



Operational Plan Annual Report

Jeddah International College

2022

Quality Assurance and Accreditation Department

December 2022

Report Approving Authority

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About Jeddah International College (JIC)

Jeddah International College is an educational facility founded on the belief that academic excellence is achieved through an integrated educational edifice and distinguished curricula that promote leadership and entrepreneurship, provided by a select group of academics who were attracted from the best educational institutions around the world with the aim of preparing a distinguished elite of the future generation.

The college was founded in 2015 and has received the accreditation of the Ministry of Education for its various departments and programs for the undergraduate and postgraduate levels. Since the establishment of JIC, it has been determined to contribute to Jeddah's educational horizon based on the utilization of contemporary academic curricula which enhance the spirit of leadership and entrepreneurship. Offering programs in engineering, design, artificial intelligence, cyber security, and business administration has led JIC to become a pioneer in the field of higher education with the latest scientific methods and technologies.

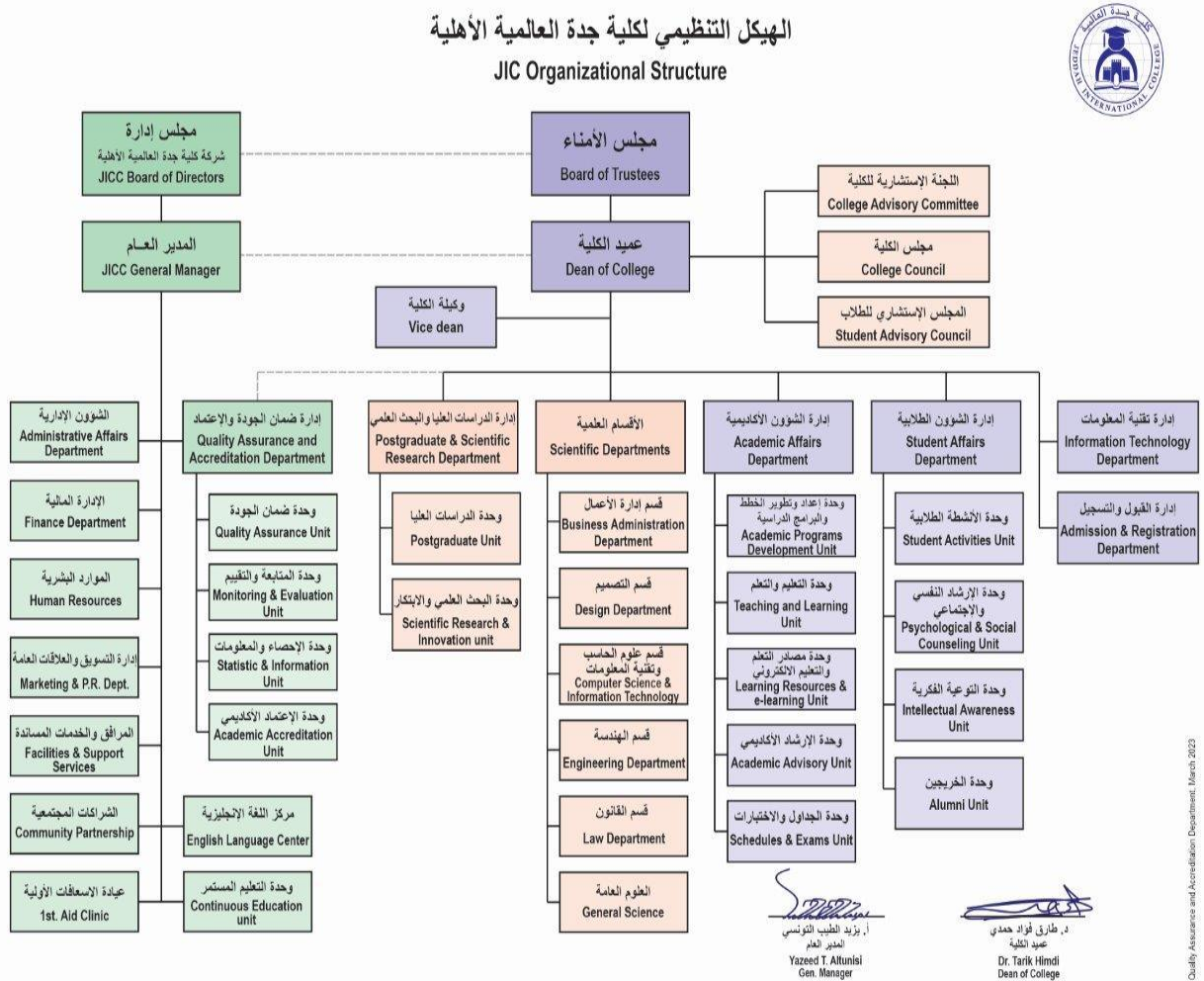
JIC is a Saudi closed joint stock company established in September 2009 with the aim of establishing and operating colleges, investing in educational disciplines and developing educational technologies. The capital of the company is (95) million riyals. The board of directors consists of seven members of society elites as follows:

Dr. Salih Jameel Malaikah	Chairman
Mr. Majed Bin Diauddin Kareem	Vice Chairman
Mr. Mazen Mohsen Baroom	Member
Eng. Waleed Altaib Altunisi	Member
Eng. Tareq Mohammed Telmesani.	Member
Eng. Majed Khalid Abdulghani	Member
Dr. Rashed Bin Abdullah Al Suwaiket	Member

Organizational Structure

The organization structure of the college has been updated to match its vision and to be more effective in carrying out the college's mission. Furthermore, this update contributes in interpreting future directions and strategic plans to senior management and all faculty members. This structure also contributes in improving the work flow and avoiding overlapping responsibilities and powers.

