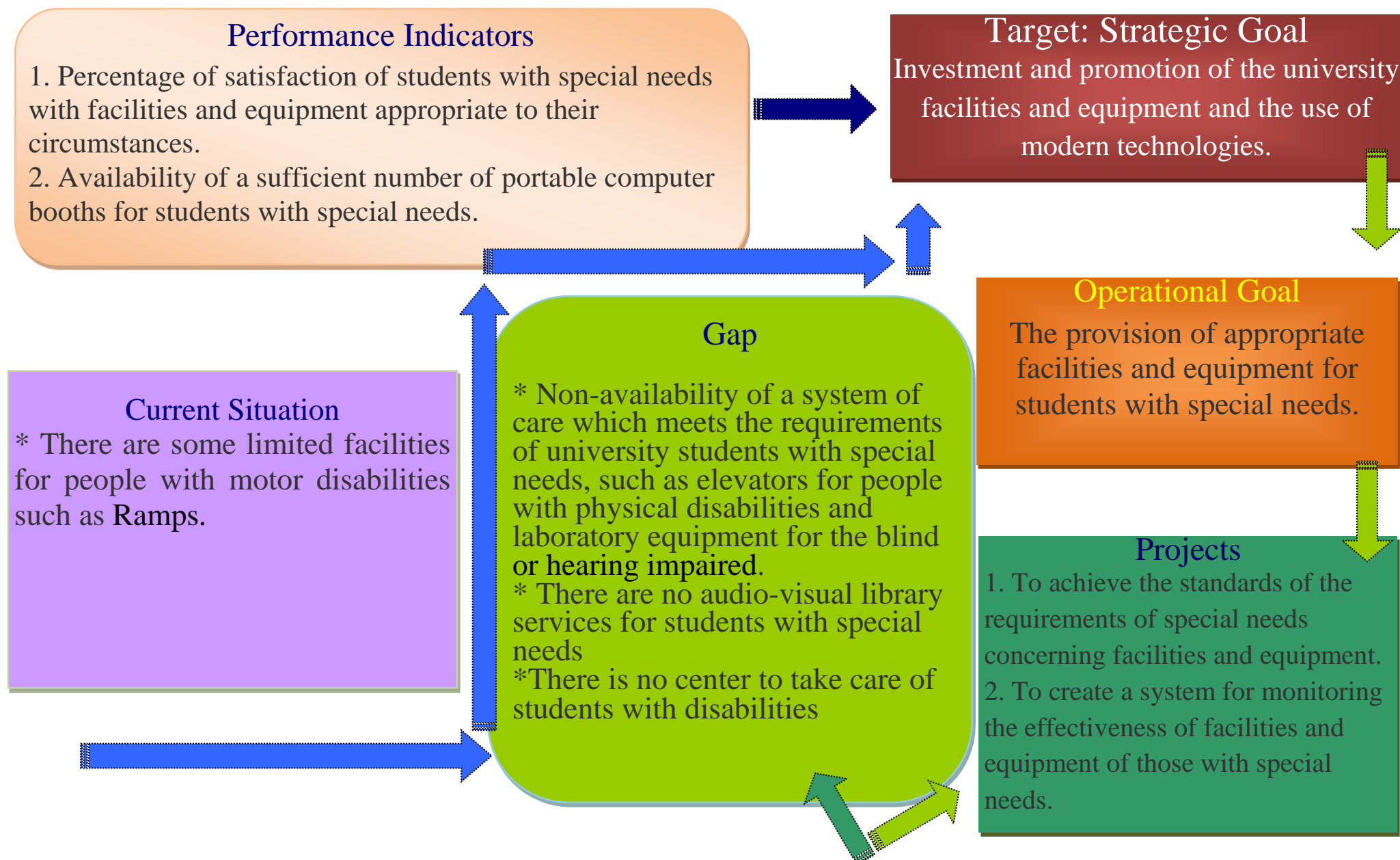
To develop effective systems for optimal use of the university facilities in accordance with the regulations and standards.

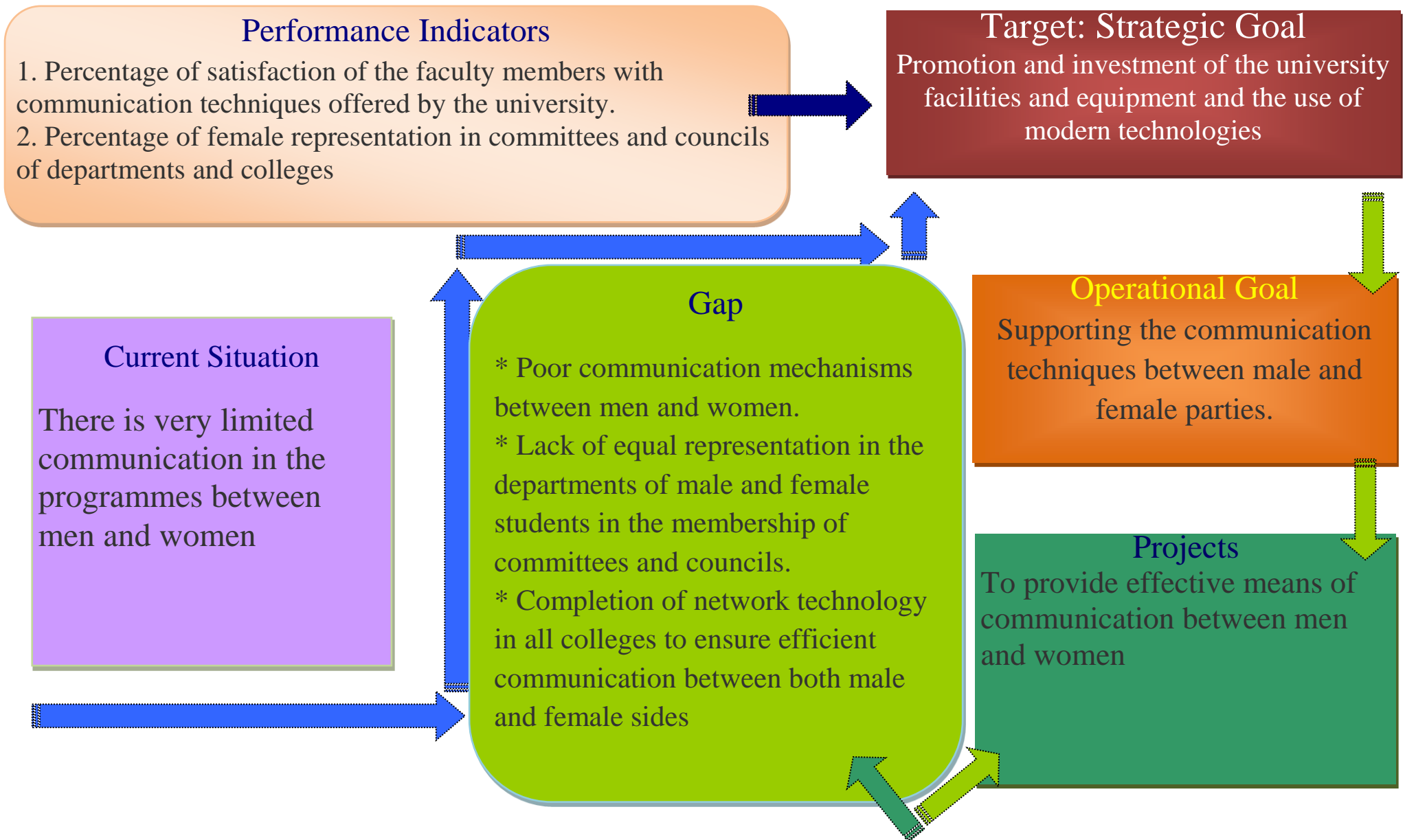
### Projects

- 1 - Establishing a centralized administration for crises and disasters management in the university.
- 2 – Establishing an effective system to ensure the optimal use of facilities and equipments of the university.









## Performance Indicators

1. Percentage of users' satisfaction of the faculty members with the services of the library.
2. Number of visitors of the Library (women and men).
3. Number of books borrowed.
4. Percentage of increase in the budget allocated for the library.
5. Number of subscriptions to periodicals: the number of programs.
6. Number of subscriptions in the Internet sources: the number of programs.
7. Percentage of students' satisfaction with the access to reference materials of the courses.

## Target: Strategic Goal

Improving the learning resources according to standards

## Current Situation

- \* There is a Deanship of Library Affairs.
- \* There is a good central library in the university (Library of Prince Mishal) which has thousands of books, references and information sources.
- \* There are automatic electronic systems, with the potential of research, to help make access to sources of information within the university or other educational institutions.
- \* Books and references are saved in accordance with a suitable arrangement, and are classified according to library systems.
- \* The University provides loan services for students, faculty members, employees and community.
- \* There is an electronic library available to students which includes the following areas: Quran, Islamic culture, references, medical references Engineering, computer references

## Gap

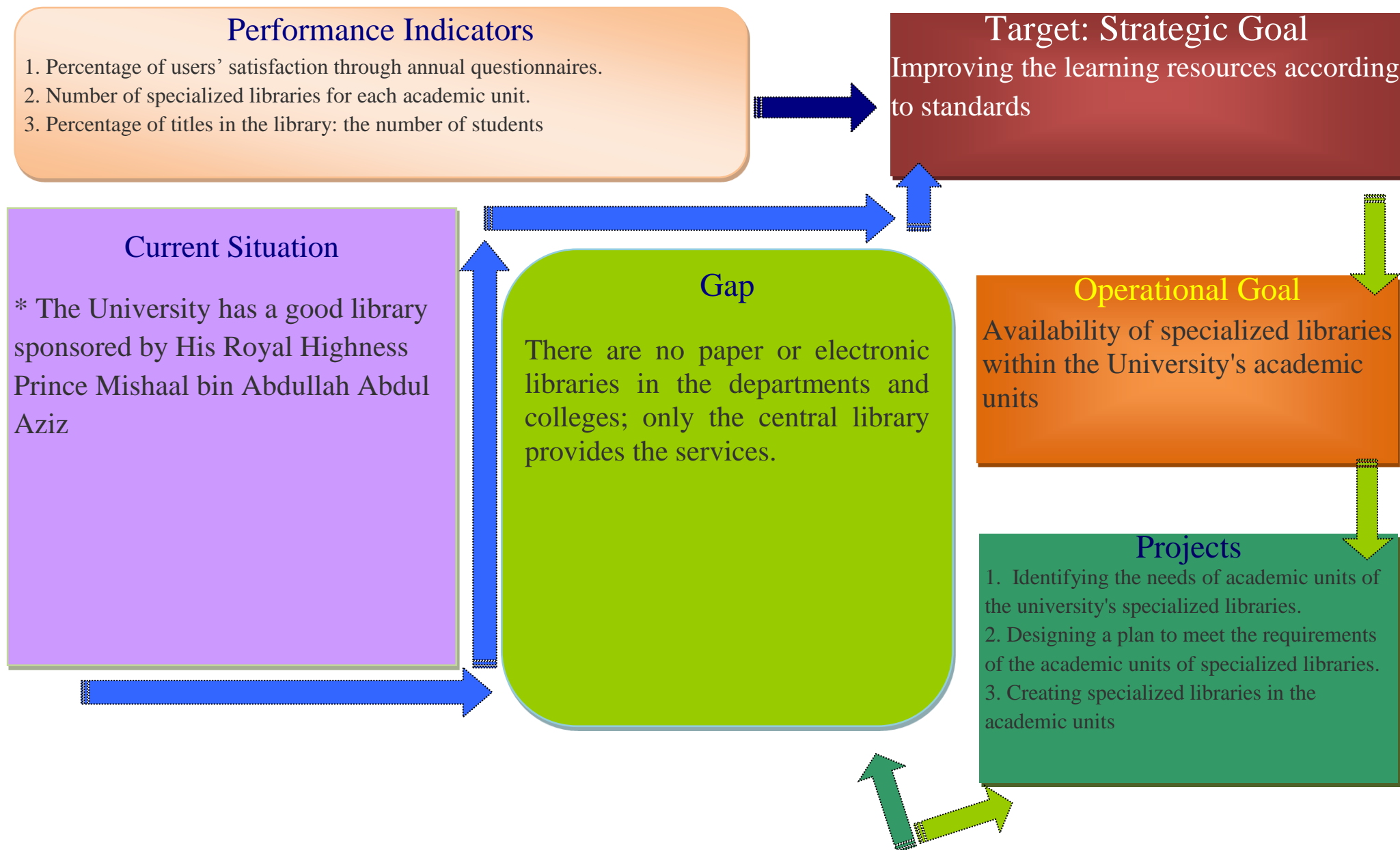
- \* The library is not available for long hours; the number of reading hours is not adequate after the time allocated for lectures, to ensure the availability of these services when users need them.
- \* There are no actions to ensure that the resources and services available are sufficient and appropriate to the quality of programs offered by the university.
- \* There is no mechanism of periodic follow-up and evaluation of satisfaction to those who frequently visit the library with the adequacy and efficiency of services provided.
- \* Non- adoption of benchmarks to compare the adequacy and efficiency of the available learning resources.
- \* Non-availability of the female students and female faculty members to take advantage of the available resources and services in the central library.

