



Ministry of Higher Education

King Saud University

College of Science



# The Strategic Plan For the College of Science

1432-1436 H

2011-2015 G

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## **Introduction**

The College of Science was established with Royal Decree No. 19, dated 21 Rabi Al-Thani 1377 H, as the first college of Science in Saudi Arabia and the Arabian Peninsula. The Royal Decree has identified the departments and disciplines comprised within the College. The College started with six departments, while presently it embodies eight departments, which are:

- 1 - Statistics and Operations Research.
- 2 - Geology and Geophysics.
- 3 - Mathematics.
- 4 - Zoology.
- 5 - Physics and Astronomy.
- 6 - Chemistry.
- 7 - Biochemistry.
- 8 - Botany and Microbiology.

The College departments embrace eleven study programs at the undergraduate level. The College also offers 25 scientific degrees at the Bachelor's, Master's and Ph.D. levels, in addition to conferring a Master Degree in "Biodiversity" in conjunction with the College of Food and Agricultural Sciences, and a Master of Science in "Environmental Sciences" in conjunction with the Colleges of Engineering, Pharmacy, and Food and Agricultural Sciences.

## Degrees Awarded by the Departments of the College

Departments	Bachelor		Master		Ph.D.	
	Males	Females	Males	Females	Males	Females
Statistics and Operations Research	✓	✗	✓	✓	✓	✓
Geology and Geophysics	✓	✗	✓	✗	✗	✗
Mathematics	✓	✓	✓	✓	✓	✓
Zoology	✓	✗	✓	✓	✗	✓
Physics and Astronomy	✓	✓	✓	✓	✓	✓
Chemistry	✓	✓	✓	✓	✓	✓
Biochemistry	✓	✓	✓	✓	✗	✗
Botany and Microbiology	✓	✓	✓	✓	✓	✓

## **The College embodies four vice - deanships as follows:**

- Vice - Deanship for Administrative and Financial Affairs:

It supervises the administrative and financial affairs of the College and is in charge of the College Administration Body, the College Council Secretariat, the scientific workshops, the Public Relations, Media, and the students' activity Unit.

- Vice - Deanship for Academic Affairs:

It supervises the College's Bachelor Degree programs, and is in charge of the Students' Affairs Unit, Examinations Unit, Direction and Counseling Unit, and Students' Rights Unit.

- Vice - Deanship for and Development and Quality:

It supervises the development and the Strategic Plan programs, academic accreditation, quality control and improvement.

It embodies the Quality Unit and Information Technology centre.

- Vice - Deanship for Graduate Studies and Academic Research:

It develops and upgrades the Graduate studies and academic research programs in the College. It embodies the Graduate Studies Unit and the Academic Research Unit.

The College hosts four scientific societies each of which publishes a refereed scientific journal as follows:

### **1) The Saudi Society for Life Sciences:**

It publishes "The Saudi Journal of Life Sciences".

### **2) The Saudi Society of Earth Sciences:**

It publishes "The Arabian Journal of Geosciences" (ISI).

**3) The Saudi Chemical Society:**

It publishes "The Journal of the Saudi Chemical Society"(ISI).

**4) The Saudi Society for Mathematical Sciences:**

It publishes "The Saudi Journal for Mathematical Sciences".

In addition, the College supervises the issuing of "King Saud University Journal" (science). Also it houses "The Centre of Excellence in Biodiversity and Ecology" and fourteen research chairs which include most of the College's specializations as follows:

1. Prince Sultan Research Chair for Environment and Wildlife.
2. Abdel Rahman Al Jeraisy Chair for DNA Research.
3. The Research Chair for Fetal Programming with respect to Diseases.
4. The Chair of Advanced Molecular Cellular Protein Research.
5. Petrochemical Research Chair.
6. Water Resources Exploration Research Chairs in the Empty Quarter.
7. Research chair of "The Saudi Geological Survey Commission" for Studying geological dangers at Riyadh Area.
8. Research chair of Cancer Diagnosis by Laser.
9. The Genome Research Chair.
10. Proteomics Research Chair.
11. Prince Miteb Bin Abdullah Bin Abdul-Aziz for Research on Bio-Indicators for Osteoporosis.

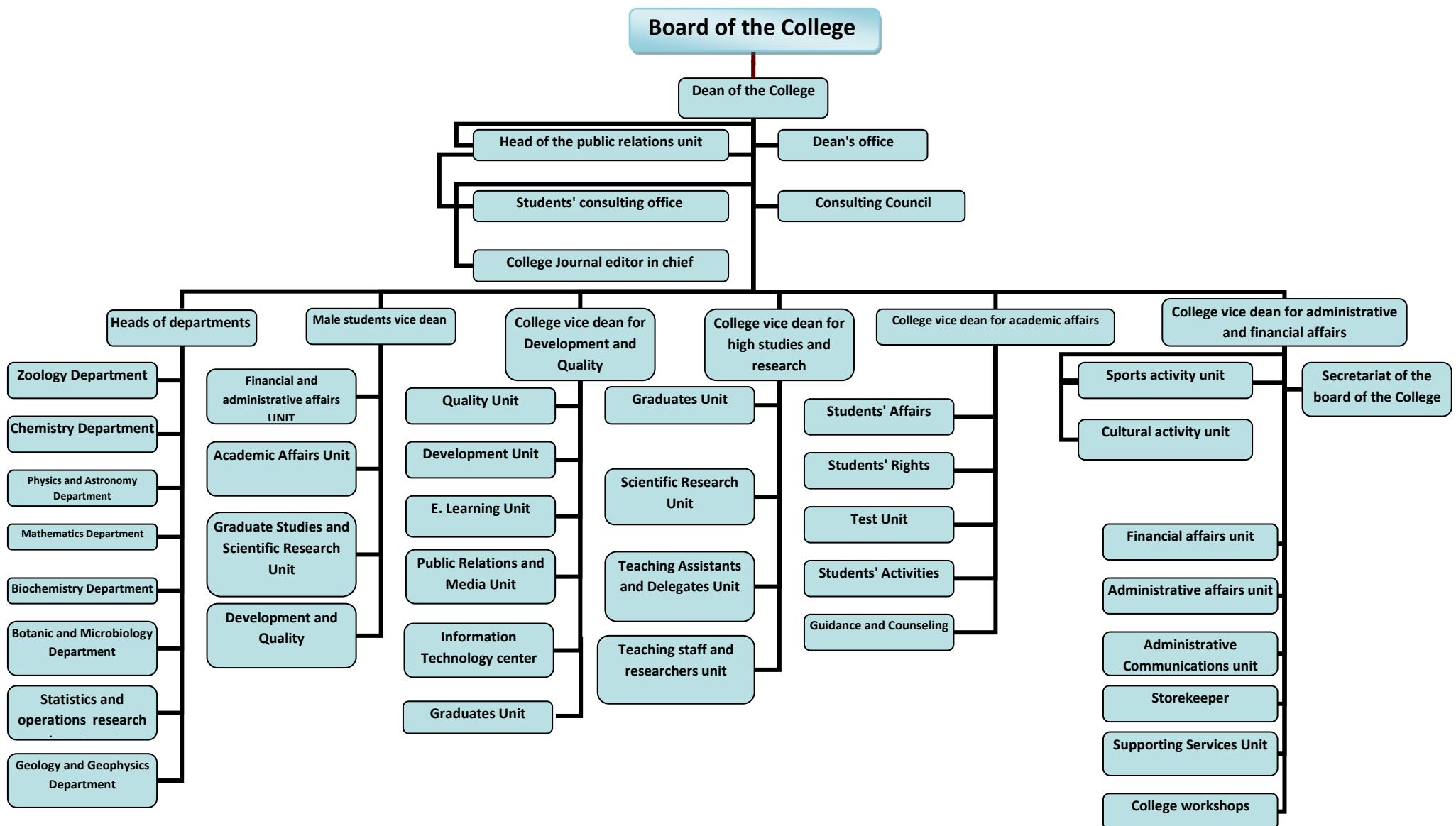
12. Derriyah Chair for Environment Studies.
13. Research Chair of Cancer Treatment by Nano.
14. The Chair for Mammals Research.
15. The Chair of surfactants Research.

In addition, there are two museums: the **Geology Museum** and the **Zoology Museum**. Furthermore, the College comprises the **Astronomy Unit** and the **Planetarium**. In the Department of Botany, there are the **Herbarium** and the **Botanic Garden**.

The **Research Centre** of the College provides its services to the faculty members and postgraduates by financially supporting their research projects and providing the required scientific equipments. The scientific research activity in the College, represented by the contributions of the faculty members and the research groups in the departments of the College, research chairs and centers of excellence, has led the College to rank first in scientific publication at the level of the University colleges since 2008 to date.

It is noteworthy that the College of science hosts the temporal offices of "King Abdullah Institute for Nanotechnology", "the Centre of Excellence in Biotechnology Research", and the headquarters of "Riyadh Techno Valley". The faculty members contribute to the activities and projects made by these units.

# Organizational Structure of the College



## **Executive Summary**

In Conformity with the University orientation in setting and approving its strategic plan which indicated its vision, mission and objectives, the College of Science proceeded to form its strategic plan to cope with the University aims in its quality transformation to achieve the objectives of the College and the University to occupy their esteemed positions amongst world universities.

The College of Science formed a committee to prepare the College's Strategic Plan. It collected the necessary data and studied the University's Strategic Plan and a number of strategic plans of pioneering science colleges in all five continents. Then, it proceeded to lay the initial concepts and arranged several workshops to identify its weak and strength points, its opportunities, and the determination Of the points that require solutions. The College finally identified its vision, mission and strategic objectives. It has set out 23 (twenty three) initiatives and 43 (forty three) projects to achieve its strategic objectives.

### **Vision:**

To be a leader in basic science, its applications and culture to contribute to building the knowledge - society.

### **Mission:**

To offer study programs and developed research projects capable of providing society with knowledge and trained personnel through a stimulating environment for learning, creativity and scientific research with continuing quality to ensure optimal use of technology and societal partnership.

## **Core Values:**

The College is committed to the values that are compatible with our religion and the deeply - rooted culture of our society. Therefore, we believe in the following values:

- Quality and Excellence: The College measures its performance through the application of high standards that respect great ambitions while seeking to excel, through our commitment to the highest intellectual standards, in teaching, learning and innovation.
- Leadership and working with a team - spirit: the College strongly commits itself to enhance the individual and establishment – related leading roles that promote social development. We also have a deep belief in professionalism, responsibility, innovation and working with a team - spirit.
- Academic Freedom: we are committed to rigorous and sincere intellectual discovery since it is the core of our academic traditions which clearly emerges in all scientific and scholarly activities of the University.
- Justice and Integrity: The College is committed to social justice, equal opportunities and cultural diversification. All members of the College community are committed to the highest levels of honesty, respect and professional ethics.
- Transparency and Accountability: The College is deeply committed to display its ideas and thoughts to the community and scientists to measure its contributions to universal knowledge. All members of the College community are committed to respect our values in all scientific and scholarly activities.
- Continuous Learning: The College is committed to support continuous learning inside and outside the College community, and to enhance the continuous intellectual growth and the sustainable welfare of the society.
- Responsibility and Societal Partnership: The College is committed to its responsibility towards its affiliates and those benefiting from its services through procedures and practices in which all concerned persons participate inside and outside the College.

## **Objectives:**

- To achieve excellence in higher education, scientific research and community service.
- To develop and implement ways to ensure quality performance and output.
- The optimal use of resources and modern technology.
- To provide a stimulating environment administratively and academically.
- To attract the best faculty members and students.
- To establish effective partnerships locally and globally.
- To enhance the scientific culture and consolidate the philosophy of science.

