



# Operational Plan Annual Report

Jeddah International College

2022/2023

Quality Assurance and Accreditation Department

## Report Approving Authority

Council / Committee	College Council
Reference No.	48
Date	12/06/2023



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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:

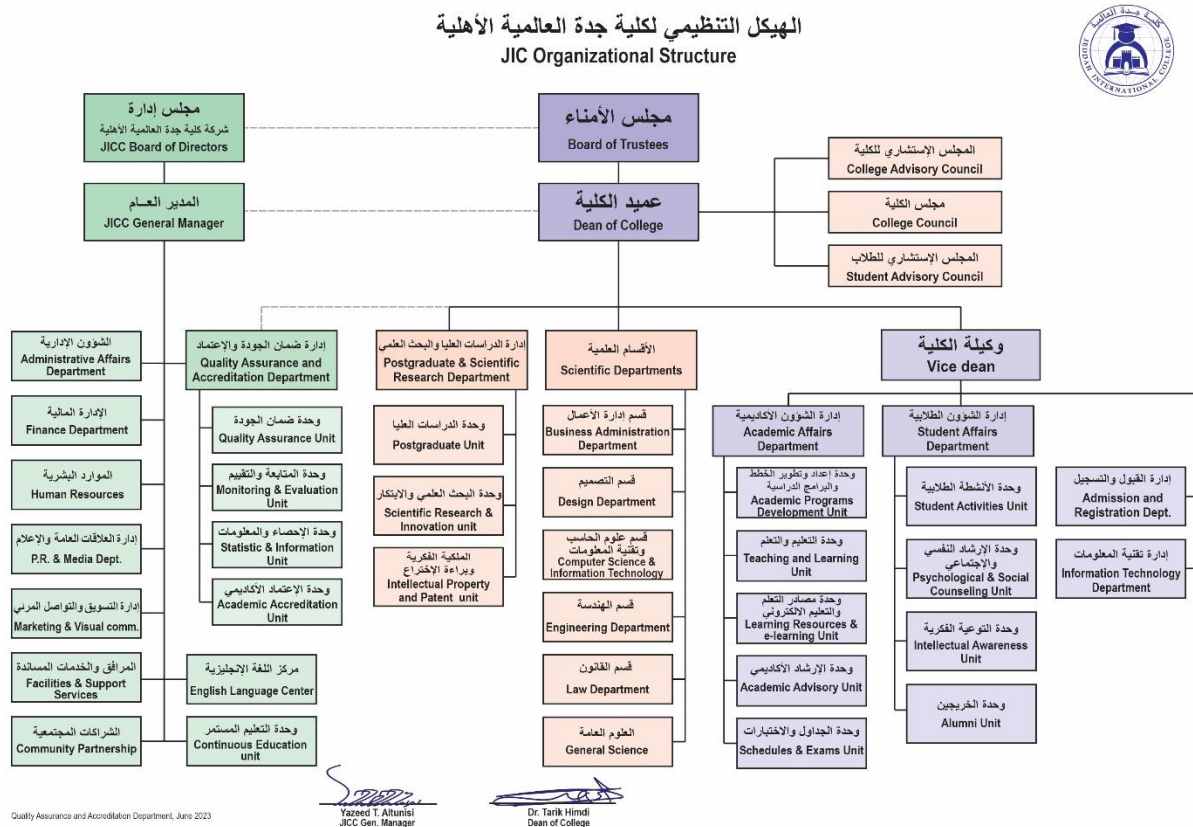
Dr. Salih Jameel Malaikah	Chairman
Mr. Majed Bin Diauddin Kareem	Vice Chairman
Mr. Mazen Mohsen Baroom	Member
Eng. Waleed Altaib Altunisi	Member
Eng. Tareq Mohammed Telmesani.	Member
Eng. Majed Khalid Abdulghani	Member
Dr. Rashed Bin Abdullah Al Suwaiket	Member



