الجامعة العربية المفتوحة
Arab Open University
Headquarters المـقــر الرئيــس

Fourth
AOU
Strategic Plan
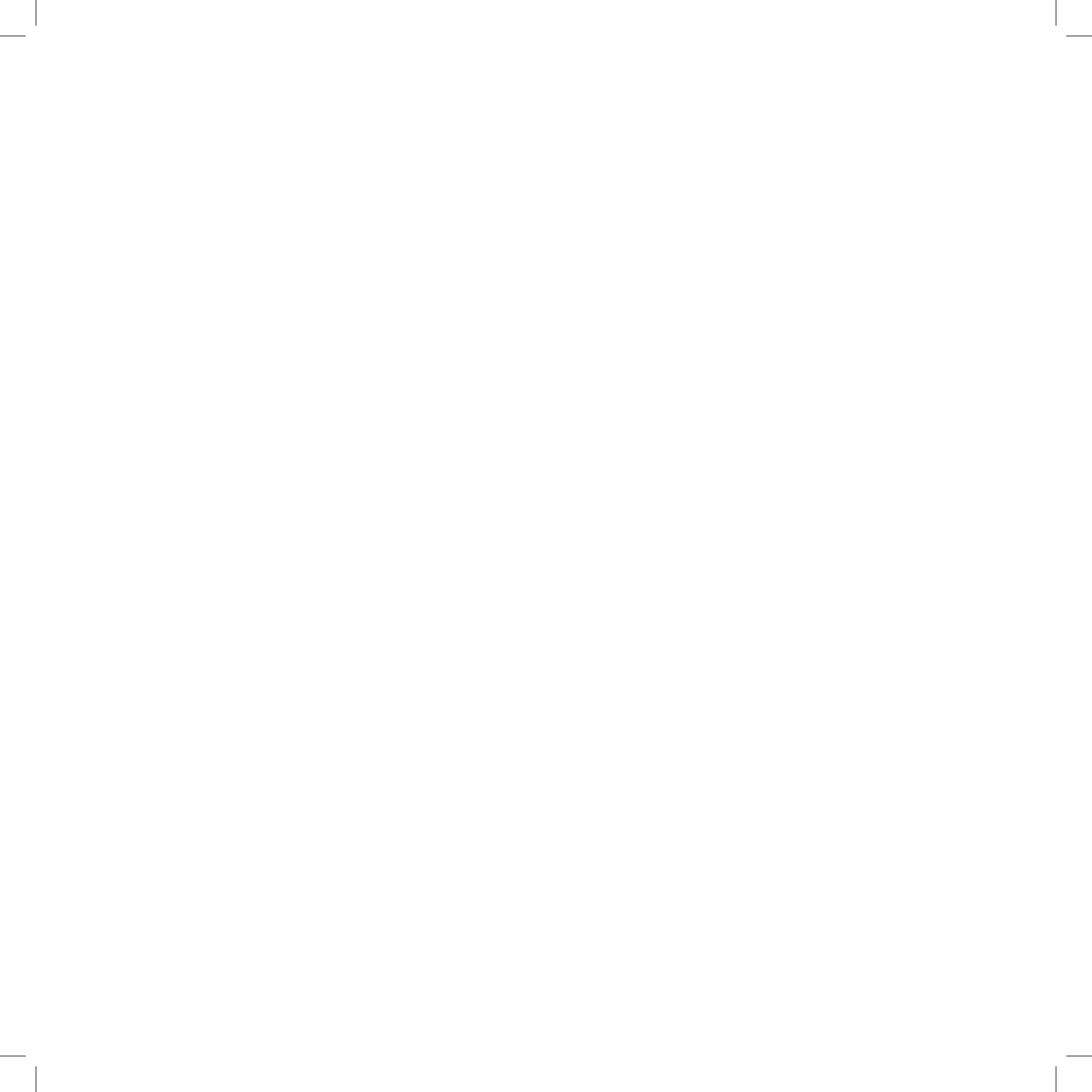
(2017/2018 - 2021/2022)

