

Action Plan



College of Education

Quality Unit and Academic Development

Vision 2020

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JU College of Education Vision:

To be a top-ranked college, with national and international recognition, in the variety and quality of the programs that it offers in contemporary educational areas

JU College of Education Mission:

Preparation of qualified individuals in education sciences to become effective in teaching, consultation, research and community services, through scientifically designed programs, research support, and pioneering initiatives that meet the contemporary needs of the region, the country, and the world.

Values:

- Excellence
- Quality
- Originality
- Flexibility
- Creativity
- Cooperation
- Positive Influence

JU College of Education Strategic Directions:

First Direction: Building an Effective Management System

- 🌱 Establishing a shared culture in the college to insure effective professional communication among the administration hierarchy and Academic Departments.
- 🌱 Improving the quality of the educational services and needed facilities for all students and faculty members.

Second Direction: Achieving Academic and Intellectual Excellence

- 🌱 Selecting those with high level aptitudes from applicants for admission to the college, and nurturing their performance.
- 🌱 Maintaining continuous professional development of faculty members that insures the use of contemporary effective strategies and technology in teaching and learning.
- 🌱 Promoting a culture of independent thinking and creativity among students and faculty members.
- 🌱 Encouraging cooperation among faculty members in teaching and research projects nationally and internationally.
- 🌱 Developing a comprehensive system for supporting departments with qualified members according to clear procedures of recruitment, evaluation, and reward.

Third Direction: Contributing to Economic and Social Development

- 🌱 Developing current academic programs, and designing new programs that meet the needs of society and the labor market.
- 🌱 Involving prospective clients and stakeholders from various sectors in planning, implementation, and development of programs and curricula.



Action Steps & Initiatives: Impact Mapping



● High Impact



▣ Medium Impact



○ Low Impact



<p>Goal</p> <p>↓</p> <p>Action Step</p> <p>↓</p> <p>Initiative</p>	Direction 1					Direction 2					Direction 3		
	Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services	Relationships with the marketplace
Strategic Goal 1: Establishing a shared culture in the college to insure effective professional communication among the administration hierarchy and Academic Departments.													
Action Step 1	Encourage and support shared scholarly and social activities												
Initiatives	Provide opportunities for more collaborative teaching arrangements (team-taught interdisciplinary courses)	●	○			▣	●	▣					
	Encourage shared research participation among faculty members and related programs across the university and among research institutes	●					▣	○	●				
	Improve the current mechanism encouraging faculty staff to participate in local and international conferences	●		○	○				▣	●		○	



<p style="text-align: center;"> Goal  Action Step  Initiative </p>		Direction 1					Direction 2					Direction 3		
		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services	Relationships with the marketplace
	and scientific symposia													
Action Step 2	Updating the strategic plans of the academic and administrative units of the college													
Initiatives	Review/ update the strategic plans of the college units according to the college strategic plan	▣	●	▣	▣	▣	▣	▣	▣	▣	●	▣	▣	▣
	Establish the action plans of the units with follow-up implementation	▣	●	▣	▣	▣	▣	▣	▣	▣	●	▣	▣	▣
Strategic Goal 2: Improving the quality of the educational services and needed facilities for all students and faculty members.														
Action Step 1	Expand the digitization of learning and research resources													
Initiatives	Increase the level of use of the digital resources by faculty and students			●			▣	▣	▣		▣			
	Provide exclusive access-points in all departments and Units.	▣		●			▣		▣		▣			
	Develop electronic courses covering the needs of the college according to approved criteria.			●		●	▣	▣	▣		▣			



<p style="text-align: center;"> Goal  Action Step  Initiative </p>		Direction 1					Direction 2					Direction 3	
		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
	Enhance participation in the Open Educational Resources Initiative and to facilitate access to its resources for college employees		▣	●		●	▣	▣	▣		▣		
Action Step 2	Provide educational services that focus on student retention and successful graduation within the normal time frame.												
Initiatives	Provide advising, counseling and mentoring sessions for student's development						●	●	▣		○		
	Conduct workshops on professional and personal aspect for students to be successful in their program and practical life						●	●	▣		○		
	Organize student peer coaching sessions to encourage cooperative learning among students						●	●	▣		○		



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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services	Relationships with the marketplace
Establish an academic observatory in the college to study, follow-up and analyze students' academic performance, identifying reasons and solutions for students' dropping/ leaving phenomenon				▣	▣		●	●			▣	▣		
Strategic Goal 3: Selecting those with high level aptitudes from applicants for admission to the college, and nurturing their performance.														
Action Step 1	Enhance the students' performance													
Initiatives	Conduct benchmarking to identify the expected level of students skills and performance					●	●				▣			
	Promote research activities for nurturing students intellectual and behavioral skills					▣	●		●		▣			
	Encourage students participation in extracurricular activities					▣	●				○			