The following figure displays JIC organizational structure.





JIC Vision

To be a distinguished educational institution.

JIC Mission

To provide an attractive educational environment, stimulating human competencies, and distinguished academic programs, all of which contribute to promoting scientific research, community partnership, and preparing future entrepreneurs.

JIC Values

- Affiliation
- Transparency
- Fairness
- Excellence
- Innovation

Strategic Goals

1. Providing pioneering and distinguished educational programs
2. Supporting a culture of development and excellence in the institutional work environment
3. Developing institutional resources and maintaining sustainability
4. Enhancing scientific research and postgraduate programs
5. Building distinguished community partnerships.

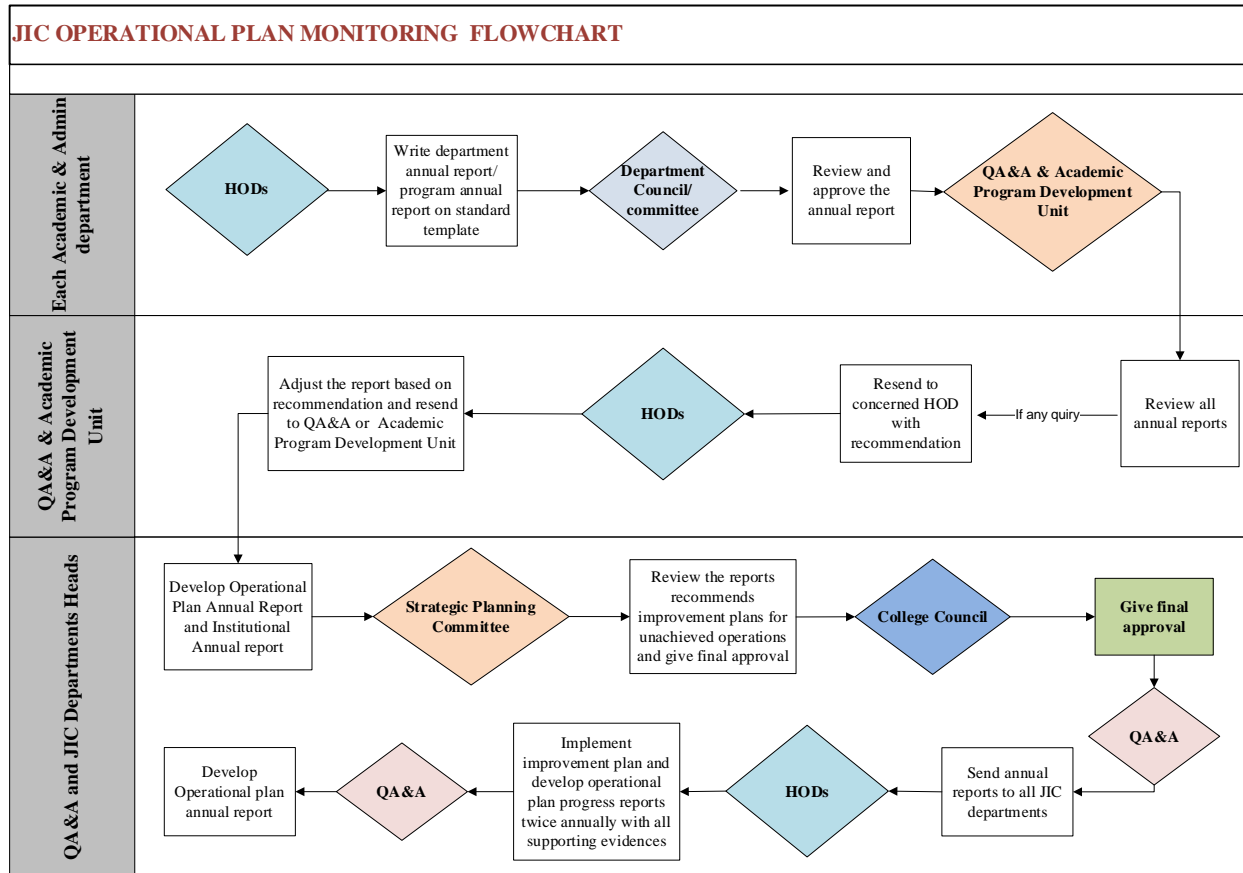
JIC Strategic Plans and Objectives

#	Strategic plans	Subsidiary Objectives
1.	Providing distinguished educational programs	1.1. Developing academic programs according to international standards 1.2. Developing teaching and assessment methods 1.3. Attracting highly distinguished faculty members
2.	Supporting a culture of development and excellence in the institutional work environment	2.1. Providing electronic platforms for the main departments of the college 2.2. Establishing a system of incentives and promotions 2.3. Continuous development of the staff, including administrators and faculty members
3.	Developing institutional resources and maintaining sustainability	3.1. Completing the college infrastructure according to the standard specifications 3.2. Develop learning resources according to the standards of the Academic Accreditation Authority 3.3. Setting up a first aid clinic
4.	Enhancing scientific research and postgraduate programs	4.1. Determining the priorities of scientific research in the college 4.2. Developing the research skills of faculty members and researchers 4.3. Enhancing the outputs of scientific research in the college 4.4. Developing the college's research and innovation performance in order to enhance the college's mental image 4.5. Develop and diversify postgraduate studies programs in line with national trends and labor market needs
5.	Building distinguished community partnerships	5.1. Promoting a culture of community service 5.2. Establishing effective community partnerships with various sectors of society 5.3. Motivating faculty and administrators to participate in community service activities 5.4. Motivating students to participate in community service activities



Operational Plan Monitoring mechanism

JIC realized that monitoring the implementation of strategic operational plans are very important for any organization to measure the institutional and departmental progress, therefore, operational plan's monitoring process has been established by Quality Assurance & Accreditation department (QA&A) in a form of following flowchart:



Strategic Plan KPIs

Institutional KPIs have been developed for JIC's Strategic Plan 2022 to 2026. To feed the data for KPIs measurement it was retrieved through surveys, evaluations, and reports developed by academic and administrative departments.

Major Goals	Strategic Objectives	Performance Indicators	Target Benchmarks	Actual Benchmarks	Achievement percentage
Providing distinguished educational programs	Developing academic programs according to international standards	Percentage of academic programs with study plans that have been updated and approved	0%	0%	—
