



# **Operational Plan**

Jeddah International College

2021-2026

Quality Assurance and Accreditation Department



## Contents

About Jeddah International College (JIC) .....	3
Organizational Structure .....	4
The Executive Summary for the Strategic Plan .....	4
College Programs.....	7
Strategic Plan Methodology.....	7
JIC Vision .....	9
JIC Mission .....	9
JIC Values .....	9
Strategic Goals .....	9
JIC Strategic Plans and Subsidiary Objectives .....	10
Strategic Plan Performance Indicator Matrix .....	11
Requirements of Implementing a Successful Strategic Plan .....	13



## 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:

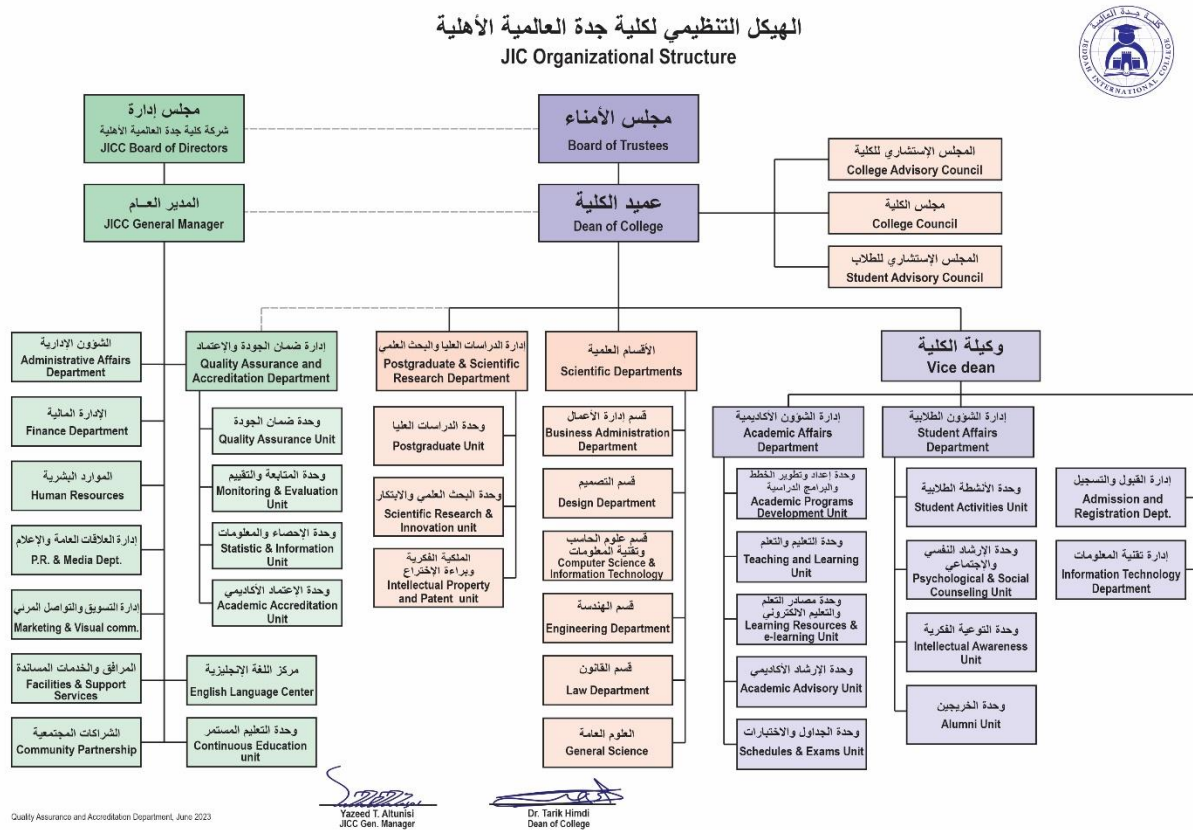
Dr. Salih Jameel Malaikah	Chairman
Mr. Majed Bin Diauddin Kareem	Vice Chairman
Mr. Mazen Mohsen Baroom	Member
Eng. Waleed Altaib Altunisi	Member
Eng. Tareq Mohammed Telmesani.	Member
Eng. Majed Khalid Abdulghani	Member
Dr. Rashed Bin Abdullah Al Suwaiket	Member