## **The Strategic Plan Team**

The College proceeded to prepare its strategic plan which coincided with preparing the University Strategic Plan. The Strategic Plan Committee was formed pursuant to the administrative decree No: 2840004290 on 20/09/1428 H corresponding to 1/10/2007 G. The College was keen on representing all departments and the Females Branch in this Committee. The following members participated in the Committee:

Prof .Dr. Awad bin Miterek Al Johani	College Dean
Dr. Abdul Hakeem bin Abdul Mohsen Ababtain	Vice – Dean for Development and Quality
Prof .Dr Hamoud bin Fares Al Balwy	Vice – Dean for Admin. and Financial Affairs
Prof .Dr. Abdul Aziz bin Muhammad Al Bassam	Vice–Dean for Admin. and Financial Affairs (previously) during the first session
Prof .Dr Ibrahim bin Abdul Aziz Al Wassel	Vice – Dean for Academic Affairs
Prof .Dr Abdullah bin Saleh Al Humaida	Vice – Dean for Graduate Studies

Prof .Dr Khalid bin Abdulrahman Al Farhan	Vice – Dean for Development and Quality (previously)
Prof .Dr Ibrahim Muhammad Al Hazaa	Head of Zoology Department (first session)
Prof .Dr Othman bin Abdullah Al Dokhi	Zoology Department (second session)
Prof .Dr Ali bin Abdullah Al Salama	Botany and Microbiology Department
Prof .Dr Muhammad bin Abdul Rahman Al Quiz	Mathematics Department (first session)
Prof .Dr Abdullah Abdul Kareem Al Shiha	Statistics and Operations Research Department (first session)
Prof .Dr Isa bin Abdullah Al Said	Mathematics Department (second session)
Prof .Dr Ahmad bin Abdul Qader Al Muhandes	Geology and Geophysics Department
Dr. Khider bin Mohammad Al Shibani	Physics and astronomy Department
Dr. Zaid bin Abdullah Al Othman	Chemistry Department
Dr. Ali bin Muhammad Qurban	Biochemistry Department
Dr. Amal bint Abdul Aziz Al Hazani	Vice - Dean (Females' Branch) (previously) (first session)
Dr. Maysaa bint Muhammad Al Qurashi	Vice - Dean (Females' Branch)
Dr. Abeer bint Abdullah Al Modlag	Physics Department (first session)
Dr. Moneera bint Abdul Rahman Al Sheikh	Chemistry Department
Dr. Soad bint Khalf Al Dehian	Biochemistry Department

## **Stages of Preparing the Strategic Plan**

<b>Stage</b>	<b>Achieved Work</b>
First Stage	Forming the Committee of the Preparation of the Strategic Plan.
Second Stage	Collecting data, studying the University Strategic Plan, and viewing the strategic plans of science colleges in world universities.
Third Stage	Laying the initial concepts of the College trends in the future in light of the University Strategic Plan.
Fourth Stage	Forming the vision, mission and objectives.
Fifth Stage	Holding a workshop for Fourfold Analysis, categorizing and analyzing its information.
Sixth Stage	Starting with forming the draft of the Strategic Plan in light of the collected data.
Seventh Stage	Determining the initiatives and projects for every strategic objective.
Eighth Stage	Holding a workshop to submit the draft of the Strategic Plan at the College level and the beneficiaries after sending it to the departments.
Ninth Stage	Preparing the final version of the Strategic Plan.
Tenth Stage	Endorsement of the Plan by the College Council and sending it to the University Vice - Deanship for Development and Quality for approval in preparation for starting execution.

The committee started with preparing the visualizations of the College trends in the future in light of development, modernity and future prospects adopted by the University in its strategic plan, and also through viewing the plans of science colleges in world universities. The Committee benefited from the feedback received from the College departments, the College Consultative Commission, and from partners in governmental and private sector who receive some services from the College and benefit from its graduates.

#### **First Workshop - (Fourfold Analysis):**

The College held a workshop to make the Fourfold Analysis on 24/05/1431 H corresponding to 07/05/2010 G. The Workshop was attended by the Vice - Rector of the University for Development and Quality and the Dean of Quality. In this Workshop, 160 men and 60 women participated. They were classified into eleven classes:

1- Employers                    2- Graduates                    3- Suppliers

4- Scientific Societies    5- Students' Guardians    6- Faculty Members

7- Technicians                    8- Postgraduate Students                    9- Bachelor Students

10- College Leaders and Heads of Departments                    11- Administration Units in the College

The participants, from outside the College and inside the University, represented all the bodies that affect and are affected by the Strategic Plan of the College of science (See Appendix No. 1)

<b>Strength Points</b>	<b>Weakness Points</b>	<b>Threats and Hazards</b>	<b>Available Opportunities</b>
<b>90</b>	<b>130</b>	<b>83</b>	<b>86</b>

The Workshop identified the College's strength and weakness points, threats and hazards, and the available opportunities. The Workshop results were as follows:

- The Strategic Plan Team studied the results of the Fourfold Analysis and extracted the most important strength and weakness points, threats and hazards and the opportunities upon which the College's future strategy is built. Also the Team studied the suggestions that may contribute to developing the future performance of the College.
- The Strategic Plan draft was sent to the College departments to seek their views.

#### **The Second Workshop:**

- The Strategic Plan draft was shown to the College affiliates such as faculty members, lecturers, assistant teachers and administrative personnel. Some of the strategic partners from the governmental and private sectors were invited to view the details of the Plan seeking their opinions to develop the Plan and shape it in its final form.
- The Plan was submitted to the College Council on 30/12/1431 to endorse it in preparation for submitting it to the Deputy – Rector for Development and Quality for approval.

## **Implementation of the Strategic Plan**

Upon the approval of the College Strategic Plan by the concerned bodies in the University administration, the College shall form an executive committee for the Strategic Plan which will be responsible for its management and making sure that financial resources are available and also the required qualified personnel to carry out the plan in accordance with the indicated time schedules in the projects of the initiatives. It shall also strive to overcome the obstacles facing the execution of the Plan by finding solutions and alternatives that guarantee the achievement of the College objectives and the carrying out of projects through making a comprehensive plan for hazards - management.

## **The Strategic Objectives of the College**

The College of science made use of the Fourfold Analysis of the Strategic Plan by structuring it to cope with the development of the plans and the initiation of new programs to meet the needs of the practical aspect in the sector of sciences, and to satisfy the requirements of the governmental authorities for qualified personnel in this field. The College plans and programs were focused on the strength points to utilize them, and concentrated on the weakness points to avoid them and to turn them into strength points in the near future. The plans and programs of the College were directed to prepare cadres with scientific and intellectual qualifications of world standards. Furthermore, the plans and programs took into account that such cadres shall be provided with the skills necessary to conform to the development in the different branches of science. The College has provided the opportunity to continue studying for those who desire to learn more, and to go in depth in the offered specializations through the available graduate studies of the Master and Doctorate degrees. The most important College objectives are:

- To achieve excellence in higher education, scientific research and community service.
- To develop and implement ways to ensure quality performance and output.
- The optimal use of resources and modern technology.
- To provide a stimulating environment administratively and academically.
- To attract the best faculty members and students.
- To establish effective partnerships locally and globally.
- To enhance the Scientific Culture and consolidate the Philosophy of Science.

## Matching the Strategic Objectives of the University with the Strategic Objectives and Initiatives of the College

<b>Strategic Objectives of the University</b>	<b>College Strategic Objectives that support the University Objectives</b>	<b>College Strategic Initiatives that support the University Objectives</b>
<p><b>1- Quality in all fields and Excellence in certain fields:</b> Achieving progress in the international classifications by strengthening the whole University and excellence in certain academic fields in research and education.</p>	<p>1- Achieving excellence in higher education, academic research and community service</p>	<p>Initiative 1/1: Improving the quality of scientific publication and distinction in basic and applied sciences.</p> <p>Initiative 1/2: Strengthening the relationships with the national development programs.</p> <p>Initiative 1/3: Developing and updating the graduate programs.</p> <p>Initiative 1/4: Enhancing the relationship between specialists and community and contributing to solve scientific problems.</p>
<p><b>2- Distinguished Faculty Members:</b> Attracting and developing distinguished faculty members.</p>	<p>5- Attracting the best faculty members and students. .</p>	<p>Initiative 5/1: Attracting distinguished faculty members.</p> <p>Initiative 5/2: Attracting distinguished postgraduate students.</p>
<p><b>3- Quality not Quantity:</b> Achieving the required quality by minimizing the number of the University students and increasing the percentage of students of graduate studies as well as raising the conditions for admission to University.</p>	<p>5- Attracting the best faculty members and students.</p>	<p>Initiative 5/1: Attracting distinguished faculty members.</p> <p>Initiative 5/2: Attracting distinguished postgraduate students.</p>

<p><b>4- Enhancing the Graduates</b>  <b>Abilities:</b> Enabling the University students to acquire the intellectual and professional skills during their academic life.</p>	<p><b>4-</b> Providing a stimulating environment administratively and academically.</p>	<p>Initiative 4/1: Initiating and developing self – learning and distant - learning in basic Sciences and their applications  Initiative 4/2: Qualifying the students for serious competition in the Job market.  Initiative 4/3: Active communication with graduates and retirees.  Initiative 4/4: Encouraging and stimulating the staff to creativity.  Initiative 4/5: A System of opportunities for performance - improvement and skills- enhancement.</p>
<p><b>5- Building Communication Bridges:</b> inside and outside the University with the local and international universities, companies and groups.</p>	<p><b>6-</b> Establishing effective partnerships locally and globally.</p>	<p>Initiative 6/1: - Establishing effective partnership with International universities and research centers.</p>
<p><b>6- Supporting Teaching Environment:</b> Providing an environment that motivates the faculty members, students and employees of the University.</p>	<p><b>4-</b> Providing a stimulating environment administratively and academically.</p>	<p>Initiative 4/1: Initiating and developing self – learning and distant - learning in basic Sciences and their applications  Initiative 4/2: Qualifying the students for serious competition in the Job market.  Initiative 4/3: Active communication with graduates and retirees.  Initiative 4/4: Encouraging and stimulating the staff to creativity.  Initiative 4/5: A System of opportunities for performance improvement and skills enhancement</p>

<p><b>7. Sustainable Future:</b> Developing the University Endowment and diversifying its financial resources.</p>	<p><b>4+7-</b> Providing a stimulating environment administratively and academically &amp; Enhancing the Scientific Culture and consolidating the Philosophy of Science.</p>	<p>Initiative 7/1: Propagating the Scientific Culture among segments of the society and disseminating the values of production, work ethics and social responsibilities.</p> <p>Initiative 7/2: Developing the spirit of creativity and discovery, and scientific skills for individuals in the community.</p> <p>Initiative 7/3: Strengthening the relationship with the Media.</p> <p>Initiative 3/5: Marketing scientific services and diversifying financial resources.</p>
<p><b>8.Flexibility and Accountability:</b> Concluding a performance contract with the government.</p>	<p><b>2-</b> Developing and implementing ways to ensure quality performance and output.</p>	<p>Initiative 2/1: Developing a modern and comprehensive system benefitting from pioneering world experiences for performance improvement.</p> <p>Initiative 2/2: Updating specializations and study programs of the B.Sc. level.</p>
<p><b>9. Building A Supportive Administrative organization:</b> restructuring the organizational structure and building an administrative model that supports the University vision.</p>	<p><b>3+4 –</b> The optimal use of resources and modern technology &amp; Providing a stimulating environment administratively and academically.</p>	<p>Initiative 3/1: Making use of modern systems and management - technology.</p> <p>Initiative 3/2: Equipments - updating and improving technical support.</p> <p>Initiative 3/3: The development of human resources in the field of academic research.</p> <p>Initiative 3/4: The achievement of coordination and integration between departments.</p> <p>Initiative 3/5: Marketing scientific services and diversifying financial resources.</p>

## **Benchmarking:**

A working team of the coordinators of academic accreditation programs was composed to collect and study the strategic plans of a number of colleges of science in the distinguished international universities in different scientific specializations that fall in the scope of the specializations of the College of Science at King Saud University.

The primary study comprised fifteen universities from the United States of America, Australia and Europe. After examining the strategic plans and the positions of these universities, the following universities were selected for a detailed study of their colleges of science:.

- College of Science, Purdue University, Indiana University, United States of America.
- College of Science Eberly, Penn State University- United States of America.
- College of Science, Texas State University.
- College of Science and Mathematics, Wright State University.
- College of Science, Australian National University.
- Faculty of Science, University of Sydney.

After examination, study and analysis of the strategic plans of the above - mentioned universities, the Strategic Plan of the College of Science, Purdue University, United States of America, was selected to be the referential plan of the College of Science, King Saud University, for the following reasons:

1. The mission of the selected college is so close to that of the College of Science at King Saud University in the pivots of knowledge propagation, interaction with the community, and excellence of academic research.
2. Most of the objectives of the strategy of the selected college are similar to the direction of the College of Science at King Saud University to make it appropriate to select these objectives to focus on to reach the desired results in the mission of King Saud University and the mission of the College of Science.
3. The superiority of Purdue University in the international classifications. It ranked sixty-fifth at world level in the Shanghai Chinese Classification in August 2008 G, and ranked eighty-seventh at world level in the English Times Classification in September 2010 G. In addition, the College achieved a specific superiority in the field of life sciences and ranked eighty-sixth in the same classification for the majors defined, and ranked one hundred eighteenth in the specialization of natural sciences.

