Deanship of Scientific Research

University of Tabuk

The Strategic Plan

Executive Summary:

The preparation for the Plan

Collecting Data

Writing the Plan

SWOT Analysis

Performance Indicators

Benchmarking

Operational goals

Drafting the vision and mission

Initiatives

Strategic Goals

The Deanship of Scientific Research was keen on conducting a lot of workshops and seminars about:

- Newly-established research centres
- A Research and Development Grants Program at King Abdulaziz City for Science and Technology
- The international cooperation program
- To direct the scientific research to achieve the national vision 2030.

It is worth mentioning here that the budget spent on funded scientific research reached about 19 million SR in the last five years.

The success of the Deanship of Scientific Research strategic plan requires to identify the stakeholders to guarantee its success. They are:

- Ministry of Education
- The University Executive Administration
- The university faculties, deanships, and units
- The university academic departments
- Faculty members
- Some Administrations (Media and Public Relations Admin, Finance Administration, Warehouse Admin, Planning and Budget Admin)
- National research centres
- Counterpart scientific research deanships at local universities

The Methodology of Preparing the Plan:

1. To create a team to prepare the strategic plan and allocate tasks.

2. The advisory committee: A meeting had been held with the advisory committee which supervised the university faculties and deanships strategic plans to review some of the technicalities related to the Deanship of Scientific Research strategic plan to be taken into consideration from the very beginning.

3. Allocating the tasks: Tasks had been allocated to team members as follows:

- Scanning some of the experiences related to strategic plans
- Drafting the plan proposal
- Identifying the internal items of the strategic plan to draft it. It comprises:
- Analysing the Deanship of Scientific Research structure
- Identifying the mechanisms for monitoring and improvement
- Identifying the vision, mission, goals, values, and strategic indicators

Setting-up a Mechanism for Monitoring and Improvement:

1. Improvement:

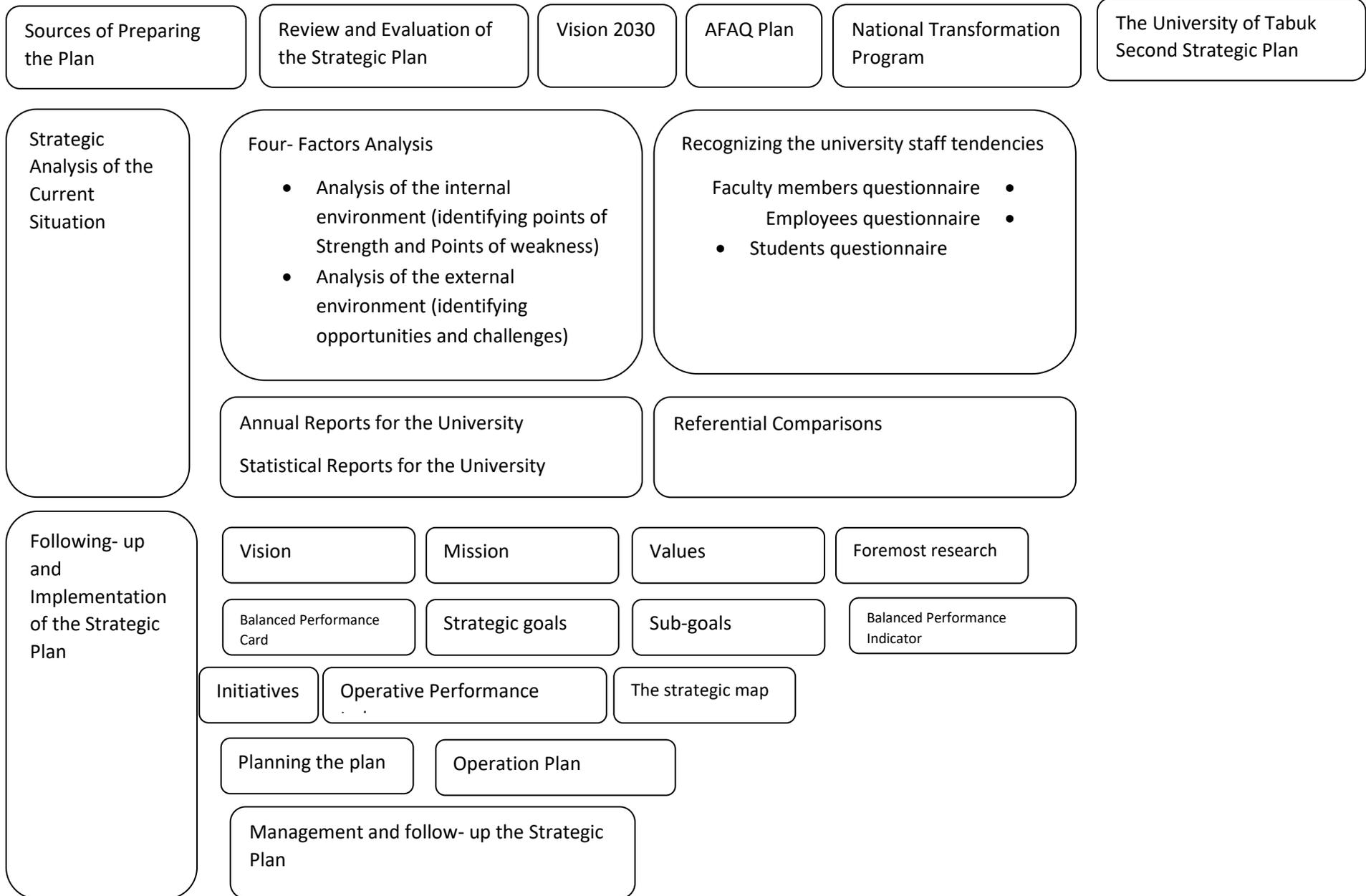The Deanship of Scientific Research is keen on committing to the principle of continuing improvement as follows:

