Strategic Plan for the College of Education in Al-Kharj 2030

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A Message from The Dean

In the name of Allah, the Most Gracious, the Most Merciful, and prayers and peace be upon the most honorable of the prophets and messengers,

It is obvious that important successes in institutions and projects are always based on strategic plans with clear and specific vision, mission and objectives. Based on this idea and on the belief of the leaders of the College of Education in Al-Kharj in the importance of strategic planning, the college leadership team, including the dean, vice deans and heads of departments, reviewed the strategic plan of the college for the purpose of developing and updating it. For this purpose, College strategic planning team was appointed, which is a six-member team of three males and three females. The team reviewed the old plan, and identified priority objectives for follow-up and implementation, and objectives that need to be modified. The plan developing team worked in light of what was stated in university's strategic plan, Afaq plan for education, the strategic planning guide prepared by the Deanship of Development and Quality, the strategic objectives of the college, and the proposals of the heads of departments and administrative units of the college. As we formulate the chapters of this plan, we won't fail to thank His Excellency the Rector of the University for his constant follow-up and eagerness to promote quality practices at the University in general and the College of Education in particular. We also thank the Deanship of Development and Quality for its wise guidance that helped in building this plan. We thank college strategic planning team which had sleepless nights to produce this plan in the desired form.

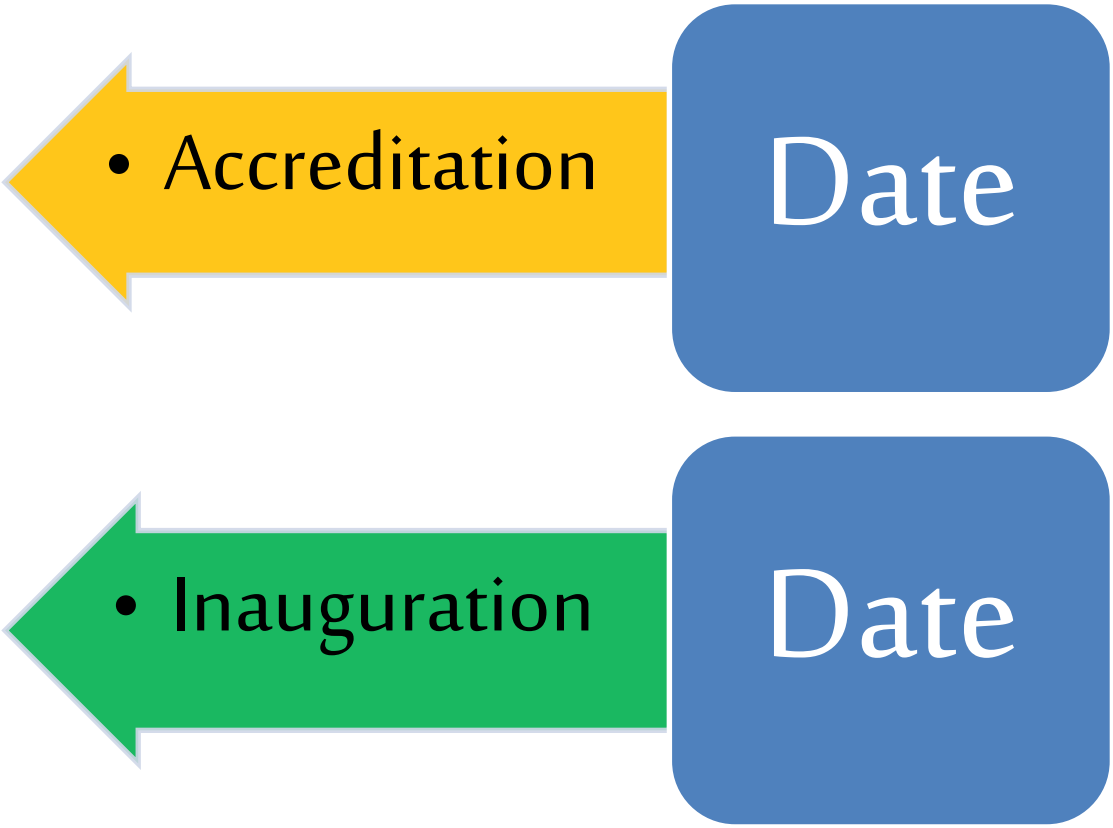
In conclusion, we ask Allah, the only source of blessing, for success and support in carrying out what we have planned.

Dean of the College

Dr. Abdulrahman Bin Obaid Al-Rafdi

Chapter One

- ***College background (Establishment, development, organizational structure)***
- ***Evaluation of the current situation (analysis of the internal and external environments)***
- ***Benchmarking (Best Practices and Entities)***
- ***Analysis of strategic gap and options.***


• Accreditation
Date
• Inauguration
Date

College Background

The College of Education in Al-Kharj was established in 1403 AH and grants only diploma. On November 29, 1414 AH, His Excellency the General President of Girls Education issued Decision No. 1/1597 to develop the intermediate college into a College of Education starting from the academic year 1415/1416 AH according to the four-year system, which grants student a bachelor's degree hereby. In the academic year 1429/1430 AH, the college joined King Saud University. In 1431 AH, the college joined the University of Al-Kharj, which name was changed to Salman bin Abdulaziz University. Then, by royal order, the name was changed to Prince Sattam University. The college includes the departments shown in the figure below, in addition to graduate studies (Masters) and teacher preparation diplomas.