## **Best Practices**

After a detailed and careful study, and the precise analysis of the Strategic Plan of the College of Science at Purdue University, it was found that it is distinguished by many best practices which can be applied and utilized in the Strategic Plan of the College of Science at King Saud University as follows:

### **A. Scientific Research Pivot:**

1. Achieving excellence in scientific discoveries, especially after the identification of distinguished research topics of excellence that actually exist in the College, and directing towards further support for them to achieve the highest and most important return at the international research level.
2. Recruiting faculty members, distinguished in research, by employing financial, academic and professional incentives.
3. Providing the most modern research and information systems to serve the purposes of advanced and timely academic research.

4. Establishing research partnerships with bodies outside the University, at local and regional levels, to cope with the scientific progress of these bodies.
5. Achieving excellence in the fields of academic research that achieve integration amongst the different scientific specializations.
6. Distinguished graduate study - programs in the main research branches and the multidisciplinary fields.

#### **B. Learning Pivot:**

1. Achieving diversity in the students community at the undergraduate and postgraduate levels, and among faculty members to create a constructive competition.
2. Academic programs that accomplish active communication - skills and consolidate values.
3. Provision of the most modern techniques and facilities in the classrooms and laboratories to support excellence in the performance of the teaching process.
4. Active qualification of the faculty members and their assistants to achieve excellence of performance.
5. Students' Counseling programs to qualify them to be part of the academic community and to contribute to its development.
6. Motivating the Students' research and creative thinking - skills through the research projects.

#### **C- Pivot of Partnership with the Community:**

1. Entering into partnership with the graduates and employers to benefit all parties.
2. Employing the knowledge and experiences of faculty members and students for community service.
3. Programs for motivating and propagating the Scientific Culture in the community.

## **Fourfold Analysis (SWOT Analysis)**

### **First: Strength Points:**

- Oldness of the College and its pivotal role in the University.
- Diversity of specializations and the existence of a number of research chairs and centers of excellence.
- The existence of graduate studies programs in all departments of the College.
- The presence of distinguished faculty members with various experiences and academic backgrounds.
- The existence of infrastructure and modern equipments for the administration, teaching, and academic research.
- Availability of information sources including scientific journals and information - bases.
- Opportunities for obtaining a good material support for the College from the University.
- The College's distinguished activity in authoring and translation, and the availability of a large number of distinguished scientific publication outlets in the College entered in the ISI Information - Base.
- The University's direction towards leadership, excellence, creativity and international competition.

## **Second: Weakness Points:**

- The limitedness of institutionalized system and delegated authorities.
- The weak integration and coordination among the departments at some teaching, research, and administrative levels.
- The limitedness of regular review and updating of the academic programs.
- The deficit in the number of faculty members and a high teaching load.
- The deficit in the number of technicians, teaching assistants, and supporting administrative competences, and a weakness in their qualification.
- The weak maintenance of the systems, equipments, and teaching and research equipments, and the delay of their provision.
- The need of some faculty members for teaching skills.
- The insufficiency of the academic counseling provided to students.
- The modest graduates' level in some departments.
- The weakness of many graduates in English language skills.
- The admittance of students of low academic averages.
- The weak partnership with the job market and the limitedness of the application of the cooperative and field training.
- The few services offered to the Community.

### **Third: Available Opportunities:**

- The utilization of the private sector and governmental bodies to support the College programs
- Increasing the College's returns from governmental organizations (King Abdul Aziz City for Science and Technology, King Abdullah City for Atomic and Renewable Energy).
- The utilization of the College graduates.
- The employment of the College's facilities to increase its financial income.
- Activating twinning programs, common supervision, etc.
- Holding conferences and workshops to attract the relevant establishments and organizations.
- Initiating new specializations and programs that cope with the job market and modern scientific trends.
- Investing the International University Classification to attract distinguished faculty members.

### **Fourth: Threats and Hazards:**

- The lack of the culture that stresses the importance of fundamental sciences in the community.
- Many competitors for support from inside and outside the University.
- Many competitors and few available opportunities in employment, training, and exchange of experiences.
- The leakage of faculty members and technical competencies because of the weak incentives provided to them.
- The slow process of updating and developing of the College's programs.

## **Gap Analysis**

### **A- The Scientific Research Pivot:**

1. Scientific research in the College requires more financial, technical and manpower support to move from the phase of distinguished scientific publication to the phase of scientific discoveries.
2. The utilization of scientific discoveries in the leadership of the knowledge - economy by more partnership with economic and industrial institutions.
3. Working to increase the financial incentives for faculty members and researchers.
4. Encouraging the research projects that support integration of specializations.

### **B- The Learning Pivot:**

1. The diversity in the undergraduates' community still requires further attention.
2. The need to provide a security and maintenance - network to the scientific equipments to achieve optimum investment.
3. Providing an integrated and clear system to qualify every segment of the faculty members and assisting staff.
4. More support for the undergraduates' research projects and providing financial incentives.

### **C- The Pivot of Partnership with the Community:**

1. Working to achieve active partnership with graduates and employers to benefit all parties.
2. Expanding the programs of Scientific Culture propagation in the community.

### **3. The Strategic Objectives and Initiatives of the College:**

#### **Strategic Objective 1: To Achieve Excellence in Higher Education, Scientific Research and Community Service**

Description	Initiative		Execution Time		
Achieving excellence in higher education, scientific research and community service.	<p>Initiative 1/1: Improving the quality of scientific publication and distinction in basic and applied sciences.</p> <p>Initiative 1/2: Strengthening the relationships with the national development programs.</p> <p>Initiative 1/3: Developing and updating the graduate programs.</p> <p>Initiative 1/4: Enhancing the relationship between specialists and community and contributing to solve scientific problems.</p>		5 years (to achieve the objective and all the initiatives)		
Persons to be informed: Dean of the College and Vice - Dean for Academic Affairs	Persons to be consulted: The team of experts for the preparation of the Strategic Plan and the Deanship for Development	Procedural steps of implementation: Approval of the authorized person - Dean of the College and the College Council			
Performance Indicator	The specialization classification of in Shanghai and QS.				
Achievement	The improvement of the scientific publication quality and excellence in the fundamental and applied science research, and enhancing the relation between the specialists and the community, and the contribution to solve its scientific problems.				
Concerned parties	Students- Faculty Members –The College – The University and the Community.				
Responsibility	Vice - Deanship for Academic Affairs.				
Person in charge	Vice – Dean for Academic Affairs.				

## **Strategic Objective 2: To Develop and Implement Ways to Ensure Quality Performance and Output**

Description	Initiative	Execution Time
Developing and implementing ways to ensure quality performance and output.	<p>Initiative 2/1: Developing a modern and comprehensive system benefitting from pioneering world experiences for performance improvement.</p> <p>Initiative 2/2: Updating specializations and study programs for the B.Sc. level.</p>	5 years (to achieve the objective and all the initiatives)
Persons to be informed: Dean of the College- Vice -Dean of the College for Development and Quality –Quality Deanship	Persons to be consulted: The team of experts for the preparation of the Strategic Plan and the Deanship for Development	Procedural step of implementation: Approval of the authorized person –Dean of the College - The College Council –Deanship of Quality - University Vice - Rector for Educational and Academic Affairs
Performance Indicators	The Number of accreditation certificates that the College has obtained for its different programs.	
Achievement	The development of a modern and comprehensive quality system that utilizes the leading international experiences in performance improvement.	
Concerned parties	Students- Faculty Members – The College – The University	
Responsibility	Vice - Deanship for Development and Quality, and Vice - Deanship for Academic Affairs.	
Persons in charge	Vice - Deanship for Development and Quality, and Vice - Deanship for Academic Affairs.	

### **Strategic Objective 3: The optimal Use of Resources and Modern Technology**

<b>Description</b>	<b>Initiative</b>	<b>Execution Time</b>
The optimal use of resources and modern technology	<p>Initiative 3/1: Making use of modern systems and management - technology.</p> <p>Initiative 3/2: Equipments - updating and improving technical support.</p> <p>Initiative 3/3: The development of human resources in the field of academic research.</p> <p>Initiative 3/4: The achievement of coordination and integration between departments.</p> <p>Initiative 3/5: Marketing scientific services and diversifying financial resources.</p>	5 years (to achieve the objective and all initiatives)
Persons to be informed: Dean of the College and the Vice - Dean of the College for Development and Quality	Persons to be consulted: The team of experts for the preparation of the Strategic Plan and the Deanship for Development	<p>Procedural steps for implementation:</p> <p>Approval of the authorized person - Dean of the College and the College Council</p>
Performance Indicators	The number of modern means and techniques that were introduced to the programs of the College.	
Achievement	Updating the equipments, improving technical support, and developing human resources in the field of academic research.	
Concerned parties	Students- Faculty Members – The College – The University.	
Responsibility	Vice - Deanship for Development and Quality - Vice - Deanship for Administrative Affairs.	
Persons in charge	Vice - Deanship for Development and Quality - Vice - Deanship for Administrative Affairs.	

## **Strategic Objective 4: To Provide a Stimulating Environment Administratively and Academically**

Description	Initiative	Execution Time
Providing a stimulating environment administratively and academically.	<p>Initiative 4/1: Initiating and developing self – learning and distant - learning in basic Sciences and their applications</p> <p>Initiative 4/2: Qualifying the students for serious competition in the Job market.</p> <p>Initiative 4/3: Active communication with graduates and retirees.</p> <p>Initiative 4/4: Encouraging and stimulating the staff to creativity.</p> <p>Initiative 4/5: A System of opportunities for performance improvement and skills enhancement.</p>	5 years (to achieve the objective and all initiatives)
Persons to be informed: Dean of the College and the Vice - Dean of the College for Development and Quality	Persons to be consulted: The team of experts for the preparation of the Strategic Plan and the Deanship for Development	<p>Procedural steps for implementation:</p> <p>Approval of the authorized person - Dean of the College and the College Council – Dean of E-Learning and Distant Learning</p>
Performance Indicators	The degree of job satisfaction of College staff.	
Achievement	Updating the equipments, improving technical support and developing human resources in the field of scientific research.	
Concerned parties	Students- Faculty Members – The College – The University.	
Responsibility	Vice - Deanship for Development and Quality - Vice - Deanship for Administrative Affairs.	
Persons in charge	Vice - Dean for Development and Quality - Vice - Dean for Administrative Affairs.	

## **Strategic Objective 5: To Attract the Best Faculty Members and Students**

Description	Initiative	Execution Time
Attracting the best faculty members and students.	Initiative 5/1: Attracting distinguished faculty members. Initiative 5/2: Attracting distinguished postgraduate students.	5 years (to achieve the objective and all initiatives)
Persons to be informed: Dean of the College and the Vice - Deans of the College for Academic Affairs and for Graduate Studies	Persons to be consulted: The team of experts for the preparation of the Strategic Plan and the Deanship for Development	Procedural steps for implementation:  Approval of the authorized person - Dean of the College and the College Council
Performance Indicators	The percentage of increase of distinguished faculty members and postgraduates.	
Achievement	Starting the attraction of distinguished scientific competencies of faculty members and postgraduates.	
Concerned parties	Students- Faculty Members – The College – The University.	
Responsibility	Vice - Deanship for Academic Affairs - Vice - Deanship for Graduate Studies.	
Persons in charge	Vice - Dean for Academic Affairs - Vice - Dean for Graduate Studies and Academic Research.	

## Strategic Objective 6: To Establish Effective Partnerships Locally and Globally

Description	Initiative	Execution Time
Establishing effective partnerships locally and globally.	Initiative 6/1: Establishing effective partnership with international universities and research centers.  Initiative 6/2: Establishing effective partnership with local universities and research centers.	5 years (to achieve the objective and all initiatives)
Persons to be informed: Dean of the College - Vice - Deans of the College for Development and Quality - Vice - Deans for Graduate Studies	Persons to be consulted: The team of experts for the preparation of the Strategic Plan and the Deanship for Development	Procedural steps for implementation:  Approval of the authorized person - Dean of the College and the College Council – Vice - Dean of the College for Development and Quality - The Vice – Dean for Graduate Studies and Academic Research
Performance Indicators	The percentage of increase of partnerships and cooperation agreements with universities and specialized research centers.	
Achievement	The existence of different partnerships of direct use to the College.	
Concerned parties	Students- Faculty Members – The College – The University.	
Responsibility	Vice - Deanship for Development and Quality - Vice - Deanship for Graduate Studies and Academic Research .	
Persons in charge	Vice - Dean for Academic Affairs - Vice - Dean Graduate Studies and Academic Research.	