- To develop the electronic programs which facilitate the deanship work in the field of supporting scientific research. The deanship strives now to develop a comprehensive electronic program
- To develop the grants program in which the deanship. The deanship looks forward to working in some of the following programs: Scientific Awards Project, Scientific Journal Project, Research Group Project.

2. Monitoring:

The reason behind establishing this goal is to make sure of the commitment of the Scientific Research Deanship of all the goals it strives to achieve through continuous follow-up to execute activities and work periodically. Thus, the Scientific Research Deanship is keen on setting a plan to achieve all activities as follows:

- ❖ To identify all activities and work that deanship is supposed to achieve by the end of the academic year.
- ❖ To identify a timetable to execute each task.
- ❖ To identify the in-charge person for executing each task.
- ❖ To identify the in-charge person for following-up the plan items according to the timetable set and approved by the dean of the Scientific Research Deanship.

The Methodology of Drafting the Strategic Plan:

Sources of Preparing the Plan	Review and Evaluation of the Strategic Plan	Vision 2030	AFAQ Plan	National Transformation Program

The University of Tabuk Second Strategic Plan

Strategic Analysis of the Current Situation

Four- Factors Analysis

- Analysis of the internal environment (identifying points of Strength and Points of weakness)
- Analysis of the external environment (identifying opportunities and challenges)

Recognizing the university staff tendencies

- Faculty members questionnaire
- Employees questionnaire
- Students questionnaire

Annual Reports for the University

Statistical Reports for the University

Referential Comparisons

Following- up and Implementation of the Strategic Plan

Vision	Mission	Values	Foremost research
Balanced Performance Card	Strategic goals	Sub-goals	Balanced Performance Indicator

Initiatives	Operative Performance	The strategic map

Planning the plan	Operation Plan

Management and follow- up the Strategic Plan

Resources of the Plan:

The Faculty of Science 2018 – 2022 G has been drafted in light of the University of Tabuk second strategic plan 2018 – 2022 G in a way to be compatible with the University vision, mission, values, strategic goals and sub-goals, and performance indicators. The strategic plan relied on:

1. The Kingdom Vision 2030:

The Kingdom (Vision 2030) is based on consolidating the Arab and the Islamic values in the individuals as a community value. This vision considers human resource as the most important resources that could achieve sustainable development in all areas.

From this point, the role of the educational institutions, such as universities, and its related specialized colleges come to play a role in providing the national economy with qualified human resources. The Kingdom vision 2030 focused on certain points:

First: Providing the community with practical and theoretical knowledge, archaeological and museums tourism, sport, and health care.

Second: Making use of opportunities available in the kingdom in all fields: economy, human resources, finance, attracting local and international investments directly and indirectly

Third: Focusing on the quality and quantity of infrastructure and developing all regulations at the public institutions and automating all their procedures

2. The National Transformation Program 2020:

The National Transformation Program is a plant to achieve the Kingdom (Vision 2030) within five years (2016-2020). This program aims to specify the strategic goals of the participating entities and translate it in the form of initiatives and work on implementing them. Vision 2030 achievement programs include:

- ✓ Pilgrims Program
- ✓ Quality of Life program
- ✓ Identity Reinforcement Program
- ✓ National Transformation Program

- ✓ National Corporates Increase Program
- ✓ Fiscal Balance Program
- ✓ The Public Investment Fund Program
- ✓ Strategic Partnerships Program
- ✓ National Industrial Development and Logistics Program
- ✓ Housing Program
- ✓ Financial Sector Development Program
- ✓ Privatization Program

3. Future Plan for Higher Education (AFAQ):

The Future Plan for Higher Education (AFAQ) is a plan that adopts a plan for university education in the Kingdom with a long- term strategic goals. These goals are to be fully applied by 1450H since it was approved based on the King's approval according to the telegraphed instructions No. (B M/3562) in (04/06/1432) and the agreement on its strategic dimensions.

Moreover, the resources included surveying faculty members' opinions about the Faculty itself because the quality of the learning process depends on having qualified staff. Also, the environmental factors provided to faculty members are considered as a basic and active indicator which reflects faculty members' professional performance. The more these factors are provided, the more academic and professional performance will improve. This will contribute to providing a suitable academic environment and achieving quality at work to achieve the university goals.