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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
	Review and update the programs and curriculum to fulfill the expected performance level for accreditation				○	■	●		○		●		
	Develop measurement mechanisms for students' performance				○	■	●		○		●		
	Improve the student community environment such as housing, meals, transportation, etc.	■			■	■	■	■			■	■	
Action Step 2	Ensure the efficiency of the advisory units												
	Improve academic counseling to engage students in the academic community					○	●	■					
	Improve the counseling to the students to choose appropriate programs					■	●	■					
	Develop a system of assistance of students with special needs	○				○		■					
Action Step 3	Improve departments readiness for incoming students												



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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
Initiatives	Reform program admission standards to maximize the annual retention rate					●	▣		▣				
	Insure appropriate infrastructure and effective personnel to accommodate the incoming students	○				●	▣		▣				
	Develop short courses for admitted students to meet the needs of academic programs					●	●		○				
Action Step 4	Preparing the expected incoming students for the college												
Initiatives	Conduct open day for high school students					●	▣			▣			
	Provide orientation sessions for the newly admitted students					●	▣			▣			
Strategic Goal 4: Maintaining continuous professional development of faculty members that insures the use of contemporary effective strategies and technology in teaching and learning.													
Action Step 1	Accelerate the adoption of e-learning and distance education courses												



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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services	Relationships with the marketplace
Initiatives	Encourage benchmarking the e-learning practices with other colleges						●	●			○			
	Support initiatives and innovations of faculty staff for quality online courses						▣	●	▣		○			
	Promote e-learning and distance education activities to improve the quality of e-learning						●	●	▣		○			
	Periodic evaluation and update of the e-learning content						●	▣	○		○			
Action Step 2	Improve the learning environment and resources													
Initiatives	Manage and maintain student learning in a technology-enhanced environment						●	●	▣		○			
	Provide support for effective instructional design and insure factors of professional competency			▣		▣		▣	●			▣		
Action Step 3	Improve the performance of faculty members													



<p style="text-align: center;"> Goal  Action Step  Initiative </p>		Direction 1					Direction 2					Direction 3	
		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
Initiatives	Provide teaching workshops and training programs to update with the latest methodologies and technology in teaching and learning					●	●	▣		○			
	Encourage faculty members to participate in scientific conferences devoted to teaching and learning					▣	●	●		○			
	Encourage initiatives and innovation in teaching and learning process					●	●	▣		○			
	Improve the evaluation system of the faculty performance					▣	●	●		○			
Strategic Goal 5: Promoting a culture of independent thinking and creativity among students and faculty members.													
Action Step 1	Allocate teaching and learning grant for research and projects to improve and enhance innovative teaching and learning practices												
Initiatives	Survey and prepare database for research in teaching and learning						●	●	▣		○		
	Develop the guidelines and criteria for research and projects in teaching and						●	▣	▣		○		



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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
	learning												
	Encourage faculty to conduct teaching and learning research projects						●	▣	▣		○		
	Evaluate integration of research outcomes in teaching and learning						●	●	▣		○		
Action Step 2	Develop creativity and excellence among all faculty members.												
Initiatives	Conduct workshops about creativity						●	▣	▣		○		
	Organize teaching-learning professional development programs based on creativity in areas of specialization						●	▣	▣		○		
	Facilitate faculty learning communities (FLCs) for development of curriculum and teaching practices						●	●	▣		○		
Action Step 3	Promote independent thinking and innovation culture among students and faculty.												



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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
Initiatives	Conduct extracurricular activities to develop independent thinking, innovations and leadership skills for students and faculty at college level	●	▣	▣	●			▣					
	Encourage and motivate individual creative initiatives among faculty and students	●	▣	▣	●			▣					
	Conduct annual forums for innovation and entrepreneurship	●	▣	▣	●		○	▣					
Strategic Goal 6: Encourage cooperation among faculty members in teaching and research projects nationally and internationally.													
Action Step 1	Encourage involvement of faculty staff in international research activities												
Initiatives	Organize international conferences focusing on college of education research priorities						●	▣	▣	●	▣		

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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
	Increase students exchange partnership with world class research institutes					●	▣	▣	●	▣			
	Conduct a series of lectures of distinguished visiting faculty members, with international excellence awards, to transfer their experiences to faculty staff					●	▣	▣	●	▣			
	Make research agreements with international partners					●	▣	▣	●	▣			
Action Step 2	Expand international online and study abroad programs												
Initiatives	Prepare, encourage and engage faculty staff to join international academic and training programs in unique disciplines					●	▣	▣					
	Encourage and support faculty staff to enroll in international online skill courses				○	●	▣	▣					



<p style="text-align: center;"> Goal  Action Step  Initiative </p>		Direction 1					Direction 2					Direction 3		
		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services	Relationships with the marketplace
Strategic Goal 7: Developing a comprehensive system for supporting departments with qualified members according to clear procedures of recruitment, evaluation, and reward.														
Action Step 1	Adopt the best practices for faculty evaluation and reward systems													
Initiatives	Develop faculty evaluation process through benchmarking				□			□		●	□			
	Establish/ update the faculty evaluation system according to quality criteria				□			□		●	□			
	Enhance the evaluation system through feedback				□			□		●	□			
	Establish a standardized accountability reward system by benchmarking and linking it to the performance				□			□	●					
Action Step 2	Enhancing the recruitment process													