## Operational Goal

Upgrading the services of the University Central Library to be made available to both men and women according to standards

## Projects

- 1 - Adoption of benchmarking to the central library services.
- 2 - Designing a plan to develop and improve the effectiveness of library services.
- 3 - Creating a mechanism to ensure equitable advanced provision of library services for both men and women.



## Performance Indicators

1. Percentage of students' satisfaction with social and psychological counseling services.
2. Number of students' complaints of student services.
3. Percentage of increase in the budget allocated to supporting the counseling services.
4. Percentage of students: administrative staff
5. Percentage of students' services offered electronically.

## Target: Strategic Goal

Excellence in student support services

## Current Situation

- \* There is a link in the university website for the e-services of students.
- \* The academic counseling system is not applied effectively in university colleges.
- \* There is a plan which is approved for student support services.
- \* There is a Deanship for Student Affairs services which supports the extra-curricular activities and student accommodation services.

## Gap

- \* Lack of academic counseling system in the majority of colleges.
- \* Absence of a clear plan for academic counseling in the university.
- \* Absence of a follow-up evaluation.
- \* Lack of medical, psychological, and social counseling and guidance for students.
- \* There is no system for monitoring the efficiency of student support services.

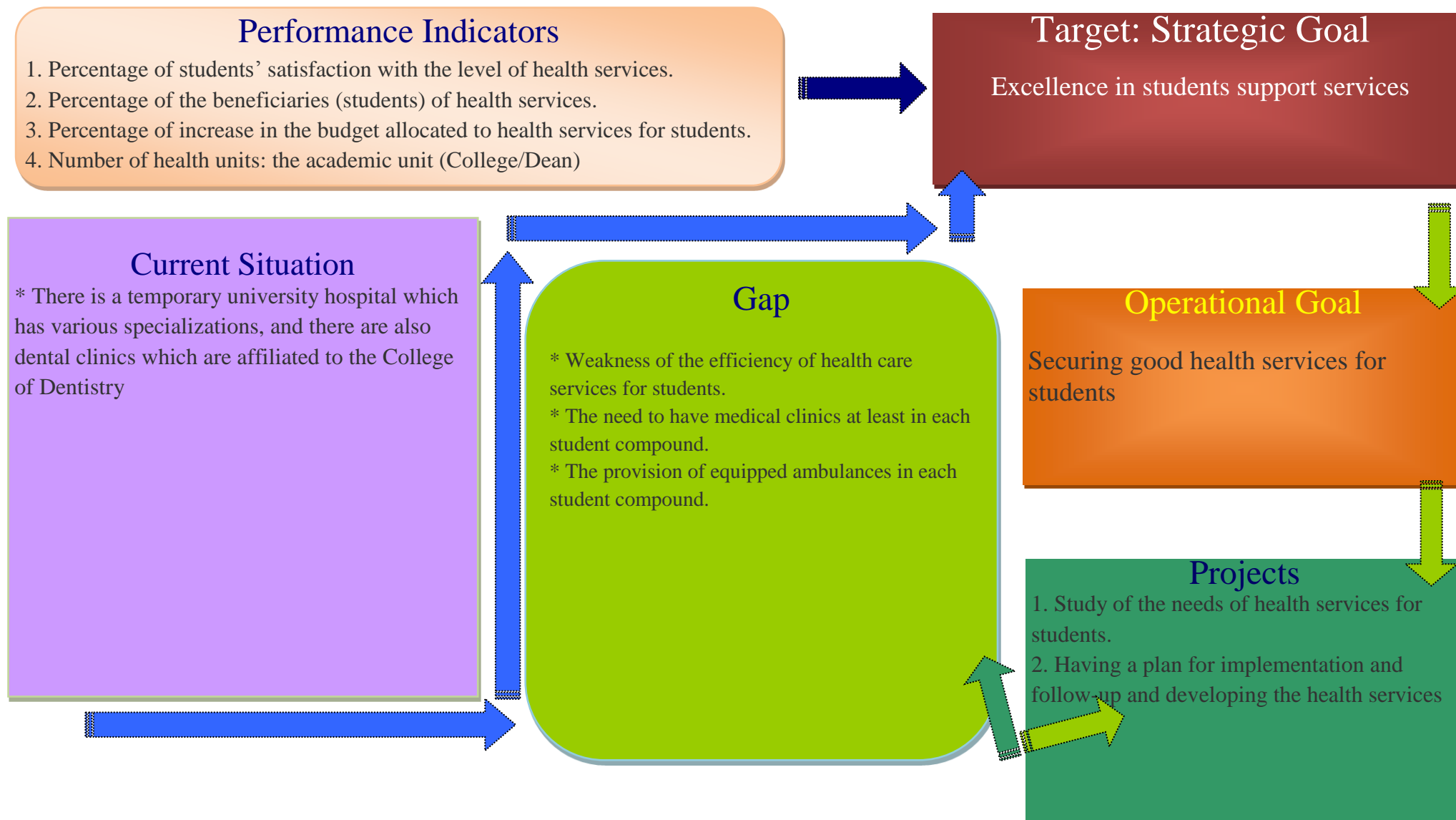
## Operational Goal

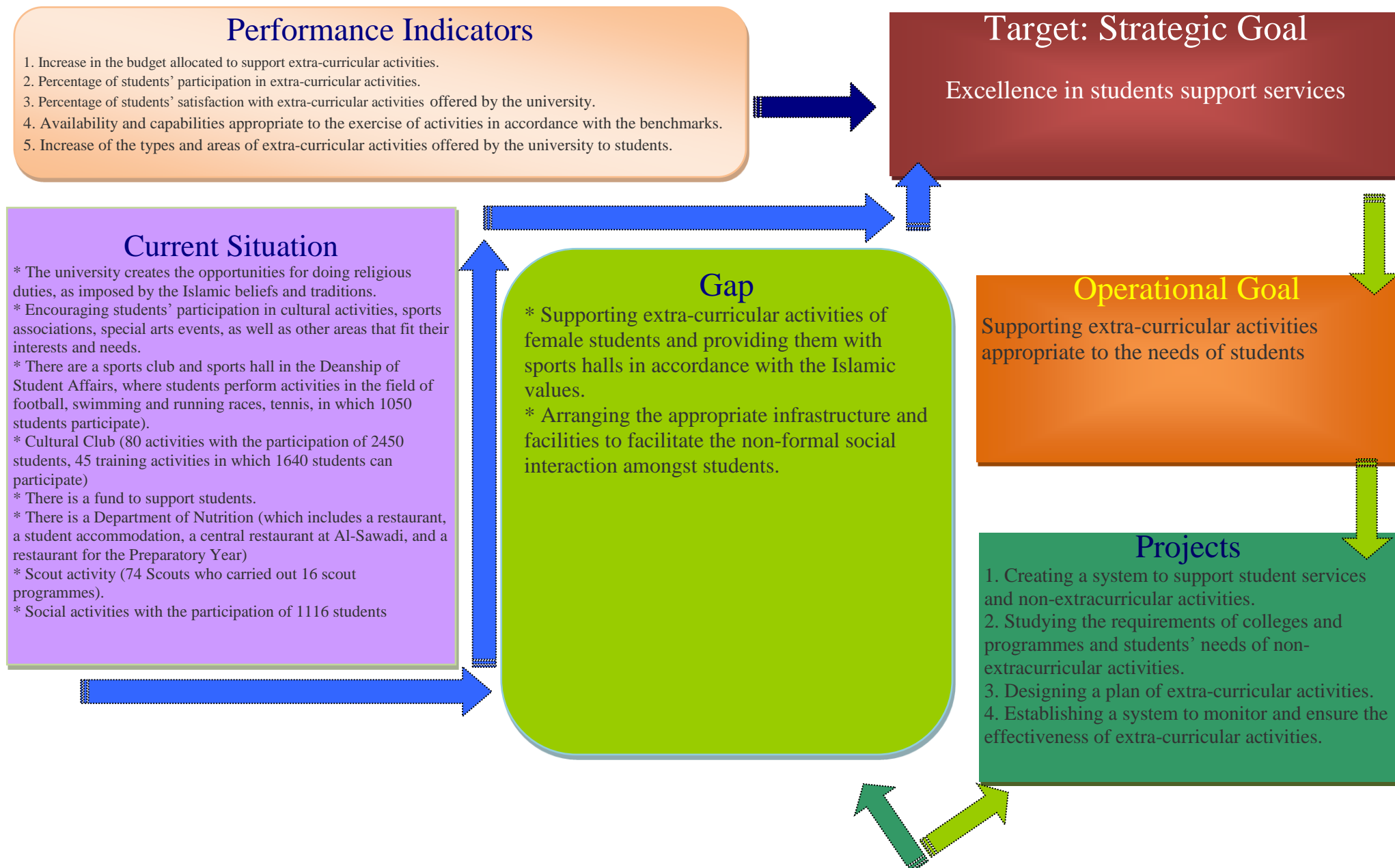
Improving the counseling services in accordance with the standards of the Saudi National Commission.

## Projects

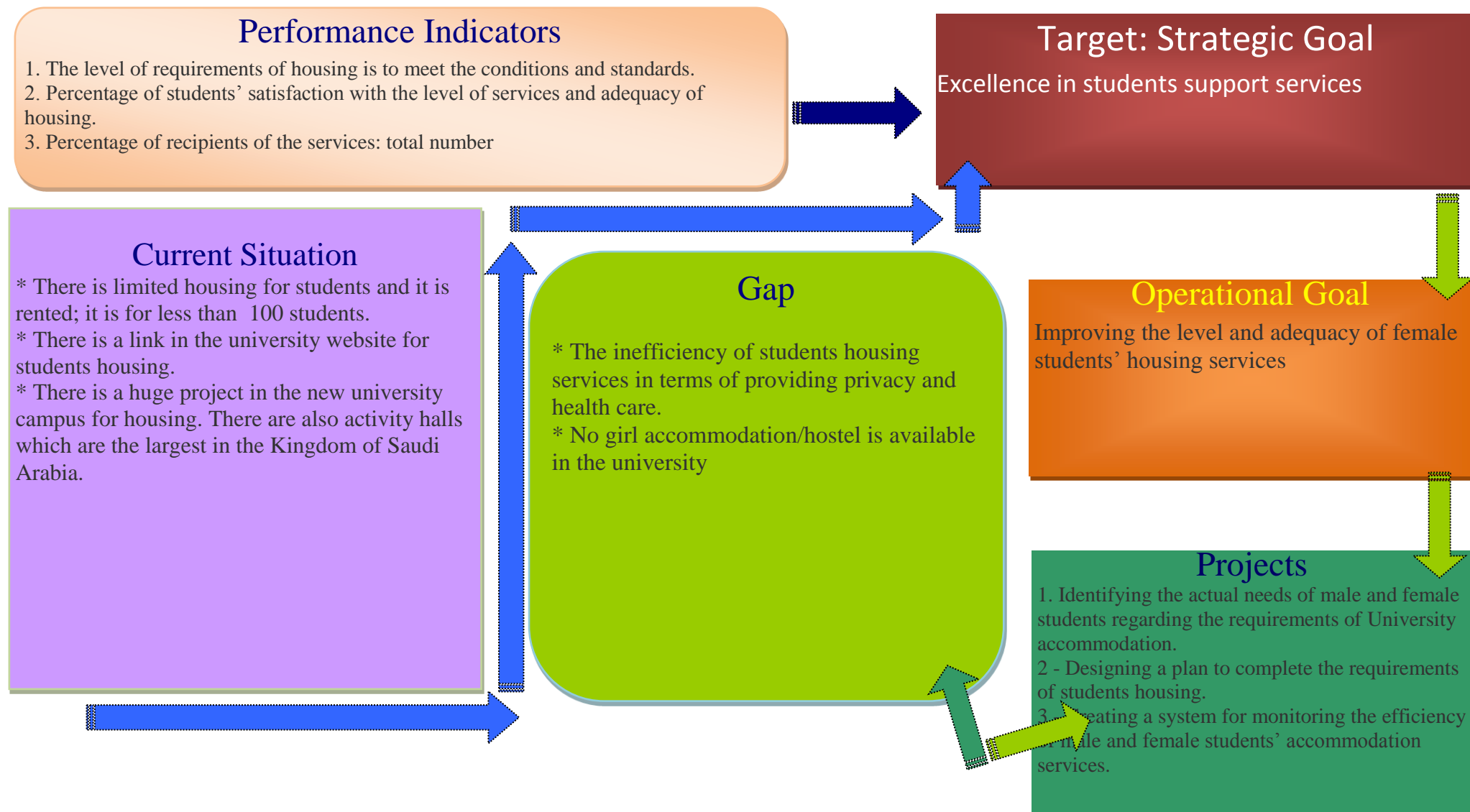
1. Identifying the various counseling services for students.
- 2 - Establishing a central board for the academic counseling in the university
3. Designing a plan for follow-up and developing the counseling services











## Performance Indicators

1. Percentage of university staff with job satisfaction.
2. Percentage of faculty members with job satisfaction.
3. Percentage of absence among university employees.
4. Percentage of faculty members who leave the university for reasons related to administrative and financial background.