Figure (1). College Background

*** In addition to graduate studies and teacher preparation diplomas.**

Organizational Structure of College

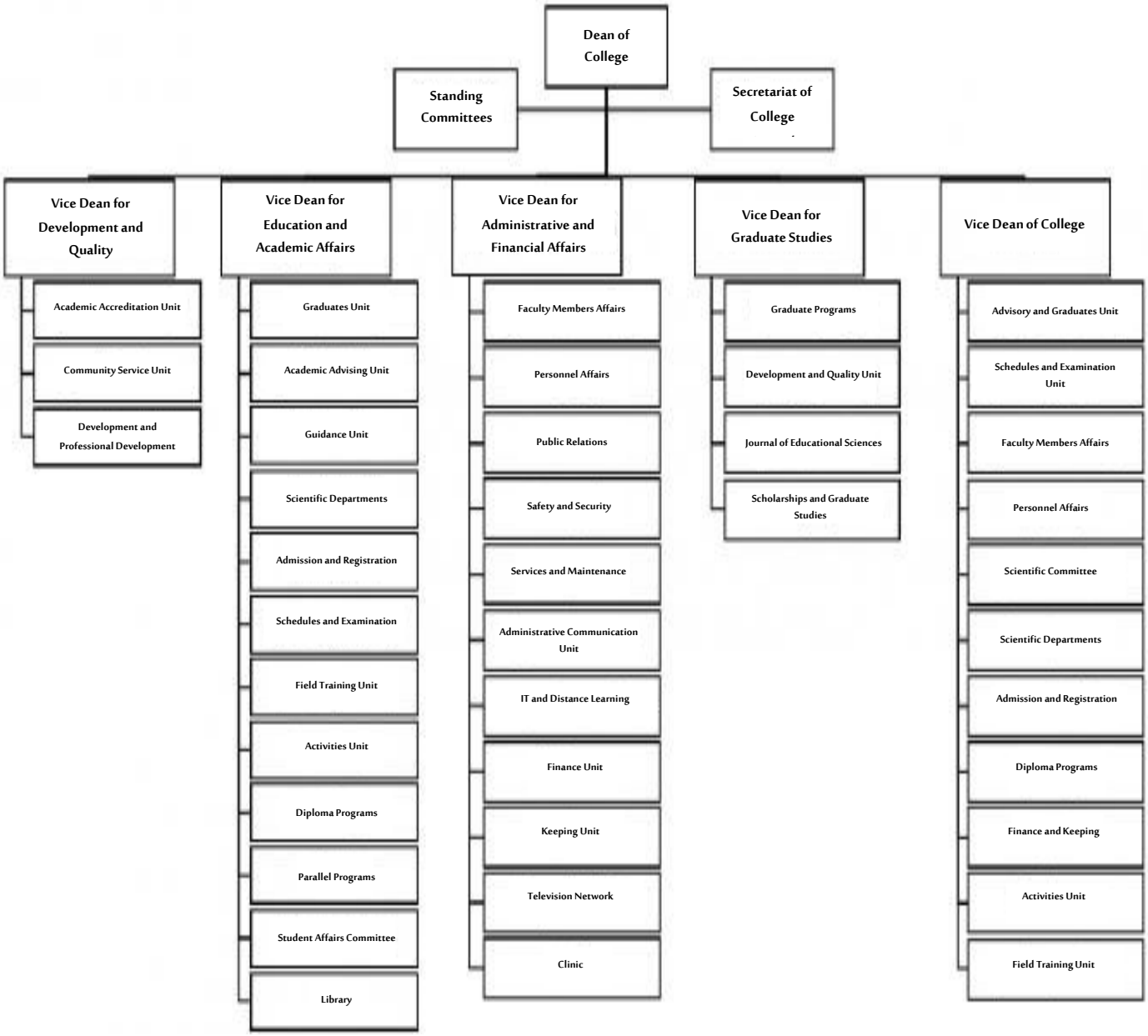


Figure (2). Organizational Structure of College

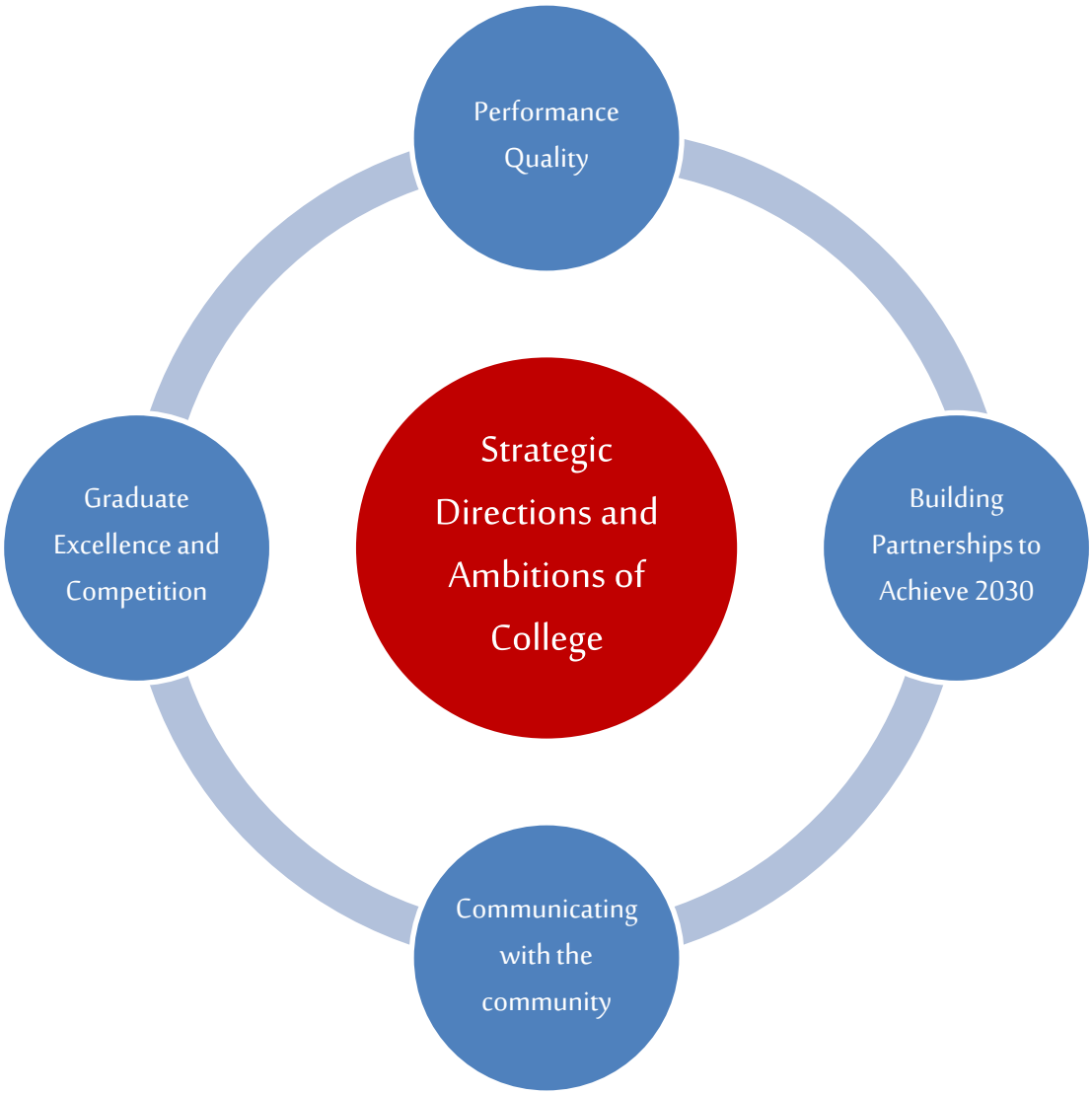


Figure (3). Strategic Directions and Ambitions

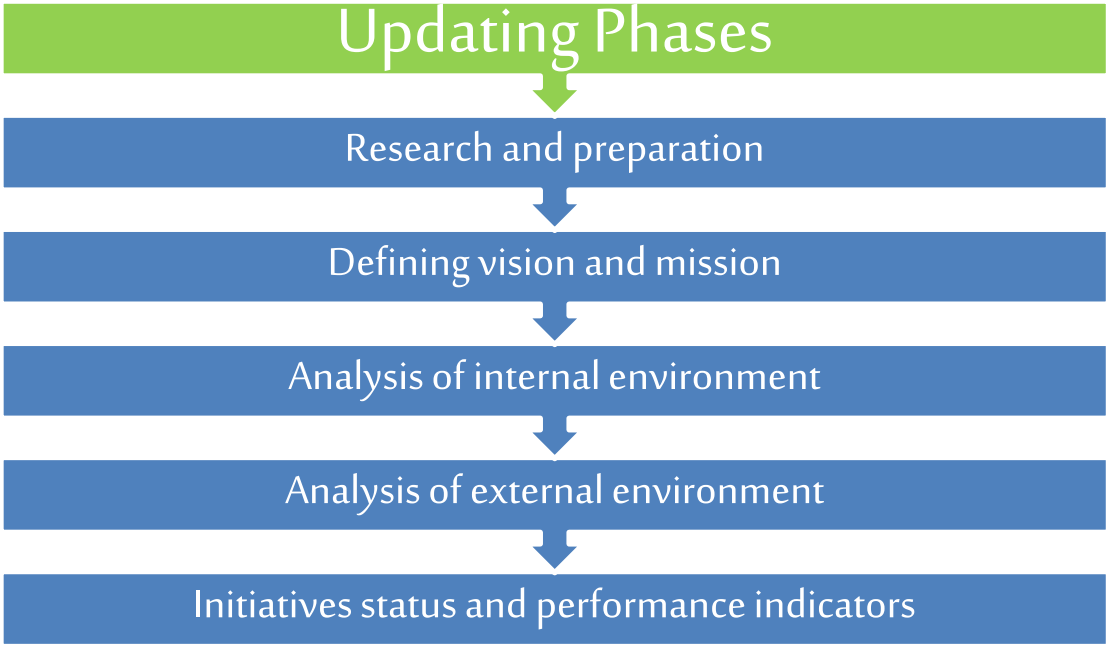


Figure (4). Phases of Updating the Strategic Plan

Participants in the Update

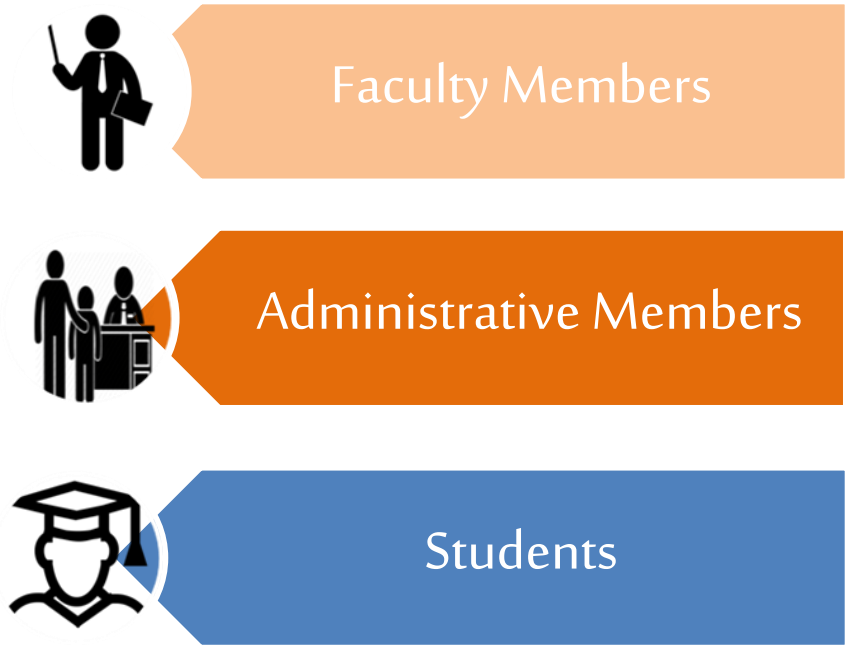


Figure (5). Participants in the Update

References for Updating the Strategic Plan

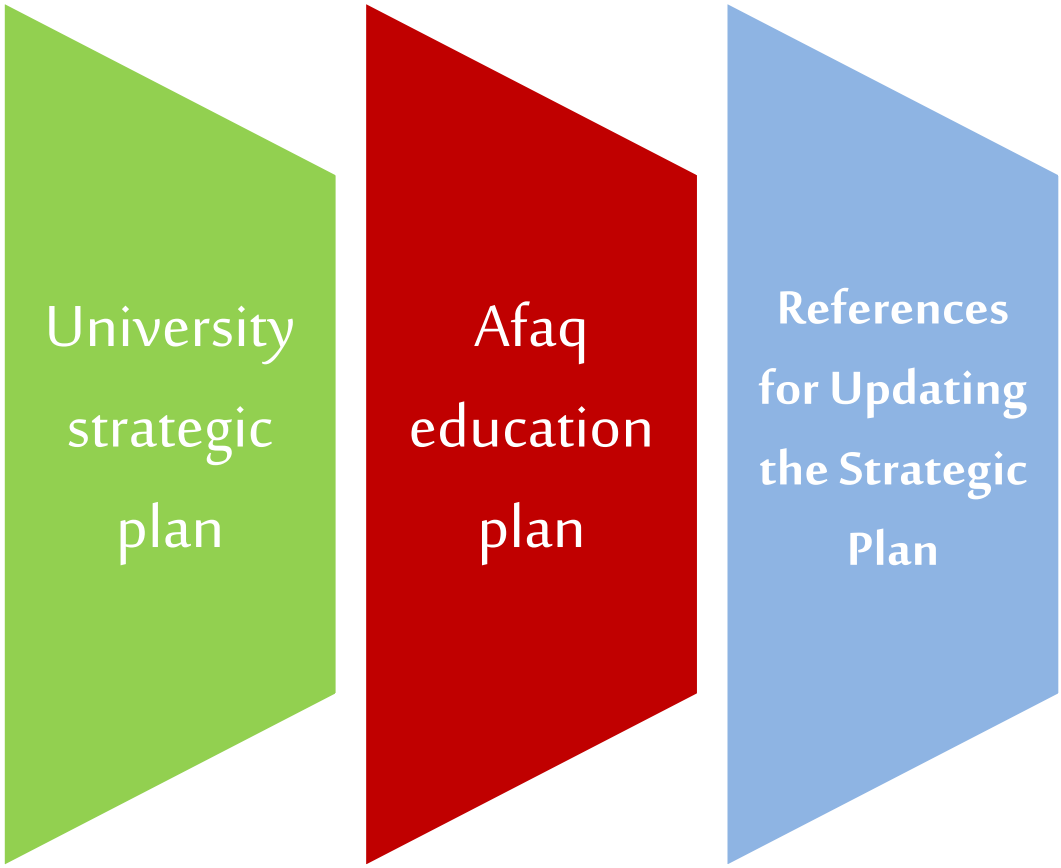


Figure (6). References for Updating the Strategic Plan

Means of Updating

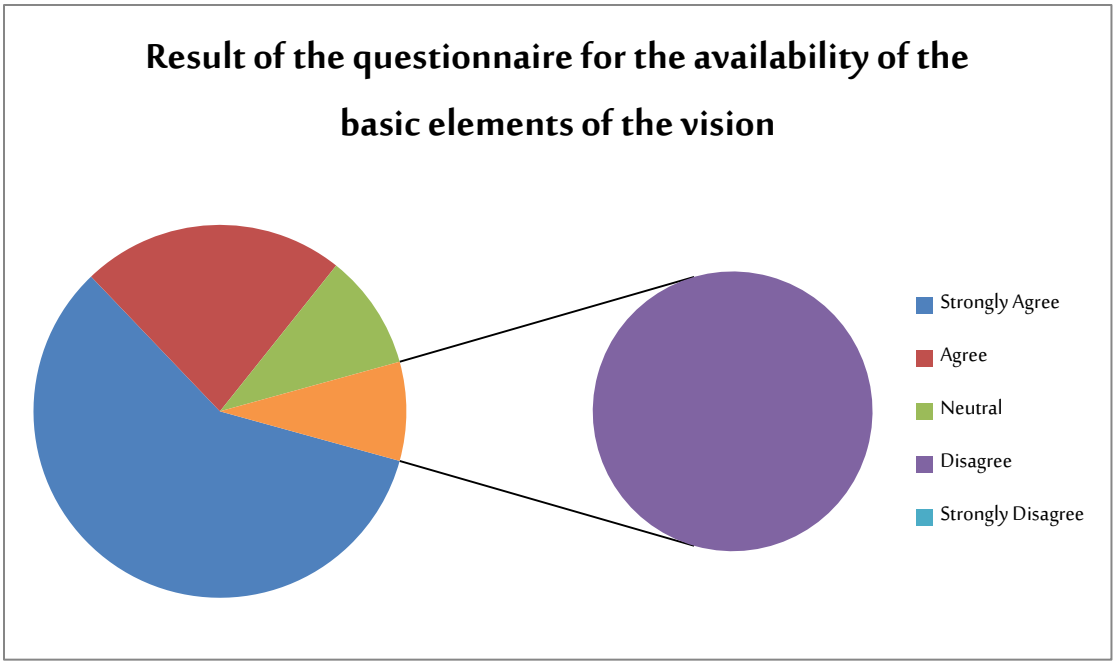
- ***Research and preparation phase:***

1. Five brainstorming sessions were held, in which the strategic planning team and a number of faculty members were participated. In addition to a session with the support team from the Deanship of Development and Quality.
2. Three meetings were held with a number of students and faculty members.

- ***Vision and mission defining phase***

1. Brainstorming sessions were held for the strategic planning team in college.
2. A questionnaire was designed about the availability of the basic elements in the vision of the college compared to university vision. Another questionnaire was designed about the availability of the basic elements in college mission compared to the university mission. Both questionnaires were filled by college leaders, faculty members, administrators and students.