## 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.

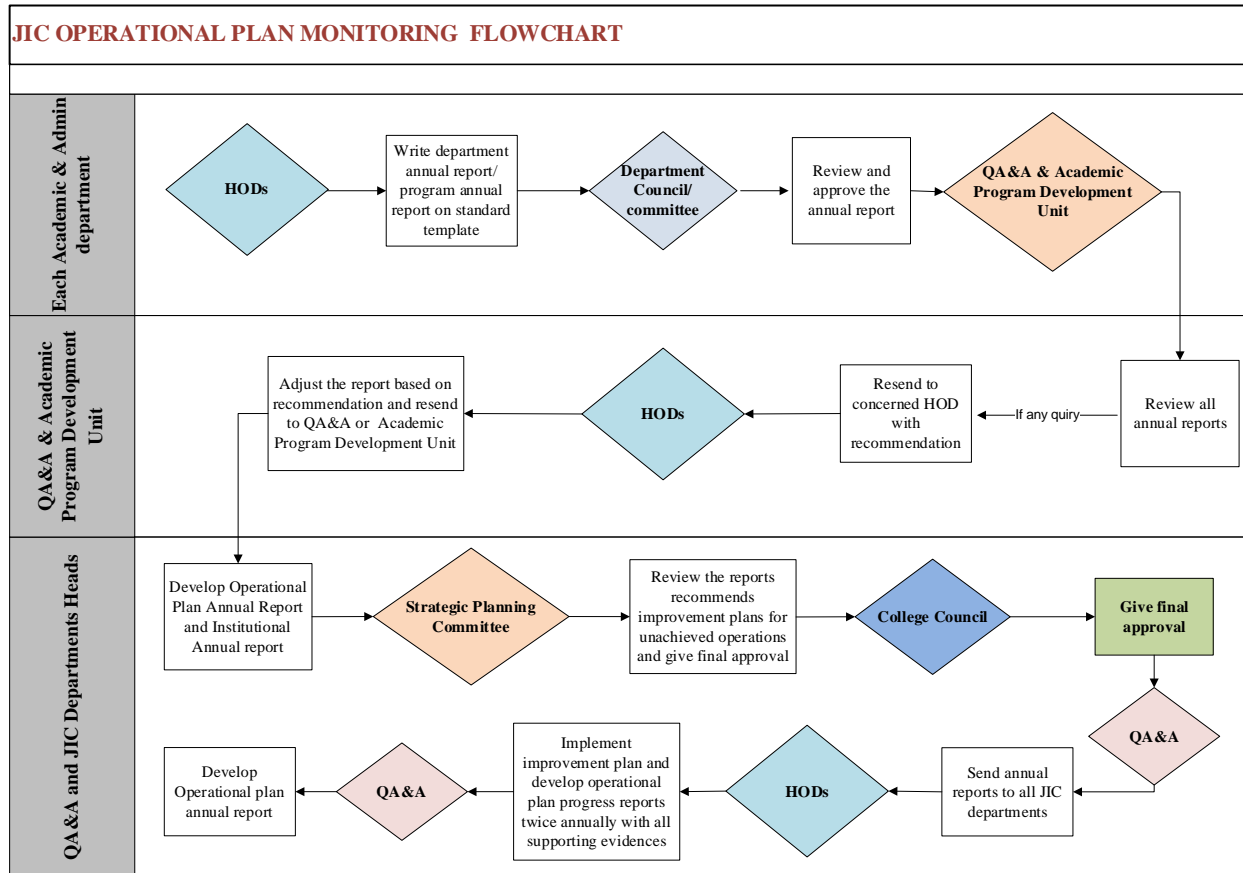
## JIC Strategic Plans and Objectives

#	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:



## Priorities for improvement of operational plan annual report of 2021/2022

Priorities of Improvement	Action	Responsible	Status of Implementation	Remark
Sign a contract with NCAAA to obtain institutional accreditation.	Sign a contract with NCAAA to obtain institutional accreditation.	QA&A	Done	The contract was signed with NCAAA on 09/04/2022
Review and update the Curriculums for programs having graduates.	Review PLOs and CLOs then review the curriculums of all programs having graduates	APDU	On process	CLOs & PLOs were reviewed and the curriculums for programs having graduates are under review
Establish automated system for PLOs and CLOs assessment.	Contact with several companies providing PLOs and CLOs assessments and make agreement with selected company	Dean Office + T&L Unit	On process	JIC selected NASEEJ company to establish assessment platform, the system will be ready to use in academic year 2023/2024
Establish automated HR system.	Establish ERP system.	General Manager + HR	Done	ERP system is established
Develop research collaboration and funding.	Develop and implement a policy for research collaboration and funding	SRU/ PG&SRD	Continuous process	Along academic year
Establish research partnerships with national and international institutions.	Establish research partnerships with national and international institutions	College/ SRU	Done	JIC established research partnerships with IEEE
Make agreement for digital library.	Contract with Saudi Digital Library	Dean Office + General Manager + Finance	Done	JIC make agreement with Saudi digital library and Al-Manhal library
Complete JIC's horizontal infrastructure expansion.	Renovate library, car parking, first aid clinic, gym, and lounge rooms.	Facilities & support services	Continuous process	The target of academic year 2021/2022 was achieved and more renovations were completed during academic year 2022/2023