Fourth
AOU
Strategic Plan
(2017/2018 - 2021/2022)
& Executive Plan

Prepared by

The Higher Committee for Preparing the Strategic Plan

In Collaboration with

Office of the Vice President for Planning, Research and Development

June 2016
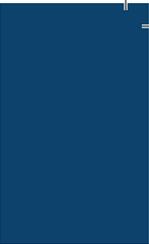
"There is a big difference between aspiration and endeavor... whereby aspiration is the driving force behind every potential, endeavor is the realization of all we aspire for..

Let us do our duty and exert our combined efforts; our people deserve a better life and expect more of us"

**H.R.H. Prince
Talal Bin Abdul Aziz**
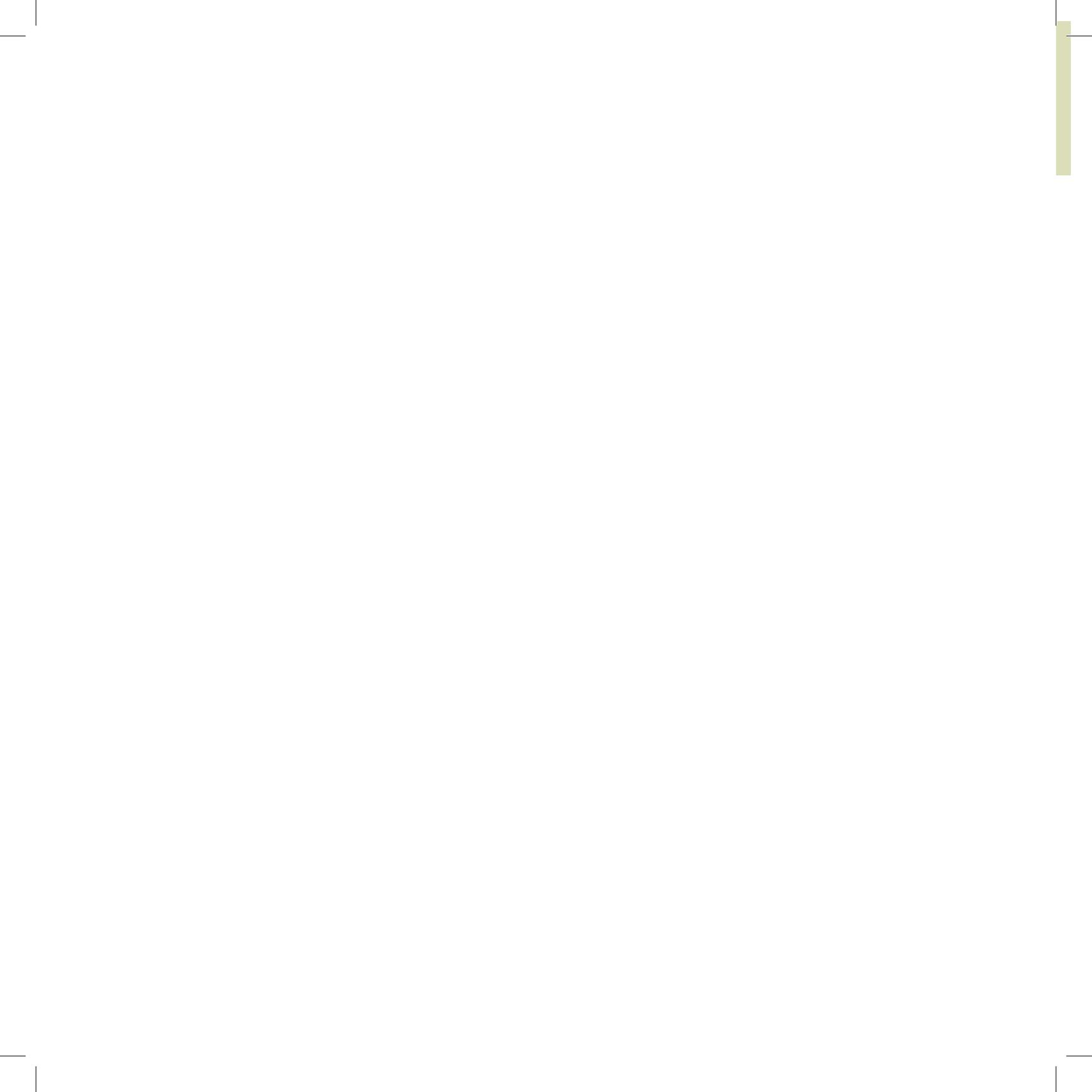
AOU President's Word

AOU was honored to carry the torch of leadership in a new mode of university education on the local, regional and Arab levels, namely (E-learning) and distance learning models. We have also been privileged to be pioneers in transforming it into a (blended) learning model that combines face-to-face and open learning. Such a pattern is consistent with the vision of the founder and holder of the original idea of establishing the University and Chairman of the Board of Trustees, HRH Prince Talal Bin Abdul-Aziz. Likewise, the Board of Trustees is keen to maximize the role of the University in providing quality higher education opportunities to the Arab male and female youth who are looking forward to a better future, when their work or financial conditions and family obligations deprived them from continuing their traditional higher education in public or private universities.

Since its inception back in 2002 and until now, the University has implemented three strategic plans, the third one was completed at the end of the academic year 2016-2017, to mark the beginning of the fourth strategic plan for the years (2017/2018-2021-2022). This plan was drafted in a realistic and balanced manner in light of the University's considerable progress during the last fifteen years. It was made possible through setting up realistic