



# STRATEGIC PLAN (2020-2025)

COLLEGE OF ENGINEERING

UNIVERSITY OF TABUK

Contents

Dean’s Message .....2

Executive Summary .....3

The Methodology of Drafting the Strategic Plan .....5

College of Engineering Strategic Plan Sources.....6

Benchmarking the Progress of the College .....7

Important Strategic Issues of the College .....8

Vision, Mission, and Values of the College .....9

Strategic Goals of the College .....10

Strategic Goals, Sub Goals, and Initiatives of the College .....11

Strategic Plan Implementation Requirements: .....13

Resource Planning to Achieve the Strategic Goals: .....14

Approval Data.....14

## Dean's Message

Currently, the College of Engineering, five years ago, formulated its first strategic plan to be among the first colleges of engineering. Regionally and globally by defining and adhering to its broad strategic lines. Since then, great developments have taken place at the university level and at the level of the college and its various programs, including the Kingdom's ambitious vision 2030, which outlined the college's second strategic plan and its goals. The remarkable transformation that the university witnessed under its new leadership had the greatest impact on the administrative and educational processes in the college, which resulted in a significant improvement in the quality of outputs that the college brings to the local community, by qualifying the graduate with the weapon of science, knowledge, initiative, team spirit and leadership. The College of Engineering has always been proactive in working on positive transformations in the university, including the mechanical engineering program obtaining international program accreditation (ABET) for the maximum period of six years, and the participation of the civil engineering program in the National Developmental Accreditation (NCAAA) as one of six programs at the international level. The university, and offers the rest of the college's programs for international accreditation. The changes that took place in the college during the last period, from the development of laboratories, laboratories, and organization Intense in the work environment on all university goals according to its second strategic plan. The College of Engineering, with its educational, research and community excellence, will always strive to be among the first colleges of engineering at the local and regional levels. For this reason, a specialized team from the college reviewed the university's second strategic plan and determined and set its priorities and objectives for the five years of the college's first strategic plan and aligned it with the coming years. This plan that is in your hand's sheds light on the main elements of the second strategic plan for the College of Targeted Groups, which will be implemented as soon as it is approved by the College Council and the Council of Engineering, which was carried out with the participation of all the university. May God bless everyone for the good and elevation of the country. For the year 2018, the levels since the development of the college's first strategic plan led to its review in the light of college.

Dr. Ibrahim bin Issa Atwi

Dean, College of Engineering

## Executive Summary

The College of Engineering formed a working group to prepare the college's second strategic plan. The action team prepared a realistic visualization of the plan that relies on facts, scientific methodologies, the current situation of the college and the data of its internal and external environment. The plan was meant to achieve the college strategic goals and contribute to the realization of the Kingdom 2030 Vision.

According to the strategic plan, the College of Engineering is committed to develop engineering education and assure its quality. The college focuses on utilizing the latest technology of educational resources and recruiting distinguished and qualified College members in order to enhance students' knowledge and skills. The college strategic plan drew a road map for the tasks of leadership and affiliates at the College of Engineering that seeks distinction in education. The college tries to build partnerships with the community and focuses on scientific research in areas of interest for knowledge economy and sustainable development.

The current strategic plan originated from the contents of college vision and mission. The vision of the college ensured excellence in education by offering advanced and accredited academic programs in engineering on both the local and international levels. It also offers innovative research that contributes to the knowledge community. The mission of the college indicated a commitment to the international standards of distinction and quality in education, scientific research, and community service by providing educational and research services that meet the needs of the community and local as well as regional labor markets. The college also supports applied scientific research that contributes to the development of the local community and knowledge economy. In addition, the college aims at building fruitful partnerships and relationships with the community organizations and individuals. To realize the college vision and mission, the college strategic plan provided a general description of the strategic issues and college priorities. The plan drew general orientations in the form of feasible and measurable strategic goals.