Figure (7). Means of Updating



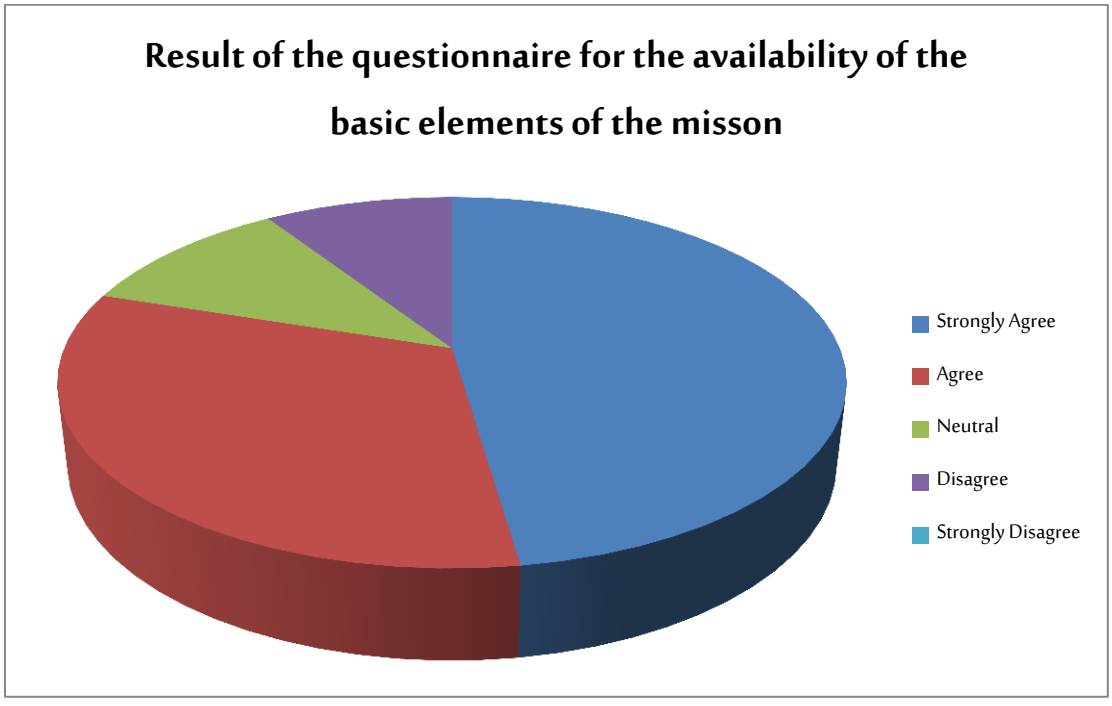


Figure (8). Results of Questionnaires for Vision and Mission

SWOT

At this phase, the team was divided into two parts, and brainstorming sessions were held to identify strengths and weaknesses, as well as opportunities and threats. Students, faculty members and college administration participated in it. Sessions concluded the following:

Analysis of Internal Environment

Table (1). Strengths and Weaknesses

Strengths	Weaknesses
Availability of specialized faculty members	The need to activate community partnerships
Diversity of teaching competencies and academic degrees.	The need to enhance the mental image of the college
College's interest in quality requirements	Student density in classrooms
Adopting e-services in administrative work.	The need for intensify training in administrative skills
Availability of graduate programs	Lack of interest in activating college's role in educational research
Availability of teacher preparation diplomas	The need to enhance quality practices in departments
The ability to be creative in student activities	Traditionality of teaching strategies, and the weakness of academic advising in guiding the graduate.
	Limited majors that attract students

Analysis of External Environment

Table (2). Opportunities and Threats

Opportunities	Threats
Integrating higher education into general education.	Restructuring the colleges of education in the Kingdom
The growing population of the governorate	The disproportion between the needs of the labor market and the number of graduates
The growing societal need for college majors.	The presence of competition from colleges of prestigious universities.
Availability of a large budget to support education	weak academic level for those interested in the college majors.

Main Issues

By analyzing the internal and external environments, we came up with the issues represented in the figure below:

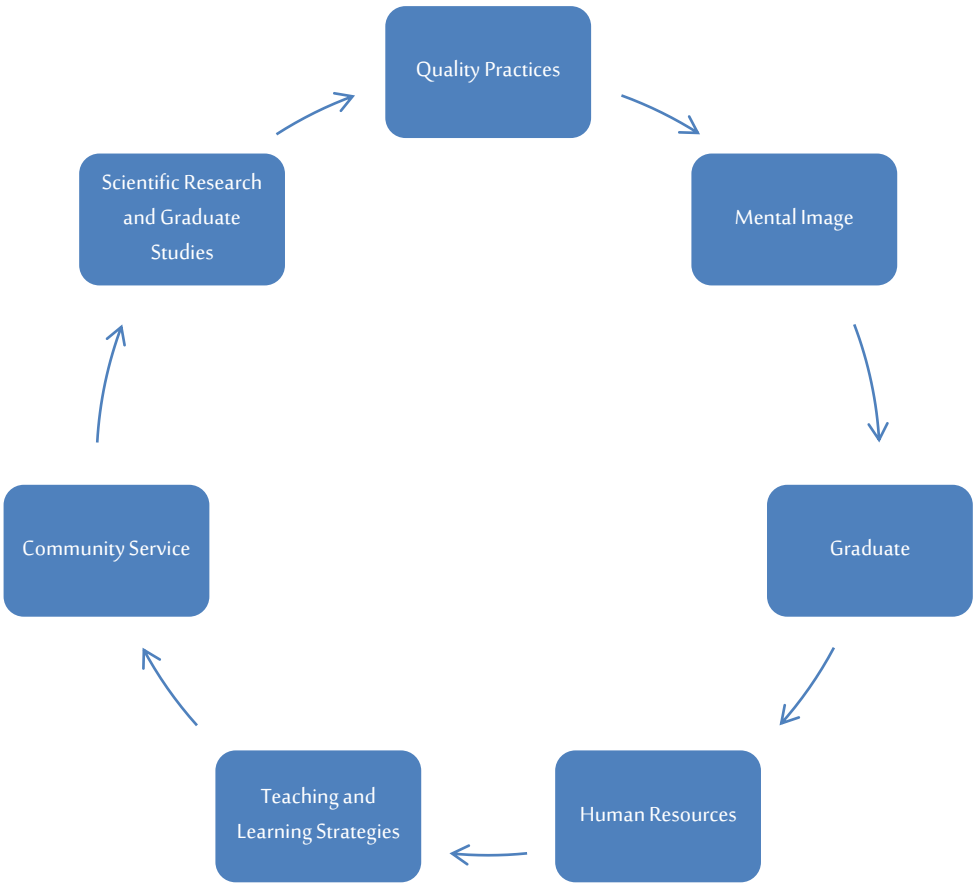


Figure (9). Main Issues of Environmental Analysis

Benchmarking and Best Practices

Table (3). Benchmarking and Best Practices.

College name: Education, King Saud University	Founded in 1376 AH. Number of students: 1176. It has a variety of programs for undergraduate and graduate studies, and it has excellent reputation.
Main Issue	Practice Description
Mental image Graduate competition	Improving college's image with creative community partnerships, education strategies, and excellence in quality practices

College name: Education, King Abdulaziz University	Founded in 1408 AH. Its scientific departments are diverse, and it has great contributions to educational research
Main Issue	Practice Description
Educational research and graduate studies	Advanced graduate programs and innovative educational research.

College name: Education, Umm Al-Qura	Founded in 1372 AH. It was affiliated to

University	King Abdul Aziz University, and then it has been affiliated to Umm Al-Qura in 1401 AH. It has efforts in training, particularly in human resources.
Main Issue	Practice Description
Human resources	Developing human resources with effective programs

College name: Education, Emirates University	Founded in 1977 AD. It's distinguished in activities, quality practices, and academic accreditations.
Main Issue	Practice Description
Quality practices	Obtaining international accreditation

College name: Education, Cairo University	Founded in 1988 AD. It provides various educational programs, and has advanced development centers in community partnerships
Main Issue	Practice Description
Partnership and social responsibility	Effective community partnerships Supportive programs for social responsibility

College name: Education, University of	Founded in 1972 AD. It provides various

Jordan	academic programs, and it's distinguished in the field of scientific research and training.
Main Issue	Practice Description
Teaching and learning strategies	Constant development of teaching and learning strategies

