



جامعة فهد بن سلطان
FAHAD BIN SULTAN UNIVERSITY





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Fahad Bin Sultan University
Strategic Plan

— 2018 - 2023 —





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Introduction

The establishment of Fahad Bin Sultan University (FBSU) dates back to 2003; upon its establishment, the university consisted of just one college, viz., the College of Computing. Since then, FBSU has witnessed giant strides in terms of the number of the quality programs offered and the academic status it has gained over the years. Currently, the university consists of five colleges offering seven undergraduate programs that grant the bachelor's degree in ten majors and four graduate programs offering the master's degree in more than fifteen tracks (specializations).

The first five-year long strategic plan at FBSU was developed in 2010. This plan was then amended and extended to 2017. The following few pages present the 2018 - 2023 Strategic Plan of the FBSU. The plan reflects FBSU's commitment to build upon past successes while advancing its mission to improve its rendered services through quality teaching and research. This Strategic Plan sets forth six mission-critical goals that are compatible with the Kingdom's vision 2030 and conform to the National Transformation Program 2020 and the Ministry of Education's Horizon Plan.

This plan, which retains clarity and flexibility and maintains the basic goals, will undergo a periodic revision so as to identify the FBSU's priorities in light of the needs of the local community and the kingdom at large.

Vision

To become a leading university in the Kingdom of Saudi Arabia and beyond in teaching, research, innovation, and community service.

Mission

Providing high quality academic programs, distinguished research through a distinguished teaching and administrative staff, using the latest educational and research equipment in an environment conducive to research, innovation and knowledge building to contribute effectively to promoting the knowledge society and the knowledge economy, while adhering to the highest ethical standards.

Core Values

- Justice

- Teamwork

- Academic freedom

- Excellence and peculiarity in education and interaction with the community

- Lifelong learning

- Respect pluralism of opinions and ideas

- Creativity and Innovation

SWOT Analysis

Strengths:	Opportunities:
<ol style="list-style-type: none"> 1. Quality Academic Programs. 2. Well-qualified and Dedicated Faculty. 3. State-of-Art Facilities. 4. Outstanding Teaching Quality. 5. High Level of Organizational Efficiency. 6. Positive Campus Climate. 7. Attractive Climate and Location for the Recruitment of International Students. 8. Diverse Student body. 9. Programs Designed to be Career Relevant. 10. Positive Presence of the University in the Local Media. 	<ol style="list-style-type: none"> 1. Positive reputation of FBSU at Local and National Levels. 2. Ability to expand and improve the effectiveness of Marketing FBSU beyond the Tabuk Region. 3. Increased Demand on Education. 4. Privileged Geographical Location. 5. Critical Need for Some Applied Programs Offered by the University. 6. Availability of Wide Areas and Suitable Infrastructure appropriate for Investment and Expansion.
Weaknesses:	Threats:
<ol style="list-style-type: none"> 1. Lack of Adequate Financial Resources. 2. Lack of Long-Term Budget Planning. 3. Limited Resources Allocated for Research. 4. Absence of a well-structured framework to conduct research work. 5. Inconsistent Approaches to Measuring Key Performance Indicators. 6. Increased Dependence on Tuition Revenue. 	<ol style="list-style-type: none"> 1. Increased Competition in the Traditional and Online Education. 2. Increasing Costs of Education. 3. Reduction in Government Scholarships. 4. Decreased Number of Admitted Students. 5. Non-ownership of the Piece of Land Where premises are built.

Strategic Goals

- 1) Recruit, educate and graduate students capable of effectively participating in the local and regional labor market and able to pursue their graduate studies at top international universities. [25%]

- 2) Promote scientific research, innovation and creativity. [25%]

- 3) Provide a diverse interactive environment tailored to meet students' needs and able to interact with the local community so as to build bridges with public and private institutions. [20%]

- 4) Improve the administrative system in order to have access to quality education and develop simple and quick administrative procedures. [10%]

- 5) Take advantage of the university's privileged location and the Kingdom's future within the vision 2030. [10%]

- 6) Maintain financial stability via the diversification and sustainability of the University resources. [10%]

Objectives of the Strategic Goals

Goal#1:	Recruit, educate and graduate students capable of effectively participating in the local and regional labor market and pursuing their graduate studies at top international universities.	[25%]
1)	Reviewing curricula in order to better prepare graduates for local and regional labor markets while maintaining the highest international standards.	25%
2)	Obtaining national as well as international program accreditation for some majors.	25%
3)	Focusing on the improvement of the faculty members and recruitment of high caliber ones.	20%
4)	Increasing the adoption of novel and dynamic learn-centered teaching models that enhance innovation and integrate technology in teaching and improving the collaborative teaching methods away from indoctrination traditional methods.	10%
5)	Continuous assessment of the teaching –learning process as well as the performance of the faculty members.	10%