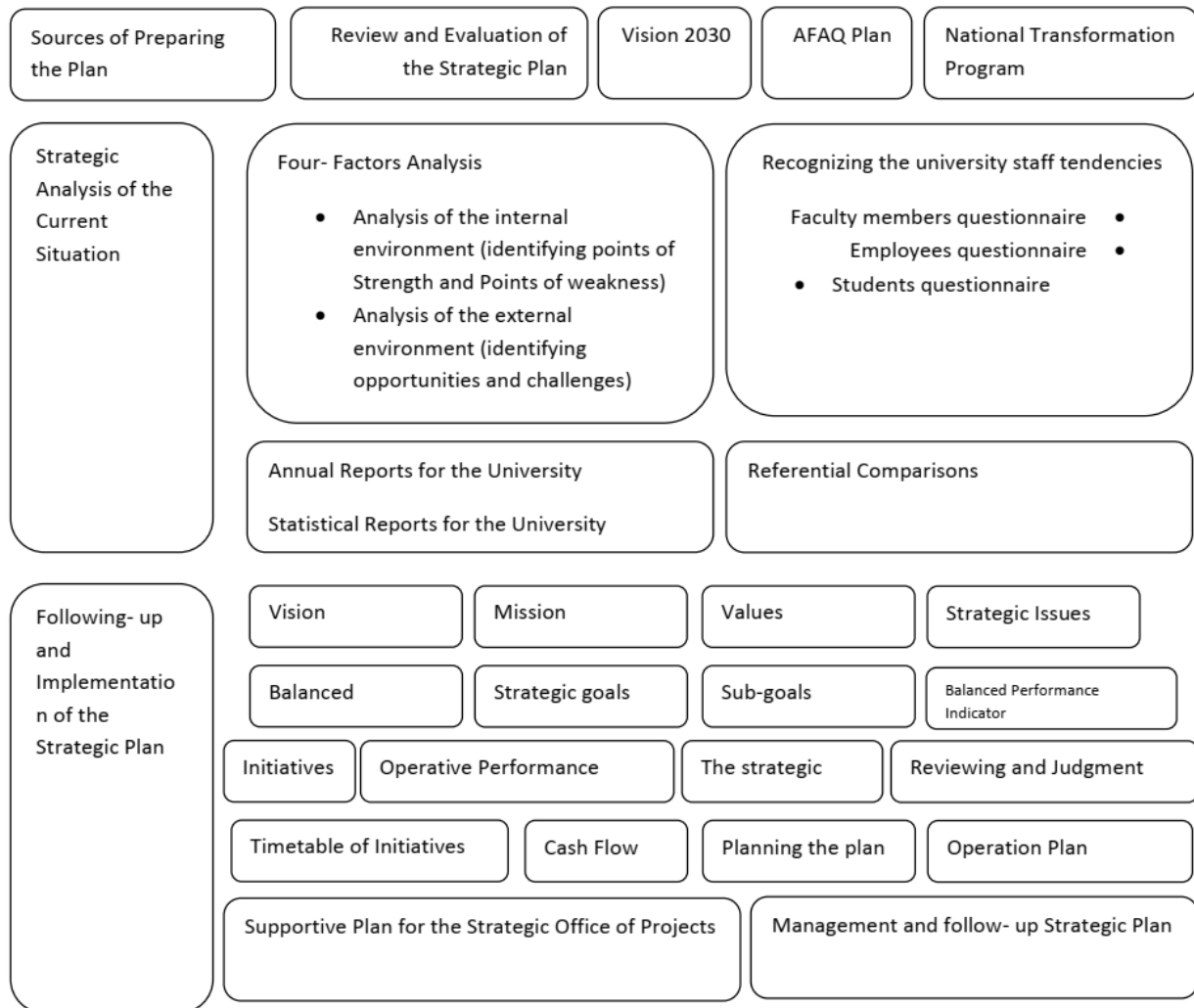
The strategic orientations of the college are:

- To be distinguished in teaching and learning
- To develop scientific research
- To contribute to the community service

- To build a motivational and attractive academic environment
- To develop the administrative and financial systems
- To diversify funding resources.