## Target: Strategic Goal

Development of financial and administrative systems in accordance with the comprehensive quality standards

## Current Situation

- \* There are no regulations of the university policies in the field of authorities and management as well as in financial management.
- \* Power and responsibilities are given to the permanent committees and to the administrative and academic positions in the university but this is not included in the manual of policies and procedures.
- \* Deans, directors and academic units are informed about the decisions by the university senior management through the administrative communications.
- \* The University has an electronic system of administrative communications which links between all academic and administrative units of the university under the supervision of a specialized department of information technology which seeks to transform the University to a digital university.
- \* There is an effective system of authority delegation in the university issued in the beginning of each Islamic year (Hijri).

## Gap

- \* The lack of effective management for databases in various academic and administrative units in the university.
- \* There is no system for reviewing regulations, rules and work procedures in order to improve and develop this system.
- \* There is no guide of the policies and procedures to be made available to all employees of the university.
- \* Failure to obtain the views of faculty members and staff about the university's major initiatives. They are not informed about the way the study was undertaken as well as the outcome of it.

## Operational Goal

Development of administrative policies and procedures to keep up with the University's objectives and priorities

## Projects

1. Designing the document of policies concerning the development of financial and administrative systems in the university.
- 2 - Establishing a system for reviewing regulations, administrative rules and procedures as well as simplifying procedures.

## Performance Indicators

1. Percentage of satisfaction of the academic leaders with policies and financial procedures.
2. Percentage of satisfaction of the administrative leadership with financial policies and procedures.
3. Percentage of employees' salary: the total expenditure.
4. Percentage of the salary of faculty members: the total expenditure.
5. Percentage of spending on student services: the total expenditure

## Target: Strategic Goal

Development of financial and administrative systems in accordance with the comprehensive quality standards

## Current Situation

- \* There are no approved regulations of the financial policies in the University.
- \* There are a budget and a financial plan in the university; all the financial transactions and dealings are done in accordance with applicable regulations and financial rules applied in higher education in KSA.
- \* There is a system of financial audit.
- \* This financial audit in the university is subject to inspection by the Ministry of Finance.

## Gap

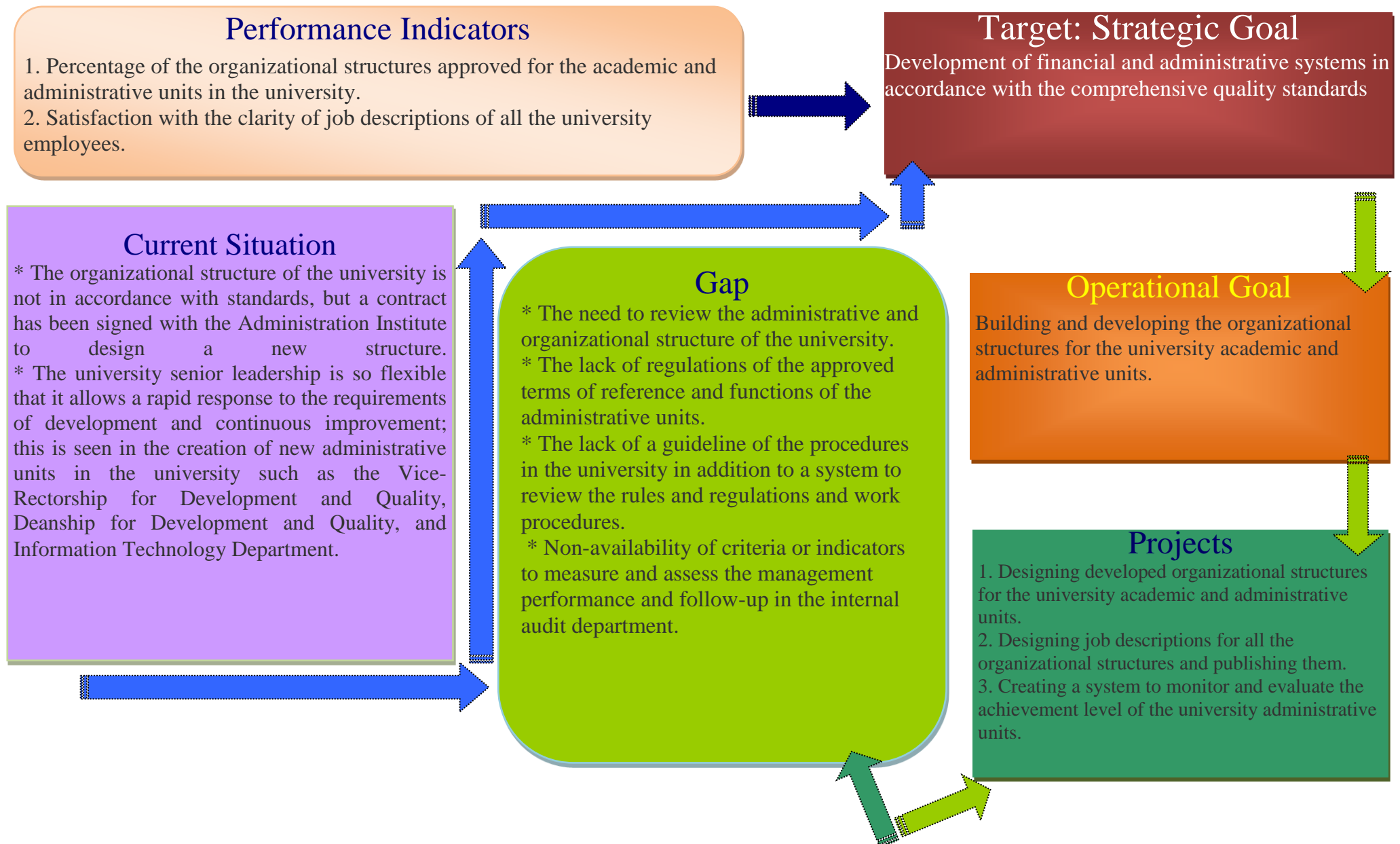
- \* There is a need to review, with the Ministry of Finance, the financial deportation of money; flexibility is to be considered to the financial plan.
- \* Non-participation of the education programmes management in the planning process of the budget and the authorization to spending.
- \* No separate budgets for colleges, departments and programmes.
- \* The limited powers of deans and department heads in the authorization to spending