Analysis of Gap

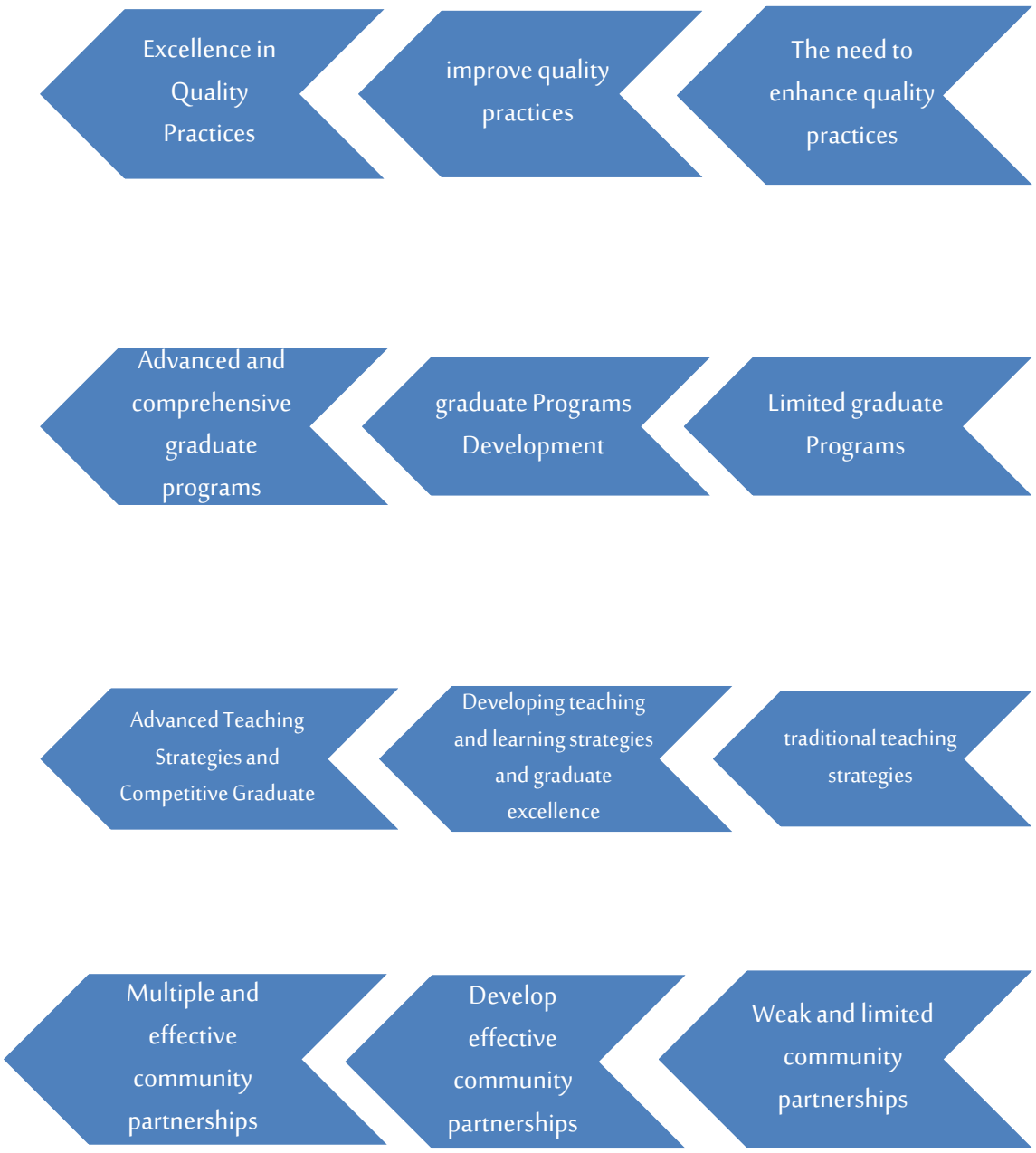


Figure (10). Analysis of Gap

Chapter Two

- ***Vision***
- ***Mission***
- ***Core Values***
- ***Strategic Objectives***
- ***Key Performance Indicators***
- ***Operational Objectives and Their Indicators***

Vision and Mission

College Vision

A distinguished college in education, educational research, community partnerships, and competition in the labor market

College Mission

Providing distinguished educational education, developing innovative educational research, and enhancing community partnership through a stimulating academic environment and distinguished technical and human resources.

Figure (11). Vision and Mission of College

Core Values

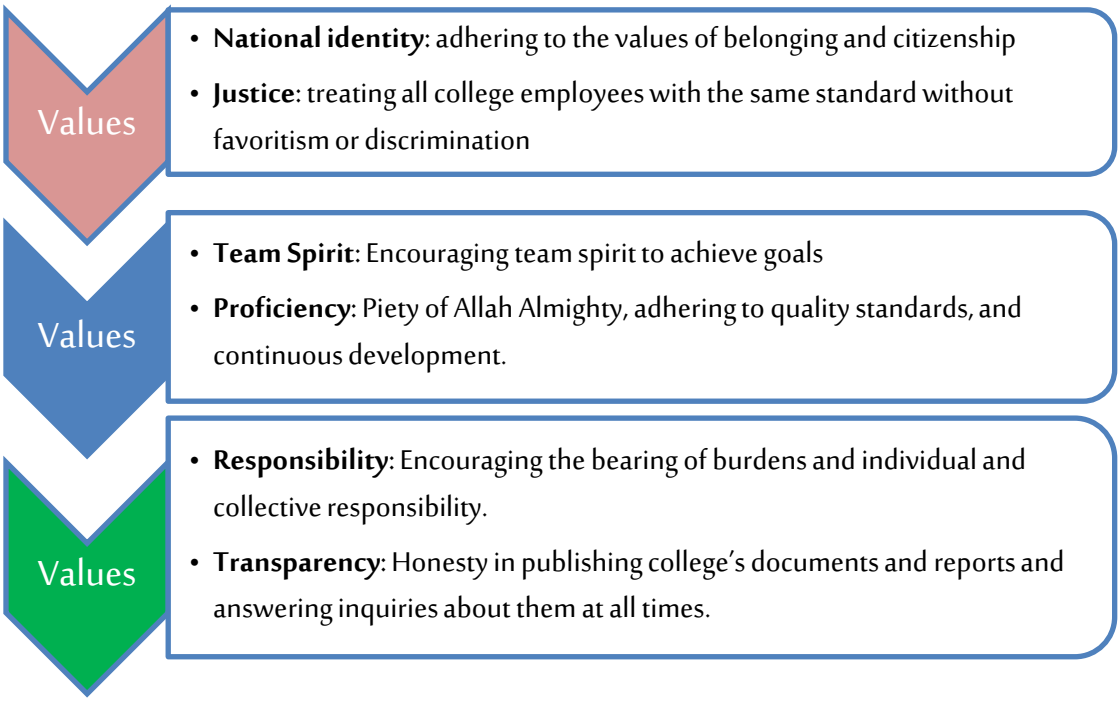
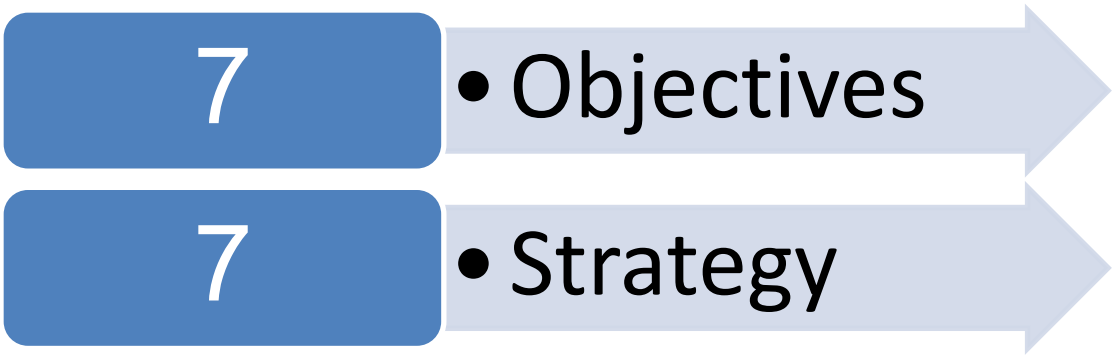