	Develop teaching and assessment methods	Percentage of faculty members who received training courses focusing on teaching methods and measuring learning outcomes	50%	71.7%	100%
	Attracting highly distinguished faculty members	Percentage of faculty members holding a PhD	40%	45%	100%
		Faculty Retention Ratio	90%	90%	100%
Supporting a culture of development and excellence in the institutional work environment	Providing electronic platforms for the main departments of the college	The number of electronic platforms in the college	1	1	100%
	Establishing a system of incentives and promotions	Number of employees promoted or received financial or moral motivation annually	20	30	100%
	Continuous development of the staff, including administrators and faculty members	Percentage of college employees who received training courses	80%	100%	100%
Developing institutional resources and maintaining sustainability	Completing the college infrastructure according to the standard specifications	Percentage of completion of the college infrastructure	85%	85%	100%
	Develop learning resources according to	Percentage of students who visited the library in each academic year	20%	0	0%

	NCAAA standards				
	Setting up a first aid clinic	Number of employees with certified courses in first aid	5	7	100%
		Percentage of students benefiting from the first aid service provided by the college	20%	5%	25%
Enhancing scientific research and postgraduate programs	Determining the priorities of scientific research in the college	Percentage of what has been accomplished from the list of research priorities in the college	10%	10%	100%
	Developing the research skills of faculty members and researchers	Number of research skills development workshops and programs that have been held at the college	2	2	100%
		Percentage of faculty members who benefit from research skills development activities and programs offered by the college	100%	—	0%
	Enhancing scientific research outputs in the college	Rate of published research per faculty member	0.26	0.26	100%
		Citations rate in refereed journals per faculty member	0.07	0.07	100%
	Developing the college's research and innovation performance in order to enhance the college's mental image	Percentage of academic publication for faculty members	12%	12%	100%
		Number of Innovation Patents and Excellence Awards	0	0	—
	Develop and diversify postgraduate studies programs in line with national trends and labor market needs	Number of existing and newly established postgraduate programs in the college	1	1	100%
Building distinguished community partnerships	Promoting a culture of community service	Percentage of the budget set to support community partnerships and community service out of the total college budget	1%	0.7%	70%
	Establishing effective community partnerships with	Number of community partnerships established with community sectors annually	15	17	100%



	various sectors of society				
	Motivating faculty and administrators to participate in community service activities	Percentage of JIC's employees participating in community service activities	0%	14%	100%
	Motivating students to participate in community service activities	Percentage of students participating in community service activities	10%	21.6%	100%
Percentage of achieved indicators of the institution strategic plan KPIs					85.5%



Operational Plan Annual Report

First Strategic Goal: Providing pioneering and distinguished educational programs
Objective 1.1. Developing academic programs according to international standards