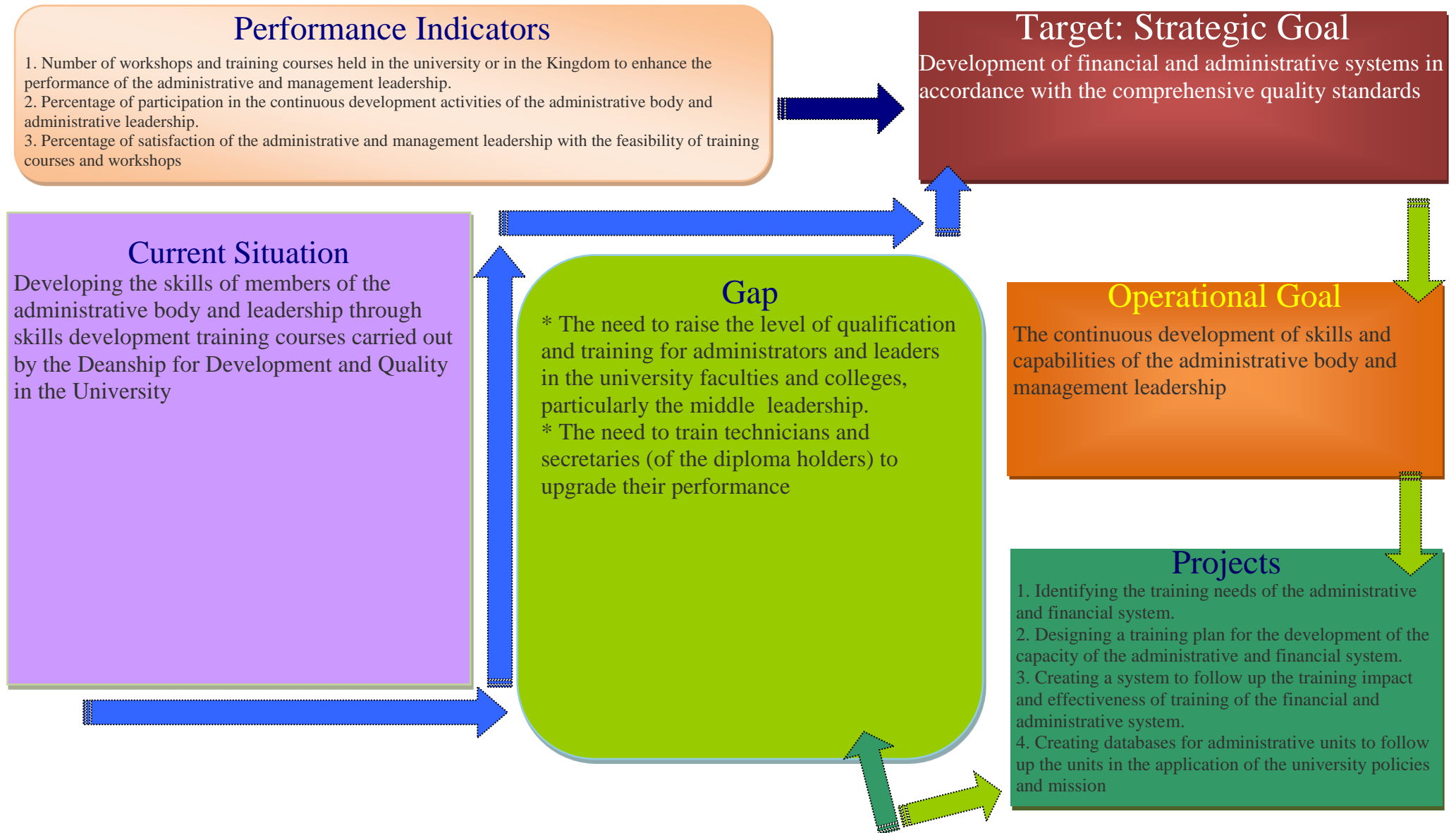
## Operational Goal

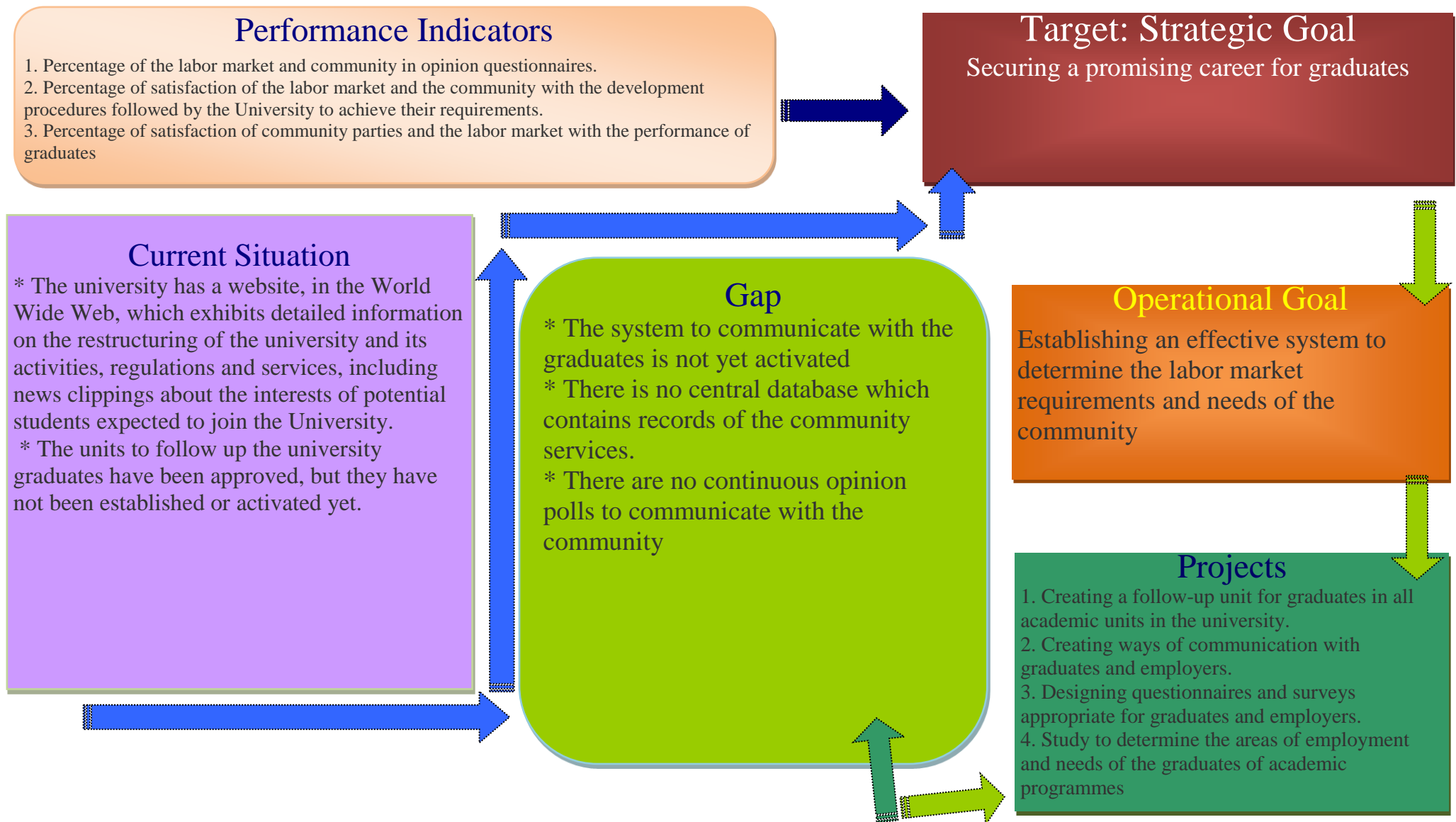
Development of financial policies and procedures in accordance with the standards of the National Commission in KSA

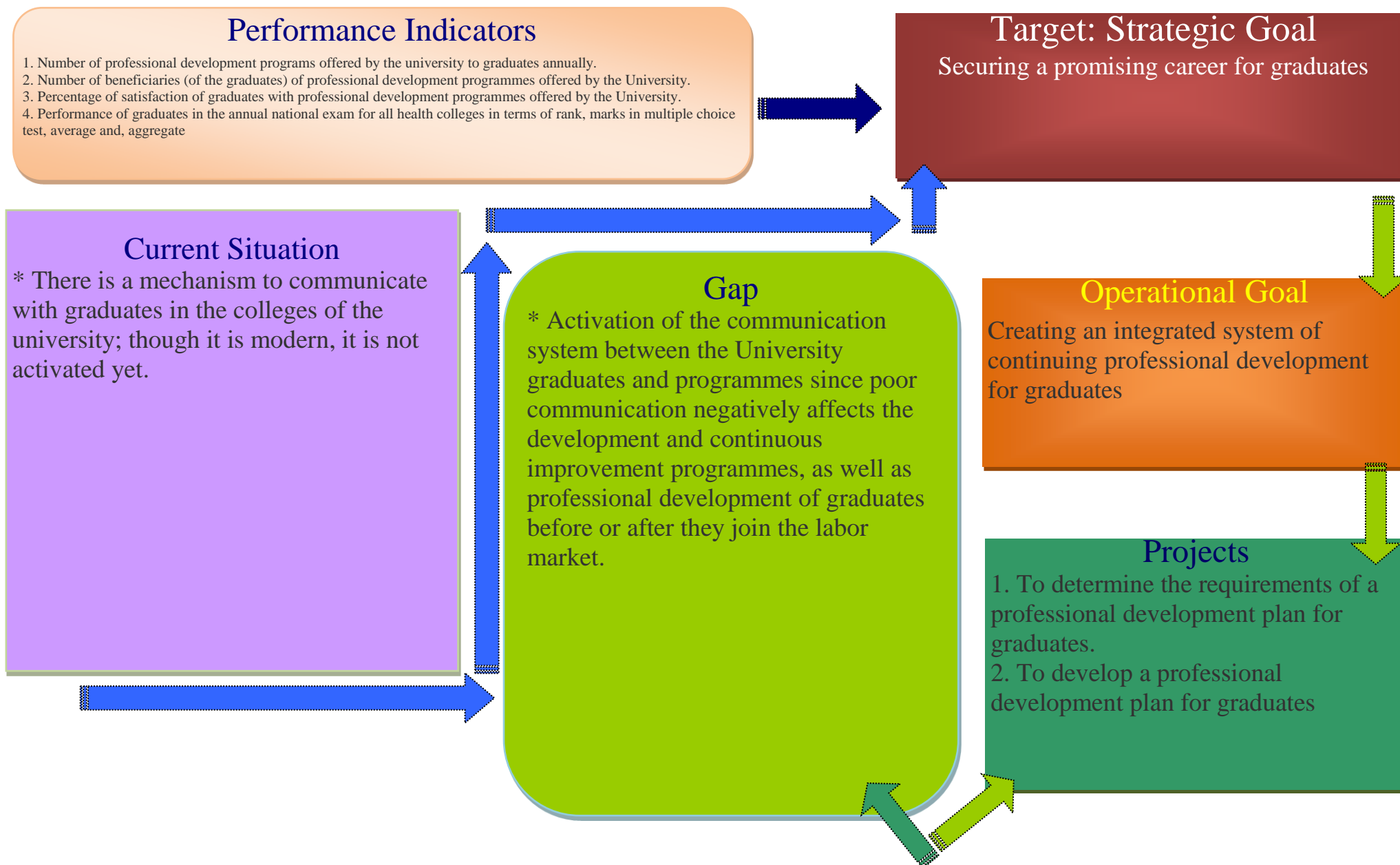
## Projects

1. Creating a guideline for the procedures of all financial and administrative actions, this guide must have quality and flexibility.
2. Development of a monitoring and review system of financial procedures

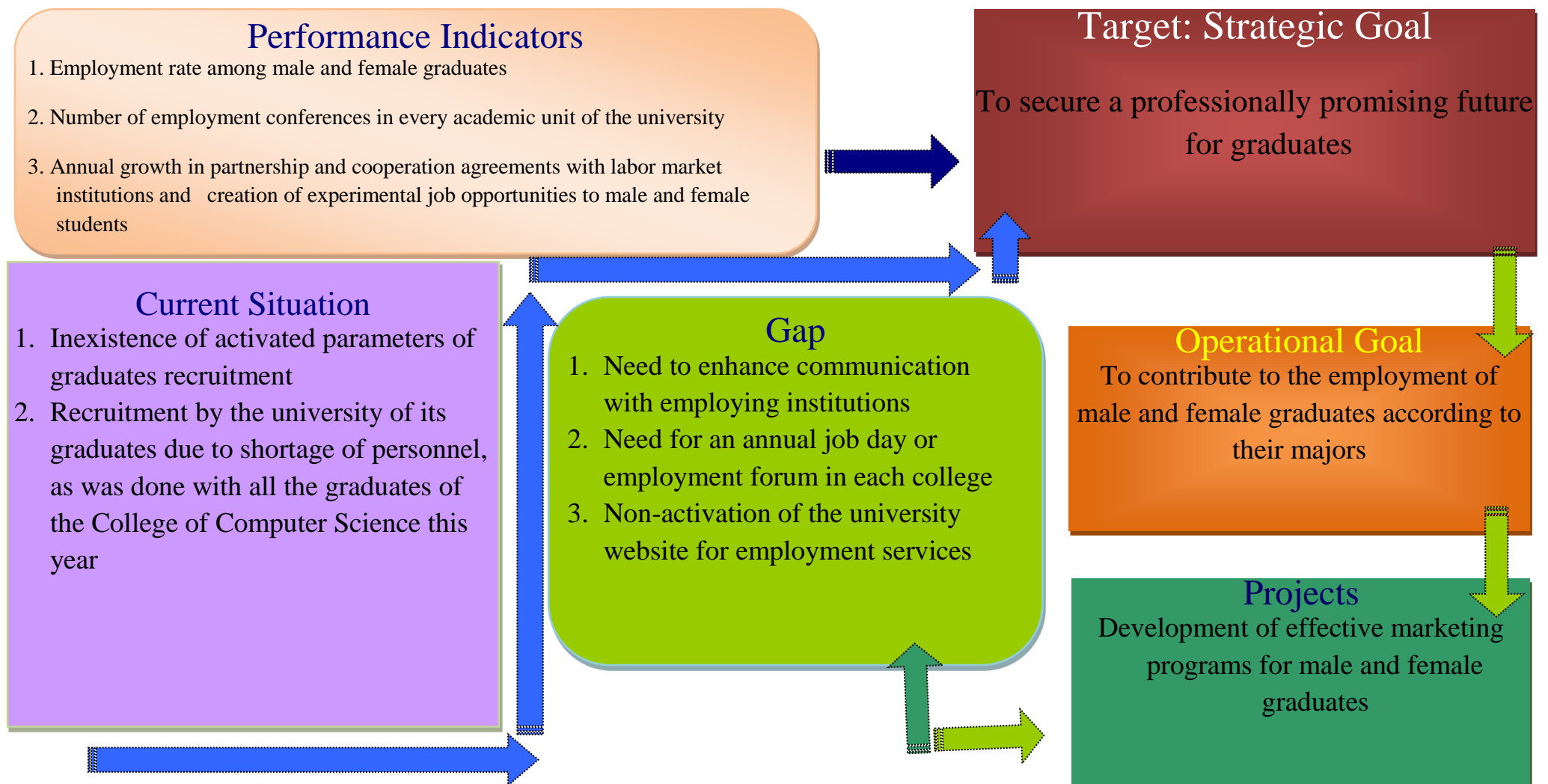














## Performance Indicators

1. Annual increase in the number of published applied researches
2. Increase in the percentage of faculty members involved in research activities
3. Increase in the budget allotted to scientific research activities
4. Increase in the number of published researches in international periodicals
5. Increase in research partnership contracts with concerned institutions
6. Increase in combined research projects
7. Number of scientific chairs
8. Amount allotted to scientific research from the university budget and its distribution on different scientific fields

## Current Situation

1. Researches done by faculty members in basic sciences, humanities, and medicine
2. Researches financed by the university at a cost of about 3 million riyals per year (1432/1433)
3. Adoption of the research chairs policy represented in Prince Mashaal Ibn Abdullah's Chair on diseases prevailing in the region
4. Establishment of a medical research center
5. Supervision of research projects in their first stage and publication of some of them in refereed international journals
6. Preparation of the required forms to apply for new research projects and standardization of the procedure in the second stage
7. Final acceptance to support 47 research projects in the second stage

## Gap

1. Inexistence of a scientific research plan designed according to the community needs and lacking clear parameters of execution. This has led to deficiencies in the proportion of scientific researches and bad quality of published articles
2. Inexistence of procedures that encourage publication, participation in conferences, and excellence in scientific research
3. Inexistence of cooperation with the private and industrial sectors in scientific research
4. Need to propagate the competitive research projects culture
5. Inexistence of a procedure to encourage combined projects and to apply to scientific prizes
6. Inexistence of a commercial marketing of scientific researches

