

Transforming lives and communities through learning



Jubail University College

STRATEGIC PLAN

2013-2016

Vision

JUC will be regionally and nationally recognized for providing students with transformative educational experiences that are responsive to the needs of the community

Mission

To pursue excellence in higher education through quality academic programs and research and engage positively with all stakeholders to maintain a sustainable growth of the society at large

Values

We believe that moral values, and a culture and a religion, maintaining these values are far better than laws and regulations. We are proud to commit to the following values:

Commitment: we honor our loyalty to the principles of society and uncompromising work ethics

Quality: we are dedicated to uncompromising excellence

Integrity: we are committed to doing the right thing for the right reasons

Innovation: we are keen to explore and expand the boundaries of knowledge

Team Work: we committed to working together to achieve our shared goals

Balance: to create and implement a balanced approach between traditional values and openness to growth and development

Measuring excellence by impact: we focus on issues critical to regional development, national interest, and global welfare

Caring: we strive to create a safe and dynamic learning environment that encourages the development of individual potential

STRATEGIES

Our goal is to clearly differentiate Jubail University College (JUC) from other four-year universities in the Kingdom and become recognized as one of the most innovative and attention-worthy undergraduate-focused institutions nationwide by:

- Attracting a larger number of higher quality students.
- Offering relevant learning experiences to each undergraduate.
- Increasing the number of nationally recognized faculty and recognized/accredited programs.
- Creating a university community (facilities, co-curricular programs, on and off-campus culture) that is nationally recognized for its vibrant, supportive atmosphere.
- Embracing and supporting partnerships and collaborations across the institution and with the greater external community to accomplish the mission in an integrated manner.

The following strategic goals and related objectives serve as the basis of the overall strategic planning framework of Jubail University College. The goals should inform and guide the efforts of planning units and personnel in developing their own specific plans. These strategic goals reflect and support the shared purpose of JUC as articulated in its mission, vision, and values.

STRATEGIC GOALS

The following broad strategic goals have been set to drive all activities that support the achievement of JUC's mission:

- 1. High Quality Academic Programs**
- 2. Purposeful Enrollment Growth**
- 3. Efficient Academic & Student Support Services**
- 4. Investment in People**
- 5. Contribute to improvement of the community's quality of life**
- 6. Promote scientific research and scholarships**
- 7. Active Partnerships and Collaborations**

Strategic Goal 1: High Quality Academic Programs

Jubail University College will achieve and be recognized for both academic excellence and extraordinary education and development of our students

Objectives:

- Ensure academic excellence
- Provide high caliber academic programs in a supportive and caring environment.
- Engage students persistently to develop intellectually through different types of active learning (e.g., co-curricular experiences).
- Increase the number and quality of significant in-classroom and out-of-classroom learning opportunities such as experimental learning.
- Ensure continuous improvement of the JUC experience through systematic assessment of academic program quality.
- Increase the number of nationally ranked or recognized academic programs.
- Reflect active learning orientation through course syllabi that build upon departmental student learning outcomes (e.g., project management; critical thinking).
- Obtain favorable reviews about the quality of the JUC experience from graduating seniors, alumni and employers.
- Set high expectations and standards
- Organize inter-disciplinary and inter-organizational initiatives
- Foster a college-wide culture of innovation, quality, and service

Measurable Achievements:

- Maintain a favorable student-faculty ratio and small class size percentage in comparison to our peer institutions.
- Comply fully across programs and departments with quality assurance requirements.
- Verify program quality through thorough academic program reviews.
- By 2013, establish student learning outcomes and assessment measures for all programs.
- By 2015, have 5 nationally recognized/accredited programs.
- By 2015, have 4 internationally recognized/accredited programs.

- Achieve and maintain national accreditation status in relevant programs.
- By 2014, each department will provide experimental learning opportunities for all students.
- By 2015, more than 50 students will participate annually in high-quality professional international experiences.

Strategic Goal 2: Purposeful Enrollment Growth

Jubail University College will be the recognized higher education destination for quality students

Objectives:

- Attract, enroll, retain, and graduate a more selective and diverse student body.
- Determine resource distributions based on the convergence of academic program analyses, strategic goals and priorities, market demand and workforce needs.
- Build brand and reputation and market aggressively

Measurable Achievements:

- Improve enrollment by 10% annually in the male branch.
- Maintain a maximum number of 2000 students in the female branch.
- Enhance 1st year retention rate by 2% annually.
- By 2014, achieve 80 percent first-year retention rate.
- By 2015, achieve 50 percent five-year graduation rate and 60 percent by 2016.
- Improve graduates' job placement rates in major industrial establishments and leading organizations.
- Increase the ration of enrolled students who scores among the top 10% in national capability test.