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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services	Relationships with the marketplace
Initiatives	Develop a mechanism for identifying the academic program needs of faculty				●		▣	▣	▣		▣			
	Benchmark the regulations of recruitment process				▣		▣	●	▣		▣			
	Prepare a handbook containing rules and regulations of the recruitment process				●		▣	●	▣					
	Promote a policy to ensure fairness in reward system				●			▣	●					
Strategic Goal 8: Developing current academic programs, and designing new programs that meet the needs of society and the labor market.														
Action Step 1	Engage/ coordinate with industry and other potential stakeholders in identifying, developing and improving academic programs													
Initiatives	Establish/ expand advisory committees at department levels							▣	▣		○		▣	▣

<p style="text-align: center;"> Goal  Action Step  Initiative </p>		Direction 1					Direction 2					Direction 3	
		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
	Engage external stakeholders in academic advisory committees						▣	▣		○		▣	▣
Action Step 2	Initiate/ promote development of departments and new graduate programs												
Initiatives	Develop current programs and support Proposals of new academic programs that are aligned with community needs						▣			▣	●	●	▣
	Offer new graduate programs based on international trends						▣			▣	●	▣	
Strategic Goal 9: Involving prospective clients and stakeholders from various sectors in planning, implementation, and development of programs and curricula.													
Action Step 1	Manage knowledge administration and sharing with other government organizations, as well as private sectors												
Initiatives	Invite business leaders/ practitioners for lecturing, participating in defining the specifications required in graduates, and determining the appropriate skills for the labor market						●	●	▣			▣	●

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		Infrastructure	Leadership & Governance	IT adoption in Management	HR Development	Financial Sustainability	Students competency & Skills	Teaching & Learning Excellence	Faculty Satisfaction & Development	Research & Innovation	Academic Accreditation	Graduates Studies	Community Services
	as basis for adapting the college outcomes												
	Organize internship programs with private sectors and other government organizations						●	●		●		■	●
Action Step 2	Building relationships with businesses other government organizations to support innovation and entrepreneurship												
Initiatives	Organize field trips for the students and faculty to the business sector and other government organizations						●	■	○	■			
	Attract high level organizations in private and government sectors to organize seminars and workshops, and to sponsor the innovation and entrepreneurship ideas of the students and faculty						●	●	○	■			■

Action Steps & Initiatives: Implementation Framework & the KPIs

Strategic Goal  Action Step  Initiative		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
Strategic Goal 1: Establishing a shared culture in the college to insure effective professional communication among the administration hierarchy and Academic Departments.										
Action Step 1	Encourage and support shared scholarly and social activities									
Initiatives	Provide opportunities for more collaborative teaching arrangements (team-taught interdisciplinary courses)	3/2018	12/2020	Academic Departments	Vice Dean for Academic Affairs	Relevant facilitation, broad collaboration /As applicable	Medium/high	Percentage of collaborative courses	Office order, letters, e-mails, web-postings, public communiqué, meeting minutes, relevant college records	Academic Departments, faculty, staff Student
	Encourage shared research participation among faculty members and related programs across the university and among research institutes	3/2018	12/2020	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Relevant facilitation/ As applicable	Medium/high	Number of joint research projects annually	Office order, letters, e-mails, web-postings, public communiqué, meeting minutes, relevant college records	Faculty, Researchers

<p style="text-align: center;">Strategic Goal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Action Step</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Initiative</p>		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
	Improve the current mechanism encouraging faculty staff to participate in local and international conferences and scientific symposia	3/2018	9/2018	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Relevant facilitation/ As applicable	Medium/ high	Percentage of faculty and staff participated in conferences	Published minutes of meetings, office order, letters, e-mails, web-postings, public communiqué, relevant college records	Academic Departments, Faculty, Researchers, Staff
Action Step 2	Updating the strategic plans of the academic and administrative units of the college									
Initiatives	Review/ update the strategic plans of the college units according to the college strategic plan	3/2018	9/2018	Quality Unit	Vice Dean for Quality	quality assurance professional/ As applicable	Medium/ high	Linkage of units' strategic plans to university strategic plan	Published minutes of meetings, office order, letters, e-mails, web-postings, public communiqué, relevant college records	Academic Departments, Faculty, Staff, Students
	Establish the action plans of the units with follow-up implementation	3/2018	9/2018	Quality Unit	Vice Dean for Quality	quality assurance professional/ As applicable	Medium/ high	Follow-up plan implementation reports	Published minutes of meetings, office order, letters, e-mails, web-postings, public communiqué, relevant college	Academic Departments, Faculty, Staff, Students

