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FINAL

STRATEGIC PLAN

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Guiding Principles:

The PMU pursues excellence through activities that:

- Encourage students to be lifetime learners
- Continuously enhance the quality of faculty, administrators and staff
- Serve the external constituencies of the university

Core Values:

We value:

- Observance of Islamic Values in the pursue of knowledge and its application.
- A high degree of standards, ethics and integrity in both academic and professional environments
- Seeking to recruit students, faculty and staff of the highest quality, recognizing that people are our primary resource
- Programs and facilities that foster student development and the continuous improvement of student quality and performance
- Communication of knowledge and learning through an environment in which academic staff teach and engage in dissemination of knowledge to a broader community
- An environment in which academic excellence can be combined with opportunities for personal development, enabling individuals to create their own future

Strategic Goals:

Goal 1:

Increase the number of quality students who will make PMU their first choice and enhance advising programs to increase retention and reduce time to graduate.

Goal 2:

The University will continue to provide a distinctive, student-centered learning experience to its students.

Goal 3:

The University campus will continue to acquire and fully supports the utilization of state-of-the-art technological resources, that support research and scholarship, facilitate innovation in the learning environment and enhance administrative processes.

Goal 4:

Provide a stimulating, supportive and safe environment for faculty and staff with a commitment to service and an emphasis on continuous improvement.

Goal 5:

Continue to enhance the University's reputation and effectiveness and increase its visibility locally and internationally.

Goal 6:

Establish and develop a research culture and infrastructure, and solicit support for research projects from local and international businesses.

Goal 7:

The University will expand and diversify its sources of revenue to assure its continued growth in the context of its mission and strategic goals.

Goal 8:

Improve and expand the physical plant facility to embrace future PMU expansions

Goal 9:

Continue to apply quality criteria in all the University functions and procedures and seek accreditation from local and international accreditation bodies.

Strategic Initiatives:

Based on the University's stated goals, a number of strategic initiatives are developed. These initiatives and the accompanying action steps present a plan that touches every area of the University and that when implemented, will enable the University to achieve its objectives.

The strategic initiatives and the corresponding action steps are grouped and discussed as follows:

1. Enrollment Management:

The Enrollment Management Plan constitutes a strategic function at the University. A successful plan will succeed in reaching a wider audience of prospective students and attract those with excellent academic standing to join PMU. The University will review its Enrollment Management Plan and take all actions for its enhancement.

Initiative 1.1:

The University target a broader market of academically competitive applicants.

- *Modify the current recruitment plan based on the previous collected data and experiences.*
- *Continue to attract and retain the most able students.*
- *Continue to work actively with schools to increase the pool of High School students eligible to attend the University.*
- *Increase the number of co-curricular/extra-curricular high school activities hosted by PMU.*
- *In coordination with the Colleges, develop and implement high school teacher developmental programs and workshops.*
- *Work actively with the industry and other institutions to increase the pool of eligible applicants to attend graduates studies.*

Initiative 1.2:

Continue to improve recruitment and retention of students through enhancement of academic facilities, instructional technology and all service areas impacting the student experience.

- *Improve program delivery and communication, complemented by appropriate virtual learning environments.*
- *Ensure that the students have access to the full range of resources that they need to succeed.*
- *Enhance the advisory and career advisement activities to better serve and retain the students.*
- *Enhance the student academic support services that will help students overcome their study weaknesses.*
- *Continue to provide a rich campus life that will complement classroom experience and enhance student satisfaction.*

Initiative 1.3:

Review financial aid policies to enhance recruitment and retentions.

- *Increase student support from Government and non-government sources.*
- *Increase the University's endowment devoted to financial aid.*
- *Expand work-study opportunities to support student financial needs and facilitates timely graduation.*

2. Learning Environment:

PMU has provided the physical environment and technology infrastructure that can accommodate and support an effective learning environment. The learning environment is to continue to be enhanced to enable the students achieve their full potential.

Initiative 2.1:

Colleges and the Learning Support Center will continue to organize and apply resources to address students' needs and achieve excellence in what they do.