Strategic Goal 3: Efficient Academic & Student Support Services

Jubail University College will have the resources (people, facilities, and funding) required for excellence

Objectives:

- Increase the quality of student campus life and support services.
- Create a stimulating environment with better infrastructure and support
- Construct and maintain high quality, student focused buildings
- Plan and execute renovations and construction of campus facilities to best support learning, institutional effectiveness, and quality of life.
- Monitor existing campus structures for needed improvements to facilitate optimal working conditions.
- Strive to allocate outstanding library resources
- Address safety and security issues

Measurable Achievements:

- By May 2013, implement bi-annual “After graduation plans” to assess satisfaction with JUC experience using surveys.
- Conduct cyclical program reviews of each support service unit to determine program effectiveness as related to critical institutional priorities and appropriate benchmarking/best practice standards.
- Increase support for instructional technology and information resources consistent with the academic mission of the College.
- By 2014, complete renewal of two academic buildings.
- By 2016, complete construction of new supporting buildings.
- By 2015, complete building cladding, facilities for disabilities, and expand assembling areas.
- Increase library holdings by 20% for hard copies and 10% for electronic resources.
- Conduct emergency evacuation rehearsal at least once every year for all buildings.
- Strive to maintain a zero/minimum record for accidents and safety violations.

Strategic Goal 4: Investment in People

Jubail University College will be known as a good choice for faculty, staff and graduate employers.

Objectives:

- Deploy effective professional development programs
- Recruit and retain talented and diverse faculty and staff who demonstrate commitment to JUC goals.
- Strive to provide competitive compensation and benefits for faculty and staff.
- Foster a culture of excellence among faculty and staff by recognizing exemplary performance.
- Actively encourage the professional growth of faculty and staff to support JUC's teaching, scholarly and creative projects and service missions.
- Improve student experience in campus through social, cultural, sport and other extracurricular activities as well as soft skills.
- Maintain a growing number of scholars pursuing post graduate studies abroad.

Measurable Achievements:

- Develop compensation processes that fairly recognize and reward faculty and staff accomplishments.
- Finalize and implement appropriate promotion and annual evaluation processes.
- Maintain on-campus development opportunities for leadership development, research enhancement and teaching skills.
- Enhance financial support for professional development opportunities for faculty and staff.
- By 2014, engage 20 percent more students in co-curricular and extracurricular experiences.
- 25 percent of total faculty and staff receive professional development training every year.
- All faculty and staff receive professional development training within 4 years.

Strategic Goal 5: Contribute to improvement of the community's quality of life.

Jubail University College will play a vital role in transforming the community through learning and community services.

Objectives:

- Ensure proper incentives and capitalize on college-wide collaborations
- Increase the vitality of campus social and cultural life.
- Increase student, staff, faculty, and family participation in a coordinated program.
- Engage the campus community in a comprehensive discussion about conversion to a tobacco-free campus.
- Provide working professionals in Jubail Industrial City access to professional development through graduate programs, skill enhancements, and facility access.
- Contribute to the quality of life in the region through energetic community service.

Measurable Achievements:

- By 2015, increase participation in recreation activities by 20 percent.
- By 2016, achieve 30 percent faculty and staff participation in the coordinated programs.
- By 2014, offer self-supporting Extended Education programs from four departments.
- By 2015, establish permanent center for extended education.
- By 2014, increase participation in cultural activities on campus by 20 percent.

Strategic Goal 6: Promote scientific research and scholarships.

Jubail University College will support and reward faculty and student scholarship of discovery, integration, application, and teaching.

Objectives:

- Pursue growth opportunities in education and research
- Encourage and teach students to pursue lifelong learning
- Increase the number of quality faculty development opportunities to support high-quality scholarship.
- Increase the number of faculty and students and the breadth of disciplines engaged in scholarship.
- Recognize scholarship of discovery, integration, application, and teaching with implementation defined at the department level.
- Enhance JUC's applied research capabilities with a focus on the needs of region and the Kingdom.

Measurable Achievements:

- By 2014, all professional development activities that support scholarship will be analyzed for effectiveness.
- Increase number of competitive proposals submitted to funding agencies by 20 percent.
- By 2015, establish research centers that will have at least 80 percent of budgets supported by external funds.
- By 2015, increase the number of faculty who are submitting one or more external proposals per year by 50 percent.
- By 2014, revise promotion and tenure guidelines in each academic unit to recognize scholarship of discovery, integration, application, and teaching.
- Increase sponsored research proposals to one per department annually.

Strategic Goal 7: Active Partnerships & Collaborations

Jubail University College will plan and execute activities that foster mutually beneficial relationships and collaborations with its diverse stakeholders.

Objectives:

- Develop and sustain partnerships and cooperative agreements with industrial organizations and research centers.
- Integrate the needs of JUC community partners in curriculum and program planning.

Measurable Achievements:

- Enhance the number of programs that have developed a special relationship with at least one regional university or industry.
- Expand the number of faculty who engage in discipline-based collaborations—either research or service—that have a regional or national focus.
- By 2015, establish and maintain a successful partnership with a research center, ranked university, or industrial organization.

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Deputyship for Planning & Academic Development

JUBAIL UNIVERSITY COLLEGE

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