## **Strategic Objective 7: To Enhance the Scientific Culture and Consolidate the Philosophy of Science**

<b>Description</b>	<b>Initiative</b>	<b>Execution Time</b>
Enhancing the Scientific Culture and consolidate the Philosophy of Science.	Initiative 7/1: Propagating the Scientific Culture among segments of the society and disseminating the values of production, work ethics and social responsibilities.  Initiative 7/2: Developing the spirit of creativity and discovery, and scientific skills for individuals in the community.  Initiative 7/3: Strengthening the relationship with the Media.	5 years (to achieve the objective and all initiatives)
Persons to be informed: Dean of the College - Vice - Dean of the College for Financial and Administrative Affairs	Persons to be consulted: The team of experts for the preparation of the Strategic Plan and the Deanship for Development	Procedural steps for implementation:  Approval of the authorized person - Dean of the College and the College Council
Performance Indicators	The percentage of participations in events held for different specializations..	
Achievement	The propagation of Scientific culture among segments of the community, the dissemination of the spirit of creativity and innovation, and documenting such activities media – wise.	
Concerned parties	Students- Faculty Members – The College – The University and the Community.	
Responsibility	Vice - Deanship for Financial and Administrative Affairs.	
Person in charge	Vice - Dean for Financial and Administrative Affairs.	

## **Strategic Objectives and Performance Indicators**

<b>Strategic Objective</b>	<b>Key Performance Indicators</b>
1 -Achieving excellence in higher education, scientific research and community service.	Specialization - Classification in Shanghai & QS.
2 - Developing and implementing ways to ensure quality performance and output.	Number of accreditation certificates that the College obtained for its different programs.
3 -The optimal use of resources and modern technology.	Number of modern means and techniques introduced to the programs of the College.
4 - Providing a stimulating environment administratively and academically.	Percentage of job satisfaction of the College staff.
5 - Attracting the best faculty members and students.	Percentage of increase in the number of distinguished faculty members and postgraduates.
6 - Establishing effective partnerships locally and globally.	Percentage of increase in the number of the partnership and cooperation agreements with universities and specialized centers.
7 - Enhancing the Scientific Culture and consolidating the Philosophy of Science.	Percentage of participation in the events held for the different specializations.

## **Initiatives and key performance indicators**

### **Strategic objective 1: To Achieve Excellence in Higher Education, Scientific Research and Community Service**

<b>Initiative</b>	<b>Performance Indicator</b>
Initiative 1/1: Improving the quality of scientific publication and distinction in basic and applied sciences.	Percentage of progress in the research published in the ISI Journals.
Initiative 1/2: Strengthening the relationships with the national development programs.	Percentage of increase in the agreements with the national development programs.
Initiative 1/3: Developing and updating the graduate programs.	Percentage of increase in the number of programs and postgraduates.
Initiative 1/4: Enhancing the relationship between specialists and community and contributing to solve scientific problems.	Percentage of increase in the number of the proposed projects.

### **Strategic objective 2: To Develop and Implement Ways to Ensure Quality Performance and Output**

<b>Initiative</b>	<b>Performance Indicator</b>
Initiative 2/1: Developing a modern and comprehensive system benefitting from pioneering world experiences for performance improvement.	Number of accreditation certificates obtained by the College.
Initiative 2/2: Updating specializations and study - programs for the B.Sc. level.	Percentage of increase in the programs and number of undergraduates.

### **Strategic Objective 3: The optimal Use of Resources and Modern Technology**

<b>Initiative</b>	<b>Performance Indicator</b>
Initiative 3/1: Making use of modern systems and management - technology.	Number of the modern systems and applied administrative techniques.
Initiative 3/2: Equipments - updating and improving technical support.	Percentage of annual increase in the number of students` updated laboratories.
Initiative 3/3: The development of human resources in the field of academic research.	Percentage of increase in the applied productive research.
Initiative 3/4: The achievement of coordination and integration among departments.	Percentage of production of the common research amongst the departments and number of interdisciplinary programs.
Initiative 3/5: Marketing scientific services and financial resources diversification.	Percentage of increase in outside financial resources.

#### **Strategic objective 4: To Provide a Stimulating Environment Administratively and Academically**

<b>Initiative</b>	<b>Performance Indicator</b>
Initiative 4/1: Initiating and developing self – learning and distant - learning in basic Sciences and their applications.	Number of programs executed and users of Self - Learning and Distant – Learning.
Initiative 4/2: Qualifying the students for serious competition in the Job market.	Number of graduates employed and type of jobs.
Initiative 4/3: Active communication with graduates and retirees.	Percentage of the responding graduates and retirees in the database of the sent questionnaires.
Initiative 4/4: Encouraging and stimulating the staff to creativity.	Number of competitors to win the prizes.
Initiative 4/5: A System of opportunities for performance - improvement and skills - enhancement.	Number of participants of the College staff in this system.

## **Strategic objective 5: Attracting the Best Faculty Members and Students**

<b>Initiative</b>	<b>Performance Indicator</b>
Initiative 5/1: Attracting distinguished faculty members.	Percentage of the attracted competencies and degree of job satisfaction.
Initiative 5/2: Attracting distinguished postgraduate students.	Percentage of increase in the number of postgraduates.

## **Strategic objective 6: To Establish Effective Partnerships Locally and Globally**

<b>Initiative</b>	<b>Performance Indicator</b>
Initiative 6/1: - Establishing effective partnership with international universities and research centers.	Percentage of increase in the number of partnerships with international universities and specialized centers.
Initiative 6/2: - Establishing effective partnership with local universities and research centers.	Percentage of increase in the number of partnerships with local universities and specialized centers.

## **Strategic objective 7: To Enhance the Scientific Culture and Consolidate the Philosophy of Science**

<b>Initiative</b>	<b>Performance Indicator</b>
Initiative 7/1: Propagating the Scientific Culture among segments of the society and disseminating the values of production, work ethics and social responsibilities.	Number of activities and public participations.
Initiative 7/2: Developing the spirit of creativity and discovery, and scientific skills for individuals in the community.	Number of new clubs.
Initiative 7/3: Strengthening the relationship with the Media.	Percentage of contribution by the College staff to the different media.

## Action Plan (Execution Plan):

### Strategic Objective 1: To Achieve Excellence in Higher education, Scientific Research and Community Service

Compatibility with the Strategic Plan: Initiative 1.1 - Improving the Quality of Scientific Publication and Distinction in Basic and Applied Sciences		
Initiative	Execution Plan (Projects)	Execution Time
Improving the quality of scientific publication and distinction in basic and applied sciences.	1.Developing the infrastructure and Research Appliances for Research Activities. 2.Initiating and Developing Research Groups, Research Chairs and Centers of Excellence. 3.Encouraging scientific publication in highly esteemed scientific periodicals. 4.Supporting authorship, translation and publication of Distinguished Journals	Continuous
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice Dean for Graduate Studies and Academic Research.
Performance Indicators		1. The degree of advancement in the level of scientific research. 2. The number of centers of excellence and research chairs. 3.The number of published papers in ISI journals 4. The incremental increase in the number of authored and translated material.
Potential obstacles during execution		Financial funding.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Persons in charge		Vice Dean for Graduate Studies and Academic Research - Vice Dean for Administrative Affairs.
Responsibility		Vice Dean for Graduate Studies and Academic Research - Vice Dean for Administrative Affairs.

<b>Compatibility with the Strategic Plan: Initiative 1.2 - Strengthening the Relationships with the National Development Programs</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Strengthening the relationships with the national development programs	Establishing a unit to study the needs of the job market, and to develop the knowledge economy.	Two years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice Dean for Graduate Studies and Academic Research.
Performance Indicators		The number of completed studies and research projects relating to the national development.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University and Society.
Comments		_____
Persons in charge		Vice Dean for Development and Quality - Vice Dean for Graduate Studies and Academic Research.
Responsibility		Vice Dean for Graduate Studies and Academic Research.

<b>Compatibility with the Strategic Plan: Initiative 1.3 - Developing and Updating the Graduate Programs</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Developing and updating the graduate programs	Developing graduate programs and introducing and developing interdisciplinary programs	Continuous
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice Dean for Graduate Studies and Academic Research.
Performance Indicators		The number of completed programs.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Person in charge		Vice Dean for Graduate Studies and Academic Research.
Responsibility		Vice Dean for Graduate Studies and Academic Research.

<b>Compatibility with the Strategic Plan: Initiative 1.4 - Enhancing the Relationship between Specialists and Community and Contributing to Solve Scientific Problems.</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Enhancing the relationship between specialists and community and contributing to solve scientific problems.	Establishing a committee of experts and consultants.	One year
Requirements: Approval by the College Council.	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The persons to be informed: Vice dean for Administrative Affairs: Vice Dean for Graduate Studies and Academic Research.
Performance Indicators		The number of submitted and completed projects.
Potential obstacles during execution		None.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Persons in charge		Vice Dean for Higher Studies and Academic Research - Vice Dean for Administrative Affairs
Responsibility		Vice Dean for Administrative Affairs - Vice Dean for Graduate Studies and Academic Research.

## Strategic Objective 2: To Develop and Implement Ways to Ensure Quality Performance and Output.

Compatibility with the Strategic Plan: Initiative 2.1 - Developing a Modern and Comprehensive System Benefiting from Pioneering World Experiences for Performance Improvement.		
Initiative	Execution Plan	Execution Time
Developing a modern and comprehensive system benefitting from pioneering world experiences for Performance improvement.	1.Obtaining the Academic Accreditation for the College of Science 's programs from a national and internationally recognized Commission 2.Obtaining the Academic Accreditation for the College of Science 's programs from the National Committee of the Academic Accreditation Association NAAA. 3.Obtaining the Certificate of Quality Management ISO 9001:2008" from an international Commission recognized national and internationally. 4.Constructing an Internal System for all operations and Processes for the College of Science inclusive of determining performance indicators, their measurement methods and implementation.	Three years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice Dean for Development and Quality.
Performance Indicators		1.The number of programs academically accredited by an international body. 2.The number of programs academically accredited by a national body. 3.Obtaining the Quality Management Certificate "ISO 9001:2008". 4.The number of academic and administrative performance indicators. 5.The ratio of comments and recorded errors in the academic and administrative operations.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		
Person in charge		Vice Dean for Development and Quality.
Responsibility		Vice Deanships for Development and Quality.

<b>Compatibility with the Strategic Plan: Initiative 2.2 - Updating Potential obstacles and Study Programs for the B.Sc. Level</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Updating Specializations and Programs for the B.Sc. Level	<ol style="list-style-type: none"> <li>1. Developing current study programs and initiating interdisciplinary programs.</li> <li>2. Implementing cooperative training programs.</li> </ol>	Continuous
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice dean for Academic Affairs.
Performance Indicators		<ol style="list-style-type: none"> <li>1. The number of developed programs</li> <li>2. The number of students expected for graduation and the number of training bodies.</li> </ol>
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		None.
Person <b>in charge</b>		Vice Dean for Academic Affairs
Responsibility		Vice Deanships for Academic Affairs

### **Strategic Objective 3: The Optimal Use of Resources and Modern Technology**

<b>Compatibility with the Strategic Plan: Initiative 3.1 - Making Use of Modern Systems and Management Technology</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Making use of modern systems and management technology	1.Making use of modern systems and management- technology in the conduction of all administrative work in the College. 2.Developing and maintaining the College's workshops. 3.Training all technicians in the workshops and departments. Furnishing all offices in the College and departments.	Five Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The persons to be informed: Vice dean for Administrative Affairs and the Administration Director.
Performance Indicators		1.The number of Executed systems. 2.The percentage of updating of workshop equipments. 3.The annual percentage of trained technicians and administrators 4.The percentage of equipped offices and its annexes.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		None.
Person in charge		Vice- Dean for Administrative Affairs.
Responsibility		Vice - Deanship for Administrative Affairs and the General Director of Administration in the College.