## Target: Strategic Goal

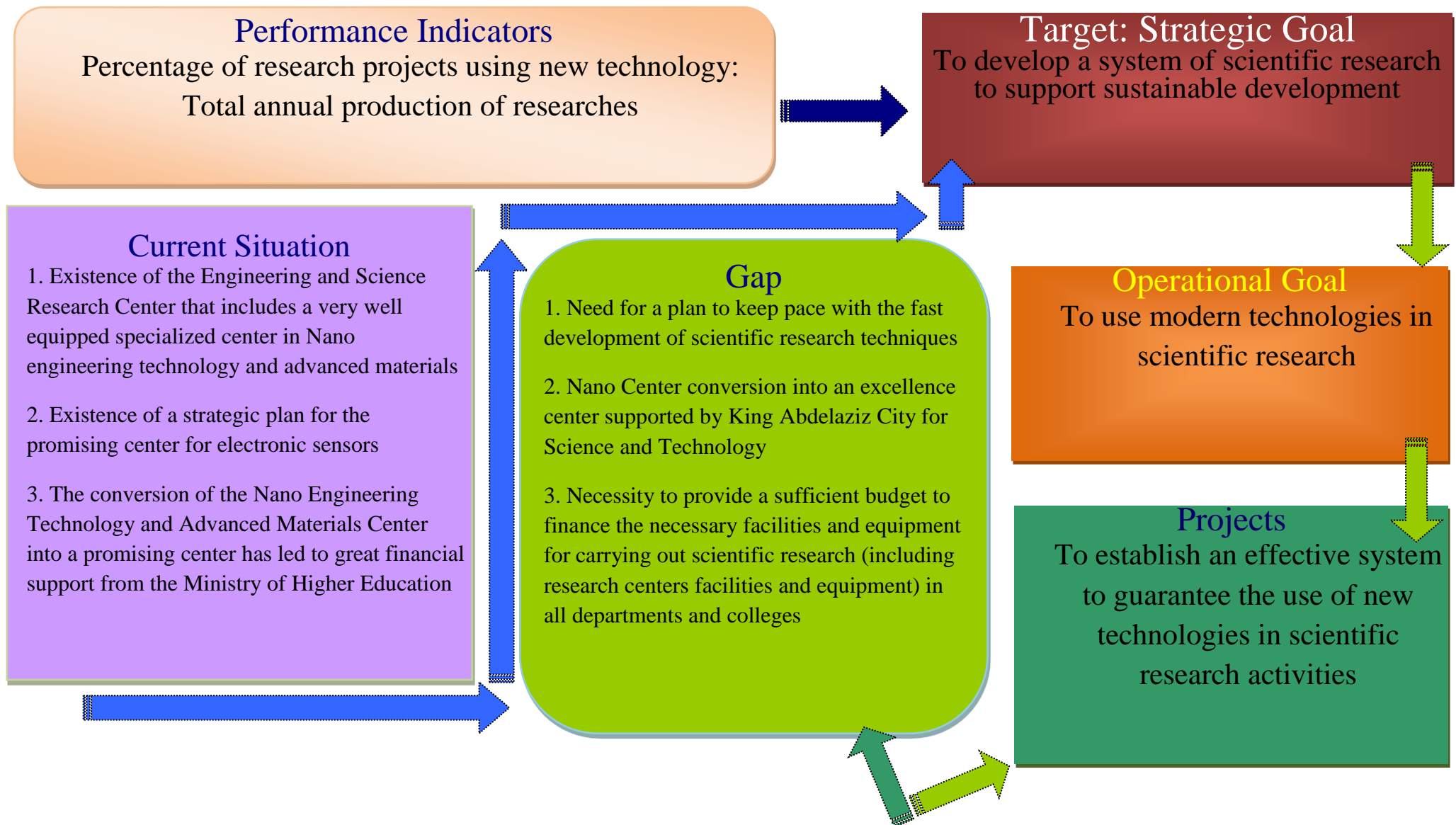
To develop a system of scientific research to support sustainable development

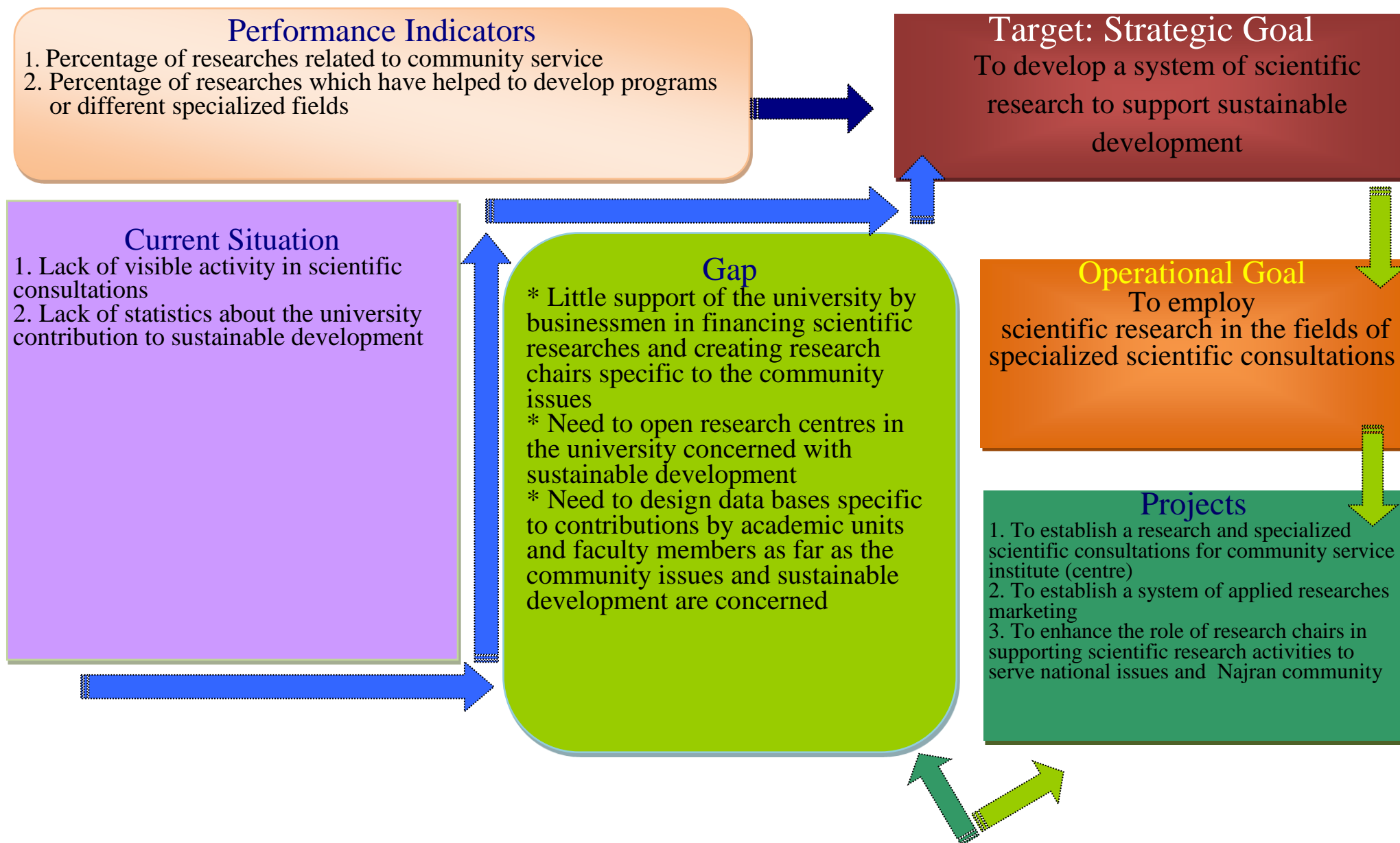
## Operational Goal

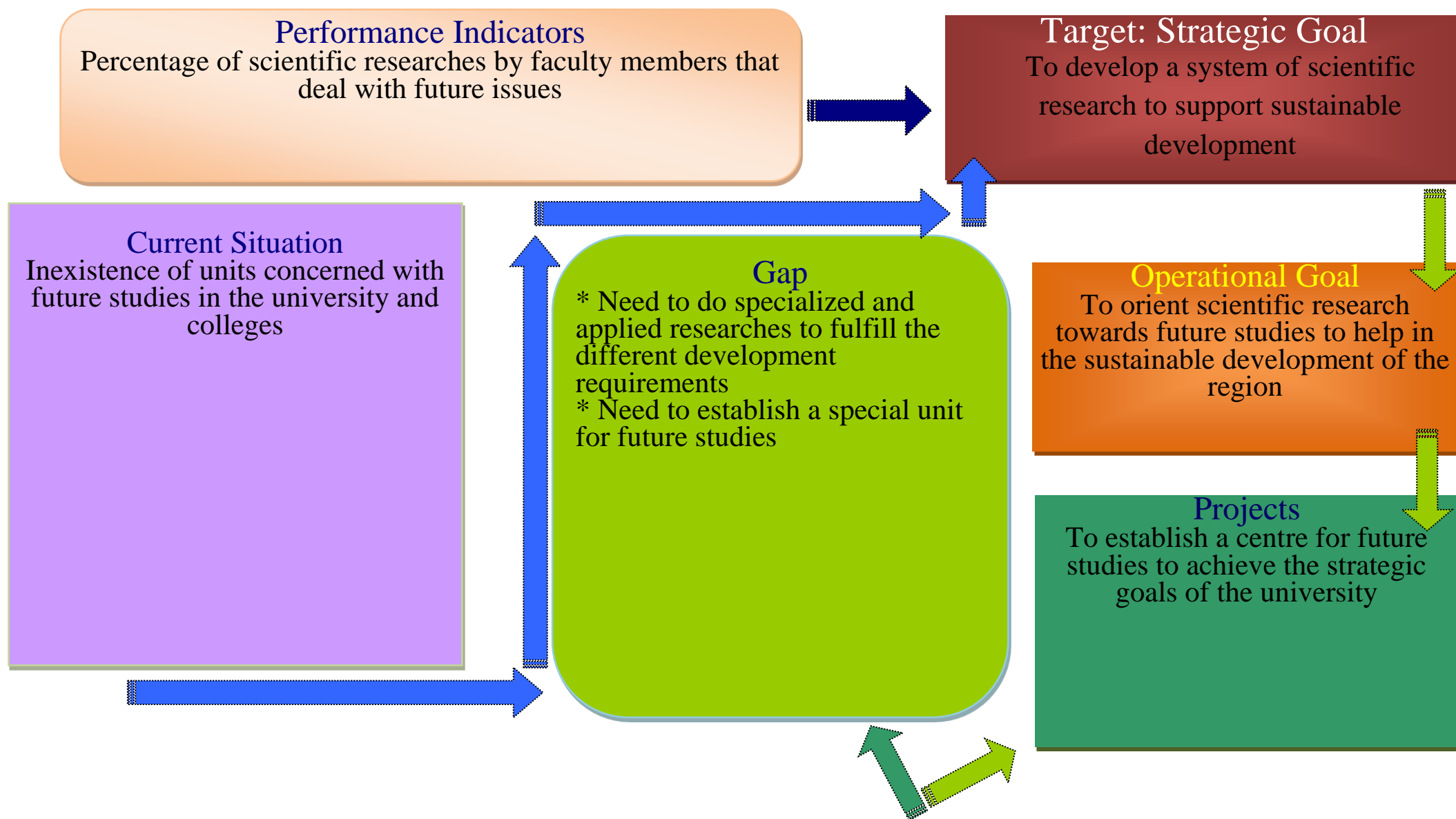
To develop parameters of scientific research to achieve the university mission