Figure (12). Core Values



- *Enhancing the mental image of the college locally and regionally.*
- *Empowering graduates to compete in the labor market.*
- *Developing teaching and learning strategies in the college.*
- *Developing human resources, and their skills, in the college.*
- *Developing graduate programs.*
- *Improving quality practices and their applications in the college.*
- *Developing social responsibility programs and building effective community partnerships.*

Key Performance Indicators (KPIs)

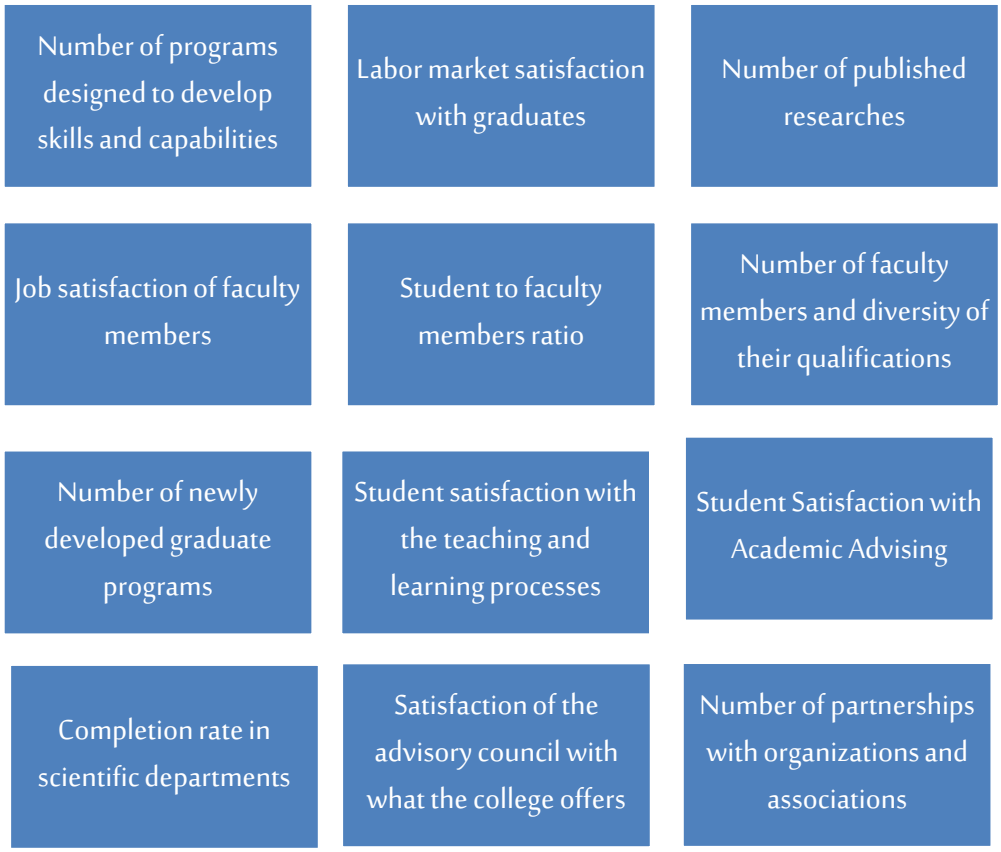


Figure (13). Key Performance Indicators (KPIs)

Strategic Objectives and Performance Indicators

Table (4). Strategic Objectives and Performance Indicators

Strategic Objective	Performance Indicators	Indicator Type
Enhancing the mental image of the college locally and regionally.	1.1 Number of completed educational research	Quantitative
	1.2 Number of active virtual classes	Quantitative
	1.3 Number of seminars held	Quantitative
	1.4 Number of programs nominated or obtained academic accreditation	Quantitative
Empowering graduates to compete in the labor market.	2.1 Number of graduate's skills improvement programs	Quantitative
	2.2 Labor market satisfaction with graduates	Descriptive
	2.3 Completion rate in scientific departments	Quantitative
Developing human resources, and their skills, in the college.	3.1 Number of programs for preparing new members	Quantitative
	3.2 Number of skills and capabilities development programs for human resources.	Quantitative
	3.3 Satisfaction of faculty members with training programs.	Descriptive
	3.4 Qualifications of faculty members.	Descriptive
Developing teaching and learning strategies	4.1 Student satisfaction with teaching and learning processes	Descriptive
	4.2 Student satisfaction with academic	

	advising activities. 4.3 Completion rate in scientific departments 4.4 Student to faculty members ratio 5.4 Number of who applying modern teaching strategies	Descriptive Quantitative Quantitative Quantitative
Developing graduate programs.	5.1 Number of existing graduate programs. 5.2 Number of newly developed graduate programs. 5.3 Number of programs with academic accreditation.	Quantitative Quantitative Quantitative
Improving quality practices and their applications in the college.	6.1 Number of programs have nominated for or received academic accreditation.	Quantitative
Developing social responsibility programs and building effective community partnerships.	7.1 Number of partnerships with other colleges. 7.2 Satisfaction of the advisory council with what the college provides. 7.3 Number of community partnership units in the college. 7.4 Number of partnerships with associations and organizations in the governorate	Quantitative Descriptive Quantitative Quantitative

Strategic and Operational Objectives

Table (5). Strategic and Operational Objectives

Strategic Objective	Operational Objective
Enhancing the mental image of the college locally and regionally	1.1 Promote educational research in the following areas: a. E-learning. b. Developing teacher capabilities. c. virtual classes. 1.2 Holding courses, seminars and conferences and activating international days. 1.2 Holding courses, seminars and conferences and conducting activities in international days. 3.1 Seeking academic accreditation 4.1 Activating student activity and developing its mechanisms
Empowering graduates to compete in the labor market	2.1 Introducing programs and mechanisms to improve graduates' skills. 2.2 Measuring labor market satisfaction. 2.3 Enhancing the role of academic advising. 2.4 Determining the requirements of the labor market and enhancing the skills of graduates accordingly. 2.5 Building bridges with the labor market.
Developing human resources, and their skills, in the college.	3.1 Developing a program to prepare new members 3.2 Developing incentives for human resource development. 3.3 Developing programs to develop human

	resources skills and capabilities. 3.4 Encouraging faculty members to attend international programs.
Developing teaching and learning strategies in college	4.1 Designing a plan to develop education strategies. 4.2 Communicate with the University Education Development Center 4.3 Upgrading educational technologies in the college (blackboard, smart boards) 4.4 Holding regular courses for faculty members. 4.5 Creating virtual classes
Developing graduate programs in college	5.1 Promoting existing programs and developing new ones 5.2 Developing educational scientific research in the college 5.3 Developing college library and benefiting from the digital library mechanisms. 5.4 Activating virtual classes and smart boards. 5.5 Developing and diversifying learning resources in the college. 5.6 Obtaining academic accreditation.
Improving quality practices and their applications in the college.	6.1 Continuous development of the quality system in the college. 6.2 Promoting institutional and programmatic accreditation of the college. 6.3 Introducing incentive awards for quality

	practices in the departments. 6.4 Encouraging quality coordinators in departments to attend courses held inside and outside the university on quality requirements.
Developing social responsibility programs and building effective community partnerships.	7.1 Building research partnerships with other educational colleges. 7.2 Promoting partnerships with governorate organizations and associations. 7.3 Promoting the work of the college advisory council. 7.4 Introducing effective units for social responsibility in the college. 7.5 Consolidating the culture of social responsibility among faculty's employees. 7.6 Developing volunteer programs in the college. 7.7 Developing a plan to reach people with special needs in the community. 7.8 Building bridges to communicate with institutions and charities in the governorate. 7.9 Holding training and awareness sessions targeting groups of society.