- *Colleges will continue to use the latest available instructional technologies in their academic programs delivery.*

- *Every academic course will have an online syllabus and an established protocol for remote communication between students and faculty.*
- *The Learning Resource Center will provide user friendly access to all library resources and services.*
- *A Learning Enrichment Center will be established and supplied with capable instructors to provide academic support to students with learning weaknesses.*

Initiative 2.2:

Ensure that all learning activities inside and outside the classrooms are in line with the characteristics of the Learning Environment at PMU and that students are highly satisfied with their learning experience at PMU:

- *Colleges will ensure innovative courses delivery that stresses student participation and team-based problem solving*
- *Ensure that the Core Curriculum is serving its purpose in making students acquire the six-targeted competencies that make the profile of the PMU graduate.*
- *Develop and use assessment protocols to assess the students' acquisition of the targeted competencies through the Learning Assessment Series of Courses in the Core Curriculum.*
- *Continue to encourage the development and use of e-Portfolios by students for describing learning achievements and for personal development planning.*
- *Continue to actively engage students in learning opportunities provided by undergraduate research, internships and other comparable experiences.*

Initiative 2.3:

Continue to provide faculty development opportunities and support to assist faculty in modifying teaching approaches, creating learning environments, pursuing scholarship activities and assessing learning outcomes.

- *The Professional Development Center will continue to introduce faculty members to best practices in teaching and learning.*

Initiative 2.4:

The University will provide opportunities for students who would like to learn and specialize in fields much in demand by the workplace. The university will also provide opportunities for students who would like to advance in their fields of specialisations.

- *The University will consider establishing new colleges to offer learning opportunities in different fields of specializations after conducting through market surveys and feasibility studies.*
- *Colleges will offer new undergraduate academic programs whenever feasible.*
- *Colleges will offer graduate degree programs to meet demands for graduate studies.*

Initiative 2.5:

The Physical plant, facilities and spaces will be adequate to embrace the activities of a learning environment that perceives learning as a continuous process inside and outside the classroom.

- *Buildings, facilities and technology infrastructure are continually maintained and ready for use.*
- *Classrooms are adequate and fully equipped with furniture and classroom technology that can support learning activities required by a flexible learning environment.*

3. Technology:

The University has succeeded in providing a technological infrastructure that supports technology –based functions throughout the University. The University will endeavor to keep this infrastructure current and provide up to date technologies that can support all functions in the University and help in achieving quality.

Initiative 3.1:

The technology resources provided to the students, faculty and staff are technically current and reliable. .

- *The Information Technology department will continually review and update technology resources.*

- *The University will provide funds for implementing solutions to update the technology resources and keep them current and reliable.*

Initiative 3.2:

Take future demands and advances in technology into account when implementing any technology updates or acquiring new technology systems.

- *The University will emphasize the acquisition of flexible systems and networks.*
- *Build knowledgeable and trustworthy partnerships that will assist in implementing new and advanced technologies and services.*

4. Faculty and Staff:

Qualified and experienced faculty and staff are instrumental in achieving success and ensuring quality on campus. However, these faculty and staff need to be retained and given the opportunity to develop professionally. Also, cultural diversity on campus is required to enrich the learning experience of students. The University will continue recruiting faculty and staff while maintaining diversity on campus.

Initiative 4.1:

Recruit and retain highly qualified faculty and staff and ensure diversity on campus.

- *Utilize international sources to reach qualified candidates from around the world for recruitment.*
- *Develop a work environment that will enhance faculty and staff satisfaction and contribute to their retention.*

Initiative 4.2:

Ensure that faculty and staff are continually professionally developed.

- *Enhance faculty evaluation and staff performance appraisal techniques and use them as a tool for implementing professional development programs that address faculty and staff needs.*

- *Colleges, departments and the Division of Human Resources will collaborate with the Professional Development Center to design and implement required professional development programs.*

5. Outreach:

The University will continue to increase its visibility locally and internationally. It will establish strong and mutually beneficial relations with peer universities and institutions and community-based organizations and endeavors to play an effective role in serving the local and global communities.

Initiative 5.1:

The University will increase its presence and strengthen its role in the community.

- *The University will reach leaders of community-based organizations and invite them to share in activities on campus.*
- *The university will select prominent leaders in industry and business to join in the University Council, College Councils, and University Committees as members.*
- *The University will establish an Alumni Office and use it to strengthen ties and relations with the University graduates to serve the objectives of the University.*
- *The University will support and host events and activities in collaboration with community-based organizations.*

Initiative 5.2:

The University will continue establishing institutional relations:

- *The Deanship of Institutional Relations will continue to establish partnerships with reputable international universities and institutions.*

Initiative 5.3:

The University will engage in fostering the transfer of knowledge and sharing of experiences among scholars and policy makers locally and internationally.

- *Organize and host conferences, workshops, and symposia that address issues of international concern and provide all the support for their success.*

6. Research:

The University supports research as part of its mission. Research activities have started but the University should give more support and encouragement to increase their momentum and widen their scope. More support should be devoted to research that will positively impact the surrounding community.

Initiative 6.1:

The University should develop a research policy that details the duties and responsibilities of all parties involved in research on campus.

- *The University will create a research policy and develops all related procedures.*

Initiative 6.2:

The University will encourage faculty to engage in research that will create solutions for persistent problems in the surrounding communities.

