

STRATEGIC PLAN

Making History... Building Leaders...

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جامعة الأمير محمد بن فهد
PRINCE MOHAMMAD BIN FAHD UNIVERSITY

PMU



Positioning for the Future:
A Collaborative Effort for Achieving
Excellence

The Prince Mohammad Bin Fahd
University (PMU)
Strategic Plan
2007 –2011

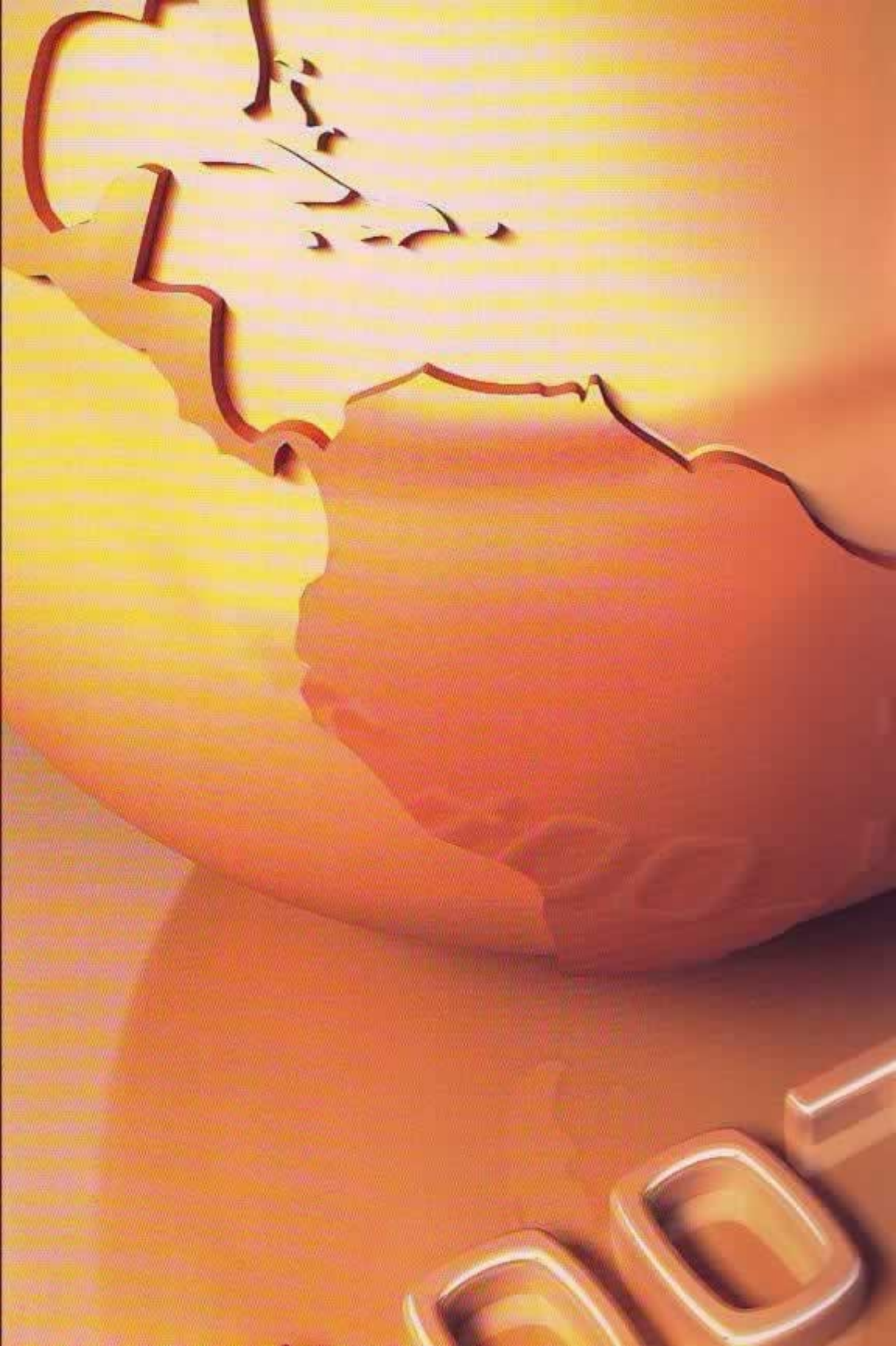
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Foreword by the Rector

PMU started as an ambitious initiative adopted by His Royal Highness Prince Mohammad Bin Fahd Bin Abdulaziz, Governor of the Eastern Province of the Kingdom of Saudi Arabia and supported by a group of businessmen to provide opportunities for male and female students to obtain higher education of the best quality possible. This collective effort has laid the basis for a culture of cooperation and collaboration in which we will build future initiatives that would contribute to our growing reputation for excellence.