## 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.



## The Executive Summary for the Strategic Plan

JIC strategic plan is considered the pillar for the launch and success of the college in light of the successive global changes in the field of higher education, the emergence of international rankings of universities, and the increasing competitiveness of many higher education institutions at the global level in general and the local level in particular. In light of such data, an action plan and a



strategic move has begun towards preparing a strategic plan for JIC by starting in the first phase to collect preliminary data about the college and to diagnose and analyze its current organizational structure, vision, mission and strategic objectives. The aforementioned phase ended with the formulation of a vision and mission for the college that reflects its future directions within the commitment to core values that have been agreed upon and approved. The plan relied on a variety of sources of information, and the most important of which are:

- The first strategic plan data, and a field update of the current status of the college in all its material, human and legal components.
- The recent national trends represented in the Kingdom's Vision 2030 and its programs, and the National Center for Academic Accreditation and Assessment NCAAA standards.
- The most important global trends and practices in higher education, represented in some sample plans, started with the strategy of the prestigious national, regional and international universities.

On the other hand, the efforts of the task forces in the second phase were directed to analyzing the current situation of the college and conducting a SWOT analysis for both the internal and external environments in the college. This analysis helped in discovering the strengths and weaknesses in the internal environment. It also helped in discovering opportunities and threats in the external environment which then facilitated the process of putting forward proposals and recommendations to develop the work executed in the college in every strategic axis previously suggested.

A strategic & operational planning committee was formed headed by JIC's general manager and the membership of JIC's dean as a co-chairperson and some of academic departments heads with experience in preparing strategic plans, in addition to an integrated work team with various scientific specializations and expertise from JIC's employees who have the skills and expertise necessary to prepare the strategic plan for the college, to work on, analyze and diagnose a new vision for the college and to review the college's mission, strategic goals, and values. After an extensive review and comprehensive study of the strategic plans of many prestigious colleges locally and internationally, the committee worked on developing five strategic themes in the third phase of the college's strategic plan included the following:

- Offering distinguished educational programs
- Supporting a culture of development.
- Developing institutional resources
- Enhancing scientific research and postgraduate programs
- Building community partnerships

As for the fourth stage of preparing the college's strategic plan, it dealt with preparing a system of strategic goals and the college's subsidiary objectives. The fifth stage focused on preparing the performance indicators matrix for the strategic plan.



Finally, the work force made certain that the college's strategic plan conforms with the main directions of the Kingdom's vision and go within the scope of its objectives in accordance with the initiatives and projects targeted to be implemented during the next phase. The aforementioned effort was made certain in order to achieve unifying visions, implement the vision and mission of the college, and work within a systemic and integrative framework that supports efforts towards development and achievement.

**Mr. Yazeed Muhammad Al-Tayeb Al-Tunisi**

General Manager of Jeddah International College and General Supervisor of Quality Assurance and Accreditation Department

## College Programs

Jeddah International College grants undergraduate and postgraduate programs in the following disciplines:

1. Bachelor of Accounting and Finance: a double major (dual) that includes the study of accounting and financial theories, and the applied concepts necessary to interact with executives and workers in the local market.
2. Bachelor of Marketing and International Business: a double major (Dual) that includes the basic principles of strategic marketing, planning and international business management, branding concepts, human and behavioral resources.
3. Bachelor of Graphic Design: It includes using technical communication strategies, creating and planning creative designs using the latest design software while learning the basics of branding, corporate identity, imaging systems, cinematic and craft design.
4. Bachelor of Interior Design: It includes studying the art of planning and designing interior spaces, paying attention to the aesthetic and technical aspects, learning the basics of maintaining the integrity of buildings, having the ability to freehand drawing, getting familiar with computer drawing programs, and learning how to coordinate colors.
5. Bachelor of Computer Science: It includes the analysis and design of systems and algorithms through the skills of analysis, design, proof and comparison. It is divided into software engineering track and artificial intelligence track.
6. Bachelor of Information Technology: It includes studying the design, development and support of computer systems and applications to transfer, store, protect, process, send and retrieve information securely. The program includes two tracks cybersecurity and networking.
7. Bachelor of Industrial Engineering: includes the sciences of mechanical design, various manufacturing and production processes, and everything associated with planning, assembly, inspection, testing, analysis, processing and development, to obtain the best value at the lowest cost.
8. Master in Business Administration (MBA): It includes modern methods of management, administrative creativity, theories of effective leaders in decision-making, and information technology means in various administrative fields.