objectives, while avoiding some shortcomings and drawbacks following the implementation of the third strategic plan. It was important to bridge the gap through the accurate projection of all University affairs especially the act of appointing highly qualified faculty members in order to avoid students' drop-out. This has been achieved through disseminating the University mission to all societies, stressing the importance of granting degrees to top-quality students who meet the market needs. This can only be realized through offering new programmes supported by the massive technical and technological facilities, and applied accurately. Equally important is establishing contacts with the graduates, who are considered one of the most important resources for the University.

Furthermore, annual operational plans have been devised to achieve the University's philosophy and strategic objectives, while transferring these plans into well-defined programmes and specific procedures which are closely linked to the annual budget and the mechanisms of assessing performance according to objective indicators. The plan was also cognizant of the academic validation conditions which are required by governmental institutions, especially the Ministries of Higher Education in the branch countries. This together with full compliance with quality academic standards, so that the University programmes can be validated by the OU Validation Services.

I take this opportunity to sincerely thank and value the tremendous efforts of the leading group of the University leadership, represented in the reputable and highly renowned names of those in the Board of Trustees and the university leadership in the Headquarters and the branches, whose experience and expertise is insurmountable. This remarkable group of leaders had set its goals to best serve the interests of the University and its well-being to the fullest, while facing serious challenges at all levels to eventually make the fourth strategic plan a reality.