## Strategic Plan KPIs

Institutional KPIs have been developed for JIC's Strategic Plan 2021 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
<b>Providing distinguished educational programs</b>	Developing academic programs according to international standards	Percentage of academic programs with study plans that have been updated and approved	20%	20%	100%
	Develop teaching and assessment methods	Percentage of faculty members who received training courses focusing on teaching methods and measuring learning outcomes	80%	41.1%	51.4%
	Attracting highly distinguished faculty members	Percentage of faculty members holding a PhD	40%	35.7%	89.25%
		Faculty Retention Ratio	100%	92.9%	92.9%
<b>Supporting a culture of development and excellence in the institutional work environment</b>	Providing electronic platforms for the main departments of the college	The number of electronic platforms in the college	4	4	100%
	Establishing a system of incentives and promotions	Number of employees promoted or received financial or moral motivation annually	50	64	100%
	Continuous development of the staff, including administrators and faculty members	Percentage of college employees who received training courses	80%	80%	100%
<b>Developing institutional resources and maintaining sustainability</b>	Completing the college infrastructure according to the standard specifications	Percentage of completion of the college infrastructure	90%	90%	100%
	Develop learning resources according to	Percentage of students who visited the library in each academic year	30%	36%	100%

	NCAAA standards				
	Setting up a first aid clinic	Number of employees with certified courses in first aid	7	7	100%
		Percentage of students benefiting from the first aid service provided by the college	20%	20%	100%
<b>Enhancing scientific research and postgraduate programs</b>	Determining the priorities of scientific research in the college	Percentage of what has been accomplished from the list of research priorities in the college	100%	100%	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	6	6	100%
		Percentage of faculty members who benefit from research skills development activities and programs offered by the college	100%	54%	54%
	Enhancing scientific research outputs in the college	Rate of published research per faculty member	0.8	0.45	56%
		Citations rate in refereed journals per faculty member	18	20.5	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	35%	24%	68%
		Number of Innovation Patents and Excellence Awards	8	8	100%
	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%
<b>Building distinguished community partnerships</b>	Promoting a culture of community service	Percentage of the budget set to support community partnerships and community service out of the total college budget	0.5%	0.74%	100%
	Establishing effective community partnerships with	Number of community partnerships established with community sectors annually	20	18	90%



	various sectors of society				
	Motivating faculty and administrators to participate in community service activities	Percentage of JIC's employees participating in community service activities	15%	18%	100%
	Motivating students to participate in community service activities	Percentage of students participating in community service activities	25%	22%	88%
<b>Percentage of achieved indicators of the institution strategic plan KPIs</b>					<b>90.85%</b>



# 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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Developing the Academic Program Development Manual	1. Approved Academic Program Development Manual	Academic Program Development Unit	100%	100%	Closed	Academic Affairs Manual was developed and approved
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	50%	50%	100%	<ul style="list-style-type: none"> <li>All PLOs and CLOs were reviewed and adjusted</li> <li>The Curriculums for programs having graduates are under review</li> </ul>
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%	80%	100%	<ul style="list-style-type: none"> <li>Update assessments matrix for remaining programs before the beginning of academic year 2023/2024</li> </ul>
4.	Evaluating students' performance to determine the	1. Student Results	Faculty Members with HODs supervision	100%	100%	100%	The process in implemented



	extent to which students have achieved the learning outcomes	2. Linking Student Results to the learning outcomes of each course and calculating the percentage of achieved learning outcome					manually and JIC is working to make agreement with company which will provide automated system for assessment
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.	2 prog.	0	JIC opened Law department and Multimedia program in academic year 2022/2023.
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Developing a Teaching Strategies & Assessment Handbook	1. Approved Teaching, Learning and Assessment strategies Handbook	Academic Program Development Unit	100%	50%	100%	T&L Unit was established and the teaching strategies & assessment handbook is under development, it will be announced and implemented in academic year 2023/2024
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	80%	41.1%	100%	Many Workshops were provided to faculty members through T&L Unit
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	100%	100%	100%	All programs and course specifications were reviewed and updated