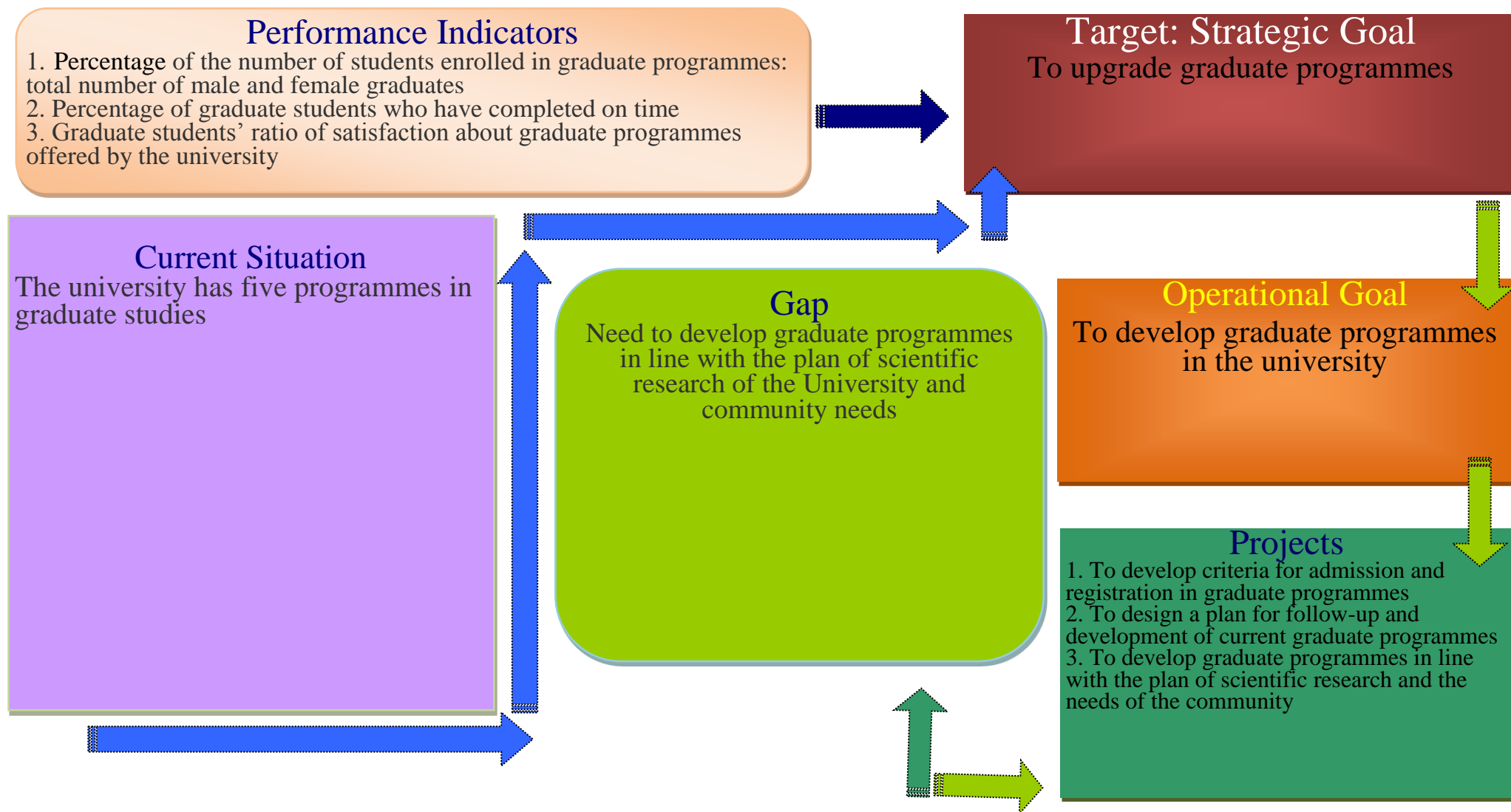
## Projects

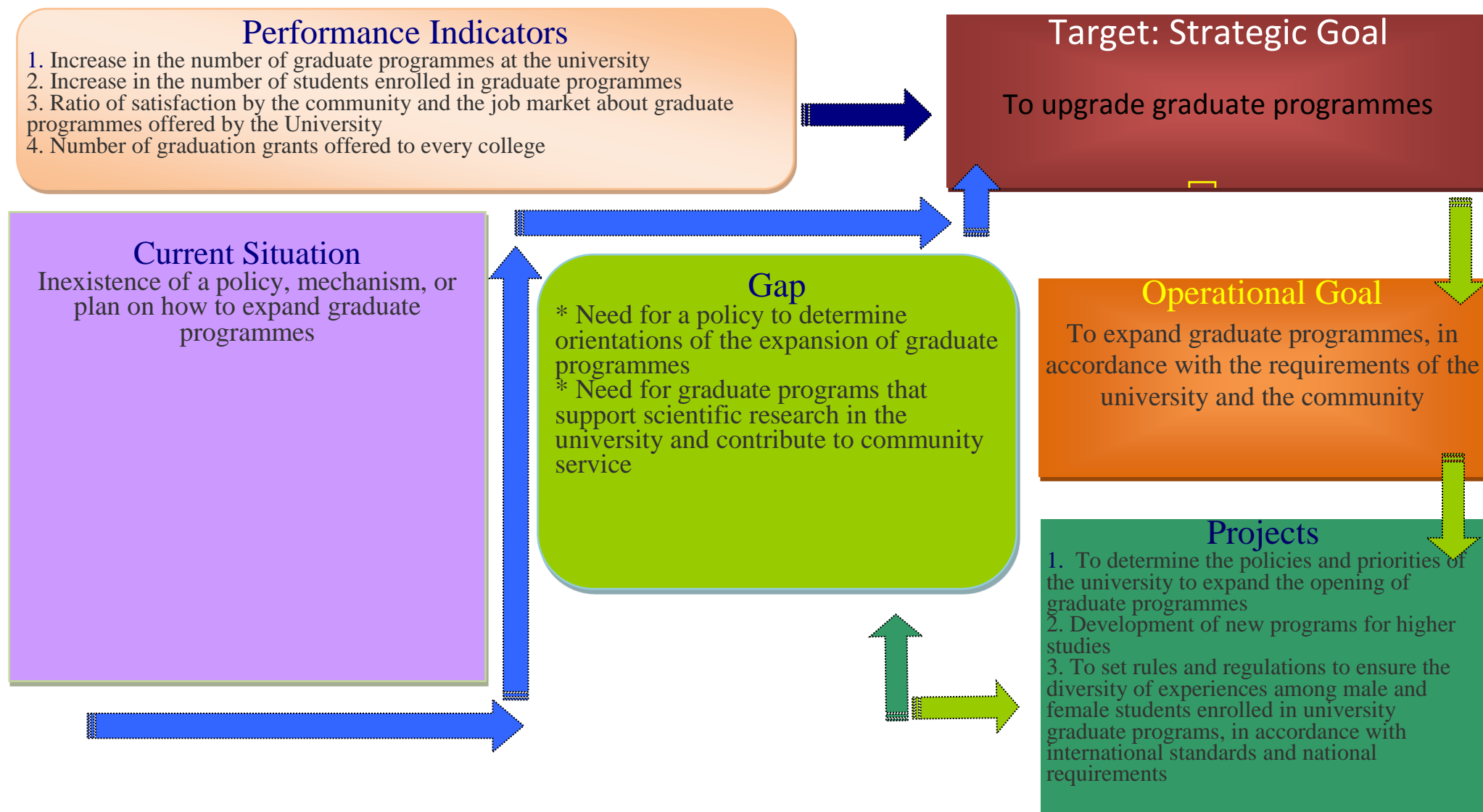
1. To design the university scientific research policies document
2. To design the scientific research strategic plan
3. To establish an administration responsible of data specific to scientific research

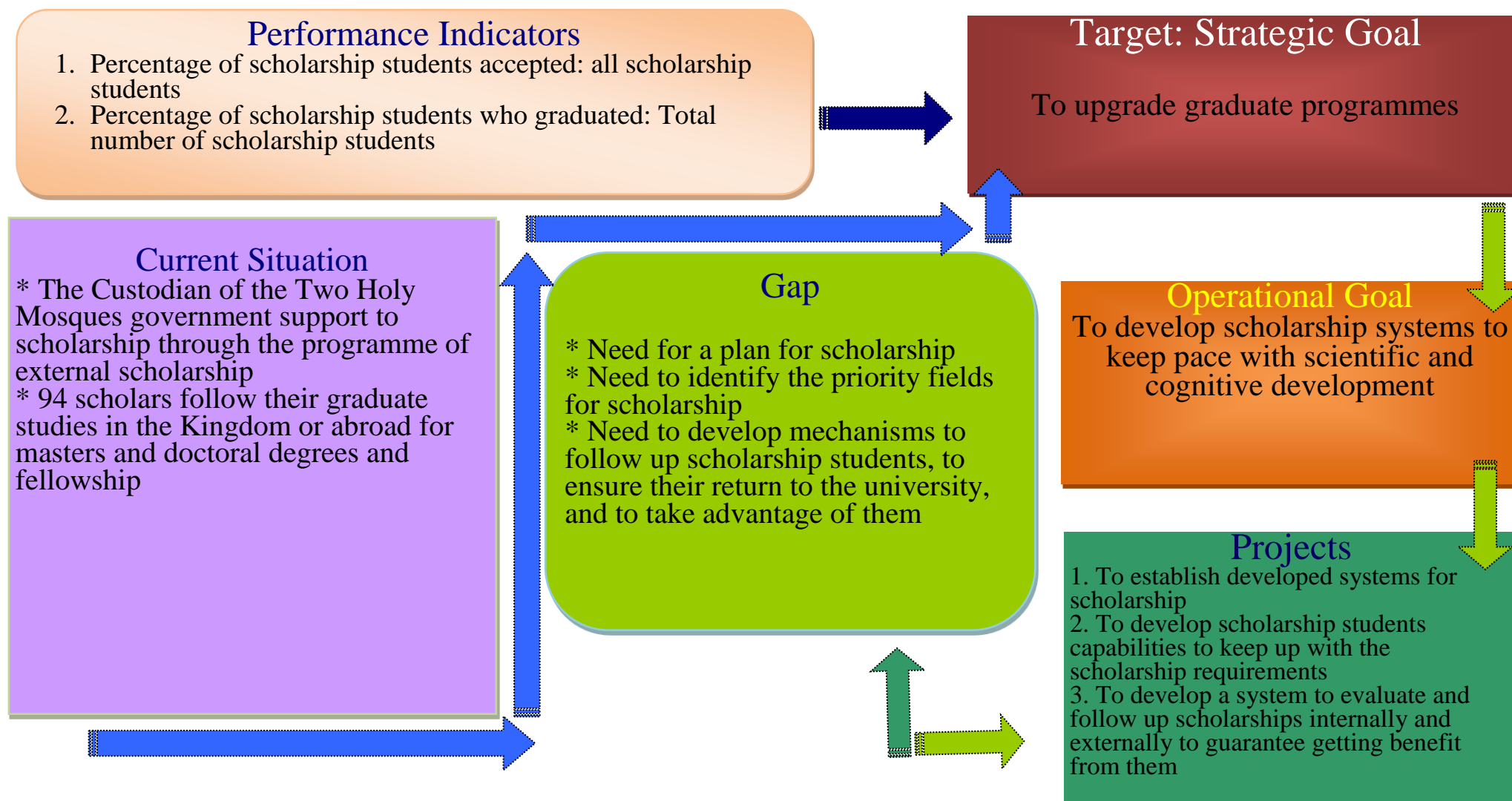














## Performance Indicators

1. Number of consultations given by the university departments to institutions
2. Number of general conferences and forums that deal with community subjects and issues
3. Increase in the number of people who benefit from services provided by university departments and hospitals
4. Number of scientific and research agreement with parallel institutions in the community

## Current Situation

- \* Poor marketing by the University of its units, such as the Training Centre at the College of Medicine
- \* Adoption of the research chairs policy represented in Prince Mashaal Ibn Abdullah's Chair on diseases prevailing in the region
- \* Existence of an administrative body on community service represented by the Deanship of Community Service and Continuing Education and the opening of a branch in Sharoorah
- \* Opening of a branch of the university in Sharoorah province to serve the region's population

## Gap

1. Need for a realistic study to satisfy the community needs
2. Inexistence of a strategic plan for community service with defined mechanisms to activate the role of the university and faculty members in community service