Key Performance Indicator		1.1.1. Percentage of academic programs with study plans that have been updated and approved						
Responsible Department		Academic Program Development Unit						
Proposed budget (for five years)		300.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Developing the Academic Program Development Manual	1. Approved Academic Program Development Manual	Academic Program Development Unit	100%	20%	80%	100%	
2.	Reviewing and updating programs curriculums, specifications and course specifications	1. Developed and Approved curriculums 2. Developed Programs' Specifications 3. Developed Courses' Specifications	Academic Department Heads	30%	0%	20%	20%	<ul style="list-style-type: none"> Review and update all Course specifications Review and update the Curriculums for programs having graduates
3.	Forming assessment committees to review and update the learning outcomes of programs, and to ensure that the requirements of the National Qualifications Framework are met	1. Assessments Committees term of references for each Academic department 2. PLOs & CLOs assessments matrix	Academic Coordinators	100%	20%	20%	40%	<ul style="list-style-type: none"> Review and adjust PLOs & CLOs Update assessments matrix
4.	Evaluating students' performance to determine the extent to which students have achieved the learning outcomes	1. Student Results 2. Linking Student Results to the learning outcomes of each course and	Faculty Members with HODs supervision	100%	50%	50%	100%	



		calculating the percentage of achieved learning outcome						
5.	Offering new academic programs that meets the needs of the labor market	1. MOE Approval of new programs	College Council, Dean, and Academic Department Heads	2 prog.	0 prog.	2 prog. Media Law	100%	
Annual total budget				60k				

First Strategic Goal: Providing pioneering and distinguished educational programs								
Objective: 1.2. Develop teaching and assessment methods								
Key Performance Indicator		1.2.2. Percentage of faculty members who received training courses focusing on teaching methods and measuring learning outcomes						
Responsible Department		Academic Departments						
Proposed budget (for five years)		200.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Developing a Teaching, Learning and Assessment strategies Handbook	1. Approved Teaching, Learning and Assessment strategies Handbook	Academic Program Development Unit	100%	0%	0%	0%	Develop a manual related to teaching strategies and assessment methodologies Handbook
2.	Providing workshops and training courses for faculty members on Modern and Advanced Teaching Strategies	1. Internal and External Workshops List 2. A list of Faculty members who received training courses in each department 3. Faculty Members Workshops Reports 4. Copies of Workshops Certificates	Staff Development Unit (HR) & Academic Department Heads	100%	20%	20%	40%	Workshops needs to be provided for faculty members
3.	Updating Programs and Courses specifications according to modern teaching strategies that will be applied in the program	1. Samples of updated programs specifications 2. Samples of updated course specifications	Academic Department Heads & Faculty Members	50%	0%	10%	10%	All programs and course specifications shall be reviewed and updated by the end of academic year 2022/2023
4.	Developing Methods of Measuring Learning Outcomes	1. The services provided by the electronic system for measuring the learning outcomes of programs and courses 2. Reports of PLOs achievement percentage	Academic Department Heads & Faculty Members	100%	40%	40%	80%	electronic system for measuring the learning outcomes of programs and courses shall be finalized during academic year 2022/2023



		3. Reports of CLOs achievement percentage						
5.	Developing methods of Assessing Students' educational Performance	1. Sample of course syllabus to show the alignment between assessment methods and learning outcomes	Faculty Members	100%	40%	40%	80%	
Annual total budget				40k				



First Strategic Goal: Providing pioneering and distinguished educational programs

Objective: 1.3. Attracting highly distinguished faculty members

Key Performance Indicator		1.3.3. Percentage of faculty members holding a PhD 1.3.4. Faculty Retention Ratio						
Responsible Department		Human Resources						
Proposed budget (for five years)		235.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Determining the criteria for selecting faculty members	<ol style="list-style-type: none"> 1. Recruitment P&P 2. Requirements criteria for recruiting faculty members 3. Sample of Job Posing 4. Academic Certificates and Degrees Verifying Mechanism 	Human Resources	100%	50%	50%	100%	
2.	Retaining of distinguished faculty members and develop motivation Strategies	<ol style="list-style-type: none"> 1. Employees motivation P&P 2. Sample shows the implementation of motivation policy 	Human Resources	0%	20%	40%	60%	Although JIC's policy & procedure for motivating employees was not finalized during year 2022, however, the college motivated some employees by providing awards for achievement based on specific criteria.
3.	Developing employees' development unit providing workshops and enhancing employees' skills	<ol style="list-style-type: none"> 1. Human Resources Organizational chart marking the Employees' Development Unit 2. The annual calendar of external and internal workshops provided 	Human Resources	100%	30%	50%	80%	<ul style="list-style-type: none"> • Provide more external workshops • Cover all employees in internal workshops



		<ol style="list-style-type: none"> 3. Percentage of faculty members benefiting from training courses in each department 4. Development Unit's improvement action plan 						
4.	Developing the criteria of the annual evaluation of faculty members	<ol style="list-style-type: none"> 1. Evaluation P&P 2. probation period P&P 3. Sample of Academic Appraisals 4. Sample of decisions taken based on evaluation 	Human Resources	100%	50%	50%	100%	
Annual total budget				15k				

Second Strategic Goal: Supporting a culture of development and excellence in the institutional work environment

Objective: 2.1. Providing electronic platforms for the main departments of the college

Key Performance Indicator: 2.1.5. The number of electronic platforms in the college