## Strategic Plan Development Committee

4.	Developing Methods of Measuring Learning Outcomes	<ol style="list-style-type: none"> <li>1. The services provided by the electronic system for measuring the learning outcomes of programs and courses</li> <li>2. Reports of PLOs achievement percentage</li> <li>3. Reports of CLOs achievement percentage</li> </ol>	Academic Department Heads & Faculty Members	100%	50%	100%	JIC selected to establish its own platform for measuring the learning outcomes of programs and courses and the system will be ready to use for academic year 2023/2024
5.	Developing methods of Assessing Students' educational Performance	<ol style="list-style-type: none"> <li>1. Sample of course syllabus to show the alignment between assessment methods and learning outcomes</li> </ol>	Faculty Members	100%	80%	100%	Course syllabus template is under review and updated by T&L Unit, updated template will be implemented in academic year 2023/2024
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Determining the criteria for selecting faculty members	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%	100%	Closed	Recruitment policy & procedure was developed including the selection criteria for faculty members
2.	Retaining of distinguished faculty members and develop motivation Strategies	1. Employees motivation P&P 2. Sample shows the implementation of motivation policy	Human Resources	100%	100%	100%	JIC developed policy & procedure for motivating employees, the policy was announced and implemented
3.	Developing employees' development unit providing workshops and enhancing employees' skills	1. Human Resources Organizational chart marking the Employees' Development Unit 2. The annual calendar of external and internal workshops provided 3. Percentage of faculty members benefiting from training courses in each department	Human Resources	100%	100%	100%	<ul style="list-style-type: none"> <li>• JIC succeed to provide internal workshops to all employees which are enhancing their skills</li> <li>• JIC needs to Provide more</li> </ul>



		4. Development Unit's improvement action plan					external workshops for its employees
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	100%	100%	100%	All evaluation forms were reviewed, updated, and attached to employees' evaluation policy & procedure. The faculty evaluation of academic year 2022/2023 was conducted based on revised and updated criteria
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Developing organizational charts for administrative and Academic Departments	1. Approved organizational charts for administrative and Academic Departments	Quality Assurance and Accreditation Department	100%	100%	100%	<ul style="list-style-type: none"> <li>Organization charts have been developed for all departments</li> <li>Functional manning chart needs to be developed by HR department</li> </ul>
2.	Formulating needed Units and Committees	1. Units and Committees Organizational Chart	Quality Assurance and Accreditation Department	100%	100%	Closed	<ul style="list-style-type: none"> <li>Teaching &amp; learning Unit has been developed within Academic Affairs Department</li> <li>Intellectual Property and Patent Unit and Scientific committee has been developed within scientific research &amp; postgraduate department</li> </ul>
3.	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	Financial Affairs Department	100%	80%	100%	<ul style="list-style-type: none"> <li>HR software has been developed purchased and under activation</li> <li>Teaching &amp; Learning Assessment software</li> </ul>



		<ol style="list-style-type: none"> <li>2. List of approved electronic systems and identifying the beneficiary departments</li> <li>3. Copies of electronic systems contracts</li> </ol>					must be purchased and activated
4.	Measuring Employee Satisfaction with electronic Services	<ol style="list-style-type: none"> <li>1. Employee Satisfaction Survey</li> <li>2. Analyze survey results</li> <li>3. Developing the action plans based on the results</li> <li>4. Sample of implementation of action plan</li> </ol>	Financial Affairs Department	100%	80%	100%	New contract has been signed with Mobily to improve internet facility
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Developing Promotion P&P demonstration employee promotion criteria	<ol style="list-style-type: none"> <li>Promotion P&amp;P</li> <li>Sample of promoted employee and promotion announcements</li> <li>The total number of administrators promoted annually with details</li> <li>The total number of faculty members promoted annually with details</li> </ol>	Human Resources Department	0%	100%	Closed	JIC make affiliation with Al-Taif university to promote faculty members.
2.	Developing Retention P&P	<ol style="list-style-type: none"> <li>Employees' motivation P&amp;P</li> <li>Samples of motivations provided by the college</li> </ol>	Human Resources Department	100%	90%	100%	Salary scale was not reviewed as the college allocate big budget to obtain institutional accreditation, but some of faculty and administrators got increments based on their annual evaluation. The salary scale will be reviewed during next academic year
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Identifying training needs based on employee annual evaluation	<ol style="list-style-type: none"> <li>List of training needs for administrative staff</li> <li>List of training needs for faculty members</li> </ol>	Employees' Development Unit	100%	100%	100%	<ul style="list-style-type: none"> <li>It is part of employee evaluation to identify required training.</li> <li>Training calendars are prepared based on the assessment of employees' evaluation results</li> </ul>
2.	Developing internal training calendar	<ol style="list-style-type: none"> <li>Approved internal training calendar</li> </ol>		100%	100%	100%	Continues practice
3.	Developing external training calendar	<ol style="list-style-type: none"> <li>Approved external training calendar</li> </ol>		100%	100%	100%	
4.	Listing administrative training requests	<ol style="list-style-type: none"> <li>Approved administrative training requests list</li> </ol>		100%	100%	100%	
5.	Listing academic training requests	<ol style="list-style-type: none"> <li>Approved academic training requests list</li> </ol>		100%	100%	100%	