<p style="text-align: center;">Strategic Goal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Action Step</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Initiative</p>		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
									records	
Strategic Goal 2: Improving the quality of the educational services and needed facilities for all students and faculty members.										
Action Step 1	Expand the digitization of learning and research resources									
Initiatives	Increase the level of use of the digital resources by faculty and students	3/2018	12/2020	Academic Departments	vice Dean for Academic Affairs	Centralized digital database, skilled manpower, smart scanners, digital storage devices/ As applicable	Low/ Medium	Number of digital resources per user	Approval letter, Office order	Academic Departments, Faculty Staff, Students
	Provide exclusive access-points in all departments and Units.	3/2018	12/2018	General Manager	Dean of the College	Dedicated computer terminals only for accessing digital library, desktops with good configuration, internet with good bandwidth/ As applicable	Low/ Medium	Access points provided per departments and unites	Requisition letters, office order, letters, public communiqué, email, phone, etc.	Academic Departments and Units Faculty Staff, Students

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	Develop electronic courses covering the needs of the college according to approved criteria.	3/2018	9/2018	Academic Departments, Innovation Unit	Dean of the College	Skilled personnel/ As applicable	Low/ Medium	Stakeholder evaluation of the digital library	Office order, published minutes of meetings	Academic Departments, Faculty Staff, Students
	Enhance participation in the Open Educational Resources Initiative and to facilitate access to its resources for college employees	3/2018	9/2018	Academic Departments, Innovation Unit	Dean of the College	Assigned personnel/ As applicable	Low/ Medium	Number of e-learning classrooms per student	Office order, published minutes of meetings	Academic Departments, Faculty Staff, Students
Action Step 2	Provide educational services that focus on student retention and successful graduation within the normal time frame									
Initiative	Provide advising, counseling and mentoring sessions for student's development	3/2018	12/2020	Academic Departments, Counseling Unit	Vice Dean for Academic Affairs	Student counselors, advisors, mentors/ As applicable	Low/ High	Increase student retention and performance / No of students using the services	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students
	Conduct workshops on professional and personal	3/2018	12/2020	Academic Departments,	Vice Dean for Academic	Professional, emotional skills trainers/	Low/ High	Number of workshops conducted/	Office order, circulars, published minutes of	Academic Departments, Faculty staff,

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	aspects for students to be successful in their program and practical life			Counseling Unit	Affairs	As applicable		Employer Satisfaction for graduates	meetings, public communiqué, web postings, email, phone, etc.	Students
	Organize student peer coaching sessions to encourage cooperative learning among students	3/2018	12/2020	Academic Departments, Counseling Unit	Vice Dean for Academic Affairs	Skilled personnel/ As applicable	Low/ High	Number of students in peer coaching groups/ Students' overall evaluation on the quality of their learning experiences	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students
	Establish an academic observatory in the college to study, follow-up and analyze students' academic performance, identifying reasons and solutions for students' dropping/ leaving phenomenon	3/2018	12/2020	Academic Departments, Counseling Unit, Measurement and Evaluation Unit	Vice Dean for Academic Affairs	Academic auditors, personnel/ As applicable	Low/ High	The observatory establishment/ Appropriate student evaluation systems	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students

<p style="text-align: center;">Strategic Goal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Action Step</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Initiative</p>		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
Strategic Goal 3: Selecting those with high level aptitudes from applicants for admission to the college, and nurturing their performance										
Action Step 1	Enhance the students' performance									
Initiatives	Conduct benchmarking to identify the expected level of students skills and performance	3/2018	12/2018	Academic Departments	Dean of the College	Quality Assurance professionals apt in benchmarking /As applicable	Low/ High	Rate of benchmark completion/ Proportion of students entering program who complete those programs in minimum time	Office circulars, published meeting minutes, emails, phone, etc.	Academic Departments, Faculty, Students
	Promote research activities for nurturing students intellectual and behavioral skills	3/2018	12/2020	Scientific Research Unit	Vice Dean for Graduate Studies	Qualified researchers, personnel/ As applicable	Low/ High	Number of activities conducted annually	Office circulars, web postings, published minutes of meetings, public communiqué	Academic Departments, Faculty staff, Students
	Encourage students participation in extracurricular activities	3/2018	12/2020	Student activity Unit	Vice Dean for Academic	Personnel well versed in extra curriculum,	Low/ High	Number of students participating in extra-	Office circulars, web postings, published minutes of meetings,	Academic Departments, Faculty staff, Students

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					Affairs	sports, etc./As applicable		curricular activities	public communiqué, email, phone, etc.	
	Review and update the programs and curriculum to fulfill the expected performance level for accreditation	3/2018	12/2020	Academic Departments, Quality Unit	Vice Dean for Quality	Qualified consultants/ As applicable	Low/ High	Rate of review completion / Students overall rating on the quality of their courses	Office circulars, published minutes of meetings, relevant documents/ records	Academic Departments, Faculty staff, Students
	Develop measurement mechanisms for students' performance	3/2018	12/2019	Measurement and Evaluation Unit	Dean of the College	Assessment experts, evaluators/ As applicable	Low/ High	Student learning assessment scores/ Satisfaction of graduates with teaching and learning	Office circulars, published minutes of meetings, relevant documents/ records	Academic Departments, Faculty staff, Students
	Improve the student community environment such as housing, meals,	3/2018	12/2018	General Manager	Dean of the College	Assigned projects, personnel, initiatives/ As	Low/ High	Increase in students satisfaction	Office circulars, web postings, published minutes of meetings, public	Dean, Faculty, Students