The university started its first academic year in September 2006 with a strong determination to attain a high level of distinction. We will concentrate efforts and attention in several areas to spread excellence across the university campus. We invest in the continuous development and support of our students, faculty, and staff, and particularly those activities that advance successful living in an increasingly global society. We are dedicated to the intellectual, professional, cultural, personal and social growth of our students and university community.

We will ensure that our campus acquires and fully supports the utilization of state-of-the-art technological resources, including the technical and administrative staff, equipment and facilities that support research and scholarship, facilitate innovation in the learning environment, and enhance administrative processes.

We will embrace a vision of engagement to turn increasingly outward and expand the range in which we are an important presence. The university shall take advantage of its special location to forge links and businesses and actively participate in efforts to promote cultural and economic development in the region.

Driven by the university's mission and vision, the strategic plan affirms academic excellence as a defining attribute and reinforces our belief that student learning is central.

Dr. Issa H. Al Ansari
Rector

Guiding Principles - Core Values

Guiding Principles

PMU pursues excellence through activities that

- Encourage students to be lifetime learners
- Continuously enhance the quality of faculty, administrator 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
- 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, so enabling individuals to efficiently plan 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

Provide a distinctive, student-centered undergraduate learning experience which will be highly competitive as a result of its intellectual coherence, rigor and engagement of students with faculty in the process of inquiry and discovery.

► Goal 3

Incorporate electronic and communication technology throughout the university so that teaching, research, outreach activities and student services are current and effective.

► Goal 4

Acquire and fully support the utilization of state-of-the-art technological resources. These include the technical and administrative staff, as well as the equipment and facilities that support research and scholarly activities, facilitate innovation in the learning environment and enhance administrative processes.

► Goal 5

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

► Goal 6

Enhance the University's reputation, recognition and effectiveness.

► Goal 7

Establish and develop a research culture and infrastructure.

► Goal 8

Expand and diversify the sources of revenue to assure its continued growth in the context of its mission and strategic goals.

► Goal 9

Complete the physical environment and infrastructure of the campus.

► Goal 10

Apply quality criteria in all functions and procedures and seek accreditation from local and international accreditation bodies.

Strategic Initiatives

To achieve the University's stated goals, a number of strategic initiatives are developed. These initiatives and the accompanying action steps present an ambitious plan that touches every area of the University and that when implemented, can accelerate the University's rapid movement forward.

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

- 1▶ **Enrollment Management**
- 2▶ **Learning Environment**
- 3▶ **Technology**
- 4▶ **Faculty and Staff**
- 5▶ **Outreach**
- 6▶ **Research**
- 7▶ **Diversification of Revenue Sources**
- 8▶ **Quality Assurance and Accreditation**

1. Enrollment Management

The university will create a strong enrollment management plan. The elements of the plan will include strengthening and developing appropriate relationships and partnerships with public and private corporations in the region and with public and private secondary schools. Through this plan, talented students will make PMU their school of choice to fulfill their career objectives. PMU will also provide the human and physical resources needed to attract and retain such students, and help them realize their creative potential.

Initiative 1.1

Establish an admission and recruiting program that target a broader market of academically competitive applicants.

- Devise and implement a focused, targeted recruitment plan.
- Attract and retain the most able students.
- Work actively with schools to increase the pool of high school students eligible to attend the University.

Initiative 1.2

Improve recruitment and retention of students through enhancement of academic facilities, instructional technology and all service areas impacting student experience.