<b>Compatibility with the Strategic Plan: Initiative 3.2 - Equipments - Updating and Improving Technical Support</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Equipments - updating and improving technical support	1. Updating students' laboratories. 2. updating students' computer laboratories	Five Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Administration Affairs
Performance Indicators		1.The number of developed laboratories. 2.The number of new laboratories.
Potential obstacles during execution		Financial and Administrative
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Person in charge		Vice- Dean for Administrative Affairs
Responsibility		Vice - Deanship for Administrative Affairs

<b>Compatibility with the Strategic Plan: Initiative 3.3 - The Development of Human Resources in the Field of Scientific Research</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
The development of human resources in the field of scientific research	1. Qualifying manpower in applied practices. 2. Attracting visiting professors and international grants.	Five Years
Requirements: Approval by the College Council.	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice Dean for Graduate Studies and Academic Research.
Performance Indicators		1.The percentage of contribution to applied studies at the University and society levels. 2.The annual number of visiting professors to the College and the percentage of published joint research in specialized journals
Potential obstacles during execution		Financial and Administrative
Concerned bodies		Students – Faculty members – College – University – Society.
Comments		
Person in charge		Vice - Dean for Graduate Studies and Academic Research.
Responsibility		Vice - Dean for Graduate Studies and Academic Research.

<b>Compatibility with the Strategic Plan: Initiative 3.4 – The Achievement of Coordination and Integration between Departments</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
The achievement of coordination and integration between departments	<ol style="list-style-type: none"> <li>1. Constructing an integrated database for all activities and scientific projects between the departments of the College.</li> <li>2. Establishing and managing central laboratories in the departments of the College.</li> </ol>	Three Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice Dean for Graduate Studies and Academic Research.
Performance Indicators		<ol style="list-style-type: none"> <li>1. The percentage of the participation between research groups in the departments.</li> <li>2. The number of laboratories established during the Strategy's period.</li> </ol>
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University – Community.
Comments		_____
Person in charge		Vice - Dean for Graduate Studies and Academic Research.
Responsibility		Vice - Dean for Graduate Studies and Academic Research.

<b>Compatibility with the Strategic Plan: Initiative 3.5 - Marketing Scientific Services and Diversifying Financial Resources</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Marketing scientific services and diversifying financial resources	<ol style="list-style-type: none"> <li>1. Marketing departmental services to private and governmental sectors.</li> <li>2. Diversifying financial resources for research activities.</li> </ol>	Five Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Graduate Studies and Academic Research.
Performance Indicators		<ol style="list-style-type: none"> <li>1. The number of annual marketed services.</li> <li>2. The number of financial resources.</li> </ol>
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University – Community.
Comments		_____
Person in charge		Vice - Dean for Graduate Studies and Academic Research.
Responsibility		Vice - Dean for Graduate Studies and Academic Research.

## **Strategic Goal 4: To provide a stimulating environment administratively and academically.**

<b>Compatibility with the Strategic Plan: Initiative 4.1 - Initiating and Developing Self – Learning and Distant - Learning in Basic Sciences and their Applications</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Initiating and developing a self – learning and distant – learning in basic sciences and their applications	1. Providing specialized computational systems, programs, and training. 2. Forming a special unit for multimedia.	Four Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Development and Quality.
Performance Indicators		1.The number of trainees in the College on the Self and Remote Education. 2.The number of services provided by Unit to the College departments and society
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University – Community.
Comments		_____
Persons in charge		Vice - Dean for Development and Quality - Vice Dean for Administrative Affairs.
Responsibility		Vice - Deanships for Development and Quality - Vice - Deanship for Administrative Affairs.

<b>Compatibility with the Strategic Plan: Initiative 4.2 - Qualifying the Students for Serious Competition in the Job Market</b>		
<b>Initiative</b>	<b>Action Plan</b>	<b>Action Time</b>
Qualifying the students for serious competition in the job market	1. Training courses for qualifying the students for the job market. 2. Supporting and developing the non-curricular activities.	Five Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The persons to be informed :Vice- Dean for Academic Affairs and Vice- Dean for Development and Quality
Performance Indicators		1.The number of executed training courses in the percentage of the number of benefitting students. 2.The number of the non-curricular activities in the College.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University – Community.
Comments		_____
Persons in charge		Vice - Dean for Development and Quality – Vice - Dean for Administrative Affairs.

<b>Compatibility with the strategic plan: Initiative 4.3 Active Communication with Graduates and Retirees</b>		
<b>Initiative</b>	<b>Action Plan</b>	<b>Action Time</b>
Active communication with graduates and retirees	1. Establishing an association for the college of science graduates 2. Establishing an association for the retirees.	One Year
Requirements: Approval by the College Board	Consultation: Team of Experts of the Strategic Plan and Development Deanship.	The persons to be informed: Vice - Dean for Academic Affairs – Vice-Dean for Development and Quality
Performance' Keywords		1.The fractional number of graduates in the database. 2.The fractional number of retirees graduates in the and their contribution in the scientific tasks of the college.
Expected obstacles during the execution		Administrative only
Concerned bodies		Students, Faculty Members, College, University – Community.
Comments		_____
Responsible Persons		Vice - Dean for Development and Quality - Vice - Dean for Academic Affairs
Responsibility		Vice - Deanships for Development and Quality - Vice - Deanship for Academic Affairs

<b>Compatibility with the Strategic Plan: Initiative 4.4 - Encouraging and Stimulating the Staff to Creativity</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Encouraging and enhancing the staff to creativity.	Initiating annual awards, prizes and certificates of merit to the followings: - Best Head of Department Award. - Best Management Award. - Best Employee Award.	Two Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Development and Quality.
Performance Indicators		The number of competing candidates for awards.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University – Community.
Comments		_____
Person in charge		Vice - Dean for Development and Quality.
Responsibility		Vice - Deanship for Development and Quality.

<b>Compatibility with the Strategic Plan: Initiative 4.5 - A System of Opportunities for Performance Improvement and Skills Enhancement</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
A System of opportunities for performance - improvement and skills - enhancement	Establishing a participatory system for College Staff to improve the academic and administrative work.	Two Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The persons to be informed: Vice - Dean for Development and Quality - Vice - Dean for Administrative Affairs
Performance Indicators		The Number of College employees participating in this system.
Potential obstacles during execution		Administrative only.
Concerned bodies		Students – Faculty members – College – University – Community.
Comments		_____
Persons on charge		Vice - Dean for Development and Quality - Vice - Dean for Administrative Affairs.
Responsibility		Vice - Deanship for Development and Quality - Vice - Deanship for Administrative Affairs.

## **Strategic Objective 5: To Attract the Best Faculty Members and Students.**

### **Compatibility with the strategic plan: Initiative 5.1 - Attracting Distinguished Faculty Members**

<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Attracting distinguished faculty members	Providing a suitable teaching, research and administrative environment	Continuous
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Academic Affairs.
Performance Indicators		The degree of job satisfaction.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Person in charge		Vice - Dean for Academic Affairs.
Responsibility		Vice- Deanship for Academic Affairs.

<b>Compatibility with the Strategic Plan: Initiative 5.2 - Attracting Distinguished Postgraduate Students</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Attracting distinguished postgraduate students	Attracting distinguished postgraduate students	Five Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice Dean for Graduate Studies and Academic Research.
Performance Indicators		The percentage of admitted students and The percentage of foreign students.
Potential obstacles during execution		Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Person <b>in charge</b>		Vice - Dean for Graduate Studies and Academic Research.
Responsibility		Vice - Deanship for Graduate Studies and Academic Research.

## **Strategic Objective 6: To Establish Effective Partnerships Locally and Globally**

**Compatibility with the Strategic Plan: Initiative 6.1 - Establishing Effective Partnership with International Universities and Research Centers**

<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Establishing effective partnership with International universities and Research centers.	1.Implementing partnership with international universities and specialized centers. 2.Developing research partnership with universities and research centers. 3.Implementing an exchange scheme of faculty members with international universities and scientific centers. 4.Implementing an exchange scheme of postgraduate students with universities and scientific centers.	Continuous
Requirements: Approval by the College Council.	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The persons to be informed: Vice - Dean for Development and Quality - Vice - Dean for Graduate Studies and Academic Research.
Performance Indicators		1.The number of participating universities and specialized centers supporting the self and remote education. 2. The number of twinning and participation agreements, and the number of research groups. 3.The number of participating faculty members. 4.The number of participating students in this program.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		
Persons in charge		Vice - Dean for Development and Quality - Vice - Dean for Graduate Studies and Academic Research.
Responsibility		Vice - Deanship for Development and Quality -Vice - Deanship for Graduate Studies and Academic Research.

Compatibility with the Strategic Plan: Initiative 6.2 - Establishing Partnership with National Universities and Research Centers		
Initiative	Execution Plan	Execution Time
Establishing partnership with national universities and research centers	1.Implementing partnership with national universities and local specialized centers. 2.Developing research partnership with national universities and research centers. 3.Implementing an exchange scheme of faculty members with national universities and scientific centers. 4.Implementing an exchange scheme of postgraduate students with national universities and scientific centers.	Continuous
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The persons to be informed: Vice - Dean for Development and Quality - Vice - Dean for Graduate Studies and Academic Research.
Performance Indicators		1.The number of participating universities and specialized centers serving the self and remote education. 2. The number of twinning and participation agreements, and the number of research groups. 3.The number of participating faculty members. 4.The number of participating students in this program.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Persons in charge		Vice - Dean for Development and Quality – Vice- Deanship for Graduate Studies and Academic Research.
Responsibility		Vice - Deanship for Development and Quality - Vice - Deanship for Graduate Studies and Academic Research.

## **Strategic Objective 7: To Enhance the Scientific Culture and Consolidate the Philosophy of Science**

<b>Compatibility with the Strategic Plan: Initiative 7.1 – Propagating the Scientific Culture among Segments of the Society and Disseminating the Values of Production, Work Ethics and Social Responsibilities</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Propagating the Scientific Culture among Segments of the Society and disseminating the values of production, work ethics and social responsibilities.	Establishing a forum for a scientific culture	Two Years
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Administrative Affairs.
Performance Indicators		The number and type of distributed scientific materials and the ratio of external scientific contributions.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Person in charge		Vice - Dean for Administrative Affairs.
Responsibility		Vice - Deanship for Administrative Affairs.

<b>Compatibility with the Strategic Plan: Initiative 7.2 - Developing the Spirit of Creativity and Discovery, and Scientific Skills for Individuals in the Community</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Developing the spirit of creativity and discovery, and scientific skills for individuals in the community.	Establishing scientific clubs in the departments of the College.	Three Years
Requirements: Approval by the College Council.	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Administrative Affairs.
Performance Indicators		The number of new clubs and the number of participants.
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Person in charge		Vice - Dean for Administrative Affairs.
Responsibility		Vice - Deanships for Administrative Affairs.

<b>Compatibility with the Strategic Plan: Initiative 7.3 - Strengthening the Relationship with the Media</b>		
<b>Initiative</b>	<b>Execution Plan</b>	<b>Execution Time</b>
Strengthening the relationship with the media	Establishing a Media Communication Unit	One Year
Requirements: Approval by the College Council	Consultation: Team of Experts of the Strategic Plan and the Deanship of Development.	The person to be informed: Vice - Dean for Administrative Affairs
Performance Indicators		<ol style="list-style-type: none"> <li>1. The percentage of the contribution of the media in the College's activities.</li> <li>2. The percentage of the contribution of the College's staff to the media.</li> </ol>
Potential obstacles during execution		Financial and Administrative.
Concerned bodies		Students – Faculty members – College – University.
Comments		_____
Person in charge		Vice - Dean for Administrative Affairs.
Responsibility		Vice - Deanship for Administrative Affairs.