<p style="text-align: center;">Strategic Goal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Action Step</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Initiative</p>		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
	transportation, etc.					applicable			communiqué, email, phone, etc.	
Action Step 2	Ensure the efficiency of the advisory units									
Initiatives	Improve academic counseling to engage students in the academic community	3/2018	1/2019	Counseling Unit	Vice Dean for Academic Affairs	Academic counselors, personnel/As applicable	Low/High	Average rating on the adequacy of academic and career counseling	Office circulars, web posting, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty, Staff, Students
	Improve the counseling to the students to choose appropriate programs	3/2018	1/2019	Counseling Unit	Vice Dean for Academic Affairs	Student counselors, program advisors/ As applicable	Low/High	Percentage of students entering programs who successfully complete first year	Office circulars, web posting, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty, Staff, Students
	Develop a system of assistance of students with special needs	3/2018	1/2019	Counseling Unit	Vice Dean for Academic Affairs	Student counselors, program advisors, doctors, guardian or parent consultation/ As	Low/High	Completion rate of the system/ System announced	Office circulars, web posting, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty, Staff, Students

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						applicable				
Action Step 3	Improve departments readiness for incoming students									
Initiatives	Reform program admission standards to maximize the annual retention rate	3/2018	12/2020	Academic Departments, Quality Unit	Vice Dean for Quality	Skilled personnel/ As applicable	Low/ High	Percentage of students entering programs who successfully complete first year	Office order, published minutes of meetings, relevant records	Dean, Academic Departments, Faculty staff, Students
	Insure appropriate infrastructure and effective personnel to accommodate the incoming students	3/2018	12/2020	General Manager	Dean of the College	Planning experts / As applicable	Low/ High	Ratio of students to teaching staff/ Ratio of students to administrative staff	Published minutes of meetings, office order, relevant records	Dean, Academic Departments, Faculty staff, Students
	Develop short courses for admitted students to meet the needs of academic programs	3/2018	1/2019	Academic Departments, Counseling Unit	Vice Dean for Academic Affairs	Curriculum designers/ As applicable	Low/ High	Number of short courses developed	Office circulars, published minutes of meetings, relevant documents/ records	Dean, Academic Departments, Faculty staff, Students
Action	Prepare the expected incoming students for the college									

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Step 4										
Initiatives	Conduct open day for high school students	3/2018	12/2020	Academic Departments	Vice Dean for Academic Affairs	Event managers, event calendar/ As applicable	Low/ High	Increase in enrolment rate for future requirements	Office order, web postings, published minutes of meetings, public communiqué	Dean, Academic Departments, Faculty staff, Students, Alumni
	Provide orientation sessions for the newly admitted students	3/2018	12/2020	Academic Departments	Vice Dean for Academic Affairs	Facilitators, skilled trainers/ As applicable	Low/ High	Percentage of students who successfully complete first year	Office order, web postings, published minutes of meetings, public communiqué	Dean, Academic Departments, Faculty staff, Students
Strategic Goal 4: Maintaining continuous professional development of faculty members that insures the use of contemporary effective strategies and technology in teaching and learning.										
Action Step 1	Accelerate the adoption of e-learning and distance education courses									
Initiatives	Encourage benchmarking the e-learning practices with other colleges	3/2018	1/2019	Academic Departments, Quality Unit	Vice Dean for Quality	QA professional apt in benchmarking / As applicable	Low/ High	Rate of benchmarking in e-learning practices	Office circulars, inter-university agreements of understanding, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty staff, Students

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	Support initiatives and innovations of faculty staff for quality online courses	3/2018	12/2020	Academic Departments	Vice Dean for Academic Affairs	Policy initiatives, intent/ As applicable	Low/ High	Number of online courses offered	Office circulars, web postings, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty staff, Students
	Promote e-learning and distance education activities to improve the quality of e-learning	3/2018	12/2020	Academic Departments	Dean of the College	Policy statement, intent/ As applicable	Low/ High	No of e-learning and distance education activities annually	Office circulars, web postings, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty staff, Students
	Periodic evaluation and update of the e-learning content	3/2018	12/2020	Academic Departments, Measurement and Evaluation Unit, Quality Unit	Vice Dean for Quality	Evaluators, experts in e-learning content-development/ As applicable	Low/ High	Student's satisfaction about the university e-learning sources	Office circulars, web postings, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty staff, Students
Action Step 2	Improve the learning environment and resources									
Initiatives	Manage and maintain student learning in a technology-enhanced environment	3/2018	12/2020	Academic Departments	Dean of the College	Tech-savvy personnel/ As applicable	Low/ High	Faculty and student satisfaction rate	Office circulars, published minutes of meetings, public communiqué, email, phone, etc.	Dean, Academic Departments, Faculty staff, Students