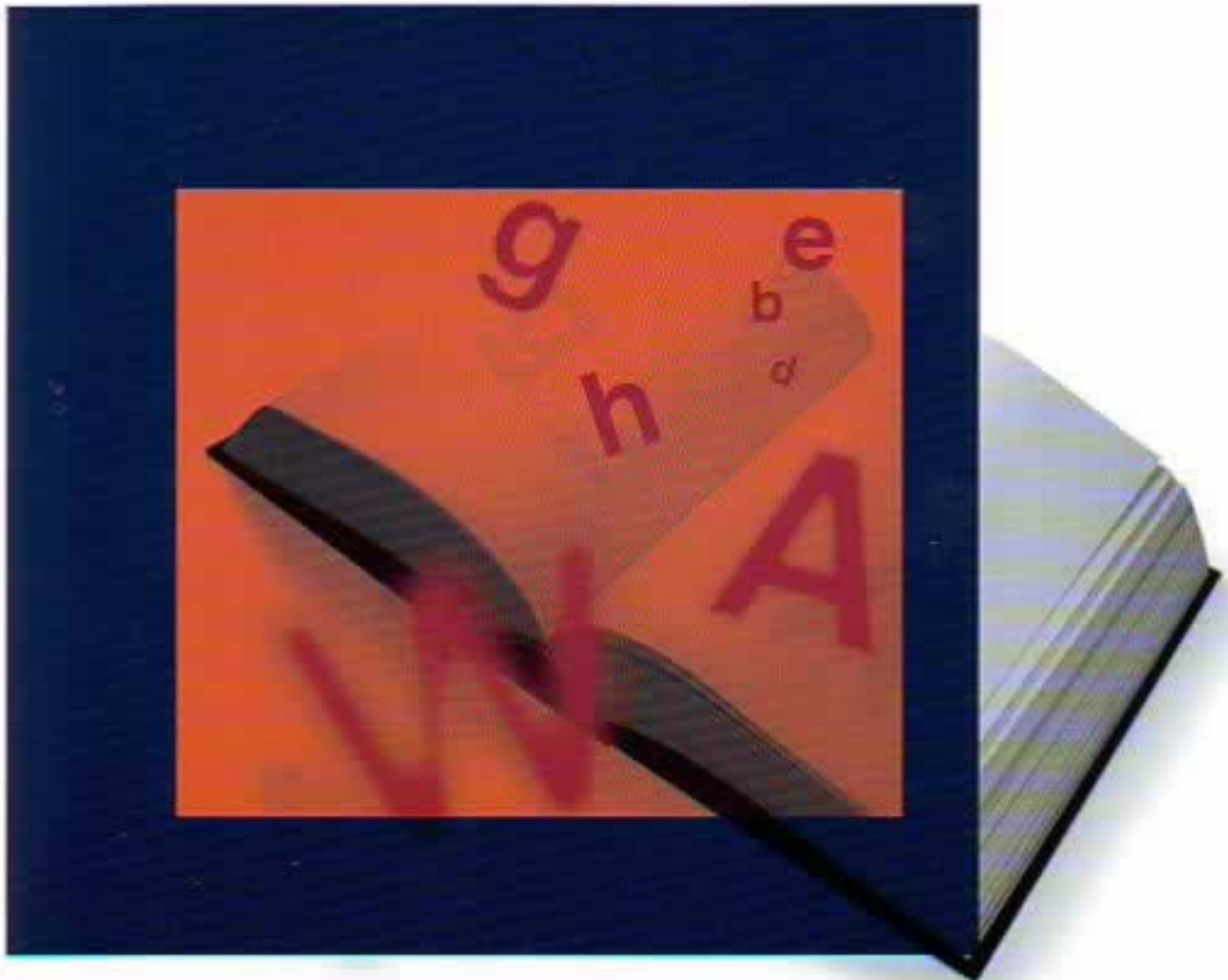
- Improve program delivery and communication, complemented by appropriate virtual learning environments.
- Ensure that the students have access to the full range of resources that they need to succeed.
- Establish advisory and career advisement activities to better serve and retain the students.
- Establish student academic support services that will help students overcome their study weaknesses.
- 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 governmental and non-governmental sources.
- Increase the University's endowment devoted to financial aid.
- Expand work-study opportunities to support student financial needs and facilitate timely graduation.



2. Learning Environment

Undergraduate students will have the opportunity to participate in a learning environment characterized by intellectual interactions – both within and outside the classroom – with faculty and scholars who place a high value on teaching.

Initiative 2.1

Ensure that colleges organize and apply resources to address students' needs and achieve excellence in what they do.

- Systematically integrate the use of technology into the instructional programs, so that all faculty and students can fully exploit new technology as an essential tool in teaching and learning.
- Set expectations that every academic course will have an online syllabus and an established protocol for remote communication between students and faculty.
- Library holdings are enhanced and tailored to support faculty and students needs.

Initiative 2.2

Ensure that students are highly satisfied with the student experience at PMU and would recommend it to others.

- Support and encourage innovative course delivery that stresses student participation and team-based problem solving.
- Evaluate continually the affectivity of the Core Curriculum to ensure that all undergraduate students obtain the best general education preparation possible.
- Encourage and increase the opportunities for students to be involved in research with faculty.
- Ensure that the assessment processes are effective and appropriately reward the students' academic achievement.
- Actively engage students in learning opportunities provided by undergraduate research, internships and other comparable experiences.



Initiative 2.3

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

- Encourage faculty to make greater use of the Professional Development Center and its resources and introduce faculty members to best practices in teaching and learning.



3. Technology

PMU strives to become an IT based university utilizing the latest technologies in all its functions. Therefore, it has to provide technologies that enhance effective links among teaching, research and outreach, and increase quality. The university will make significant capital investments to provide for improved facilities and assure the currency of the campus' technological infrastructure and information resources.

Initiative 3.1

Provide state-of-the-art technological infrastructure that will support technology-based functions and activities throughout the University.