6.	Developing the annual report	1. Approved Employees' Development Unit annual report		100%	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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
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	70%	80%	100%	100% of the 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	• Facilities and Support Services Manual		75%	100%	Closed	<ul style="list-style-type: none"> <li>Facilities and Support Services Manual updated and approved</li> <li>Manual needs to be announced to all JIC's employees</li> </ul>
3.	Developing P&P for facilities management sustainability, facility maintenance and renovation	1. Facility Maintenance and Renovation P&P 2. Periodic Maintenance Reports		100%	100%	Closed	<ul style="list-style-type: none"> <li>All required policies &amp; procedures have been developed and approved.</li> </ul>
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	100%	70%	100%	All improvement action plans need to be completed during academic year 2022/2023
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Completing Library Construction	<ol style="list-style-type: none"> <li>Library progress and development Report</li> <li>List of library Services</li> </ol>	Facilities and Support Services	100%	90%	100%	Silent rooms and group discussion rooms needs to be established
2.	Recruiting Qualified Library Staff	<ol style="list-style-type: none"> <li>CVs of Contracted Liberians</li> </ol>	Human Resources Department	50%	50%	100%	More Liberians needs to be recruited for library
3.	Providing Electronic/Digital Library	<ol style="list-style-type: none"> <li>Digital Libraries Contracts</li> </ol>	Financial Affairs Department	100%	100%	Closed	JIC contracted with Saudi Digital Library and Al-Manhal Library
4.	Updating Library Resources based on the Curriculum needs	<ol style="list-style-type: none"> <li>List of required books and references received from academic department</li> <li>Copies of contracts with suppliers of scientific books and references</li> <li>Lists of books that have been provided for all Majors based on needs</li> </ol>	Library Staff	50%	50%	100%	<ul style="list-style-type: none"> <li>System to collect books and references requirements from faculty members needs to be developed</li> </ul>
5.	Developing Library and Learning Resources Satisfaction Surveys	<ol style="list-style-type: none"> <li>Library and Learning Resources Satisfaction</li> </ol>	Library Staff	50%	90%	100%	Recommended action plans shall be implemented

## Strategic Plan Development Committee



		<p>Surveys for Faculty Members</p> <p>2. Library and Learning Resources Satisfaction Surveys for Students</p> <p>3. Developing Action Plans based on the results</p> <p>4. Sample of Action Plan Implementation</p>					
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Completing first aid clinic construction	1. Clinic progress and development report with accomplished and provided equipment	Facilities and Support Services & Financial Affairs Department	100%	70%	100%	<ul style="list-style-type: none"> <li>Equipment's and medications need to be finalized during year 2023/2024</li> </ul>
2.	Providing professional medical staff for the first aid clinic	1. Contracted clinic staff CVs	Human Resources Department	100%	100%	Closed	JIC recruited professional medical practitioner 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	30%	25%	100%	30% of employees needs to have BLS training during year 2024
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	50%	50%	100%	First Aid and Clinical Practice Manual and first aid policies & procedures needs to be developed by first aid clinic's nurse