Responsible Department: Quality Assurance and Accreditation Department

Proposed budget (for five years): 350.000 SAR

#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Reviewing and updating JIC Organizational Structure	1. Approved JIC organizational Structure 2. Organizational Structure Circulation Mechanism	Quality Assurance and Accreditation & Marketing Department	100%	50%	50%	100%	
2.	Developing organizational charts for administrative and Academic Departments	1. Approved organizational charts for administrative and Academic Departments	Quality Assurance and Accreditation Department	100%	0%	50%	50%	Develop organization chart for remaining administrative departments
3.	Formulating needed Units and Committees	1. Units and Committees Organizational Chart	Quality Assurance and Accreditation Department	100%	50%	50%	100%	
4.	Determining the Needs from human resource and electronic systems and include them in the JIC's annual budget	1. Samples of approved departments' budgets for the next academic year and inclusion in the JIC's annual budget 2. List of approved electronic systems and identifying the beneficiary departments 3. Copies of electronic systems contracts	Financial Affairs Department	100%	20%	40%	60%	<ul style="list-style-type: none"> • HR software shall be purchased and activated • Teaching & Learning software shall be upgraded
5.	Measuring Employee Satisfaction with electronic Services	1. Employee Satisfaction Survey 2. Analyze survey results	Financial Affairs Department	100%	0%	80%	80%	Internet facility needs to be upgraded



		3. Developing the action plans based on the results						
		4. Sample of implementation of action plan						
Annual total budget				50k				

Second Strategic Goal: Supporting a culture of development and excellence in the institutional work environment

Objective: 2.2. Establishing a system of incentives and promotions

Key Performance Indicator		2.2.6. Number of employees promoted or received financial or moral motivation annually						
Responsible Department		Human Resources Department						
Proposed budget (for five years)		200.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Developing Promotion P&P demonstration employee promotion criteria	<ol style="list-style-type: none"> Promotion P&P Sample of promoted employee and promotion announcements The total number of administrators promoted annually with details The total number of faculty members promoted annually with details 	Human Resources Department	0%	0%	5%	5%	<ul style="list-style-type: none"> Although JIC's promotion policy & procedure was not developed in year 2022, however, the college promoted some of the administrative employees. Affiliation with government university needs to be developed to promote faculty members.
2.	Developing Retention P&P	<ol style="list-style-type: none"> Employees' motivation P&P Samples of motivations provided by the college 	Human Resources Department	100%	10%	80%	90%	Salary scale for faculty members needs to be reviewed
Annual total budget				20k				



Second Strategic Goal: Supporting a culture of development and excellence in the institutional work environment

Objective: 2.3. Continuous development of the staff, including administrators and faculty members

Key Performance Indicator 2.3.7. Percentage of college employees who received training courses

Responsible Department Human Resources Department and Skill Development Unit

Proposed budget (for five years) 200.000 SAR

#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Identifying training needs based on employee annual evaluation	1. List of training needs for administrative staff 2. List of training needs for faculty members	Employees' Development Unit	0%	30%	40%	70%	<ul style="list-style-type: none"> Although training & development unit did not use employee evaluation as a training need assessment method in year 2022, however, some employees requested to attend workshops based on their needs and the college covers the financial expenses. Training calendar shall be prepared based on the assessment of employees' evaluation results



2.	Building internal training calendar	1. Approved internal training calendar		0%	50%	50%	100%	
3.	Building external training calendar	1. Approved external training calendar		0%	50%	50%	100%	
4.	Listing administrative training requests	1. Approved administrative training requests list		100%	50%	50%	100%	
5.	Listing academic training requests	1. Approved academic training requests list		100%	50%	50%	100%	
6.	Developing the annual report	1. Approved Employees' Development Unit annual report		100%	0%	100%	100%	
Annual total budget				40k				



Third Strategic Goal: Institutional resource development and sustainability

Objective: 3.1. Completion of the college infrastructure according to standard specifications

Key Performance Indicator		3.1.8 Percentage of completion of the college infrastructure						
Responsible Department		Facilities and Support Services						
Proposed budget (for five years)		3.500.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Completing the horizontal infrastructure expansion in accordance with standard specifications and improving facilities and equipment's operational efficiency	1. Infrastructure expansion annual report	Facilities and Support Services	50%	10%	30%	40%	horizontal infrastructure expansion needs to be completed by the end of academic year 2022/2023
2.	Developing manual to rationalize the use of facilities and equipment, and facility management and safety	<ul style="list-style-type: none"> Facilities and Support Services Manual Safety and Security Manual 		50%	10%	35%	45%	<ul style="list-style-type: none"> Facilities and Support Services Manual needs to be reviewed and approved Safety and Security Manual needs to be approved and announced to all JIC's employees
3.	Developing P&P for facilities management sustainability, facility maintenance and renovation	<ol style="list-style-type: none"> Facility Maintenance and Renovation P&P Periodic Maintenance Reports 		100%	10%	10%	20%	<ul style="list-style-type: none"> Develop fixed assets recording system maintenance and renovation recording system
4.	Developing regular Facilities Satisfaction Surveys and developing action plans based on the results	<ol style="list-style-type: none"> Employee Satisfaction Surveys Results Developing Action Plans based on the results 	Facilities and Support Services in coordination with statistic unit	100%	20%	25%	45%	All improvement action plans need to be completed during academic year 2022/2023



		3. Sample of Action Plan Implementation						
Annual total budget				500k				

Third Strategic Goal: Institutional resource development and sustainability

Objective: 3.2. Develop learning resources according to NCAAA standards

Key Performance Indicator: 3.2.9 Percentage of students who visited the library in each academic year