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	Provide support for effective instructional design and insure factors of professional competency	3/2018	12/2020	Academic Departments	Vice Dean for Quality & Vice Dean for Academic Affairs	Instruction designers, content developers/ As applicable	Low/High	Rate of instructional design completion	Office circulars, published minutes of meetings, public communiqué, email, phone, etc.	Dean, Academic Departments, Faculty staff, Students
Action Step 3	Improve the performance of faculty members									
Initiatives	Provide teaching workshops and training programs to update with the latest methodologies and technology in teaching and learning	3/2018	12/2020	Academic Departments, Quality Unit	Vice Dean for Quality	Teachers trainers, scheduling on events calendar/ As applicable	Low/High	No of workshop and training programs in teaching and learning conducted annually	Office circulars, web postings, published minutes of meetings, public communiqué, email, phone, etc.	Dean, Academic Departments, Faculty staff
	Encourage faculty members to participate in scientific conferences devoted to teaching and learning	3/2018	12/2020	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Policy statement, intent/ As applicable	Low/High	Percentage of faculty participation in scientific conferences	Office circulars, web postings, published minutes of meetings, public communiqué, email, phone, etc.	Dean, Academic Departments, Faculty staff
	Encourage initiative and innovation in teaching and learning process	3/2018	12/2020	Academic Departments, Innovation	Vice Dean for Quality	Researchers, innovators, scientists/ As applicable	Low/High	Student satisfaction in teaching and learning practices	Office circulars, web postings, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty staff, Students

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				Unit						
	Improve the evaluation system of the faculty performance	3/2018	12/2020	Academic Departments, Measurement and Evaluation Unit	Vice Dean for Quality	Evaluation, assessment instruments, survey tools, personnel/ As applicable	Low/High	Performance rate of faculty	Office circulars, web postings, published minutes of meetings, public communiqué, email, phone, etc.	Academic Departments, Faculty staff, Students
Strategic Goal 5: Promoting a culture of independent thinking and creativity among students and faculty members.										
Action Step 1	Allocate teaching and learning grant for research and projects to improve and enhance innovative teaching and learning practices									
Initiatives	Survey and prepare database for research in teaching and learning	3/2018	1/2019	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Survey instruments, database facilitation/ As applicable	Low/High	Rate of completion of the survey	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff
	Develop the guidelines and criteria for research and projects in teaching and learning	3/2018	1/2019	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Experts in research and Information technology/ As applicable	Low/High	Completion of updated guidelines and criteria	Office order, circulars, published minutes of meetings, public communiqué, web postings	Dean, Academic Departments, Faculty staff, Researchers

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	Encourage faculty to conduct teaching and learning research projects	3/2018	12/2020	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Policy directives, intent/ As applicable	Low/ High	Number of projects conducted per faculty member	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff
	Evaluate integration of research outcomes in teaching and learning	3/2018	12/2020	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Survey instruments, personnel/ As applicable	Low/ High	Increase integration of research outcomes into courses/ Faculty and student satisfaction in teaching and learning research practices	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students
Action Step 2	Develop of creativity and excellence among all faculty members									
Initiatives	Conduct workshops on creativity	3/2018	12/2020	Academic Departments, Innovation Unit	Vice Dean for Quality	Faculty trainers/ As applicable	Low/ High	Number of programs conducted per semester	Office order, circulars, published minutes of meetings, web postings, public communiqué, email, phone, etc.	Academic Departments, Faculty staff
	Organize teaching-learning professional development	3/2018	2020	Academic	Vice Dean for Quality	Experienced personnel,	Low/ High	Number of activities	Office order, circulars, published	Academic Departments,



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	programs based on creativity in areas of specialization			Departments, Quality Unit		events calendar/ As applicable		conducted	minutes of meetings, public communiqué, web postings, email, phone, etc.	Faculty staff
	Facilitate faculty learning communities (FLCs) for development of curriculum and teaching practices	3/2018	12/2020	Academic Departments, Innovation Unit	Vice Dean for Academic Affairs	Policy initiatives/ As applicable	Low/ High	Percentage of updated curriculum based on current needs	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff
Action Step 3	Promote independent thinking and innovation culture among students and faculty.									
Initiatives	Conduct extracurricular activities to develop independent thinking, innovations and leadership skills for students and faculty at college level	3/2018	12/2020	Academic Departments, Innovation Unit	Vice Dean for Academic Affairs	Experts in extra curriculum, sports, etc./As applicable	Medium/ Medium	Number of activities conducted/ Number of students participating in extracurricular activities	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students
	Encourage and motivate individual creative initiatives among faculty and students	3/2018	6/2019	Academic Departments, Innovation Unit	Vice Dean for Quality	Policy directives, allocation/ As applicable	Medium/ Medium	Number of new ideas invented or created	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Dean, Academic Departments, Faculty staff, Students