## The Plan's Budget

College's Strategic Objective	Required Time	Starting Date	Required Budget (SR)	Comments
Strategic Objective 1: To achieve excellence in higher education, scientific research and community service.	5 Years	1432 H	28 million	All initiatives
Strategic Objective 2: To develop and implement ways to ensure quality performance and output.	5 Years	1432 H	9 million	All initiatives
Strategic Objective 3: The optimal use of resources and modern technology.	5 Years	1432 H	145 million	All initiatives
Strategic Objective 4: To provide a stimulating environment administratively and academically.	5 Years	1432 H	13 million	All initiatives
Strategic Objective 5: To attract the best faculty members and students.	5 Years	1432 H	2.5 million	All initiatives
Strategic Objective 6: To establish effective partnerships locally and globally.	5 Years	1432 H	10 million	All initiatives
Strategic Objective 7: To enhance the Scientific Culture and consolidate the Philosophy of Science.	5 Years	1432 H	4.5 million	All initiatives

**Total Budget: (212,000,000) Two Hundred and Twelve Million (SR)**

## Budget Details

### Strategic Objective 1: To Achieve Excellence in Higher Education, Scientific Research and Community Service

Initiative 1.1: Improving the quality of scientific publication and distinction in basic and applied sciences.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
1/1/1	Developing the infrastructure and equipments for research activities	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	International Consultations Committee	20 million SR	
1/1/2	Initiating and developing research groups, research Chairs and Centers of excellence	Continuous	1432 H	Vice- Deanship for Graduate Studies and Academic Research.	Coordination and Marketing Centre	4 million SR	
1/1/3	Encouraging scientific publication in highly esteemed scientific journals	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Research Excellence Committee	500,000 SR	
1/1/4	Supporting authorship, translation and Publishing in distinguished Journals	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Research Excellence Committee	500,000 SR	

**Initiative 1.2: Strengthening the relationships with the national development programs.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
1/2/1	Establishing a unit for the study of job market needs and the development of Knowledge- Economy	2 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Coordination and Marketing Center	500,000 SR	

**Initiative 1.3: Developing and updating the graduate programs.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
1/3/1	Developing the current postgraduate programs and initiating interdisciplinary study programs	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	- Higher Studies Committees - Higher Studies Committees in the Departments	1.5 million SR	

**Initiative 1.4: Enhancing the relationship between specialists and society and Contributing to solve scientific problems.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
1/4/1	Establishing the Experts and Consultants Committee	1 Year	1432 H	Vice - Deanship for Administrative Affairs	the Experts and Consultants Committee	1 million SR	

## **Strategic Objective 2: To Develop and Implement Ways to Ensure Quality Performance and Output**

Initiative 2.1: Developing a modern and comprehensive system benefitting from pioneering world experiences for Performance improvement.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
2/1/1	Obtaining the Academic Accreditation for the College of Science's programs from nationally and Internationally approved commission	3 Years	1428 H	Vice - Deanship for Development and Quality	Academic Accreditation Committees in the College and Departments	1 million SR	
2/1/2	Obtaining the Academic Accreditation for the College of Science's programs from the National Committee of the Academic Accreditation Association NCAAA.	3 Years	1431 H	Vice - Deanship for Development and Quality	Academic Accreditation Committees in the College and Departments	3 million SR	
2/1/3	Obtaining the Certificate of Quality Management " ISO 9001:2008" from an international commission recognized nationally and internationally.	3 Years	1432 H	Vice - Deanship for Development and Quality	Quality Unit	500,000 SR	
2/1/4	Constructing an Internal system for all operations and processes for the College of Science inclusive of determining performance indicators, their measurement methods and implementation.	3 Years	1432 H	Vice - Deanship for Development and Quality	Quality Unit	500,000 SR	

## Initiative 2.2: Updating Specialization and Programs for the B.Sc. Level.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
2/2/1	Developing current study programs and initiating interdisciplinary programs.	Continuous	1432 H	Vice - Deanship for Academic Affairs	Planning and Curricula Committee	2 million SR	
2/2/2	Implementing cooperative training programs.	Continuous	1432 H	Vice - Deanship for Academic Affairs	Cooperative Training Committee	2 million SR	

## Strategic Objective 3: The optimal use of resources and modern technology.

### Initiative 3.1: Making use of modern systems and management technology.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
3/1/1	Making use of modern systems and management technology in the conduction of all administrative work in the College.	5 Years	1432 H	Vice - Deanship for Administrative Affairs	Administrative Follow-up Committee	2 million SR	
3/1/2	Developing and maintaining the College's workshops.	5 Years	1432 H	College's Administration	Workshops' Committee	3 million SR	
3/1/3	Training all technicians in the workshops and departments.	5 Years	1432 H	Vice- Deanship for Administrative Affairs	Laboratories' Committee	3 million SR	
3/1/4	Furnishing all offices in the College and departments.	5 Years	1432 H	Vice- Deanship for Administrative Affairs	Administrative Follow-up Committee	10 million SR	

### Initiative 3.2: Equipments - updating and improving technical support

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
3/2/1	Updating students' laboratories.	5 Years	1432 H	Vice - Deanship for Administrative Affairs	Laboratories' Committee	80 million SR	
3/2/2	Updating students' computer laboratories	5 Years	1432 H	Vice - Deanship for Administrative Affairs	Computer's Committee	40 million SR	

### Initiative 3.3: The development of human resources in the field of scientific research.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
3/3/1	Qualifying manpower in applied practices.	5 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Coordination and Marketing Center	2 million SR	
3/3/2	Attracting visiting professors and international grants.	5 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Coordination and Marketing Centre	1 million SR	

**Initiative 3.4: The Achievement of Coordination and Integration between Departments.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
3/4/1	Constructing an integrated database for all activities and scientific projects between the departments of the College.	3 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	- Coordination and Marketing Committee - Committee of Databases Supervision	1 million SR	
3/4/2	Establishing and managing central laboratories in the departments of the College.	3 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Committee of Central Laboratories` Supervision	3 million SR	

**Initiative 3.5: Marketing Scientific Services and Financial Resources Diversification.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
3/5/1	Marketing departmental services to private and governmental sectors.	5 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Coordination and Marketing Center	2 million SR	
3/5/2	Diversifying financial resources for research activities.	5 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Coordination and Marketing Center	-----	

## **Strategic Objective 4: To Provide a Stimulating Environment Administratively and Academically**

Initiative 4.1: Initiating and Developing Self – Learning and Distant - Learning in Basic Sciences and their Applications.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
3/5/1	Providing specialized computational systems, programs, and training.	4 Years	1432 H	Vice - Deanship for Development and Quality	Unit of Self and Distant Learning	5 million SR	
3/5/2	Forming a special unit for multimedia.	4 Years	1432 H	Vice - Deanship for Development and Quality	Unit of Self and Distant Learning	1 million SR	

Initiative 4.2: Qualifying the Students for Serious Competition in the Job Market.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
4/2/1	Training courses for qualifying the students for the job market.	5 Years	1432 H	Vice - Deanship for Academic Affairs	Committee of Students' Training	2 million SR	
4/2/2	Supporting and developing the non-curricular activities.	5 Years	1432 H	Vice - Deanship for Academic Affairs	Committee of Cultural, Social and Sporting Activities	2 million SR	

**Initiative 4.3: Active Communication with Retirees and Graduates.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
4/3/1	Establishing an association for the College of Science graduates.	1 Year	1432 H	Vice - Deanship for Academic Affairs	Unit of Graduates	1 million SR	
4/3/2	Establishing an association for the retirees.	1 Year	1432 H	Vice - Deanship for Academic Affairs	Unit of Retirees	1 million SR	

**Initiative 4.4: Encouraging and Stimulating the Staff to Creativity.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
4/4/1	Initiating annual awards, prizes and certificates of merit to the followings: - Best Head of Department Award. - Best Management Award. - Best Employee Award.	2 Years	1432 H	Vice- Deanship for Development and Quality	Committee of Awards	500,000 SR	

**Initiative 4.5: A System of Opportunities for Performance - Improvement and Skills - Enhancement.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
4/5/1	Establishing a participatory system for College Staff to improve the academic and administrative work.	2 Years	1432 H	Vice - Deanship for Development and Quality	Committee for Improving Performance Opportunities	500,000 SR	

**Strategic Objective 5: To Attract the Best Faculty Members and Students.**

**Initiative 5.1: Attracting Distinguished Faculty Members**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
5/1/1	Providing a suitable teaching, research and administrative environment	Continuous	1432 H	Vice - Deanship for Academic Affairs	- Committee for Attraction - Committee for Educational Affairs	2 million SR	

**Initiative 5.2: Attracting Distinguished Postgraduate Students.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
5/2/1	Attracting distinguished postgraduate students	5 Years	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	- Committees of Higher Studies - Committees of Higher Studies and Scientific Research in the Departments	500,000 SR	

## **Strategic Objective 6: To Establish Effective Partnerships Locally and Globally**

Initiative 6.1: Establishing Effective Partnership with International Universities and Research Centers.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
6/1/1	Implementing partnership with international universities and specialized Centers.	Continuous	1432 H	Vice - Deanship for Development and Quality	Twinning Committee	1 million SR	
6/1/2	Developing research partnership with universities and research centers.	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Twinning Committee	2 million SR	
6/1/3	Implementing an exchange scheme of faculty members with international universities and scientific centers.	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Twinning Committee	1 million SR	
6/1/4	Implementing an exchange scheme of postgraduate students with universities and scientific centers.	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Higher Studies Committee	1 million SR	

**Initiative 6.2: Establishing Partnership with National Universities and Research Centers.**

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
6/2/1	Implementing partnership with national universities and local specialized centers.	Continuous	1432 H	Vice - Deanship for Development and Quality	Twinning Committee	1 million SR	
6/2/2	Developing research partnership with national universities and research centers.	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Twinning Committee	2 million SR	
6/2/3	Implementing an exchange scheme of faculty members with national universities and scientific centers.	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Twinning Committee	1 million SR	
6/2/4	Implementing an exchange scheme of postgraduate students with universities and scientific centers.	Continuous	1432 H	Vice - Deanship for Graduate Studies and Academic Research.	Higher Studies Committee	1 million SR	

## **Strategic Objective 7: To Enhance the Scientific Culture and Consolidate the Philosophy of Science**

Initiative 7.1: Propagating the Scientific Culture among Segments of the Society and Disseminating the Values of Production, Work Ethics and Social Responsibilities.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
7/1/1	Establishing a forum for a scientific culture	2 Years	1432 H	Vice - Deanship for Administrative Affairs	The Cultural Forum Committee	2 million SR	

Initiative 7.2: Developing the Spirit of Creativity and Discovery, and Scientific Skills for Individuals in the Community (Number of New Clubs).

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
7/2/1	Establishing scientific clubs in the departments of the College.	3 Years	1432 H	Vice - Deanship for Administrative Affairs	The Cultural Forum Committee	2 million SR	

Initiative 7.3: Strengthening the Relationship with the Media.

No.	Projects	Period in Years	Starting Date	Responsible Body	Required Resources	Allocated Budget	Comments
7/3/1	Establishing a Media Communication Unit	1 Year	1432 H	Vice - Deanship for Administrative Affairs	The Unit of Public Relations and Information	500,000 SR	

## The Plan's Execution Mechanisms

To accomplish the strategic objectives of the Plan, the College shall prepare a number of action plans that illustrate the necessary main activities and sub - activities. In addition, such plans should determine the tasks - assignment, the time - frame, the required resources, whether manpower, financial or material, and the performance key factors. It is necessary that, when implementing the College Strategic Plan, the importance of activating the execution mechanisms of the Strategic Plan towards the strategic objectives should be noted as follows:

College Strategic objectives	Execution Mechanisms
1. To achieve excellence in higher education, scientific research and community service.	<ul style="list-style-type: none"><li>- Building a rich and attractive training and teaching environment to prepare the future generation of scientists, researchers, academics and professionals in the field of science.</li><li>- Preparing university teaching programs for undergraduate and postgraduate levels in the required scientific fields compatible with the available opportunities in the job market.</li><li>- Ensuring the availability of the latest information - technology to meet the needs of undergraduates, postgraduates and trainees, and to be well – reputed in academic excellence.</li><li>- Developing the research output through the participation of students and faculty members in the preparation and implementation of funded research.</li><li>- Ensuring a continuous utilization of developed technologies in the teaching process.</li></ul>
2. To develop and implement ways to ensure quality performance and output.	<ul style="list-style-type: none"><li>- Adopting a mechanism to ensure the follow – up of changes and latest developments in the professions for which the students are prepared, as well as methods of applying required modifications and updating in the programs, books and references compatible with these developments.</li><li>- Preparing the courses' reports and the programs' reports using ready forms and other documents which were designed by the National and Foreign Commission for Evaluation and Academic Accreditation, and activating its role.</li><li>- Applying the processes of improving programs and courses quality in all academic departments through their characterization in keeping with the general requirements for national qualifications prepared by the</li></ul>