## Strategic Plan Methodology

The strategic & operational planning committee started the process of updating the college's strategic plan with the beginning of 2022 A. In this meeting the proposal for preparing the strategic plan for the college was discussed. The discussions in the first introductory meeting of the strategic plan focused on the contents of the strategic plan and the future work plan. Furthermore, in this meeting, the most important outputs expected from the preparation of the college's strategic plan were reviewed, and the follow-up system for the implementation of the plan. The focus in this meeting was also on the necessity of integrating the strategic plan of the college and the vision 2030 of the Kingdom of Saudi Arabia.

**The following is a discussion of the preparation of the strategic plan:**

A committee was formed to prepare and follow up the strategic plan of the college headed by JIC's general manager, and the membership of JIC's dean, some of scientific departments heads with experience in preparing strategic plans, in addition to an integrated work team with various scientific specializations and expertise from JIC's employees who have the skills and expertise necessary to prepare the strategic plan for the college. The committee also reached out for help from other members when necessary.

Additionally, the college's strategic plan methodology was also prepared: The plan's work teams relied on the use of several modern and advanced methods for preparing the strategic plan, which included:

- Analyzing the most important strategic plans of the leading and well-known colleges and universities inside and outside the Kingdom of Saudi Arabia to refer comparisons and be guided by them when preparing the current plan.
- Forming specialized work teams to carry out each of the tasks of preparing the strategic plan.
- Preparing the necessary workshops to discuss topics related to the college's strategic plan.

In light of relying on the principle of work teams to accomplish the tasks required for the preparation of the strategic plan, the tasks were distributed to the various work teams and what has been achieved was discussed through periodic meetings. The strategic plan data sources were also provided in order to initiate the process of preparing the college's strategic plan. The plan proposal was presented based on many data sources, the most important of which are:

- Printed and electronic documents about the college and its website
- The College's previous strategic plan.
- A report on the future plan of higher education in the Kingdom.
- Strategic plans for many well-known colleges and universities locally, regionally and internationally.
- Holding several meetings with the relevant parties in the college, including administrators, faculty members, businessmen, and students. Moreover, distributing questionnaires to the aforementioned parties in order to verify the clarity and comprehensiveness of the proposed vision, mission and values.

Finally, the proposed work plan was presented to prepare the strategic plan for the college and the stages of achievement. The work plan is an important basis for teamwork through work teams; therefore, the proposed work plan was built according to several methodological and main stages when preparing strategic plans.



## 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 governmental and private sectors 5.3. Motivating faculty and administrators to participate in community service activities 5.4. Motivating students to participate in community service activities