Responsible Department: Dean, General Manager, and Facilities and Support Services

Proposed budget (for five years): 600.000 SAR

#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Completing Library Construction	1. Library progress and development Report 2. List of library Services	Facilities and Support Services	100%	30%	50%	80%	Silent rooms and group discussion rooms needs to be established
2.	Recruiting Qualified Library Staff	1. CVs of Contracted Librarians	Human Resources Department	50%	0%	0%	0%	Librarians needs to be recruited for library
3.	Providing Electronic/Digital Library	1. Digital Libraries Contracts	Financial Affairs Department	100%	50%	50%	100%	
4.	Updating Library Resources based on the Curriculum needs	1. List of required books and references received from academic department 2. Copies of contracts with suppliers of scientific books and references 3. Lists of books that have been provided for all Majors based on needs	Library Staff	100%	0%	20%	20%	<ul style="list-style-type: none"> Policy & procedure to purchase books needs to be developed with all related forms System to collect books and references requirements from faculty members needs to be developed
5.	Developing Library and Learning Resources Satisfaction Surveys	1. Library and Learning Resources Satisfaction Surveys for Faculty Members 2. Library and Learning Resources Satisfaction Surveys for Students	Library Staff	100%	0%	20%	20%	Recommended action plans shall be implemented



		3. Developing Action Plans based on the results						
		4. Sample of Action Plan Implementation						
Annual total budget				200k				

Third Strategic Goal: Institutional resource development and sustainability

Objective: 3.3. Setting up a first aid clinic

Key Performance Indicator	3.3.10 Number of employees with certified courses in first aid 3.3.11 Percentage of students benefiting from the first aid service provided by the college							
Responsible Department	Dean, General Manager, and Facilities and Support Services							
Proposed budget (for five years)	800.000 SAR							
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Completing first aid clinic construction	1. Clinic progress and development report with accomplished and provided equipment	Facilities and Support Services & Financial Affairs Department	0%	0%	50%	50%	<ul style="list-style-type: none"> First aid clinic was established Equipment's and furniture need to be finalized during year 2023
2.	Providing a suitable medical staff for the first aid clinic	1. Contracted clinic staff CVs	Human Resources Department	0%	0%	0%	0%	Expert nurse needs to be recruited for first aid clinic
3.	Providing first aid training courses and encouraging employee to register	1. List of First Aid training courses 2. List of First Aid certified Administrative 3. List of First Aid certified Faculty Member	Human Resources Department and Skill Development Unit	10%	10%	15%	25%	50% of employees needs to have BLS training during year 2023
4.	Developing First Aid and Clinical Practice Manual & P&P	1. First Aid and Clinical Practice Manual 2. First Aid and Clinical Practice P&P	Medical Staff	0%	0%	0%	0%	First Aid and Clinical Practice Manual and first aid policies & procedures needs to be developed by first aid clinic's nurse



5.	Developing Clinic Services & Patient Satisfaction Surveys	<ol style="list-style-type: none"> 3. Clinic Services Satisfaction Surveys for Faculty Members 4. Clinic Services Satisfaction Surveys for Students 5. Developing Action Plans based on the results 6. Sample of Action Plan Implementation 	Medical Staff	0%	15%	15%	30%	<ul style="list-style-type: none"> • Although the first aid clinic not yet established, however, the college provide s first aid services when needed to student as well as employees as much as possible.
Annual total budget				10k				

Fourth Strategic Goal: Strengthening scientific research and postgraduate programs

Objective: 4.1. Determining the priorities of scientific research in the college

Key Performance Indicator		4.1.12 Percentage of what has been accomplished from the list of research priorities in the college						
Responsible Department		Post Graduate Studies & Scientific Research and Innovation Department						
Proposed budget (for five years)		100.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Raising Awareness of Scientific Research and Rewards P&P	1. List of Scientific Research Development Activates	Scientific Research and Innovation Unit	100%	30%	70%	100%	
2.	Holding a meeting with Academic Departments to address Research Priorities and Framework	1. Approved MoM	Post Graduate & Scientific Research and Innovation Department	100%	0%	100%	100%	
3.	Identifying the Research priorities for the Academic departments within the specified framework	1. Approved MoM	Academic Departments	100%	0%	100%	100%	
4.	Formulate a comprehensive list of research priorities. After analyzing and comparing topics, unifying terminology, and merging similarities	1. Proposed Research priorities	Scientific Research and Innovation Unit	100%	0%	100%	100%	
5.	Approving and Circulating the Research priorities to all Faculty Members	1. Approved Research priorities	College Council	100%	0%	100%	100%	
6.	Spreading Awareness & Announcement of Scientific Research priorities on the website	1. Scientific Research Activates Reports and Website Announcements	Scientific Research and Innovation Unit	100%	0%	100%	100%	Publish On website
Annual total budget				20k				

Fourth Strategic Goal: Strengthening scientific research and postgraduate programs