University President,

Prof. Moudi Abdul-Aziz Al-Humoud
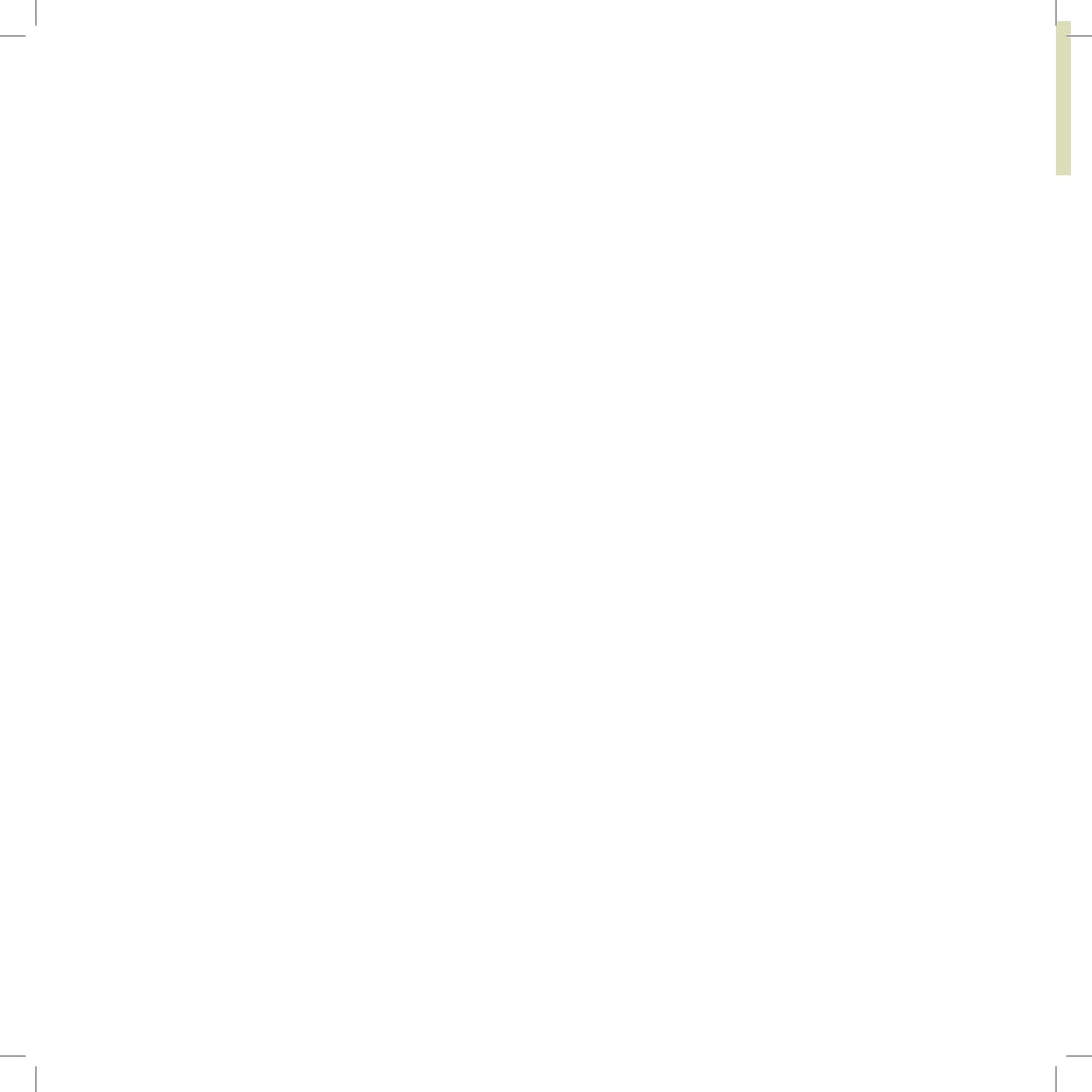
Introduction

Based on the AOU rich experiment in open-blended education in eight Arab countries, namely (Kuwait, Kingdom of Saudi Arabia, Bahrain, Jordan, Oman, Lebanon, Egypt, and Sudan), and after assessing the performance of the third AOU strategic plan (2012-2016), analyzing the internal and external AOU environment in the branch countries, and after studying the fast social, cultural, and political changes witnessed in some Arab countries, a higher committee was formed at the AOU headquarters to prepare and draft the fourth AOU strategic plan 2017-2018-2021/2022.

The higher committee held a number of meetings to assess the performance of the third AOU strategic plan. A meeting was held at the AOU headquarters in Kuwait on November 16, 2015, representing the AOU top officials in order to assess the extent to which the objectives of the third AOU strategic plan have been achieved, and also to conduct a four-way analysis for the AOU environment. It was agreed that these meetings be followed by more meetings with the AOU leadership, faculty members, employees and students in all branches, so that they can be involved in drafting the fourth AOU strategic plan (2017/2018-2021/2022).