## Strategic Plan Development Committee

5.	Developing Clinic Services & Patient Satisfaction Surveys	<ol style="list-style-type: none"> <li>3. Clinic Services Satisfaction Surveys for Faculty Members</li> <li>4. Clinic Services Satisfaction Surveys for Students</li> <li>5. Developing Action Plans based on the results</li> <li>6. Sample of Action Plan Implementation</li> </ol>	Medical Staff	50%	50%	70%	<ul style="list-style-type: none"> <li>• Implement improvement plans based on students and employees feedback</li> </ul>
Annual total budget				10k			



**Fourth Strategic Goal: Enhancing 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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Approving the final list of JIC research priorities	1. MoM of College Council	College Council/ Dean	100%	100%	100%	
2.	Workshop on JIC Research Priorities to raise awareness of research priorities	1. Workshop announcement flyers	Post Graduate & Scientific Research and Innovation Department	100%	100%	100%	
3.	Publishing research priorities to teaching staff on JIC website.	2. Workshop attendance		100%	100%	100%	
4.	Workshop exploring Executive Rules and Incentives of Scientific Research at JIC	1. Screenshot of website		100%	100%	100%	
Annual total budget				20k			



**Fourth Strategic Goal: Enhancing 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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Workshop on Digital Resources	1. Workshop attendance 2. Workshop surveys	Scientific Research and Innovation Unit	100%	100%	100%	
2.	Workshop on Publishing in high index Journals	1. Workshop attendance 2. Workshop surveys		100%	100%	100%	
3.	Workshop exploring Executive Rules and Incentives of Scientific Research at JIC	1. Workshop attendance 2. Workshop surveys		100%	100%	100%	
4.	Seminar on: Intrusion Detection System using computational intelligence techniques	1. Workshop attendance 2. Workshop surveys		100%	100%	100%	
5.	Seminar on: High-performance computing	1. Workshop attendance 2. Workshop surveys		100%	100%	100%	
6.	Seminar on: Smart cities	1. Workshop attendance 2. Workshop surveys		100%	100%	100%	
7.	Research skills promotion workshops	1. Workshop attendance 2. Workshop surveys		100%	100%	100%	
Annual total budget				20k			



**Fourth Strategic Goal: Enhancing 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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Dissemination of dates and themes of national and international scientific conferences Collaboration with IEEE and KAU	1. List of conferences announced	Scientific Research and Innovation Unit	100%	100%	100%	Continuous process
2.	Increase budget allocated for scientific research	1. Proportion of the budget dedicated to research 2. Financial support report		100%	100%	100%	
3.	Collect data related to research publications of faculty members	1. Statistical analysis results		100%	100%	100%	
4.	Hold 1st International Conference on Advanced Innovations in Smart Cities 2023, JIC, Jeddah, Saudi Arabia (ICAISC 23)	1. Conference website	CS/IT Dept./ Dean	100%	100%	Closed	
5.	Provide research awards to faculty members.	1. List of faculty members receiving awards.	HR/ Postgraduates & Scientific Research Department	100%	100%	100%	Continuous process
Annual total budget				20k			

**Fourth Strategic Goal: Enhancing 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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Apply financial support policies and incentives for scientific publishing.	1. Incentives of faculty staff	Financial Dept. + Scientific Research Unit/ Dean	100%	100%	100%	Continuous process
2.	Forming Intellectual Property and Patent Unit	1. Decision of Intellectual Property and Patent Unit 2. Unit TOR	Dean	100%	100%	Closed	_____
3.	Building a database of publications of faculty members	1. JIC research outcome on its website	Scientific Research Unit +IT / Postgraduates & Scientific Research Department	100%	50%	100%	In progress
Annual total budget				10k			