	<p>National Commission for Accreditation to guarantee the fulfillment of internationally recognized standards for the accreditation of the programs nationally and internationally.</p> <ul style="list-style-type: none"> <li>- Strengthening the relationships with the national development programs, and enhancing the relation between specialists and community to contribute to solving its scientific problems.</li> </ul>
3. The optimal use of resources and modern technology.	<ul style="list-style-type: none"> <li>- Effective utilization of equipments and laboratories, its periodic maintenance, and updating the central laboratories' equipments.</li> <li>- Developing various methods to adopt participation with governmental sectors, private establishments, charity organizations, university graduates, and other bodies which support the College's mission.</li> <li>- Establishing a mechanism for investing in future projects and evaluating the financial performance to ensure diversification of income sources.</li> <li>- Stressing upon excellence and effectiveness in the management and operation through the optimal use of modern technology, developed communication devices and precise statistics.</li> <li>- Providing the College's employees with what is required depending on their employment positions in terms of expected performance, responsibilities, and performing a constructive evaluation.</li> </ul>
4. To provide a stimulating environment administratively and academically.	<ul style="list-style-type: none"> <li>- Establishing programs for job performance distinction to award certificates and reimbursements to faculty members, employees and graduates who offered ideal and respected services to the College according to its basic values.</li> <li>- Constructing an organizational structure and establishing an administration system consistent with a high level of effectiveness and efficiency serving the vision and mission of the College.</li> <li>- Developing the personal creative skills of front employees; e.g. public relations, employment, support services, etc.) to present the highest level of services.</li> <li>- Increasing the vocational development opportunities to employees by facilitating enrollment in training programs locally and globally.</li> <li>- Reducing bureaucratic obstacles that impede the effectiveness of performance through creating well - organized lines and paths to authority and administrative responsibility, and delegating some decision - making responsibilities to the lowest possible level.</li> <li>- Delegating expanded powers to employees who are in leadership positions to contribute effectively to building and developing the College.</li> <li>- Finding ways to allow the employees to express their worries, comments, and job aspirations, as well as developing methods and systems to respond to their requirements.</li> </ul>

5. To attract the best faculty members and students.	<ul style="list-style-type: none"> <li>- Attracting competent faculty members of high expertise in the field of academic research and providing the required facilities and support to assist their research.</li> <li>- Attracting the best graduates who are academically qualified to benefit from distinguished graduate programs.</li> <li>- Attracting and retaining faculty members, professionals and technicians from various environments who possess creativity, persistence and admirable performance in their fields, and whose activities appear outside the classrooms and the College offices</li> <li>- Attracting international competent academics with distinguished research and exceptional CV's to support the vision and mission of the College.</li> </ul>
6. To establish effective partnerships locally and globally.	<ul style="list-style-type: none"> <li>- Establishing an ideal partnership between the College and relevant governmental and private sectors at local, regional and international levels to attain the optimal utilization of human resources and logistic support with a highly economically feasible method.</li> <li>- Maintaining the fruitful bonds in teaching, training, academic research, community service programs and other related activities.</li> </ul>
7. To enhance the Scientific Culture and consolidate the Philosophy of Science.	<ul style="list-style-type: none"> <li>- Endorsing university teaching programs and selected postgraduate studies of a high academic quality in sciences whose outputs are in keeping with the job market requirements and consolidating the Philosophy of Science.</li> <li>- Supporting the development programs and the vocational enhancement for all the College staff.</li> <li>- Updating the Website with distinctive features on the Internet which highlights the role of the College and its units, and contains the achievements of the students, faculty members and graduates. Detailed information about the University is made available to all Site visitors with continuous updating of the information.</li> <li>- Propagating the Scientific Culture through lectures, workshops, school visits and other activities.</li> </ul>

## **Expected Risks in the Execution of the College Strategic Plan**

Upon the execution of the Strategic plan, it is expected that the College of Science will be confronted with challenges and obstacles and sometimes risks. Thus, these risks must be clearly determined and followed by policies and measures which aim at minimizing these risks and challenges to each initiative or project. The conventional policies of risk - management depend on the effectiveness of the internal systems and the working procedure to reduce the risks which can be sufficient to manage the pre-determined risks. It is mandatory to identify the risks and obstacles earlier and undertake the proposed action to treat these risks before they occur, where taking into account the internal policies which must be determined first by the College and then to be pursued as soon as the risks occur.

One of the most important risks that may face the implementation of the College Strategic Plan is the non-uniform financial flow, or even its temporary cut-off, which may cause the College, or the University, to be unable to meet some financial, manpower and logistic commitments. Some of these obstacles and risks are also inherent in the systems which either require some modifications in the applied laws, regulations and rules, or are modified without sufficient justifications. There are also many of the unforeseen risks or obstacles that cannot be predicted and can only be dealt with after they occur. This part includes the policies to be adopted by the College of Science in the management of the expected risks during the execution of the Strategic plan, and thus can be discussed briefly:

### **Risks Classification**

The risks, that may face the Strategic Plan of the College of Science, are classified with respect to their fast or slow occurrence, as well as their source or effect: whether unimportant, simple, average, huge or a very dangerous. It is also vital to separately analyze each project and deduce the risks, possible problems, and ways of overcoming or dealing with them. The target here is to identify a preventive strategy, to deal with risks as soon as they occur, and to study how to quickly emerge from them with the best possible method and result. This requires the determination of risks, their factors, types, causes and problems for each case; and to develop a future preventive strategy.

The risks of the Strategic Plan of the College of Science will be divided into categories. Since most of these risks are not equal in importance to the College, then each region should be classified into high, medium and low level with respect to the probability of occurrence or the possible effect.

The following briefly describes the policies which will be followed by the College for classifying the risks:

- Identifying possible risks and properly describing them while taking into account a probability - study of their occurrence.
- Determining the size of the risks and measuring them accurately.
- The mechanisms of controlling the risks and their management within the College's available resources.
- Effective regulations and costs.
- The responsibility or the person in charge of risk - management.

The College of Science will appoint a permanent working team for dealing with the risks that face the execution of the Strategic Plan. The authorized person will issue a decree for forming other working teams to face possible risks in all departments and other facilities. The following considerations will be taken into account by the College when selecting the working team:

- Selecting members who have a leadership role in the execution of the College Strategic Plan.
- Selecting persons who are knowledgeable in risk - management and having an experience of various responsibilities.
- Selecting persons of expertise, positions and decision-making in the College.

- The team should include a representative from all relevant bodies in the College according to the size and type of the possible risks.
- Delegation of authority to the working team to confront the possible risks and avoid its effects as it deems necessary.

At the beginning of the execution of the College Strategic Plan, it must be ensured that a complete demonstration is given to all departments and units in the College on how to face the possible risks, as well as the responsibilities of all College staff in dealing with them. It is important that the tasks and responsibilities for all College staff must coincide as much as possible with their daily duties. When talking about these tasks, it is important to determine and analyze the College facilities through considering the following matters:

- **Determining Various Resources:**

This includes all related valuable resources relating to the process of risk - prevention or how to deal with it. This includes manpower, training, equipment, and economic resources. It is very important to determine available and non - available resources in order to be provided by the relevant bodies in the College.

- **The College Capabilities:**

This means considering whether the College has the required resources to undertake these tasks and responsibilities, which fall under its jurisdiction, to implement the Strategic Plan, as well as the college's capability to carry out and deal with the risks spontaneously and with total independence.

- **The Exploitation of Resources:**

This is the capability of the College to exploit the resources with remarkable speed in the cases of the existence of real risks; and the placement of a system for the activation of these resources and their sustainability. The policies of risk - management in the College of Science will be subjected to the approach adopted by the University in treating such risks. Therefore, it is expected that the execution of the mechanisms of dealing with risks will be as follows:

1. Periodic, prior, and documented awareness of high risks that may face the execution of the College Strategic Plan.
2. Characterizing the risks in a proper way that helps an effective planning in accordance with available facilities and resources.
3. Enhanced concentration on internal reviewing, evaluation, and periodic follow – up to detect the expected risks at an earlier time to avoid their occurrence, or to minimize their effects as soon as they occur.
4. The transparency, responsibility and accountability are considered good mechanisms for minimizing and dealing with risks.
5. The commitment to an effective working plan for risk - management however small or large the risks are in each project of the Strategic Plan projects.

Since the risks may be subject to changes, and new risks may occur while others may disappear or become less important, the College will review and update the possible risks quarterly to avoid their occurrences or to reduce their effects.

As far as the College of Science is concerned, it shall be at its readiest to confront risks that may face the College Strategic Plan by means of readiness and training to continuously and permanently deal with various forms of risks through the participation of the College staff with increased effective and proficient means of fast response to such risks.

To ensure the non – occurrence of possible risks, the confrontation of such risks when they occur, or at least to minimize their effects during the execution of the College Strategic Plan, the College of Science will undertake a number of procedures as follows:

- The most important means of preventing and controlling the risks is avoid initiating any project until its success requirements are completed starting from setting its file which contains all information, phases of execution, early measurements indicators, and the required resources, as well as guaranteeing their present availability or their availability when needed.
- The accurate determination of the risks that face the execution of the College Strategic Plan, its factors and types; as well as the determination of possible problems for each case when setting a working plan for each project of the Strategic Plan projects.
- The accurate determination of the causes which may lead to the existence of risks that face the execution of the projects of the College Strategic Plan.
- Developing a strategy and setting mechanisms for the prevention of risks; and developing a strategy to deal with them or exit from them.
- Accurate review of the possible risks that may confront the execution of College Strategic Plan, and updating it periodically (quarterly).
- Determining responsibility for risk - management for each project, and assigning it to a person after the approval of authorized person.
- Presenting reports for each project of the College Strategic Plan projects concerning the changes in the priorities of risk confrontation, prevention mechanisms, or policies for reducing them.

## A Guide of the Classification of Possible Risks during the Execution of the Strategic Plan of the College of Science

Danger Intensity	Possible Consequences	Examples
<ul style="list-style-type: none"> <li>Not important</li> </ul>	<ul style="list-style-type: none"> <li>No effect</li> </ul>	<ul style="list-style-type: none"> <li>Not - intended delay and justified in the activities</li> </ul>
<ul style="list-style-type: none"> <li>Simple: Simple risks or lost opportunities without any permanent or huge effect on the performance of the College Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Less than % 0.5 out of the total size of the financial effect.</li> <li>No regulatory consequences.</li> </ul>	<ul style="list-style-type: none"> <li>The effect upon one of the executed projects as a result of a management error.</li> </ul>
<ul style="list-style-type: none"> <li>Medium: Medium risks or lost opportunities which may have an average effect on the performance of the College Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Financial loss of nearly % 0.5 out of the total size of the financial cost for one of the Plan's projects.</li> <li>Limited regulatory consequences calling for a change in the Plan.</li> </ul>	<ul style="list-style-type: none"> <li>A delay of a technical project or exceeding the limited costs.</li> </ul>
<ul style="list-style-type: none"> <li>Large: Huge risks or lost opportunities which may have a large effect in the long term on the performance of the College Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Financial loss of nearly % 15 out of the total size of the financial cost for one of the Plan's projects.</li> <li>Reverse regulatory result.</li> <li>A negative image of the College in local or regional media.</li> </ul>	<ul style="list-style-type: none"> <li>Not - correct data made intentionally in one of the annual questionnaires listed in the Plan.</li> <li>A project is stopped due to a complete failure in financial flow.</li> </ul>
<ul style="list-style-type: none"> <li>Very dangerous: Great risks or lost opportunities which may have a large effect in the long term threatening the continuity of the College Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Financial loss of nearly % 25 out of the total size of the financial cost for one the Plan's projects due to large regulatory consequences.</li> <li>A negative image of the College in local media.</li> <li>The stopping of one of the main projects of the Plan.</li> </ul>	<ul style="list-style-type: none"> <li>A huge accident leading to the stoppage of one of the Plan's projects or its initiatives due to an intended negligence by the College.</li> <li>A large fire stopping one of the main projects of the plan while intentionally not taking the required precautions.</li> </ul>

## Possible Risks and Methods of Treatment or Minimization

Possible Risk	The Probability of Occurrence	Effect	Methods of Treatment
Resisting change and lack of fast response.	High	High	<ul style="list-style-type: none"> <li>1. Good communication for explaining the advantages of the new developed system whether in work, teaching, or academic research.</li> <li>2. Using the system of financial or morale – boosting incentives for users of modern systems and attempting to develop their performance.</li> </ul>
Lack of job satisfaction and the departure of faculty members of expertise.	High	High	<ul style="list-style-type: none"> <li>1. Providing high salaries to distinguished faculty members and a system of incentives for academic researchers.</li> <li>2. Supporting the research centers and getting rid of bureaucracy and sterile routine in job performance.</li> <li>3. Introducing training courses and promotion opportunities for faculty members, staff and administrators of high performance.</li> </ul>
Failure in executing one of the programs during the Plan implementation for any reason.	Low	High	<ul style="list-style-type: none"> <li>1. Executing alternative programs that are compatible with the desired strategic objective.</li> <li>2. Concentrating on other programs to avoid mistakes resulting from not - well - studied execution.</li> <li>3. Benefiting from participations with bodies outside the University for financing some long and short term programs.</li> </ul>