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	Conduct annual forums for innovation and entrepreneurship	3/2018	12/2020	Academic Departments, Innovation Unit	Vice Dean for Quality	Event managers, organizers/ As applicable	Medium/ Medium	Number of participants attending the forum	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Dean, Academic Departments, Faculty Staff, Students, Alumni, Industries
Strategic Goal 6: Encouraging cooperation among faculty members in teaching and research projects nationally and internationally.										
Action Step 1	Encourage involvement of faculty staff in international research activities									
Initiatives	Organize international conferences focusing on college of education research priorities	3/2018	12/2020	Academic Departments, International Collaboration Unit, Scientific Research Unit	Dean of the College, Vice Dean for Graduate Studies	Event organizers, managers/ As applicable	Low/ Medium	Number of papers presented in academic conference per full time teaching staff/ Proportion of the total annual operational budget dedicated to research	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Dean, Academic Departments, Faculty staff, Students
	Increase students	20	20	Academic	Dean of the College	Memorandum of	Low/ Medium	Number of joint	Office order, circulars, published	Academic Departments,

Strategic Goal  Action Step  Initiative		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
	exchange partnership with world class research institutes			Departments, International Collaboration Unit		understanding / As applicable		research	minutes of meetings, public communiqué, web postings, email, phone, etc.	Faculty staff, Students
	Conduct a series of lectures of distinguished visiting faculty members, with international excellence awards, to transfer their experiences to faculty staff	3/2018	12/2020	Academic Departments, International Collaboration Unit	Vice Dean for Quality	Agreements, official invites/ As applicable	Low/ Medium	Number of lectures organized	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students
	Make research agreements with international partners	3/2018	12/2020	Academic Departments, International Collaboration Unit, Scientific Research Unit	Vice Dean for Graduate Studies	Policy directives, initiatives/ As applicable	Low/ Medium	Number of international partnership research agreements	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Dean, Faculty
Action Step 2	Expand international online and study abroad programs									

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Initiatives	Prepare, encourage and engage faculty staff to join international academic and training programs in unique disciplines	3/2018	12/2020	Academic Departments, International Collaboration Unit	Vice Dean for Academic Affairs	Policy directives, initiatives/ As applicable	Low/ Medium	Percentage of staff studying abroad/ Number of training in unique disciplines	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students
	Encourage and support faculty staff to enroll in international online skill courses	3/2018	12/2020	Academic Departments, International Collaboration Unit	Vice Dean for Academic Affairs	Policy directives, initiatives/ As applicable	Low/ Medium	Increased international online enrolment of JU staff per year	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff
Strategic Goal 7: Developing a comprehensive system for supporting departments with qualified members according to clear procedures of recruitment, evaluation, and reward.										
Action Step 1	Adopt the best practices for faculty evaluation and reward systems									
Initiatives	Develop faculty evaluation process through benchmarking	3/2018	1/2019	Academic Departments, Quality Unit	Vice Dean for Quality	Quality Assurance experts in benchmarking , qualified evaluators/ As applicable	Low/ Medium	Completion of benchmarking	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Human Resources

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	Establish/ update the faculty evaluation system according of quality criteria	3/2018	9/2018	Academic Departments, Quality Unit	Vice Dean for Quality	Policy directives, initiatives/ As applicable	Low/ Medium	Faculty evaluation system established, updated	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Human Resources, Faculty staff
	Enhance the evaluation system through feedback	3/2018	12/2019	Academic Departments, Quality Unit	Vice Dean for Quality	Feedback instruments, personnel/ As applicable	Low/ Medium	Increased faculty performance	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Human Resources, Faculty staff
	Establish a standardized accountability reward system by benchmarking and linking it to the performance	3/2018	1/2019	Academic Departments, Quality Unit	Vice Dean for Quality	Evaluators, Quality Assurance specialists in benchmarking , Human Resources consultants/ As applicable	Low/ Medium	Effective leadership communication/ Faculty satisfaction with administration	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Human Resources, Faculty staff
Action Step 2	Enhancing the recruitment process									
active	Develop a mechanism for identifying the academic program needs of faculty	3/2018	9/2018	Academic Departments	Vice Dean for Academic	Needs assessment tools, requisite personnel/ As	Low/ Medium	Ratio of students to teaching staff	Office order, circulars, published minutes of meetings, public	Dean, Academic Departments,