## Strategic Plan Key Performance Indicator Matrix

#	Strategic Goals	Objectives	Key Performance Indicator
1.	Providing distinguished educational programs	1.1. Developing academic programs according to international standards	1.1.1. Percentage of academic programs with study plans that have been updated and approved
		1.2. Develop teaching and assessment methods	1.2.2. Percentage of faculty members who received training courses focusing on teaching methods and measuring learning outcomes
		1.3. Attracting highly distinguished faculty members	1.3.3. Percentage of faculty members holding a PhD 1.3.4. Faculty Retention Ratio
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	2.1.5. The number of electronic platforms in the college
		2.2. Establishing a system of incentives and promotions	2.2.6. Number of employees promoted or received financial or moral motivation annually
		2.3. Continuous development of the staff, including administrators and faculty members	2.3.7. Percentage of college employees who received training courses
3.	Developing institutional resources and maintaining sustainability	3.1. Completing the college infrastructure according to the standard specifications	3.1.8 Percentage of completion of the college infrastructure
		3.2. Develop learning resources according to NCAAA standards	3.2.9 Percentage of students who visited the library in each academic year
		3.3. Setting up a first aid clinic	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
4.	Enhancing scientific research and postgraduate programs	4.1. Determining the priorities of scientific research in the college	4.1.12 Percentage of what has been accomplished from the list of research priorities in the college
		4.2. Developing the research skills of faculty members and researchers	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
		4.3. Enhancing scientific research outputs in the college	4.3.15 Rate of published research per faculty member 4.3.16 Citations rate in refereed journals per faculty member
		4.4. Developing the college's research and innovation performance in order to enhance the college's mental image	4.4.17 Percentage of academic publication for faculty members 4.4.18 Number of Innovation Patents and Excellence Awards
		4.5. Develop and diversify postgraduate studies programs in line with national trends and labor market needs	4.5.19 Number of existing and newly established postgraduate programs in the college
5.	Building distinguished community partnerships	5.1. Promoting a culture of community service	5.1.20 Percentage of the budget set to support community partnerships and community service out of the total college budget
		5.2. Establishing effective community partnerships with various governmental and private sectors	5.2.21 Number of community partnerships established with community sectors annually
		5.3. Motivating faculty and administrators to participate in community service activities	5.3.22 Percentage of JIC's employees participating in community service activities
		5.4. Motivating students to participate in community service activities	5.4.23 Percentage of students participating in community service activities

## Requirements of Implementing a Successful Strategic Plan

The most important requirements and factors contributing to the success of the plan and its efficient implementation include the following:

- **Commitment to Goal, Value, and Orientation**

Periodically following up with Planning and Reporting Coordinator to create a common understanding of objectives and key performance indicators and enhance the awareness of the need to commit to the strategic plan's mission, goals, and objectives.

- **Enhancing and Raising Readiness**

One of the most important pillars of successful implementation of a strategic plan is enhancing readiness of all units to improve quality and adaption to emerging developments in order to prepare for all eventualities and achieve the desired image that must be sought.

- **Strengthening Organizational Sustainability**

One of the most important determinants of efficient Successful Strategic Plan Implementation is organizational sustainability and realistic and efficient planning to provide all the resources that will be needed by the initiatives, programs and projects included in the plan.

- **Monitoring and Continued Evaluation**

Monitoring and continued evaluation process include the following steps:

- ❖ Measuring the actual performance of the various activities using predetermined key performance indicators.
- ❖ comparing actual to planned performance with a certain acceptable tolerance between actual and planned performance.
- ❖ Take corrective action after the process of comparing actual performance with planned performance.

- **Systematic Reporting System**

It is essential to develop reporting skills and techniques that are related to measuring the achievement in compared to the target level of achievement according to performance indicators which helps in highlighting any deviations in performance. Shortcomings are addressed after the performance review process by identifying activities and processes that can be focused on to achieve a competitive advantage.