Objective: 4.2. Developing the research skills of faculty and researchers

Key Performance Indicator		4.2.13 Number of research skills development workshops and programs that have been held at the college 4.2.14 Percentage of faculty members who benefit from research skills development activities and programs offered by the college						
Responsible Department		Post Graduate Studies & Scientific Research and Innovation Department						
Proposed budget (for five years)		260.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Offering various activities, newsletter & guides to develop research skills, including courses, workshops, specialized seminars on scientific research methods, writing research papers, and publishing and the different type journals.	<ol style="list-style-type: none"> 1. Report of the research development activities 2. Lists of participating faculty members 3. Measuring & Reporting the Satisfaction of the beneficiaries 	Scientific Research and Innovation Unit	100%	30%	45%	75%	More awareness and workshops need to be provided to faculty members
2.	Building Research partnerships, developing incentive policies & research skills	<ol style="list-style-type: none"> 1. List of Research partnerships 	Scientific Research and Innovation Unit	0%	0%	10%	10%	IEEE conference
3.	Spreading Awareness of available data bases	<ol style="list-style-type: none"> 1. List of research databases 2. List of Research activities, beneficiaries and their evaluation 	Scientific Research and Innovation Unit	0%	0%	20%	20%	web-based database needs to be developed
Annual total budget				20k				

Fourth Strategic Goal: Strengthening scientific research and postgraduate programs

Objective: 4.3. Enhancing scientific research outputs in the college

Key Performance Indicator		4.3.15 Rate of published research per faculty member 4.3.16 Citations rate in refereed journals per faculty member						
Responsible Department		Post Graduate Studies & Scientific Research and Innovation Department						
Proposed budget (for five years)		300.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
4.	Governance of Research System at the College	1. Scientific Research Bylaw 2. Research Excellence & Rewards P&P 3. Intellectual property P&P 4. Scientific Research Ethics Manual	Scientific Research and Innovation Unit	100%	0%	100%	100%	
5.	Increasing internal and external funds allocated supporting scientific research	1. Scientific Research Budget 2. List of Funding Sources and the percentage of each funding agency	Financial Affairs Department	0%	0%	50%	50%	The college allocated internal fund and needs to make arrangement for external fund
6.	Keeping up with specialized scientific conferences and journals	1. List of publications	Scientific Research and Innovation Unit	0%	10%	20%	30%	Although, this initiative is not required for current year, however there are publication in scientific journals. JIC need to participate effectively in conferences



Strategic Plan Development Committee

7.	Adopting Scientific Research Incentive policies for publishing and excellence, and encouraging research groups and projects	1. Reporting Incentive & financial support, excellence awards, and research groups	Scientific Research and Innovation Unit	0%	0%	100%	100%	Although, this initiative is not required for current year, however JIC provided incentives for faculty members having research activities
Annual total budget				20k				



Fourth Strategic Goal: Strengthening scientific research and postgraduate programs

Objective: 4.4. Developing the college's research and innovation performance in order to enhance the college's mental image

Key Performance Indicator		4.4.17 Percentage of academic publication for faculty members 4.4.18 Number of Innovation Patents and Excellence Awards						
Responsible Department		Post Graduate Studies & Scientific Research and Innovation Department						
Proposed budget (for five years)		90.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Establishing a regular updated database of Published Scientific Papers	<ol style="list-style-type: none"> Database Satisfaction level of Faculty Members with the Database 	Scientific Research and Innovation Unit & IT Department	0%	10%	10%	20%	Although, this initiative is not required for current year as the college not establishing electronic system to update the scientific research data base, however the data was collected and analyzed manually by scientific research unit in coordination with analysis & information unit in QA&A. JIC need to have software to analyze the data and make database.
2.	Measuring Research and publication efficacy through KPIs	<ol style="list-style-type: none"> Annual Reports of the college's research and innovation performance accompanied by 	Scientific Research and Innovation Unit	100%	50%	50%	100%	JIC need to have software to analyze



		evaluation and continuous action plans							the data and make database.
3.	Adopting the Scientific Research Standard as one of the Faculty Member recruiting determinants	1. Faculty Members CVs including their Research Activities	Human Resources	100%	50%	50%	100%		Although, this initiative is not required for current year, however the recruitment criteria were updated for faculty members to include scientific research standard.
4.	Promoting the participation of undergraduate students in scientific research through research projects and graduation projects	1. Reporting activities for developing research skills of undergraduate students 2. Student participation report	Scientific Research and Innovation Unit & Academic Departments	0%	0%	20%	20%		Although, this initiative is not required for current year, however the student participation in scientific research was clearly mentioned in scientific research bylaw. The unit developed a plan encouraging student to participate actively in scientific research activities
Annual total budget				10k					

Fourth Strategic Goal: Strengthening scientific research and postgraduate programs

Objective: 4.5. Develop and diversify graduate studies programs in line with national trends and labor market needs