Stopping the University support for the College Strategic Plan at any stage.	Low	High	<ol style="list-style-type: none"> <li>1. It is possible to defer some items that can be delayed and working on the morale aspects such as improving the performance and raising the efficiency.</li> <li>2. Communicating with the employers, establishments, local and international bodies which are interested and benefitting from funding the College Strategic Plan.</li> <li>3. Considering executing "investment programs" even with small sizes that produce some returns to cover expenses.</li> </ol>
Exceeding the budget's planned limit in both value and time – table.	Low	High	<ol style="list-style-type: none"> <li>1. Good monitoring of the spending budget items and stopping the funding of secondary items not serving the desired strategic objective.</li> <li>2. Determining clear standards for budget spending items and stopping futile spending and attempting to control time.</li> <li>3. Communicating with business men who support funding the Strategic Plan.</li> </ol>

## **The Communication Plan for Performance Activation**

The Communication Plan is considered to be one of the most important elements for the success of the Strategic Plan of the College of Science, whether in the case of the internal dealing between the various departments and administrations, or in the case of the external dealing outside this frame. The Communication Plan depends on a group of communication - skills and modern technologies for facilitating contact and human interaction with the required speed and transparency. The Communication Plan affects to a large extent the performance, good will, and sense of belonging of the College staff in the execution of the Strategic Plan. Therefore, the College of Science, in executing the Strategic Plan, will employ a communicating plan with a high efficiency that ensures best results and which includes delivering the required information and the ability to effectively explain the problems. In addition, it aims at enhancing projects implementation and fruitful cooperation between all College staff from the various administrations.

Some of the techniques that will be used for the College Communication Plan:

1. Frequent meetings: this allows for immediate exchange of views and to speed up the setting of recommendations and making the right decision.
2. Internal memos: this allows for reminders of policies and internal procedures.
3. Cultural programs and folders.
4. Workshops, symposiums, and conferences
5. Posters.
6. Internet and electronic mail: this allows for texting, sound communication, and video files among the College staff.
7. Fixed and mobile announcements.
8. Visual, audio, and closed TV circuits.
9. Modern communication means such as short messages by mobiles, etc.

## Executing the Communication Plan

<b>Targeted Groups</b>	<b>Concerned Members</b>	<b>The Purpose of Contact</b>	<b>Time</b>	<b>Method</b>	<b>Responsibility</b>
Strategic Plan Group	Heads of Various Teams	Internal contact for the implementation of the plans	Weekly	Meetings, Job Reports, and Electronic Mail	Dean of the College and the Strategic Plan Team
Risk - Management Team	Team's Members	Internal contact for the implementation of the plans	Weekly	Meetings, Job Reports and Electronic Mail	Team's Leader and The College's Leadership
Students and Faculty Members	Students and Faculty Members	Internal contact for the implementation of the plans	Weekly	Direct Meetings, Memos, and Internal Contacts	Vice - Dean for Academic Affairs
College's Staff	Heads of Various Departments and Units	Internal contact for the implementation of the plans	Every Two Weeks	Meetings, Job Reports and Electronic Mail	Heads of Departments

## **Mechanisms of Evaluation and Follow-Up of the Plan**

Monitoring and evaluating the Strategic Plan are applied to assess the degree of commitment in execution to the main lines of the Plan, and to ensure that the execution process is performed within the time - limits determined to achieve the plan stages until the final objective is accomplished while coping with the execution and intervening to remove any obstacles that may cross the path of the execution of the Strategic Plan. Intervention may sometimes be for modifying and developing the Plan execution procedures.

### **1. Follow-up Procedures:**

- Monitoring the Strategic Plan execution to ensure that it follows the right direction as specified by the method adopted.
- Follow-up of the execution of the Plan to assess whether it conforms to the limits of the allocated budget, and that the expenditure on the required work does not go below or above the allocated resources.
- Immediate intervention for assistance, removing execution obstacles, and increasing the moving force to continue progressing with the Plan to achieve its objectives.
- Follow-up and development of the Plan execution to ensure that it will be achieved in time.
- Modifying and developing any stage of the execution stages in accordance with contingency conditions.
- Forming a follow-up team to execute all the stages of the Strategic Plan periodically (twice a year at least).
- The team submits a report concerning its follow – up of the Plan execution for discussion and performing the required action in light of the recommendations.

## **2. The Evaluation Procedures:**

- Forming an evaluation team for the executed sections of the Strategic Plan periodically (twice a year at least).
- The team will study the results in accordance with the equilibrium performance forms and the performance indicators of the objectives of the Strategic Plan.
- The team submits its evaluation about the execution of the Plan stages for discussion and endorsing the required modifications if necessary.
- The team will re-evaluate the procedures and sub-plans, undertake alternative procedures based on the results of the evaluation, or select alternative methods to overcome future obstacles to attain ideal solutions.

## **The Plan for Making Changes**

Making changes in the Strategic Plan is not an objective by itself, but it is a means to build a better future. Therefore, the changes must be justified otherwise they will be random and scattered actions wasting time, exhausting resources, and causing many problems. It is difficult to categorize and determine the justifications and causes for making changes since they vary depending on reasons. The most important reasons for making changes in the College Strategic Plan are:

- Facing academic, research, administrative problems, etc.
- Avoiding some of the risks and complications, and revealing the strength points of in a better way.
- For constructing a good image for the College, and concentrating on the creative aspect in the teaching and learning process.
- Saving time, reducing effort, increasing outputs, and promoting competition in the job market.

- Coping with the scientific and technical advances in all teaching, academic and administrative fields.
- Improving the performance of all College affiliates comprising faculty members, employees and students.
- Making the College more competitive at the local, regional and international level.

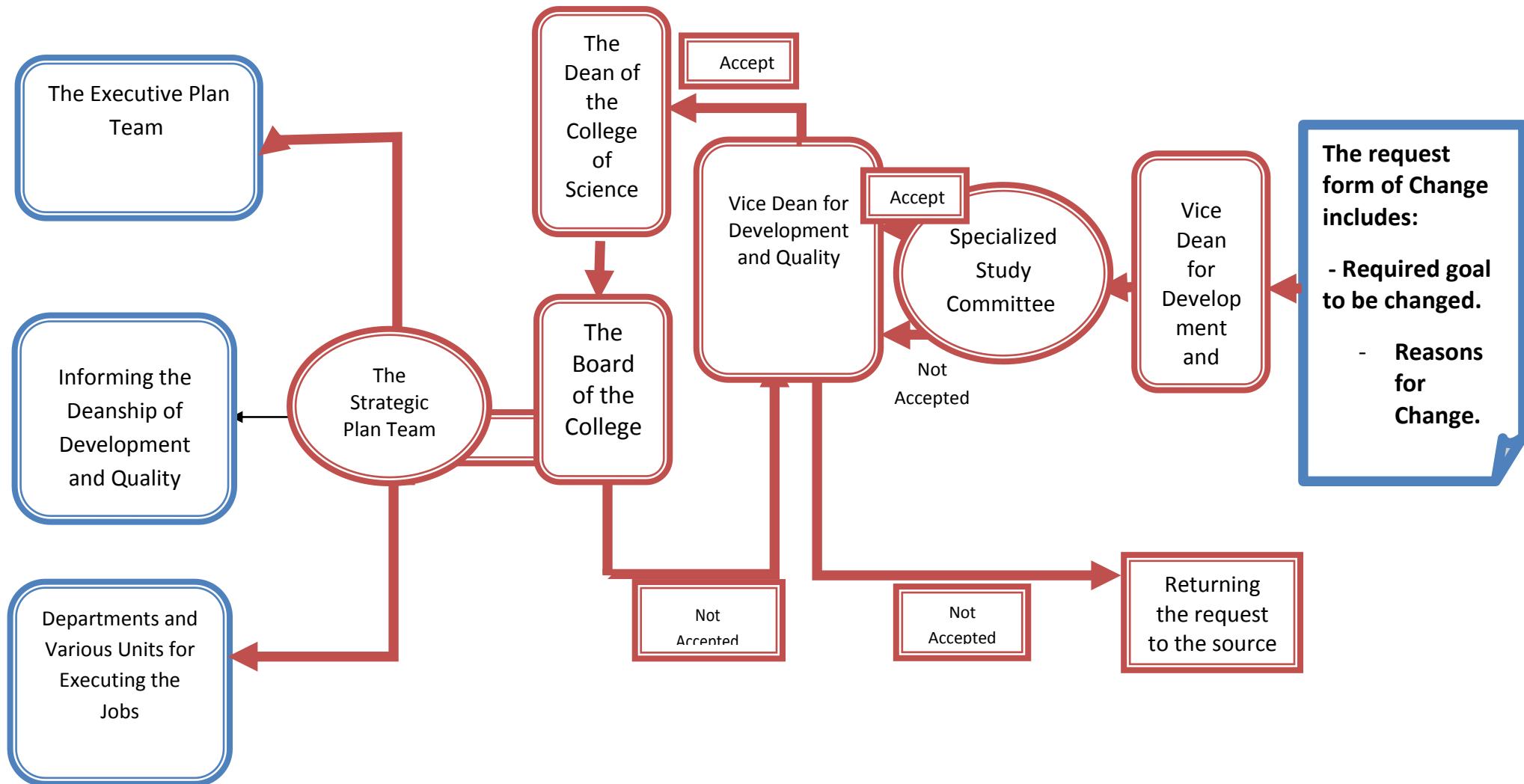
### **Constraints of Making Changes:**

The process of making changes or the big development in the teaching facilities requires moving along a method guaranteeing success. The academic research literature in the organizational fields, and the international experiences which were led by companies, establishments and large sectors in many of the advanced countries in the world, are full of the basics of change. It is possible to divide this into four essential stages, and this is the way to be pursued by the College of Science in its path along effecting the required changes. It is difficult at this stage to determine the exact details concerning change - management and its constraints, but it is possible to draw the main lines which determine it and they are as follows:

- The First Stage (Determining the final required position): The submission of the idea of making changes or the necessity of making changes, setting the final desired objectives as a result of making changes, and the proposed structures for making changes; and convincing decision-makers of the positivism of making changes, etc.
- The Second Stage (Evaluating the extent of the preparedness for change): After accepting the idea of change in its general frames and supporting the principle of change by the upper administration, the readiness for change must be measured through an analysis of the current situations of the College and all its facilities, obtaining administrative and financial support for the change, and selecting the leader or executive leaders for the processes of change whether they were independent leaders from outside the College or from inside the College who will be totally or partially committed, depending on the need, to achieve the task of change.

- The Third Stage (Expanding the area of support and re-design ): After drawing the main lines and obtaining administrative and financial support for the process of change, the leader or the executive leaders for making changes will communicate the process/processes of change to all related various groups; beneficiaries, employees, funding bodies, experts and others. They will initiate treaties, detailed systems, and the required time - tables needed for the process of change, etc.
- The Fourth Stage (Enhancing and supporting change): This last step includes the final execution, as well as evaluating and monitoring the processes of change towards the desired objectives.

## The Method of Making Changes



## **Appendix:**

### **Governmental and Private Bodies which Contributed to the Workshop of the Fourfold Analysis for the Strategic Plan**

- Ministry of Education
- Riyadh Medical Complex
- Health College and Cell Lab
- National Guard
- Saudi Basic Industries Corporation
- Scientific Technology Company
- Abdulrahman Al-Qousaibi Office
- Dar Al-Zahrawi Company
- Ministry of Agriculture
- King Faisal Specialist Hospital
- Public Security Directorate
- Health College in Riyadh
- Aramco Company
- Social Securities
- Abdulrahman Al-Sultan Establishment
- Al-Ajoo Establishment
- King Abdul-Aziz City for Science and Technology
- Ministry of Higher Education
- Commission of General Statistics and Information
- Health College in Beesha
- Ministry of Water and Electricity
- Bahrain International Centre
- Al-Zeeb Sons Company
- Al-Harbi Company