Chapter Three

Executive Plan

Executive Plan

Table (6). Objective No. 1

<table>
<tr><td colspan="3">Strategic Objective (1)
Enhancing the mental image of the college locally and regionally</td></tr>
<tr><td>Objective Description</td><td rowspan="2">Operational Objectives
1.1 Promote educational research in the following areas:
a. E-learning.
b. Developing teacher capabilities.
c. virtual classes.
1.2 Holding courses, seminars and conferences and activating international days.
1.2 Holding courses, seminars and conferences and conducting activities in international days.
3.1 Seeking academic accreditation
4.1 Activating student activity and developing its</td><td>Implementation Period</td></tr>
<tr><td rowspan="2">This objective seeks to enhance college's status locally and regionally, with its programs, research, strategies, and activities.</td><td>Projected Budget</td></tr>
</table>

	mechanisms	
Performance Indicators 1.1 Number of completed educational research 1.2 Number of active virtual classes 1.3 Number of seminars and conferences held 1.4 Number of programs obtained academic accreditation 1.5 The number of events held.		
Whom to be informed: Scientific departments		Whom to be consulted:
Responsible body: Deanship of Educational Affairs & Deanship of Quality		Deanship of Development and Quality & Information Technology & Deanship of Scientific Research
In charge: Vice Dean for Educational Affairs & Vice Dean for Quality		

Table (7). Objective No.2

<table>
<tr><td colspan="3">Strategic Objective (2)
Empowering graduates to compete in the labor market.</td></tr>
<tr><td rowspan="2">Objective Description

This objective seeks to improve graduate's skills through training and qualification to compete in the labor market and obtain their satisfaction.</td><td>Operational Objectives

2.1 Introducing programs and mechanisms to improve graduates' skills.
2.2 Measuring labor market satisfaction.
2.3 Enhancing the role of academic advising.
2.4 Determining the requirements of the labor market and enhancing the skills of graduates accordingly.
2.5 Building bridges with the labor market.</td><td>Implementation Period

Projected Budget</td></tr>
<tr><td colspan="2">Performance Indicators
2.1 Number of graduate’s skills improvement programs
2.2 Labor market satisfaction with graduates
2.3 Completion rate in scientific departments</td></tr>
<tr><td colspan="2">Whom to be informed
Academic Advising & Scientific Departments</td><td>Whom to be consulted:</td></tr>
<tr><td colspan="2">Responsible body: Deanship of Educational Affairs & Deanship of Development and Quality.</td><td>Deanship for Educational and Academic Affairs & University Graduate Unit</td></tr>
</table>

In charge: Vice Dean for Educational Affairs & Vice Dean for Quality & College Graduates Unit.	

Table (8). Objective No .3

Strategic Objective (3) Developing human resources, and their skills, in the college.		
Objective Description This objective seeks to develop college's human resources and their skills through internal and external training, and with motivation	Operational Objectives 3.1Developing a program to prepare new members 3.2Developing incentives for human resource development. 3.3Developing programs to develop human resources skills and capabilities. 3.4 Encouraging faculty members to attend international programs.	Implementation Period Projected Budget
Performance Indicators 3.1 Number of programs for preparing new members 3.2 Number of skills and capabilities development programs for human resources. 3.3 Satisfaction of faculty members with training programs. 3.4 Number of participations in international events. 3.5 Qualifications of faculty members.		

Whom to be informed: Scientific departments & college staff	Whom to be consulted:
Responsible body: Deanship of Administrative Affairs	Deanship of Faculty and Staff Affairs
In charge: Vice Dean for Administrative Affairs	

Table (9). Objective No. 4

Strategic Objective (4) Developing teaching and learning strategies in college		
Objective Description Designing plans to develop teaching and learning strategies using practical training and modern technology	Operational Objectives 4.1Designing a plan to develop education strategies. 4.2Communicate with the University Education Development Center 4.3Upgrading educational technologies in the college (blackboard, smart boards) 4.4Holding regular courses for faculty members. 4.5 Creating virtual classes	Implementation Period Projected Budget
Performance Indicators		

4.1 Student satisfaction with teaching and learning processes 4.2 Student satisfaction with academic advising activities. 4.3 Completion rate in scientific departments 4.4 Student to faculty members ratio	
Whom to be informed: Faculty members	Whom to be consulted:
Responsible Body: Deanship of Educational Affairs	Deanship of Educational and Academic Affairs & Education Development Center & Deanship of Information Technology
In charge: Vice Dean for Educational Affairs & Heads of Departments	

Table (10). Objective No. 5

Strategic Objective (5) Developing graduate programs in college

Objective Description This objective seeks to develop design for the development of existing graduate programs and to create of new ones.	Operational Objectives 5.1Promoting existing programs and developing new ones 5.2Developing educational scientific research in the college 5.3Developing college library and benefiting from the digital library mechanisms. 5.4Activating virtual classes and smart boards. 5.5Developing and diversifying learning resources in the college. 5.6 Obtaining academic accreditation.	Implementation Period Projected Budget
Performance Indicators 5.1 Number of existing graduate programs. 5.2 Number of newly developed graduate programs. 5.3 Number of programs with academic accreditation.		
Whom to be informed: Scientific departments		Whom to be consulted:
Responsible Body: Deanship of Graduate Studies		Deanship of graduate Studies & Deanship of Scientific Research &

	Deanship of Libraries
In charge: Vice Dean for Graduate Studies	

Table (11). Objective No. 6

Strategic Objective (6) Improving quality practices and their applications in the college.		
Objective Description Constant development of quality practices and their applications in the college, and enhancing institutional accreditation and programs for the college	Operational Objectives 6.1 Continuous development of the quality system in the college. 6.2 Promoting institutional and programmatic accreditation of the college. 6.3 Introducing incentive awards for quality practices in the departments. 6.4 Encouraging quality coordinators in departments to attend courses held inside and	Implementation Period Projected Budget

	outside the university on quality requirements.	
Performance Indicators 6.1 Number of programs that obtained academic accreditation. 6.2 estimates of quality assessment improvements.		
Whom to be informed:		Whom to be consulted:
Responsible body: Deanship of Development and Quality		Deanship of Development and Quality & Deanship of Information Technology
In charge: College Dean & Quality Coordinators in departments		

Table (12). Objective No. 7

Strategic Objective (7)
Developing social responsibility programs and building effective community

<table>
<tr><td colspan="3">partnerships.</td></tr>
<tr><td rowspan="2">Objective Description

Designing programs concerned with social responsibility, strengthening partnerships with organizations and associations, as well as activating the role of the college's advisory council</td><td>Operational Objectives</td><td>Implementation Period</td></tr>
<tr><td>7.1 Building research partnerships with other educational colleges.
7.2 Promoting partnerships with governorate organizations and associations.
7.3 Promoting the work of the college advisory council.
7.4 Introducing effective units for social responsibility in the college.
7.5 Consolidating the culture of social responsibility among faculty's employees.
7.6 Developing volunteer programs in the college.
7.7 Developing a plan to reach people with special needs in the community.
7.8 Building bridges to communicate with</td><td>Projected Budget</td></tr>
</table>

	institutions and charities in the governorate. 7.9 Holding training and awareness sessions targeting groups of society.	
Performance Indicators 7.1 Number of partnerships with other colleges. 7.2 Satisfaction of the advisory council with what the college provides 7.3 Number of community partnership units in the college. 7.4 Number of partnerships with associations and organizations in the governorate		
Whom to be informed:		Whom to be consulted:
Responsible body: Deanship of Development and Quality		Deanship of Development and Quality
In charge: College Dean & Quality Coordinators in departments		

Chapter Four

(Expected Risks – Change Management – Communication Plan)

Expected Risks

Table (13). Expected Risks

Expected Risks	Degree of Impact			Occurrence Possibility			Mechanism of dealing with risk
	High	Medium	Low	High	Medium	Low	
Unavailability of the projected budget	√			√			Relying on graduate studies income
Suspension of admission to some departments	√			√			Switching to graduate programs

Change Management Plan

Change management is the practical tool for achieving flexibility in the strategic plan. It determines the mechanisms for making any changes to the strategic plan. Any change in the strategic plan becomes known, then evaluated and approved, and then informing the concerned parties and document it. following figure shows change procedures and steps.