## Target: Strategic Goal

Continuous and effective commitment towards community service

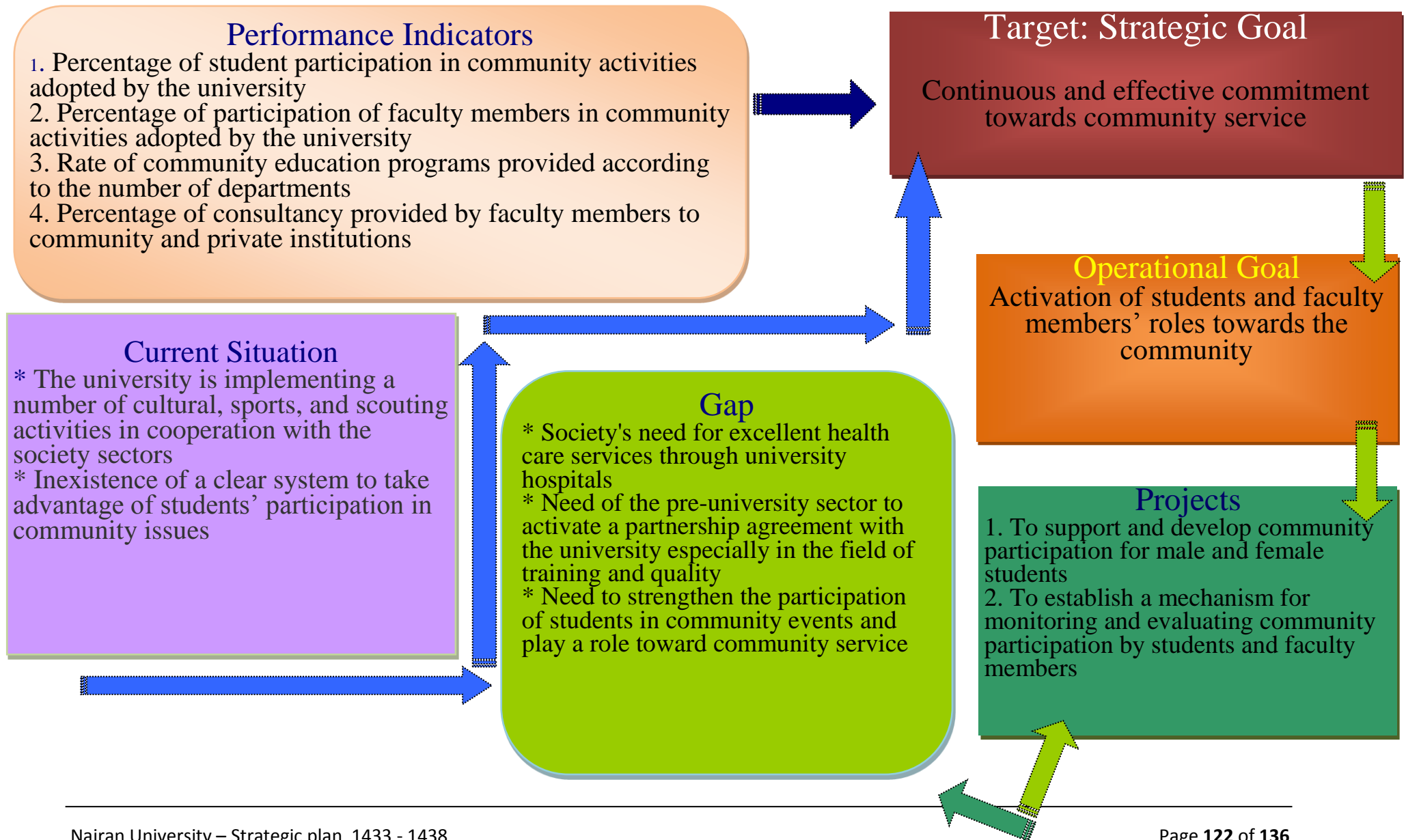
## Operational Goal

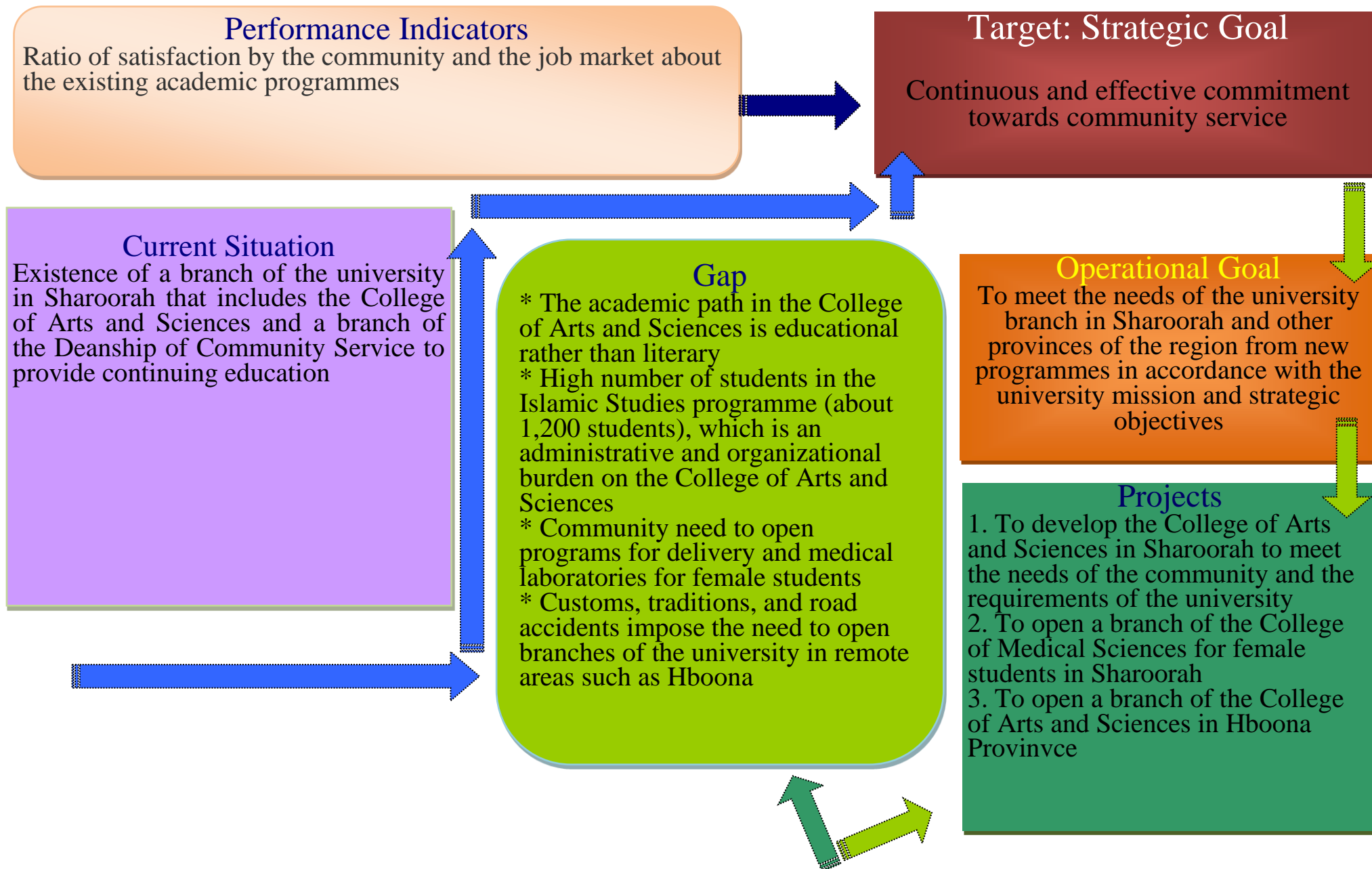
To enhance the participation of the concerned departments of the university as expert units which serve the community

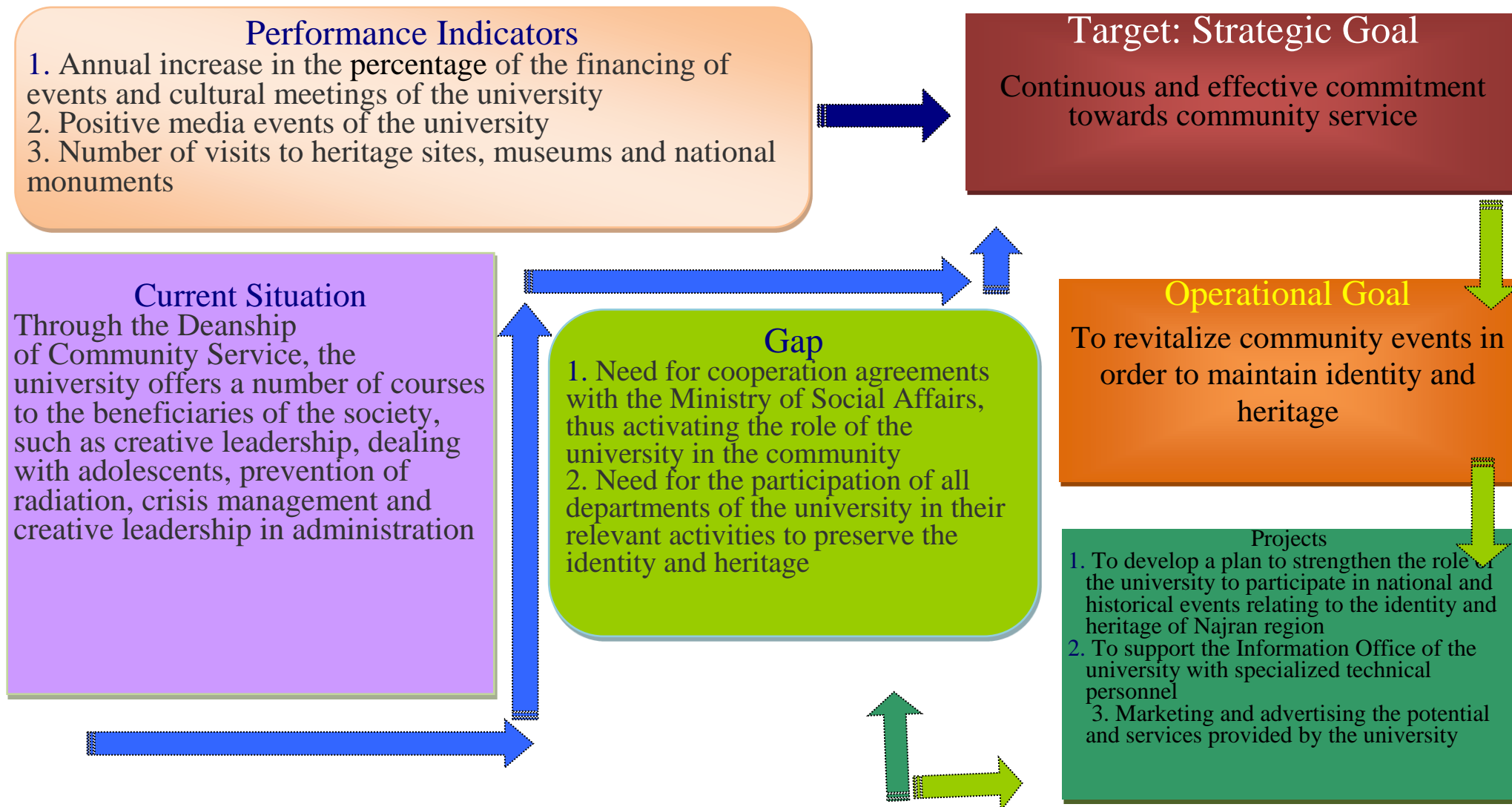
## Projects

1. To establish a central administration for community partnership
2. To determine community needs from the academic and research departments of the university
3. To design a strategic plan for community service to develop the relationship between the university and the community
4. To design a mechanism to follow-up the community service plan and to measure the community satisfaction









## Performance Indicators

1. Percentage of community parties consent about services by the university to the community and environment development as reflected in opinion questionnaires
2. Percentage of participation of community parties in the university activities and the turnout in seminars and public lectures organized by the university
3. Percentage of alumni participation in events and activities of the university
4. Number of training courses organized by the university to external institutions in the light of the community needs

## Target: Strategic Goal

Continuous and effective commitment towards community service

## Operational Goal

To gain confidence and conviction of the role of the university from the community

## Projects

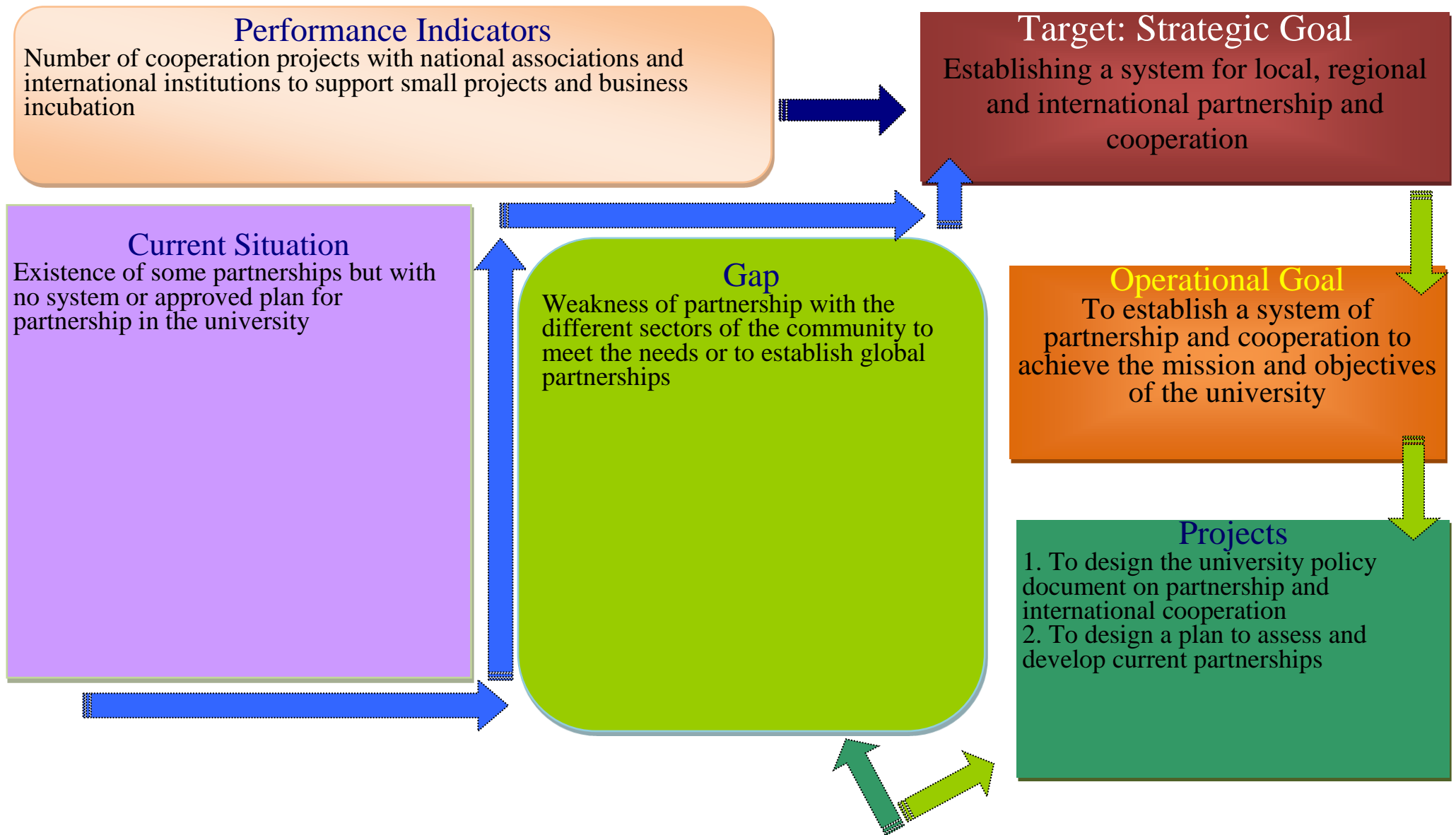
1. To support the Information Office of the university with specialized technical personnel
2. Marketing and advertising the potential and services provided by the university