What makes this plan special is that the action team relies on involving college affiliates and the local community individuals in the strategic planning process. This can be achieved through workshops, discussion panels, questionnaires, beneficiaries' feedback, and appendixes.

## The Methodology of Drafting the Strategic Plan



## College of Engineering Strategic Plan Sources

- a. College First Strategic plan
- b. The University Strategic Plan
- c. The SWOT Analysis

The following details the role of each of these sources in building the second strategic plan for the College of Engineering:

### **1- Reviewing and Evaluating the First Strategic plan of the College**

The reviewed results of the aspects, goals, programs, and strategic plan indicators are important inputs for the strategic plan. Reviewing and evaluating the achievement percentage of the first strategic plan for the college is considered as an important source for the second strategic plan. This review reflects the factual development and achievement of the College of Engineering in its various educational areas. Moreover, the result of this evaluation reflects the points of weakness and the causes of not achieving the expected outcomes in any educational area.

### **2- The University Strategic Plan.**

The Second Strategic Plan of the of the University of Tabuk relied on several resources such as reviewing and evaluating the first strategic plan of the University, The Kingdom (Vision 2030), The National Transformation Program, and Future Plan for Higher Education (AFAQ).

### **3- The SWOT Analysis**

The SWOT analysis was carried out in the college for strengths to maintain and develop, weaknesses to remedy, opportunities to exploit or achieve, and threats to prevent.

## Benchmarking the Progress of the College

In order to understand the progress, the college of engineering use the following methodology:

- a. Reference comparison
  - b. Benchmarking with distinguished colleges
1. Reference Comparison
    - Internal referenced comparisons within the college.
    - Referenced Comparisons among different departments.
    - Referenced comparisons with departments at local and international departments.
  2. Benchmarking with Distinguished Colleges

Choosing engineering colleges in distinguished international universities would provide the College of Engineering at the University of Tabuk with opportunities to measure its performance, and indicators that show the path it wants to continue and the destination it is targeting. This gives beneficiaries, both inside and outside the college, a tool that can be used on an ongoing basis: to assess progress toward goals using objective, measurable criteria. The College of Engineering has begun the process of identifying distinguished engineering colleges by recognizing that its primary responsibility is to provide high-quality education to its students.

This trend is supported by the desire to develop the absorptive capacity and appropriate infrastructure for university study and research in specific engineering fields that will enrich the student's educational experience and provide the college with innovative means that help it serve the community in a distinct way. In this field, the College of Engineering has identified distinguished colleges at the local and international levels, which are consistent with the college's pursuit of excellence in education, namely:

- College of Engineering at King Saud University, Kingdom of Saudi Arabia.
- College of Engineering at Michigan University, United States of America.



## Important Strategic Issues of the College

1. Improving learning outcomes to prepare graduates to compete in the labor market.
2. Improving the quality of academic programs.
3. Increasing the College capacity to meet the needs of applicants.
4. Improving the quality of scientific research at the College.
5. Improving the services provided by the college to the community.
6. Building partnerships with community organizations and individuals.
7. Develop the infrastructure at the College though supporting College learning resources and facilities.
8. Enhancing the effective administration at the College through applying governance standards at the college.
9. Recruiting qualified College members.
10. Developing the administrative staff at the college.
11. Diversifying the funding resources at the college

## Vision, Mission, and Values of the College

### **Vision:**

"A distinguished and pioneering college locally and internationally in the field of engineering education, innovative research, and building a knowledge society".

### **Mission:**

"To graduate qualified engineers in accordance with the International Academic Standards and prepare them to meet the changing needs of society. These graduates will be able to compete locally and internationally. The College of Engineering is committed to providing excellent education and pursuing relevant scientific research and partnership with industry and governmental societies".