**Fourth Strategic Goal: Enhancing 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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Evaluating and developing existing postgraduate programs at JIC	<ol style="list-style-type: none"> <li>Reporting, evaluating, and developing postgraduate programs</li> <li>Analyzing Survey Results of Postgraduate programs quality</li> </ol>	Postgraduates Unit	100%	100%	100%	Continuous process
2.	Preparing studies of the future needs of the labor market and developing new programs accordingly	<ol style="list-style-type: none"> <li>Feasibility study on the Labor market trajectories</li> <li>List of updated programs with benchmark data</li> <li>List of the facilities and equipment provided for postgraduate programs</li> <li>Report of approved proposed postgraduate program study plan</li> <li>MOE Approval for postgraduate programs</li> </ol>	Scientific Research and Innovation Unit & Academic Programs Development Unit	50%	0%	50%	MOE is not providing approval to open new postgraduate programs before getting institutional NCAAA accreditation. JIC signed the contract with NCAAA on 09/04/2023 to obtain institutional accreditation
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>Copies of postgraduate Program advertisement / promotion</li> <li>List of graduate privileges and sample of application</li> </ol>	Postgraduate Department & PR & Marketing Department	100%	100%	100%	Continuous process
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 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
1.	Develop an Annual Budget to support Community Partnerships and Community Services Unit	<ol style="list-style-type: none"> <li>1. Approved Community Partnerships Annual Budget</li> <li>2. Community Partnerships Agreement</li> </ol>	Finical Affairs	100%	100%	100%	Budget will be reviewed annually
2.	Develop an Annual Plan for Community Partnerships	<ol style="list-style-type: none"> <li>1. Approved list of Annual community services</li> <li>2. Survey Analysis of Beneficiaries</li> <li>3. Action Plans based on Survey Results</li> <li>4. Sample of the implementation of action plans</li> </ol>	Community Services & Community Partnerships Unit	100%	100%	100%	Continuous process
3.	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>1. List of offered lectures, seminars, awareness campaign, and training programs</li> <li>2. Survey Analysis of Beneficiaries</li> <li>3. Action Plans based on Survey Results</li> <li>4. Sample of the implementation of action plans</li> </ol>		100%	100%	100%	Continuous process
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					
Responsible Department		5.4.23 Percentage of students participating in community service activities					
Proposed budget (for five years)		Post Graduate Studies & Scientific Research and Innovation Department					
		100.000 SAR					
#	Activities and Initiatives	Evidences	Responsible Person	Target 2022/2023	Actual Achievement	Target 2023/2024	Recommendation
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	100%	100%	100%	Continuous process
2.	Using Community Services Involvement as one of the criteria for Employee Evaluation	<ol style="list-style-type: none"> <li>Sample of Administrative Evaluations</li> <li>Sample of Academic Evaluations</li> </ol>	Human Resources Department	100%	100%	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"> <li>Student Community Services Involvement P&amp;P</li> <li>Sample of Implemented Motivation Tactics</li> </ol>	Community Partnership	100%	100%	100%	
Annual total budget				20k			

## Report Analysis and Action Plan

### Points of Strength

1. Sign a contract with NCAAA to obtain institutional accreditation.
2. Develop Teaching & learning Unit within Academic Affairs Department.
3. Develop Intellectual Property and Patent Unit and Scientific committee within scientific research & postgraduate department.
4. Make agreement with Al-Taif University for faculty promotion.
5. Establish automated HR system.
6. Make agreement with Saudi digital library and Al-Manhal digital library.
7. Cooperation with IEEE

### Priorities of Improvement

1. Establish automated system for PLOs and CLOs assessment.
2. Review and update the Curriculums for programs having graduates.
3. Provide BLS training for 30% of JIC's employees.
4. Complete JIC's horizontal infrastructure expansion and establish silent rooms for study.
5. Encourage research group collaboration and funding.
6. Enhance cooperation with national and international research institutions.

## Improvement Action Plan

Priorities of Improvement	Action	Responsible	Start Date	End Date
Establish automated system for PLOs and CLOs assessment.	Contact with several companies providing PLOs and CLOs assessments and make agreement with selected company	Dean Office + T&L Unit	04/2023	09/2023
Review and update the Curriculums for programs having graduates.	Review PLOs and CLOs then review the curriculums of all programs having graduates	APDU	01/2023	08/2024
Provide BLS training for 30% of JIC's employees.	Select the employees needs the BLS training based on their JDs.	Administrative Affairs	08/2023	08/2024
Complete JIC's horizontal infrastructure expansion and establish silent rooms for study.	Renovate library to establish silent rooms for male and female students in addition to group discussion rooms	Facilities & support services	08/2023	08/2024
Encourage research group collaboration and funding.	<ol style="list-style-type: none"> <li>1- Formation of research groups in the same disciplines</li> <li>2- Forming multidisciplinary research groups.</li> <li>3- Provide funding and incentives for the research groups.</li> </ol>	SRU Dept. of PG&SR	September 2022	July 2023
Enhance cooperation with national and international research institutions.	<ol style="list-style-type: none"> <li>1- Identify potential partner institutions and industries for collaboration.</li> <li>2- Establish communication channels and agreements with partners</li> </ol>	SRU Dept. of PG&SR	September 2022	July 2023