As the AOU presents its fourth strategic plan, the University is fully aware of the need to determine the priorities of work in the different fields (academic, administrative, financial, and technical) along with the need to determine the requirements to achieve the objectives of its strategic plan together with the current and future challenges. Such challengers are represented in the high level competition at all levels, almost total dependence on students' fees to fund University activities, low enrollment in some branches, lack of political and social stability in some Arab countries and its negative impact on student numbers, and the delay in opening new branches or centers in some countries.

In spite of these challenges, the University has many points of strength to rely on in achieving a remarkable jump in its development in various fields, and in maintaining quality education through its support by AGFUND and its partnership with the OU-UK, which is considered one of the best universities in Britain. This is in addition to its flexible method of providing knowledge to students without temporal or spatial barriers, its low tuition fees compared to other universities, using modern technology in achieving effective communication with students. This is in addition to its experiment and experience in blended and open learning in eight countries, namely: Jordan, Bahrain, Oman, Saudi Arabia, Kuwait, Lebanon, Egypt, and Sudan.

Consequently, this strategic plan has been drafted in a realistic and balanced manner through setting achievable objectives during the period of this five-year plan (2017/2018-2021/2022), provided that an annual operational plan be drafted in order to achieve the University philosophy and its strategic objectives. These plans should, however, be translated into clear programs and specific procedures linked to the annual budget and with the mechanisms of assessing performance according to objective indicators.

AOU Philosophy

It should be pointed out that ever since it was established under the directions of HRH Prince Talal Bin Abdul-Aziz, President of AGFUND and Chairman of the Board of Trustees, the AOU philosophy builds on making the opportunities of higher education available to all those pursuing them, without any temporal or spatial barriers, and without discrimination on the basis of gender, ethnicity, religion or race, among others. This comes about by using modern communication technology and self-learning, in addition to direct interaction between students and faculty members to enrich knowledge and experience. This is with the understanding that the AOU tuition fees are among the lowest compared to other private universities.

The most basic tenets of the AOU philosophy is that it is an independent and non-profit academic institution with open access to accommodate all different segments of the society especially the disadvantaged and marginalized individuals of different age groups, of both genders. This open access is represented in the following:

- Place: AOU can offer its academic programs anywhere in the Arab world.

- Teaching and learning methods: AOU combines a variety of direct and indirect teaching methods by using state-of-the-art information technology.

- Time: students can choose the time that best suits them, taking into consideration their circumstances and capabilities.

- Amending academic programs and leaning methods: those can be changed and amended according to the market needs, students' interests, technological developments and quality assurance.

- Discrimination: AOU adopts a no-discrimination policy on the basis of gender, ethnicity, or any form of discrimination.

The principles of this philosophy have been considered a basis for formulating and drafting all AOU strategies in order to achieve these principles efficiently and effectively according to objective indicators of performance.

AOU Vision

A pioneering Arab Open University dedicated to building the science and knowledge society.

AOU Mission

Develop and disseminate knowledge, and build expertise according to international quality standards without time or geographical barriers for the sake of contributing and preparing manpower for development needs, and to build science and knowledge society in the Arab countries.

Four-way Analysis of the University
(Points of strength, weakness, opportunities and threats)

After forming an ad hoc committee to assess the extent to which the objectives of the third AOU strategic plan have been achieved, a meeting was attended by the University higher administration to conduct a SWOT analysis for the University environment in the light of the political, social and economic changes in the Arab countries especially in the AOU branch countries.