## Current Situation

- \* Existence of a university website, but no statistics of visitors to check its effectiveness
- \* Weak monitoring of university news, services and potential in national or local newspapers
- \* Inexistence of media programmes to market the services the university
- \* Existence of an ineffective information office

## Gap

- \* Necessity to activate the Information Office with experienced personnel appropriate to the role and strategic goals of the university
- \* Promoting scientific and consultancy university services among people and public, private, and civil institutions in the region



### Performance Indicators

1. Rate of cooperation agreements between the university and civil society organizations and global institutions
2. Increase in the number and diversity of parties where measures are adopted for partnership and scientific research cooperation for field training
3. Rate of international agreements and their relationship to the processes of teaching and learning and preparation for the job market (creating new opportunities, professional training to students about future careers)

### Current Situation

A number of research agreements in the field of nano-technology have been signed with international universities and research centers. They are:

- Chonbuk National University, Korea
- University of Granada, Spain
- Academy of Science, China
- Research Institute For Oil Chemistry, Spain (under implementation)

### Gap

- \* Inactivation by the university of partnerships and agreements with the government sector has led the pre-university educational sector to ask for Jazan University's help to meet its training needs
- \* Need to develop partnerships with community institutions to cope with increased demand for in-service programmes and vocational training in the region after the rise in unemployment rates
- \* Inexistence of a system that monitors the effectiveness of these partnerships and how to achieve the desired objectives

### Target: Strategic Goal

Establishing a system for local, regional and international partnership and cooperation

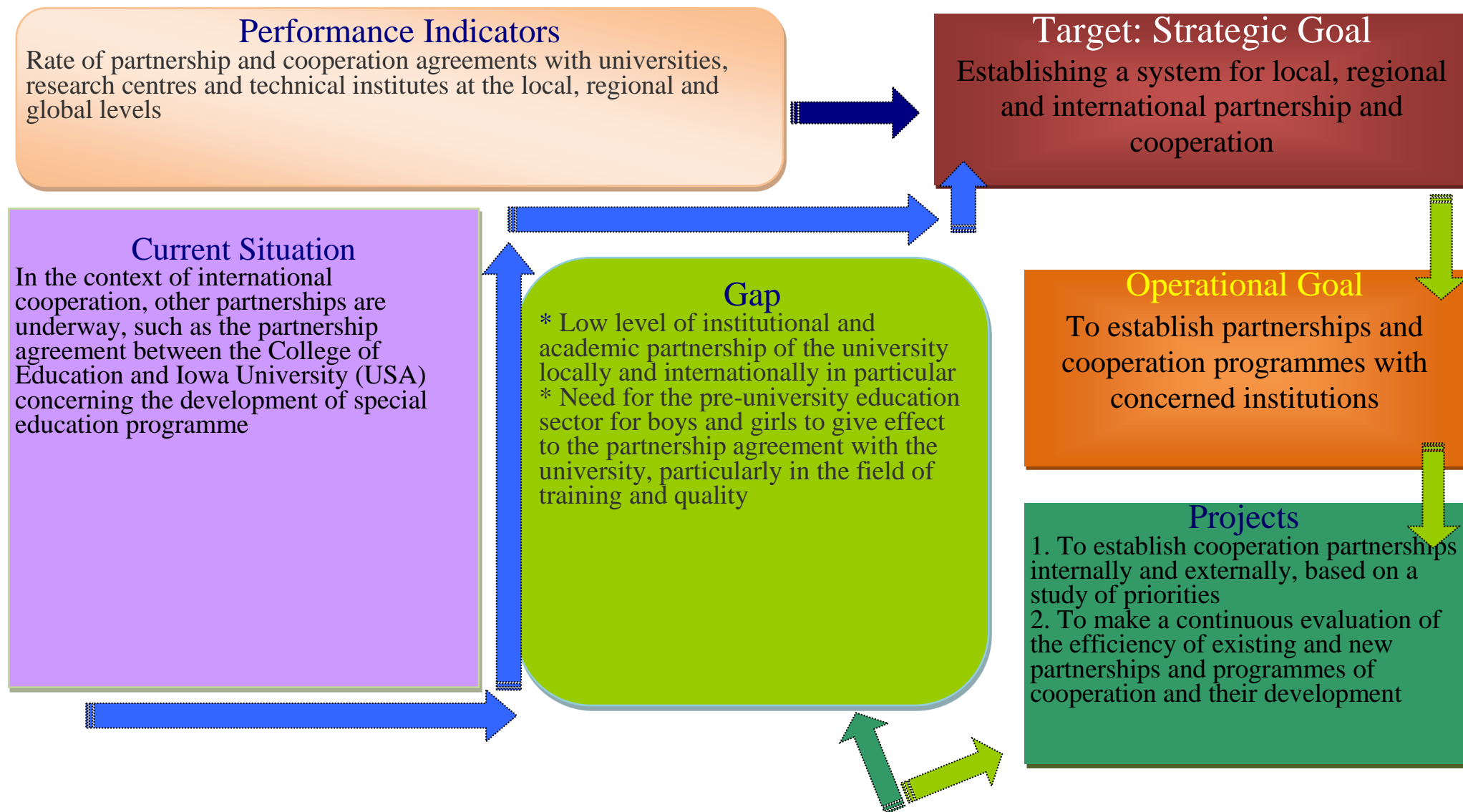
### Operational Goal

To develop partnership and cooperation with educational, research, and industrial institutions and concerned parties

### Projects

1. To study and determine cooperation and partnership priorities according to the aim of the university
2. To study cooperation ways with pre-university educational sector



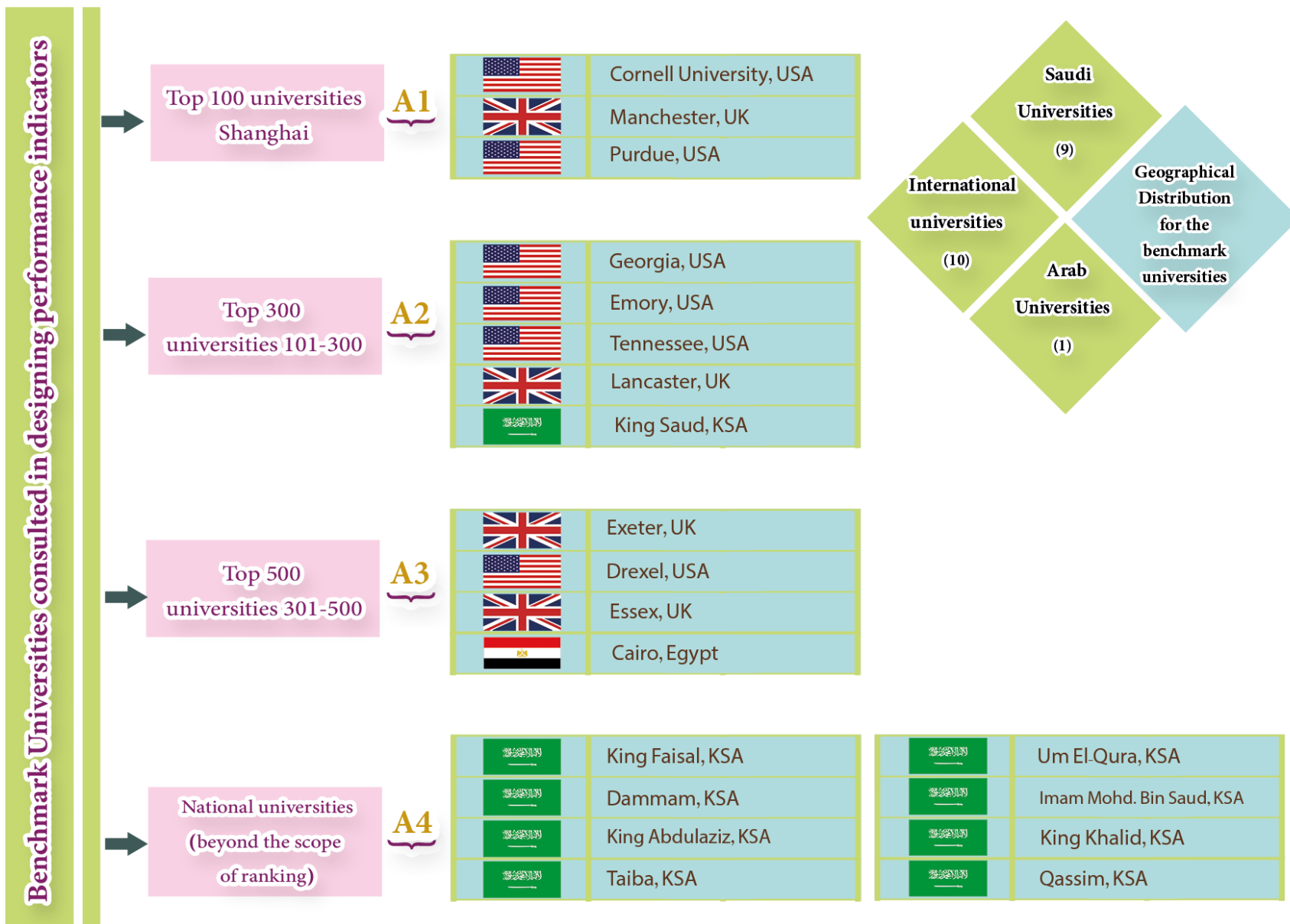


# Benchmark Universities which used in

## Designing Performance Indicators







# Operational Plan



An operational plan was developed, through which the strategic plan smoothly comes to fruition from theory to practice. It has been taken into consideration that the determinant factor to accomplish this is not merely confined to the details of duties and activities. Rather, there must be a timeline that ensures the effective implementation of the activities in a way that the desired strategic goals are fulfilled. Moreover, such activities should be closely followed up and supported so that expected and unexpected risks can be managed during the implementation of the strategic plan.

# Management of operational Plan

## Risk Management

- Analysis of implementation feasibility
- Control of loss
- Activity expenses
- Flexibility and accountability
- Reducing the unexpected expenses

- 1- Strategic goals
- 2- Policies
- 3- Performance indicators
- 4- Operational Plan

## Financial Management

- Cash flow
- Justifications for huge expenses
- Financial auditing

## Internal follow up

- Reports
- Continued Guidance
- Commitment to fulfilling goals
- Ensuring the competence of activity management
- Quality has precedence over quantity

# Conclusion



In conclusion, we can say that Najran university Strategic Plan has been developed throughout stages, taking into account that the university will be shaping and embracing its bright future by dint of the policies and strategic plan (Aafaq) devised by the Ministry of Higher Education, Kingdom of Saudi Arabia. However, the geographical location of Najran has been taken into consideration along with other such characteristic features as peculiarity and factors of competition, making its University an integral and indissoluble part of the world of knowledge where the global universities and research scientific institutions are competing head-to-head with one another.

We hope all administrative and academic leaders in all academic and administrative units at the University will work together for the purpose of implementing the University Strategic Plan the same way they previously worked together shoulder-to-shoulder to draw it up. Moreover, our hope would flare and spring up far beyond for establishing an effective community partnership between the University and the

private and public community institutions to contribute to implementing the plan, assessing performance, developing University efforts and satisfying the community and labour market requirements.