Strategic Goal  Action Step  Initiative		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
					Affairs	applicable			communiqué, web postings, email, phone, etc.	Faculty staff
	Benchmark the regulations of recruitment process	3/2018	9/2018	Academic Departments	Dean of the College	Experts in benchmarking , Human Resources professionals/ As applicable	Low/ Medium	Completion of benchmarking	Office order, circulars, published minutes of meetings, jobs terms of reference	Dean, Academic Departments, Faculty staff
	Prepare a handbook containing rules and regulations of the recruitment process	3/2018	9/2018	Academic Departments	Dean of the College	Human Resources consultants/ As applicable	Low/ Medium	Completion of handbook preparation Stakeholder evaluation of the recruitment policies	Office order, circulars, published minutes of meetings, jobs terms of reference, public communiqué, web postings, email, phone, etc.	Academic Departments, Human Resources
	Promote a policy to ensure fairness in reward system	3/2018	1/2019	Academic Departments	Dean of the College	Policy directives, initiatives/ As applicable	Low/ Medium	Faculty, staff satisfaction/ Proportion of teaching staff leaving the institution for reasons other than age	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Human Resources

<p style="text-align: center;"> Strategic Goal  Action Step  Initiative </p>		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
								retirement		
Strategic Goal 8: Developing current academic programs, and designing new programs that meet the needs of society and the labor market.										
Action Step 1	Engage/ coordinate with industry and other potential stakeholders in identifying, developing and improving academic programs									
Initiatives	Establish/ expand advisory committees at department levels	3/2018	9/2018	Academic Departments	Vice Dean for Academic Affairs	Members, advisors/ As applicable	Low/ High	Number of new, expanded advisory committees per college	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Researchers, Industries
	Engage external stakeholders in academic advisory committees	3/2018	9/2018	Academic Departments	Vice Dean for Academic Affairs	External invitees from businesses, etc./ As applicable	Low/ High	Number of industries, external stakeholders participating in advisory committees	Office order, circulars, Memorandum of understanding, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Researchers, Industries
Action Step 2	Initiate/ promote new department of departments and new graduate programs									
Initiatives	Develop current programs and support Proposals of new academic programs	3/2018	1/2019	Academic Departments,	Dean of the college	Policy directives/ As applicable	Low/ High	Number of community education programs	Office order, circulars, published minutes of board meetings, public	Academic Departments, Faculty staff, Researchers,

<p style="text-align: center;">Strategic Goal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Action Step</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Initiative</p>		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
	that are aligned with community needs			Community Service Unit				provided as a proportion of the number of departments	communiqué, web postings, email, phone, etc.	Industries
	offer new graduate programs based on international trends	3/2018	1/2019	Academic Departments, Scientific Research Unit	Vice Dean for Graduate Studies	Policy initiatives, directives/ As applicable	Low/ High	Number of established new postgraduate programs/ Proportion of students entering post-graduate programs	Office order, circulars, published minutes of board meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Researchers, Industries
<p>Strategic Goal 9: Involving prospective clients and stakeholders from various sectors in planning, implementation, and development of programs and curricula.</p>										
Action Step 1	Manage knowledge administration and sharing with other government organizations, as well as private sectors									
Initiatives	Invite business leaders/ practitioners for lecturing, participating in defining the specifications required in graduates, and determining the	3/2018	12/2020	Academic Departments, Graduates Unit	Dean of the College	Memorandum of understanding , facilitations/ As applicable	Low/ High	Number of guest lectures organized annually/ Number of established collaboratio	Office order, circulars, letters of intent, published minutes of board meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Student, Researchers, Industries

<p style="text-align: center;">Strategic Goal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Action Step</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Initiative</p>		start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
	appropriate skills for the labor market as basis for adapting the college outcomes							ns with businesses annually/ Number of students and staff targeted		
	Organize internship programs with private sectors and other government organizations	3/2018	12/2020	Academic Departments	Vice Dean for Quality	Memorandum of understanding , allocation/ As applicable	Low/ High	Number of industrial training activities organized annually/ Increase in graduates employment rate	Office order, circulars, letters of intent, published minutes of board meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Student, Researchers, Industries
Action Step 2	Build relationships with businesses other government organizations to support innovation and entrepreneurship									
Initiatives	Organize field trips for the students and faculty to the business sector and other government organizations	3/2018	12/2020	Academic Departments, Community Service Unit	Vice Dean for Academic Affairs	Memorandum of understanding with businesses, event managers/ As applicable	Medium/ Medium	Number of field trips to businesses	Office order, circulars, published minutes of meetings, public communiqué, web postings, email, phone, etc.	Academic Departments, Faculty staff, Students, Industries
	Attract high level	20	20	Academic	Vice Dean for Quality	Memorandum of	Medium/ Medium	Number of activities	Office order, circulars, published	Academic Departments,

<p style="text-align: center;">Strategic Goal</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Action Step</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Initiative</p>	start	End	Responsible	Accountable	Resources/ Budget	Risk/ Priority	Targets/ KPIs	Deliverable	Key Stakeholders
	organizations in private and government sectors to organize seminars and workshops, and to sponsor the innovation and entrepreneurship ideas of the students and faculty		Departments, Community Service Unit, Innovation Unit		understanding , events calendar/ As applicable		conducted/ Proportion of teaching staff participating in professional development/ Number of collaborations established with businesses	minutes of meetings, public communiqué, web postings, email, phone, etc.	Faculty staff, Students, Industries