This analysis was reviewed by members of the assessment committee for the AOU strategic plan. The members ended up with drafting the most important components of analyzing the AOU internal and external environment according to the four-way analysis which includes the points of strength, weakness, opportunities, and threats, as indicated in the table below:

Four-way analysis of AOU environment (SWOT)

Points of strength	Points of weakness	Opportunities	Threats
1. The existence of an institutional system to follow-up on the achievement of the strategic plan objectives through semi-annual and annual reports provided by the Performance Monitoring Unit, which is affiliated with the office of the AOU Chairman of the Board of Trustees. 2. The wide geographical spread of AOU in Arab countries, and the existence of an effective system of quality assurance, which enables the University to be a house of experience and expertise in blended and open learning.	1. The University did not achieve the number of students planned in the annual budgets and the strategic plan. 2. Difficulties in attracting qualified faculty members and keeping them. 3. Difficulty (in some branches) to retain students after their enrollment. 4. Poor communication with the University graduates and the absence of a follow-up team to establish relationships with them. 5. Instability in some leadership positions at the headquarters and branches, which negatively affected the implementation of the strategic plan.	1. Increased demand on higher education in a number of sectors in the branch countries, which requires diversifying the academic programs offered by the University. 2. Attracting students of relatively advanced age groups and of the disadvantaged segments of the society. 3. Availability of additional learning and rehabilitation opportunities for students through the diploma certificates or offering courses, which particularly focus on and meet the job and labor market needs.	1. Current political and economic conditions in some Arab countries, in addition to some legislations and policies, which hinder achieving some of the AOU strategic objectives. 2. The existence of strong competitors in the market with experience and marketing capabilities, and the emergence of electronic universities supported by governments. 3. Wrong concepts about open education which affect the accreditation of new programs in some Arab countries and the recognition of certificates/diplomas issued by some branches in other branch countries.

Points of strength	Points of weakness	Opportunities	Threats
3. Providing learning opportunities for different social groups without temporal or spatial barriers and with low fees. **4.** Providing students with an advanced educational system supported by modern curricula and an efficient advising system, in addition to highly qualified and experienced faculty members. **5.** The International partnership with the OU-UK, which enables AOU graduates to obtain two diplomas, certified locally and internationally within the framework of a quality system of international standards. **6.** The outstanding performance of AOU students in some branches in the qualifying exam in the English language programs among others, prepared by the accreditation commission. **7.** Employment of University graduates by the labor markets in the branch countries due to their outstanding knowledge, capabilities, and skills.	**6.** The absence of a succession planning mechanism both at the headquarters and the branches. **7.** The University's dependence on one financial source (students' tuition fees) and the low revenues from the training and development services and other services and resources. **8.** Poor marketing and promotion activities to improve the University image in the societies of the branch countries, and the poor utilization of social media networks, among others, for this purpose. **9.** The need to develop and modernize the electronic systems at the University.	**4.** The possibility of opening new educational centers in the branch countries in order to reach out to various segments of the society seeking education. **5.** The availability of wide prospects to maximize the use of technology in learning and in establishing contacts between those concerned in learning and teaching at the University. **6.** Available opportunities in the training and development markets in a number of branch countries, which are willing to cooperate with universities. **7.** The possibility of making use of the AOU graduates to improve its image and attract financial support **8.** The possibility of establishing contacts with public and private sectors in the branch countries, especially in the area of training and rehabilitation for the labor market. **9.** The possibility of signing agreements of cooperation with universities of advanced international ranking. **10.** Benefiting from funding opportunities for scientific research projects offered by local firms to encourage more faculty members to do research.	**4.** Difficulty of some of the conditions and requirements of accreditation set by the international partners and the local accreditation authorities. **5.** The length of the period to license academic programs by the accreditation authorities, in addition to obtaining local accreditation. **6.** Difficulty of securing the necessary funding to establish permanent buildings, which may end up in the cancellation of licenses.

Shared Values

At AOU, values constitute the guidelines, which determine conduct at the University at all administrative levels, and also determine the basis of dealing with students and with all other stakeholders. If these values were essentially universal, then they will acquire special importance by us since they constitute part of our historical and cultural heritage in the region. They also constitute part of our scientific experiment based on the AOU philosophy, vision and mission.