- Continue to execute the university's IT strategy and provide the necessary funding and cooperation with vendors to expedite their work in laying the IT infrastructure.
- Provide access to the campus network from remote and campus locations and provide widely dispersed on - campus wired or wireless public network access points for the use of those with laptop computers or similar portable devices.
- Provide information technology and communication infrastructure that supports teaching, learning and administration.

Initiative 3.2

The University will enable students, faculty and staff to access and utilize information and communication technologies to enhance learning opportunities, administrative systems and processes.

- Bring every classroom up to an established minimum capability and create special purpose information technology enhanced classrooms and laboratories as required.
- Bring all students to a level of information technology proficiency appropriate to their disciplinary needs.
- Provide staff and faculty with training and support to maximize utilization of information technology.



4. Faculty and Staff

The University must foster a workplace that attracts, retains and rewards its productive and creative employees. It will continue to increase the number and proportion of faculty who are among the best in their disciplines.

Initiative 4.1

Recruit, support, develop and retain skilled and committed staff.

- Enhance hiring procedures to reach and recruit qualified and experienced staff.
- Increase development opportunities for all staff.
- Develop and implement an incentive and reward system for staff.

Initiative 4.2

- Recruit and retain qualified and experienced faculty.
- Continue to elevate the standards for appointments of new faculty to the level of the university's peers, across all academic units.
- Increase the compensation packages to allow the university to recruit and retain the highly qualified faculty.
- Significantly increase the number of faculty who hold membership in national and international academic associations.
- Celebrate and reward faculty for their scholarly achievements, recognizing them for their contributions and accomplishments.



Staff



5. Outreach

As a new university, PMU will aim to establish strategic collaboration, increasing the quality, breadth and volume of its activities.

Initiative 5.1

Extend the university reach by forming strong partnerships with other universities, corporations, non-profit and community-based organizations.

- Forge mutually beneficial partnerships and affiliations with local and international institutes and corporations.
- Establish programs in which knowledgeable and experienced persons from corporations can participate and spend time on campus and interact with faculty and students.
- Enhance external and internal marketing and public relations to increase visibility.

Initiative 5.2

Contribute positively to the economic, social, and cultural life in the region.

- Participate with local government and non-government institutions and non-profit groups in developmental activities related to economic and social issues.
- Establish collaborative projects with businesses to serve the region.
- Support faculty, staff and students engaging in outreach activities.
- Support entrepreneurial activity with the community.
- Identify strategically important areas of research, and champion the leadership role in conducting research in these areas.

6. Research

As an institution of higher learning and research, it is essential to develop a sustainable and vibrant research community by recruiting the right staff, securing research grants and provide research facilities which are appropriate to a leading research university.

Initiative 6.1

Forge and maintain institutional links and partnerships with other research active institutions, regionally, nationally and internationally to foster research collaboration.

- Encourage faculty and academic units to contact research organizations locally and internationally to establish joint research programs.

Initiative 6.2

Develop the research base and infrastructure at the University campus.

- Recruit and retain best academic staff with excellent research achievements and capabilities.
- Develop a research support infrastructure including the library and IT services.



7. Diversification of Revenue Sources

The university must develop the funding necessary for procuring equipment and facilities essential to quality programs, research and teaching.

Initiative 7.1

Develop on-and-off campus continuing education programs which reflect University strengths, address societal needs of life-long learning, and generate revenue in support of the academic programs of the university.

- Establish the Center for Continuing Education and Staff it with the necessary personnel.
- Conduct market survey to identify required continuing education programs.
- Implement an aggressive marketing plan to increase enrollment in continuing education programs.

Initiative 7.2

Support the development of partnerships with Government, not-for-profit organizations and the private sector which will expand the opportunities for high quality programs of research and will, at the same time create new sources of revenue for the University.

- The division of University Advancement will play a leading role in forging relationships with external constituencies for soliciting financial support.
- The University will target certain corporations in the region for establishing joint research programs.
- Establish centers of excellence in different disciplines and seek external support for their operations.

Initiative 7.3

Enhance private and public fundraising.

- Develop a plan for increasing fundraising by determining targets and conducting fundraising activities.
- Enhance all communication venues including website for giving.

8. Quality Assurance and Accreditation

To achieve excellence and international renown, the university needs to apply quality criteria in all its functions and seek accreditation from local and international bodies.

Initiative 8.1

Improve efficiency, effectiveness and quality of services provided by all units.

- All University departments and units will complete a self assessment to identify strategies for improving efficiency, effectiveness and quality and will implement appropriate strategies.
- Acknowledge and reward departments and units that improve their efficiency, effectiveness and quality of services.

Initiative 8.2

Seek accreditation from local and international bodies.

- Establish Center for Quality Assurance and Accreditation, and staff it with experienced personnel in accreditation procedures.
- Seek accreditation from the National Commission for Academic Assessment and Accreditations, (NCAAA).
- Seek institutional accreditation from an international accreditation body.



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