Objectives of the Strategic Goals

Goal#2:	Promote scientific research, innovation and creativity.	[25%]
1)	Increase the scientific research published in international refereed journals.	25%
2)	Increase the internal as well as external collaborative scientific research.	20%
3)	Link the scientific research with the local productive institutions' needs.	5%
4)	Allocate financial incentives for distinguished researchers.	15%
5)	Subsidize the international conferences and workshops organized by the university departments, and support the participation of faculty members in conferences and workshops.	15%
6)	Launch new programs tailored to meet the community's needs and provide stimulating environment to promote scientific research	20%

Objectives of the Strategic Goals

Goal#3:	Provide a diverse interactive environment tailored to meet students' needs and able to interact with local community so as to build bridges with public and private institutions.	[20%]
1)	Increase the extra-curricular activities that stimulate loyalty, positive attitudes and prevent extremism and violence.	35%
2)	Preserve the university assets and facilities and improve them so as to help make the campus more appealing to students and local community.	20%
3)	Provide social and psychological counseling services to students.	15%
4)	Open new channels with the local community and make the university accessible to the local community to benefit from the diverse expertise of the faculty members in all aspects.	20%
5)	Provide special care to students with disabilities.	10%

Objectives of the Strategic Goals

Goal#4:	Improve the administrative system in order to have access to quality education and develop simple and quick administrative procedures.	[10%]
1)	Amend the organizational structure and delineate the job description for each post.	15%
2)	Revisit the university's administrative procedures and increase IT solutions.	10%
3)	Train and qualify the university's staff.	15%
4)	Install an integrated computer-based archiving system for all administrative documents.	20%
5)	Develop easily accessible comprehensive by-laws for all the academic and administrative units.	30%
6)	Identify the criteria peculiar to staff recruitment where priority is always given to Saudi nationals.	10%

Objectives of the Strategic Goals

Goal#5:	Take advantage of the privileged location of the university and the Kingdom's future within the vision 2030.	[10%]
1)	Launch new academic programs at under and postgraduate levels so as to better serve the future needs of the region.	50%
2)	Geographical expansion of student body.	50%

Objectives of the Strategic Goals

Goal#6:	Maintain financial stability via diversification and sustainability of the University resources.	[10%]
1)	Market university's programs so as to recruit more students.	20%
2)	Launch new postgraduate programs that meet the local community's needs.	40%
3)	Utilize the university's academic and training potentials.	20%
4)	Control expenditures while improving the performance.	20%

Viable Success Principles of the Strategic Plan

Principle No. 1: University's Governance and Administration

- 1) Developing a strategic plan for the university compatible with the higher education and scientific research in the kingdom.
- 2) Developing an executive strategic plan by each college and administrative unit containing clear, specific and measurable indicators to be performed within a specific period.
- 3) Approving the executive strategic plans developed by colleges and administrative units.
- 4) Periodic monitoring of the colleges and admin units' performance and progress regarding the implementation of the strategic plan.
- 5) Allocating sufficient fund for the automation of the administrative procedures related to students and staff.
- 6) Allocating sufficient fund for qualifying the academic and administrative leaders in order to develop their capacities and improve their performance.
- 7) Protecting creativity, subsidizing development and retaining the distinguished staff and students.
- 8) Adhering to the university's executive and organizing by-laws and enhancing accountability.

Principle No. 2: Accreditation and Quality Assurance

- 1) Implementing the national as well as international accreditation criteria in each college with the aim of obtaining the program accreditation in all academic programs.
- 2) Revisiting the academic and administrative by-laws in quest for internationalism.
- 3) Documenting, auditing and revisiting all academic and administrative procedures.

Principle No. 3: Scientific Research, Graduate Studies and Innovation

- 1) Improving the research environment at the university.
- 2) Increasing the fund allocated for scientific research and graduate studies.
- 3) Revisiting the scientific research by-laws and promotion procedures.
- 4) Revisiting the by-laws of subsidized research and participation in scientific conferences and symposiums.
- 5) Subsidizing distinguished graduate students.

Principle No. 4: University Environment and Local Community

- 1) Increasing extracurricular activities.

- 2) Improving the university facilities in order to make it an appealing environment to students.

- 3) Strengthening outreach with a wide spectrum of local community.

- 4) Tying scientific research with the region's goals of development.

- 5) Encouraging intercommunication between the university staff and the local academic and productive institutions in order to best serve the mutual interests of the involved parties.