# Operational Plan

**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	2022	2023	2024	2025	2026
1.	Developing the Academic Program Development Manual	1. Approved Academic Program Development Manual	Academic Program Development Unit	✓				
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	✓	✓	✓	✓	✓
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	✓	✓			
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 calculating the percentage of achieved learning outcome	Faculty Members with HODs supervision	✓	✓	✓	✓	✓
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	✓	✓	✓	✓	✓
Annual total budget				60k	60k	60k	60k	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	2022	2023	2024	2025	2026	
1.	Developing a Teaching, Learning and Assessment strategies Handbook	1. Approved Teaching, Learning and Assessment strategies Handbook	Academic Program Development Unit	✓	✓				
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	✓	✓	✓	✓	✓	
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	✓	✓	✓	✓	✓	
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 3. Reports of CLOs achievement percentage	Academic Department Heads & Faculty Members	✓	✓	✓	✓	✓	
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	✓	✓	✓	✓	✓	
Annual total budget				40k	40k	40k	40k	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	2022	2023	2024	2025	2026	
1.	Determining the criteria for selecting faculty members	<ol style="list-style-type: none"> <li>1. Recruitment P&amp;P</li> <li>2. Requirements criteria for recruiting faculty members</li> <li>3. Sample of Job Posing</li> <li>4. Academic Certificates and Degrees Verifying Mechanism</li> </ol>	Human Resources	✓	✓	✓	✓	✓	
2.	Retaining of distinguished faculty members and develop motivation Strategies	<ol style="list-style-type: none"> <li>1. Employees motivation P&amp;P</li> <li>2. Sample shows the implementation of motivation policy</li> </ol>	Human Resources		✓	✓	✓	✓	
3.	Developing employees' development unit providing workshops and enhancing employees' skills	<ol style="list-style-type: none"> <li>1. Human Resources Organizational chart marking the Employees' Development Unit</li> <li>2. The annual calendar of external and internal workshops provided</li> <li>3. Percentage of faculty members benefiting from training courses in each department</li> <li>4. Development Unit's improvement action plan</li> </ol>	Human Resources	✓	✓	✓	✓	✓	
4.	Developing the criteria of the annual evaluation of faculty members	<ol style="list-style-type: none"> <li>1. Evaluation P&amp;P</li> <li>2. probation period P&amp;P</li> <li>3. sample of Academic Appraisals</li> <li>4. sample of decisions taken based on evaluation</li> </ol>	Human Resources		✓	✓	✓	✓	
Annual total budget				15k	40k	50k	60k	70k	

**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	2022	2023	2024	2025	2026	
1.	Reviewing and updating JIC Organizational Structure	1. Approved JIC organizational Structure 2. Organizational Structure Circulation Mechanism	Quality Assurance and Accreditation & Marketing Department	✓					
2.	Developing organizational charts for administrative and Academic Departments	1. Approved organizational charts for administrative and Academic Departments	Quality Assurance and Accreditation Department	✓					
3.	Formulating needed Units and Committees	1. Units and Committees Organizational Chart	Quality Assurance and Accreditation Department	✓					
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	✓	✓	✓	✓	✓	
5.	Measuring Employee Satisfaction with electronic Services	1. Employee Satisfaction Survey 2. Analyze survey results 3. Developing the action plans based on the results 4. Sample of implementation of action plan	Financial Affairs Department	✓	✓	✓	✓	✓	
Annual total budget				50k	180k	20k	50k	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	2022	2023	2024	2025	2026
1.	Developing Promotion P&P demonstration employee promotion criteria	1. Promotion P&P 2. Sample of promoted employee and promotion announcements 3. The total number of administrators promoted annually with details 4. The total number of faculty members promoted annually with details	Human Resources Department		✓	✓	✓	✓
2.	Developing Retention P&P	1. Employees' motivation P&P 2. Samples of motivations provided by the college	Human Resources Department	✓	✓	✓	✓	✓
Annual total budget				20k	30k	50k	50k	50k

**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	2022	2023	2024	2025	2026	
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		✓	✓	✓	✓	
2.	Building internal training calendar	1. Approved internal training calendar			✓	✓	✓	✓	
3.	Building external training calendar	1. Approved external training calendar			✓	✓	✓	✓	
4.	Listing administrative training requests	1. Approved administrative training requests list		✓	✓	✓	✓	✓	
5.	Listing academic training requests	1. Approved academic training requests list			✓	✓	✓	✓	
6.	Developing the annual report	1. Approved Employees' Development Unit annual report			✓	✓	✓	✓	
Annual total budget				40k	40k	40k	40k	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	2022	2023	2024	2025	2026	
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	✓	✓	✓	✓	✓	
2.	Developing manual to rationalize the use of facilities and equipment, and facility management and safety	1. Facilities and Support Services Manual 2. Safety and Security Manual		✓	✓	✓	✓	✓	
3.	Developing P&P for facilities management sustainability, facility maintenance and renovation	1. Facility Maintenance and Renovation P&P 2. Periodic Maintenance Reports		✓	✓	✓	✓	✓	
4.	Developing regular Facilities Satisfaction Surveys and developing action plans based on the results	1. Employee Satisfaction Surveys Results 2. Developing Action Plans based on the results 3. Sample of Action Plan Implementation	Facilities and Support Services in coordination with statistic unit	✓	✓	✓	✓	✓	
Annual total budget				500k	1.5m	500k	500k	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	2022	2023	2024	2025	2026
1.	Completing Library Construction	1. Library progress and development Report 2. List of library Services	Facilities and Support Services	✓				
2.	Recruiting Qualified Library Staff	1. CVs of Contracted Liberians	Human Resources Department	✓	✓			
3.	Providing Electronic/Digital Library	1. Digital Libraries Contracts	Financial Affairs Department	✓	✓	✓	✓	✓
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				✓	
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 3. Developing Action Plans based on the results 4. Sample of Action Plan Implementation	Library Staff	✓	✓	✓	✓	✓
Annual total budget				200k	100k	100k	100k	100k