### **Values:**

- Quality and Distinction
- Teamwork Spirit
- Innovation and Creativity
- Transparency and Accountability
- Initiation and Productivity
- Loyalty and Affiliation
- Integrity and Respect
- Leadership and Taking Responsibility
- Social Responsibility

## Strategic Goals of the College

1. Provide distinguished academic Education that meets the needs of the labor market.
2. Conduct innovative research to contribute to the knowledge-based economy.
3. Contribute effectively to the sustainable development and community service.
4. Provide motivational and attractive environment.
5. Develop an effective administrative and organizational environment at the college.
6. Provide innovative financial resources.

## Strategic Goals, Sub Goals, and Initiatives of the College

Goal No	Strategic Goals	Sub Goals	Initiatives
1	Provide distinguished academic Education that meets the needs of the labor market.	Develop programs, plan, and courses	Periodic review of programs and study plans in the light of the labor market needs
		Gain accreditation for college programs from national and international commissions	
		Offer precautionous and enhancement programs to support students' abilities	Training and enveloping engineers to cope with the Kingdom 2030 Vision
		Improve the teaching and learning environment	Developing the skill of college members Developing a competitive academic environment that supports distinction in the educational process
2	Conduct innovative research to contribute to the knowledge-based economy.	Create a system to encourage distinguished researchers	Creating a hub for sustainable and innovative engineering artificial intelligence
		Meet the research needs of the local and regional community	
3	Contribute effectively to the sustainable development and community service.	Prepare and offer programs that contribute to the community service	Utilizing the University capabilities efficiently to save the environment
		Enhance the participation of the College in the sustainable development	
		Build fruitful partnerships with the community	Implementing voluntary jobs to serve the community
4	Provide motivational and attractive environment.	Develop the College facilities	Periodic maintenance of buildings and facilities at the College

Goal No	Strategic Goals	Sub Goals	Initiatives
		Support and develop projects and information technology programs	Electronic transformation of college services
		Develop the infrastructure of all College facilities	Preparing a suitable environment for the educational process
		Develop services provided to college affiliates	Developing the services offered to the College affiliates
5	Develop an effective administrative and organizational environment at the college.	Enhancing the governance and transparency fundamentals at the College	Supporting the organizational and positive academic culture at the College
		Effective administrative development of the College departments and units	Developing and improving the level of college employees
6	Provide innovative financial resources.	Diversify the College funding resources	Promoting for the educational and training services of the College and offering new educational programs
		Improving the financial efficiency	Rationalizing expenditure
			Educating College affiliates about the importance of public money and how to save it

## Strategic Plan Implementation Requirements:

1. Establishing a committee to draft and follow up on the implementation of the college strategic plan.
2. Establishing the executive committee to follow up on the implementation of the college strategic plan.
3. Holding workshops for all academic and administrative units at the college to explain the plan.
4. Updating the strategic plan for all college departments to support the implementation of plan initiatives.
5. Determining the priorities of expenditure of Deanship budget to support the implementation of the plan initiatives.
6. Working on spreading the organizational and academic culture of change in accordance with the strategic plan.
7. Allocating time and effort of all College departments to execute the plan initiatives.
8. Developing an electronic system to follow up on the implementation and plans of the college departments.
9. Continuous evaluation of plan goals and initiatives.

## Resource Planning to Achieve the Strategic Goals:

The budget allocated by the Ministries of Finance and Education is considered the main financial support for the University since Tabuk University is financed by the government. Therefore, The University of Tabuk efficiently use these current resources and find new financing resources in order to compete with top universities in the Kingdom of Saudi Arabia. The College of Engineering must determine the priorities of expenditure for projects that support the strategic plan through its vision, mission, and values by doing the following:

- a. Expenditure must be managed in accordance with the University Strategic Plan.
- b. Best use the current resources through:
  - Integrate administrative units and coordinate among them.
  - Support research activities by external funders.
  - Find alternative funding resources by investing in combined projects.
  - Apply governance standards such as transparency, accountability, and teamwork.

## Approval Data

Strategic Plan Prepared by		
Approved by		Decision No.