The University Strategic Issues:

1. The quality of scientific research: Improving the quality of scientific research at the university, providing convenient funding resources, increasing the expenditure rate on research to reach the international rate, and prioritizing research which contributes to the knowledge-based economy.

2. Developing partnerships with the local community individuals and institutions such as training, consultancies and research partnerships.

Counterpart deanships that the Deanship of Scientific Research looks forward to reaching to their levels:

Choosing distinguished international universities is a good chance to measure deanship performance and indicators. It also allows for evaluating the progress using objective criteria. Thus, the deanship identified three universities as follows:

- ➢ University of Washington
- ➢ King Saud University
- ➢ University of Jordan

The University of Tabuk, represented by the Deanship of Scientific Research, is aware that it doesn't have the infrastructure or the intellectual ability to imitate these universities, and the university knows that achieving such a demand requires exerting a lot of efforts to gain the international reputation of these universities. However, the Deanship of Scientific Research will spare no efforts to reach the level of these universities.

Vision:

To achieve distinction in research locally and regionally

Mission:

To support innovative research which contributes to developing the local community and building the knowledge-based economy

Values:

In addition to adherence to the Islamic values, the Deanship of Scientific Research adheres to the following values:

- Quality and Excellence
- Teamwork
- Creativity and Innovation
- Transparency and Accountability
- Loyalty and Affiliation
- Integrity and Respect
- Leadership and Responsibility
- Social Commitment

Definition of Values:

Quality and Excellence:

Implementing the best quality standards in the workplace in all university activities and excelling in all academic and administrative performance.

Teamwork:

Enhancing the culture of social teamwork among university staff.

Creativity and Innovation:

Developing the motivational organization climate for innovative and creative ideas.

Transparency and Accountability:

Committing to objectivity in all academic and administrative aspects, clarifying systems and guidelines, supporting accountability, as well as other integrity requirements.

Loyalty and Affiliation:

Working enthusiastically to achieve the message and the objectives of the university to enhance the principles of citizenship among its staff.

Integrity and Respect:

Sincerity in performing tasks and commitment to professional work ethics as well as respecting work colleagues and beneficiaries.

Leadership and Responsibility:

Developing leadership skills and taking responsibility among university staff.

Social Commitment:

Establishing the spirit of community service and voluntary work, openness to society, and interaction with its needs and requirements.

Strategic Goals:

- ✓ To support innovative research which contributes to the knowledge-based economy
- ✓ To develop the technical infrastructure as well as services to provide an attracting and motivational research environment
- ✓ The effective contribution to sustainable development and community service
- ✓ To develop the funded research program by focusing on group work and research groups

Strategic Goals	Sub-Goals	Initiatives
To support innovative research which contributes to the knowledge-based economy	To develop faculty members' research skills	❖ To encourage faculty members to publish their papers and research in peer-reviewed journals ❖ To conduct seminars, presentations, and specialized workshops in research and scientific Publishing ❖ To support newcomers of faculty members ❖ To adopt some awards for distinguished research
	To develop students' research skills	❖ To conduct research competitions to present their innovative research with coordination with the Student Affairs Deanship ❖ To conduct specialized workshops in cooperation with the faculties ❖ To adopt students awards to encourage them to publish their research in peer-reviewed journals
	To support patents	❖ To fund patents projects which contribute to fields of the kingdom vision 2030 ❖ To adopt a system that grants awards to those who had patents ❖ To coordinate with relevant parties to invest in the patents
	To support strategic research	❖ To fund research related to renewable energy ❖ To fund research related to artificial intelligence and robotics

		❖ To fund research related to Sensor Networks and cellular systems
To develop the technical infrastructure as well as services to provide an attracting and motivational research environment	To introduce researchers to available external fund for their researchers	❖ To create a database to help researchers know about the available research centers to support their research
	To contribute to developing research labs to serve scientific research	❖ To study the research labs needs ❖ To create the central lab
The effective contribution to sustainable development and community service	To contribute to executing research which contributes to solving the community problems	❖ To conduct research seminars to introduce researchers of the research fields which contribute to developing the local community ❖ To communicate with faculty members to introduce them of the new fields/emerging fields that matter the community
	To contribute to conducting shared research with external bodies	❖ To communicate with external bodies to introduce them of the shared research fields that could be conducted together ❖ To form research partnerships with the local community institutions with the sponsor of the relevant bodies at the university

		❖ To facilitate making cooperation agreements in the fields of research with the sponsor of the relevant bodies at the university
	To facilitate researchers mission to conduct research with external bodies	❖ To conduct shared workshops with local and regional bodies to discuss shared research opportunities
	To contribute to enhancing the positive values	❖ To fund research that contributes to the community service
To develop the funded research program by focusing on group work and research groups	To support shared research	❖ To fund research whose a member or more is part of the shared research from inside the university ❖ To fund research whose a member or more is part of the shared research from outside the university
	To initiate a system to support research groups	❖ To support research groups