### 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	2022	2023	2024	2025	2026
1.	Completing first aid clinic construction	1. Clinic progress and development report with accomplished and provided equipment	Facilities and Support Services & Financial Affairs Department		✓			
2.	Providing a suitable medical staff for the first aid clinic	1. Contracted clinic staff CVs	Human Resources Department		✓	✓	✓	✓
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	✓	✓	✓	✓	✓
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		✓			
5.	Developing Clinic Services & Patient Satisfaction Surveys	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		✓	✓	✓	✓
Annual total budget				10k	350k	150k	150k	150K

**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	2022	2023	2024	2025	2026	
1.	Raising Awareness of Scientific Research and Rewards P&P	1. List of Scientific Research Development Activates	Scientific Research and Innovation Unit	✓	✓	✓	✓	✓	
2.	Holding a meeting with Academic Departments to address Research Priorities and Framework	1. Approved MoM	Post Graduate & Scientific Research and Innovation Department	✓	✓	✓	✓	✓	
3.	Identifying the Research priorities for the Academic departments within the specified framework	1. Approved MoM	Academic Departments	✓	✓	✓	✓	✓	
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	✓	✓	✓	✓	✓	
5.	Approving and Circulating the Research priorities to all Faculty Members	1. Approved Research priorities	College Council	✓	✓	✓	✓	✓	
6.	Spreading Awareness & Announcement of Scientific Research priorities on the website	1. Scientific Research Activates Reports and Website Announcements	Scientific Research and Innovation Unit	✓	✓	✓	✓	✓	
Annual total budget				20k	20k	20k	20k	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	2022	2023	2024	2025	2026	
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"> <li>1. Report of the research development activities</li> <li>2. Lists of participating faculty members</li> <li>3. Measuring &amp; Reporting the Satisfaction of the beneficiaries</li> </ol>	Scientific Research and Innovation Unit	✓	✓	✓	✓	✓	
2.	Building Research partnerships, developing incentive policies & research skills	<ol style="list-style-type: none"> <li>1. List of Research partnerships</li> </ol>	Scientific Research and Innovation Unit		✓		✓	✓	
3.	Spreading Awareness of available data bases	<ol style="list-style-type: none"> <li>1. List of research databases</li> <li>2. List of Research activities, beneficiaries and their evaluation</li> </ol>	Scientific Research and Innovation Unit		✓		✓	✓	
Annual total budget				20k	60k	60k	60k	60k	

**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	2022	2023	2024	2025	2026	
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	✓					
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		✓	✓	✓	✓	
6.	Keeping up with specialized scientific conferences and journals	1. List of publications	Scientific Research and Innovation Unit		✓	✓	✓	✓	
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		✓	✓	✓	✓	
Annual total budget				20k	60k	60k	80k	80k	

### 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	2022	2023	2024	2025	2026	
1.	Establishing a regular updated database of Published Scientific Papers	1. Database 2. Satisfaction level of Faculty Members with the Database	Scientific Research and Innovation Unit & IT Department		✓				
2.	Measuring Research and publication efficacy through KPIs	1. Annual Reports of the college's research and innovation performance accompanied by evaluation and continuous action plans	Scientific Research and Innovation Unit	✓	✓	✓	✓	✓	
3.	Adapting the Scientific Research Standard as one of the Faculty Member recruiting determinants	1. Faculty Members CVs including their Research Activities	Human Resources		✓	✓	✓	✓	
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		✓	✓	✓	✓	
Annual total budget				10k	20k	20k	20k	20k	