- *The University will make available on an annual basis special research fund to support applied research projects proposed by faculty.*
- *The University will establish a University Research Committee to select suitable applied research proposals and recommend them for financial support.*
- *Faculty shall be encouraged to solicit financial support for their proposed applied research projects from local or international parties interested in the research results.*
- *Faculty in collaboration with Chairs/Associate Chairs and College Deans will be encouraged to submit proposals to activate currently active MoUs with local and international universities and institutions by proposing initiatives for establishing possible joint research programs.*

Initiative 6.3:

The University will encourage collaborative research and provide the support and infrastructure for its success.

- *College Deans and faculty will contact and involve surrounding businesses, industries and community organizations and policy makers in identifying problems that need to be faced and overcome by finding appropriate solutions through jointly conducted research and work together in implementing the solutions.*
- *The University will encourage the formation of research groups and the establishment of Centers of Excellence, and Research Centers.*

Initiative 6.4:

The University succeeded in hosting a number of Endowed Chairs. These Endowed Chairs are venues for engaging faculty and students in research programs and provide the required financial support. The University will endeavor to increase the number of Endowed Chairs.

- *Colleges will submit proposals for establishing Endowed Chairs that address problems faced by businesses, industries and the community.*
- *The University shall solicit support for establishing the proposed Endowed Chairs.*

7. Diversification of Revenue Sources:

The University will continue to develop necessary for procuring equipment and enhancing facilities essential to achieving the University objectives in teaching, research, and services.

Initiative 7.1:

Continue to develop on and off campus continuing education programs to generate revenue to the University.

- *Conduct market surveys to identify required continuing education programs.*
- *Colleges will collaborate with the Continuing Education Center in designing and delivering training programs.*
- *The English Language Institute will diversify its English Language Training programs and conduct a marketing campaign to reach a wider portion of the community.*

Initiative 7.2:

Continue to enhance private and public funding.

- *Continue to develop and implement plans for increasing fundraising.*
- *Continue to enhance all communication venues including website for giving.*

Initiative 7.3:

Establish new revenue generating sources.

- *Solicit endowments for the University and create assets such as buildings and commercial projects for generating revenue.*
- *Establish the University Science and Technology Park and utilize it as a revenue generating source in addition to its other objectives.*

Initiative 7.4:

Utilize the accumulated experience of the faculty in generating revenue for the University.

- *Establish a University consultative company to market the knowledge and expertise of the faculty and engage them in giving consultations to businesses and industries.*

8. Quality Assurance and Accreditation:

The University established a Deanship for Quality Assurance and Accreditation. Procedures to obtain local and international accreditation started and will be pursued until accomplished.

Initiative 8.1:

Pursue NCAAA and ABET Program Accreditation and SACS institutional accreditation.

- *Achieve total NCAAA compliance throughout PMU administrative and academic units.*
- *Pursue NCAAA program accreditation for the College of Engineering, College of Business Administrator and College of Computer Engineering and Computer Science and submit program self reviews upon receiving NCAAA institutional accreditation.*
- *Bring Mechanical, Electrical and civil Engineering Programs into total ABET compliance by the end of 2012.*
- *Bring PMU in to total SACS compliance by the end of 2013*
- *Apply for SACS Accreditation by the end of 2012*
- *Improve College of Business Administration readiness for AACSB by the end of 2012 and submit assessment report to PMU Senior Management for feasibility of getting AACBS by end of 2012.*

Initiative 8.2:

Maintain compliance with local and international accreditation agencies by mandating continuous quality improvement throughout PMU using NCAAA, SACS, ABET and AACSB instruments.

- *Spread the culture of quality throughout PMU Colleges and Departments by providing related information and training faculty and staff on quality requirements.*
- *Recruit staff specialized in quality issues and training to help in enhancing quality on the male and female campuses.*

9. Governance:

The policy of the University is to conform to all official requirements and regulations, and that all transactions on campus are transparent. Faculty, staff and students respect its values and feel responsible for protecting its reputation.

Initiative 9.1:

The University will maintain the highest ethical standards and comply with all applicable laws, policies, rules, and regulations.

- *Review current University policies and procedures and make necessary modifications.*
- *Policies will be made available to all employees.*
- *The University would establish an Audit/Compliance Committee to help the University fulfill internal control and compliance responsibilities.*

Initiative 9.2:

The University will develop a sense of shared responsibility among faculty, staff, and students and will protect its reputation and assets.

- *Engage faculty, staff and students in the process of decision making on campus*
- *Review and develop a code of conduct binding to all faculty, staff, and student and make it public and accessible to all.*