Key Performance Indicator		4.5.19 Number of existing and newly established postgraduate programs in the college						
Responsible Department		Post Graduate Studies & Scientific Research and Innovation Department						
Proposed budget (for five years)		120.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Evaluating and developing existing postgraduate programs at JIC	1. Reporting, evaluating, and developing postgraduate programs 2. Analyzing Survey Results of Postgraduate programs quality	Scientific Research and Innovation Unit & Academic Departments	100%	50%	20%	70%	Encourage faculty to participate on survey
2.	Preparing studies of the future needs of the labor market and developing new programs accordingly	1. Feasibility study on the Labor market trajectories 2. List of updated programs with benchmark data 3. List of the facilities and equipment provided for postgraduate programs 4. Report of approved proposed postgraduate program study plan 5. MOE Approval for postgraduate programs	Scientific Research and Innovation Unit & Academic Programs Development Unit	100%	25%	25%	50%	MOE is not providing approval to open new postgraduate programs before getting institutional NCAAA accreditation. JIC should work to get institutional NCAAA accreditation and then develop a plan to have program accreditation
3.	Promoting postgraduate programs offered by the college, and offering	1. Copies of postgraduate Program advertisement / promotion	Postgraduate Department & PR	100%	50%	50%	100%	



mechanisms to motivate graduates from inside and outside the college to join them.	2. List of graduate privileges and sample of application	& Marketing Department					
Annual total budget			20k				



Fifth Strategic Goal: Building distinguished community partnerships								
Objective: 5.1. Promoting a culture of community service								
Objective: 5.2. Establishing effective community partnerships with various sectors of society								
Key Performance Indicator		5.1.20 Percentage of the budget set to support community partnerships and community service out of the total college budget 5.2.21 Number of community partnerships established with community sectors annually						
Responsible Department		Post Graduate Studies & Scientific Research and Innovation Department						
Proposed budget (for five years)		120.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Develop an Annual Budget to support Community Partnerships and Community Services Unit	<ol style="list-style-type: none"> Approved Community Partnerships Annual Budget Community Partnerships Agreement 	Finical Affairs	100%	50%	50%	100%	Evidence from the financial dep
2.	Develop Community Partnerships P&P	<ol style="list-style-type: none"> Community Partnerships P&P 	Community Services & Community Partnerships Unit	100%	0%	100%	100%	
3.	Develop an Annual Plan for Community Partnerships	<ol style="list-style-type: none"> Approved list of Annual community services Survey Analysis of Beneficiaries Action Plans based on Survey Results Sample of the implementation of action plans 		100%	0%	100%	100%	
4.	Expansion of educational, awareness and service initiatives and activities that meet the needs of the target groups of society	<ol style="list-style-type: none"> List of offered lectures, seminars, awareness campaign, and training programs Survey Analysis of Beneficiaries Action Plans based on Survey Results Sample of the implementation of action plans 		100%	50%	50%	100%	
Annual total budget				20k				



Fifth Strategic Goal: Building distinguished community partnerships								
Objective: 5.3. Motivating faculty and administrators to participate in community service activities								
Objective: 5.4. Motivating students to participate in community service activities								
Key Performance Indicator		5.4.22 Percentage of JIC’s employees participating in community service activities 5.2.21 Number of community partnerships established with community sectors annually 5.4.23 Percentage of students participating in community service activities						
Responsible Department		Post Graduate Studies & Scientific Research and Innovation Department						
Proposed budget (for five years)		100.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022	Achievement			Recommendation
					1 st half	2 nd half	Total	
1.	Developing P&P organizing participation of administrative and academic staff in community services and clarifying the initiative mechanisms used to enhance their participation	<ol style="list-style-type: none"> Employee Community Services Involvement P&P Sample of implemented initiative tactics 	Community Partnership	100%	50%	50%	100%	
2.	Using Community Services Involvement as one of the criteria for Employee Evaluation	<ol style="list-style-type: none"> Sample of Administrative Evaluations Sample of Academic Evaluations 	Human Resources Department	100%	50%	50%	100%	
3.	Developing P&P organizing participation of students in community services and clarifying the initiative mechanisms used to enhance their participation	<ol style="list-style-type: none"> Student Community Services Involvement P&P Sample of Implemented Motivation Tactics 	Community Partnership	100%	50%	20%	70%	Implement the motivation (incentives) for students
Annual total budget				20k				

Strategic Goal	Subsidiary Goal	1 st Year	2 nd Year	3 rd Year	4 th Year	5 th Year
1	1	60,000	60,000	60,000	60,000	60,000
	2	40,000	40,000	40,000	40,000	40,000
	3	15,000	40,000	50,000	60,000	70,000
2	1	50,000	180,000	20,000	50,000	50,000
	2	20,000	30,000	50,000	50,000	50,000
	3	40,000	40,000	40,000	40,000	40,000
3	1	500,000	1,500,000	500,000	500,000	500,000
	2	200,000	100,000	100,000	100,000	100,000
	3	10,000	350,000	150,000	150,000	150,000
4	1	20,000	20,000	20,000	20,000	20,000
	2	20,000	60,000	60,000	60,000	60,000
	3	20,000	60,000	60,000	80,000	80,000
	4	10,000	20,000	20,000	20,000	20,000
	5	20,000	30,000	20,000	20,000	30,000
5	1	20,000	60,000	60,000	80,000	80,000
	2					
	3	20,000	20,000	20,000	20,000	20,000
	4					
Annual Total Budget		1,065,000	2,610,000	1,270,000	1,350,000	1,370,000-
Total Strategic Plan Budget		7,665,000				