### 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	2022	2023	2024	2025	2026	
1.	Evaluating and developing existing postgraduate programs at JIC	<ol style="list-style-type: none"> <li>1. Reporting, evaluating, and developing postgraduate programs</li> <li>2. Analyzing Survey Results of Postgraduate programs quality</li> </ol>	Scientific Research and Innovation Unit & Academic Departments	✓	✓				
2.	Preparing studies of the future needs of the labor market and developing new programs accordingly	<ol style="list-style-type: none"> <li>1. Feasibility study on the Labor market trajectories</li> <li>2. List of updated programs with benchmark data</li> <li>3. List of the facilities and equipment provided for postgraduate programs</li> <li>4. Report of approved proposed postgraduate program study plan</li> <li>5. MOE Approval for postgraduate programs</li> </ol>	Scientific Research and Innovation Unit & Academic Programs Development Unit	✓	✓			✓	
3.	Promoting postgraduate programs offered by the college, and offering mechanisms to motivate graduates from inside and outside the college to join them.	<ol style="list-style-type: none"> <li>1. Copies of postgraduate Program advertisement / promotion</li> <li>2. List of graduate privileges and sample of application</li> </ol>	Postgraduate Department & PR & Marketing Department	✓	✓	✓	✓	✓	
Annual total budget				20k	30k	20k	20k	30k	

### 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 governmental and private sectors

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	2022	2023	2024	2025	2026
1.	Develop an Annual Budget to support Community Partnerships and Community Services Unit	<ol style="list-style-type: none"> <li>Approved Community Partnerships Annual Budget</li> <li>Community Partnerships Agreement</li> </ol>	Finical Affairs	✓	✓	✓	✓	✓
2.	Develop Community Partnerships P&P	<ol style="list-style-type: none"> <li>Community Partnerships P&amp;P</li> </ol>	Community Services & Community Partnerships Unit		✓			
3.	Develop an Annual Plan for Community Partnerships	<ol style="list-style-type: none"> <li>Approved list of Annual community services</li> <li>Survey Analysis of Beneficiaries</li> <li>Action Plans based on Survey Results</li> <li>Sample of the implementation of action plans</li> </ol>		✓	✓	✓	✓	✓
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"> <li>List of offered lectures, seminars, awareness campaign, and training programs</li> <li>Survey Analysis of Beneficiaries</li> <li>Action Plans based on Survey Results</li> <li>Sample of the implementation of action plans</li> </ol>			✓	✓	✓	✓
Annual total budget				20k	60k	60k	80k	80k

### 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						
Responsible Department		5.4.23 Percentage of students participating in community service activities	Post Graduate Studies & Scientific Research and Innovation Department					
Proposed budget (for five years)		100.000 SAR						
#	Activities and Initiatives	Evidences	Responsible Person	2022	2023	2024	2025	2026
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"> <li>Employee Community Services Involvement P&amp;P</li> <li>Sample of implemented initiative tactics</li> </ol>	Community Partnership	✓	✓	✓	✓	✓
2.	Using Community Services Involvement as a criterion of Employee Evaluation	<ol style="list-style-type: none"> <li>Sample of Administrative Evaluations</li> <li>Sample of Academic Evaluations</li> </ol>	Human Resources Department	✓	✓	✓	✓	✓
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"> <li>Student Community Services Involvement P&amp;P</li> <li>Sample of Implemented Motivation Tactics</li> </ol>	Community Partnership	✓	✓	✓	✓	✓
Annual total budget				20k	20k	20k	20k	20k

Strategic Goal	Subsidiary Goal	1 <sup>st</sup> Year	2 <sup>nd</sup> Year	3 <sup>rd</sup> Year	4 <sup>th</sup> Year	5 <sup>th</sup> 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					
<b>Annual Total Budget</b>		<b>1,065,000</b>	<b>2,610,000</b>	<b>1,270,000</b>	<b>1,350,000</b>	<b>1,370,000-</b>
<b>Total Strategic Plan Budget</b>		<b>7,665,000</b>				