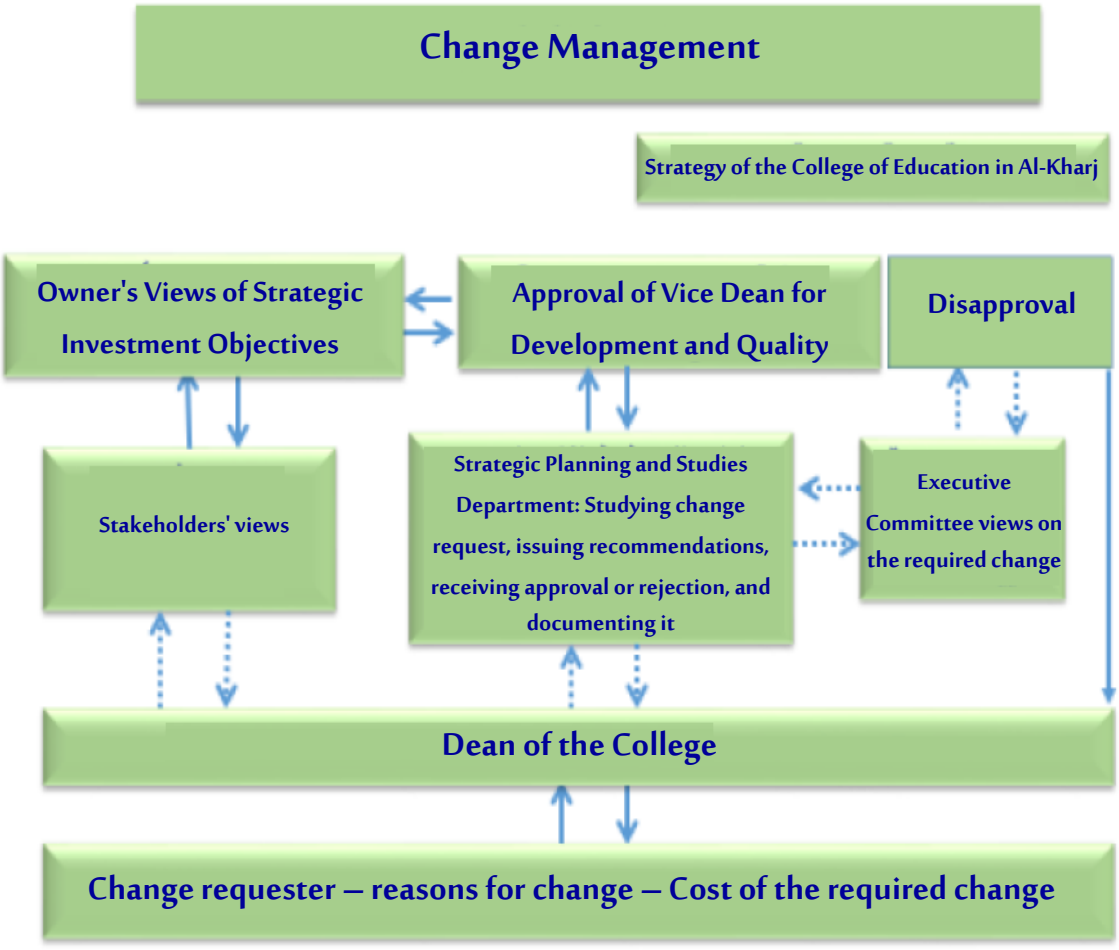


Figure (14). Change Management Process

Communication Plan

The communication plan is the backbone in the dissemination of the strategic plan, and the effective tool of implementation of the coordination process to achieve the strategic objectives. It plays an important role in feedback. facilitating the communication process related to the implementation of the strategic plans of the College of Education, and enabling those in charge of implementation to communicate effectively, two models have been designed; One clarifies the organizational mechanism of the communication process, and the other clarifies the parties involved in implementation and the means of communication used. The communication plan aims to achieve the following:

1. Following up on the implementation process
2. Activating the means of communication to implement the plan internally.
3. Activating the means of communication to implement the plan with external parties.
4. Fast communication to detect issues and risks of implementing the plan.
5. Ensuring data dissemination and constant updating.
6. Communicating beneficiaries and related parties.

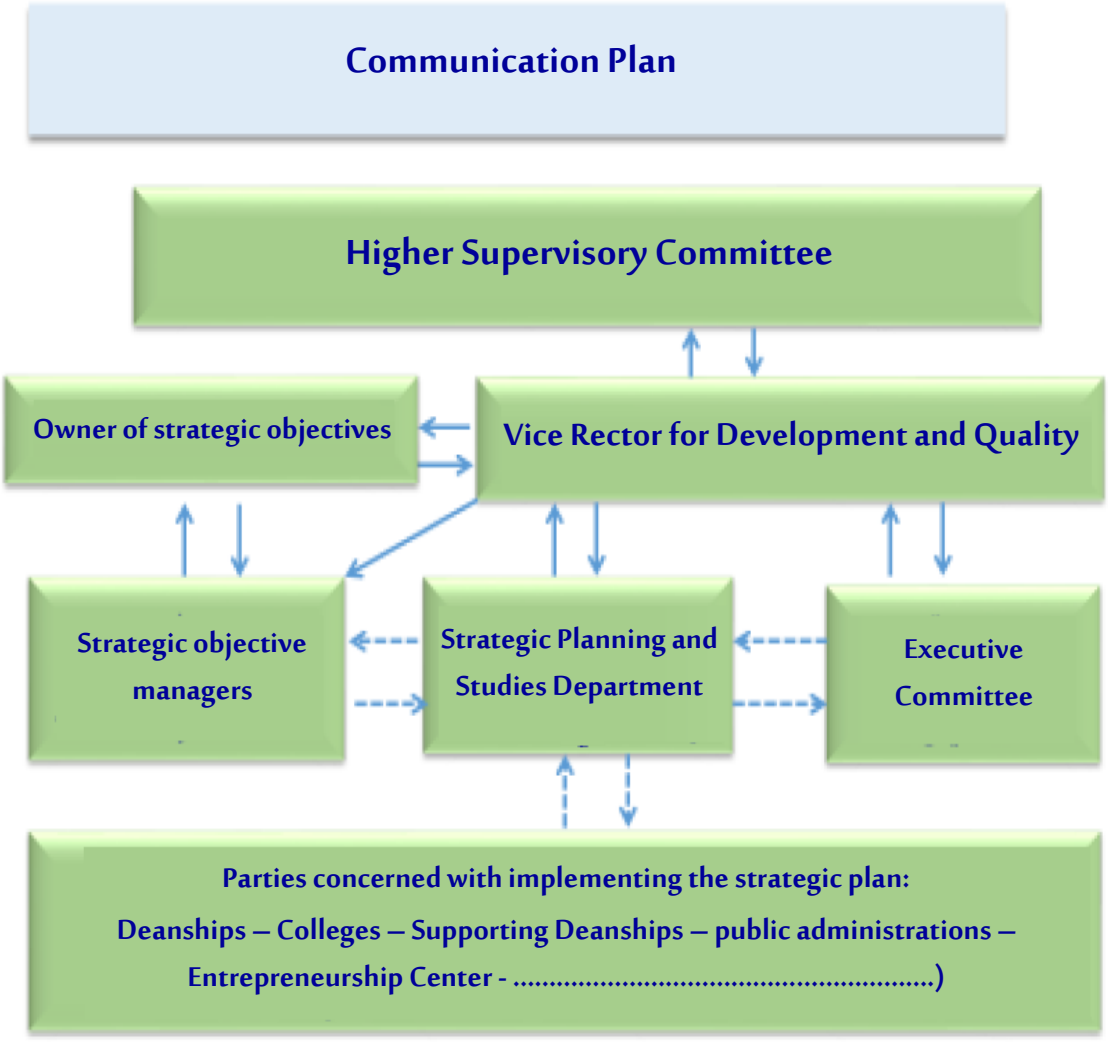


Figure (15). Regulatory Mechanism of the Communication Process

Table (14). Model Of Internal and External Communication Channels and Action Plan for Communication

Communication Channels	
Internal	*External*

Communication Action Plan					
Mean of Communication	***Purpose of communication***	***In Charge***	***Time***	***Method of Communication***	***Indication***

Praise to Allah, Lord of the Worlds