To stress the importance of these values on the scientific level, we deem it necessary to integrate these values in the operational plans in all University branches and the headquarters. We also stress the importance of having these values integrated in all University bylaws and regulations, in addition to applying them in all academic and administrative domains and student activities, among others. We also stress the importance of considering these values a framework for professional ethics, which all AOU staff must adhere to.

Caring for students seeking knowledge

Our students make the actual wealth of Arab societies; therefore, caring for them and investing in them is topmost among our priorities and basic values, which we are proud of and care about them.

Community service and social responsibility

We care about boosting the relationship between the University and the local community, which provides us with the inputs. We also care about serving the society and contributing to its growth and development.

Lifelong learning

We are keen to enable our human resources cope with progress and advancement in human knowledge, and consequently develop their scope of knowledge, capabilities, skills, and attitudes continuously.

Commitment to total quality standards

We commit ourselves totally to quality standards according to well-defined, objective and international standards, which are subject to review, scrutiny and accountability by our partners in academic affairs and related issues.

Encouraging creativity

We are keen on encouraging our students not only to acquire knowledge but also to contribute to generating new ideas and creating methods to apply knowledge. This kind of encouragement applies to all University staff.

Commitment to professionalism

At AOU, we try our best to develop our human resources to highest levels of professionalism to provide top-level services in all areas and according to scientific and moral standards marked with objectivity, integrity, transparency and accountability, together with whatever experience and expertise required by the code of professional ethics.

Belonging/Affiliation

For us, belonging/affiliation is the belief in and adherence to the AOU vision and its mission, and the quest to achieve them most professionally.

Teamwork

We believe in unifying the AOU vision and mission despite diversity of local cultures across branches and the variation in their social and political environments. As such, we believe that creative teamwork is the guarantor to realizing the University philosophy and objectives in line with the approved strategic plan.

Taking care of human resources

We consider our human resources at all organizational levels the most valuable of all, and we consider taking care of them and protecting them a priority.

Equity and equal opportunities

We are committed to giving each and everyone their rights according to objective principles based on equality and justice without bias or discrimination. Such a commitment is one of the basic values we strive to apply in all University academic, training, and administrative activities, among others.

Freedom of research and thinking

We believe in the right of the AOU staff in the freedom of thought and expression of opinions according to rules and bylaws in force at the University.

Accountability, integrity, and transparency

At AOU, we are keen to perform our duties according to the rules and procedures in force at the University, and also according to objective measures of evaluation and accountability

Basic tenets of the fourth AOU strategic plan
(2017- 2022)

- Adopting strategic planning to develop the University in all of its activities and following up on their implementation in the field through the operational plans associated with the annual budget.

- Considering the social, political, and economic changes in Arab countries.

- Taking into account human development needs in Arab countries.

- Taking into account demographic growth, the diversity of the needs of the youth, and labour markets in Arab countries.

- Analyzing the internal and external environment of the University to determine the points of strength, weakness, opportunities, and threats.

- Disseminating knowledge to those who do not have higher education opportunities by using self-learning and electronic learning technology.

AOU Strategic Objectives
(2017/2018 - 2021/2022)

The main objective of this strategic plan is to enable AOU -- during the next five years-- to achieve its strategic objectives in the different fields (academic, administrative, financial, technological, quality, openness and contacts with its external surroundings, and community service). Following are the most significant objectives:

1) Attracting approximately (60,000) students by the end of the fourth strategic plan.

2) Ensuring total and comprehensive quality in all University activities especially the academic sphere and information technology systems.

3) Enhancing contacts with the labor markets in the Arab countries, and offering new specializations, which meet the labor market needs in order to diversify the University sources of income and to increase the portfolio of academic specializations.

4) Producing high quality educational materials, using them and marketing them.

5) Encouraging scientific research at the University, and increasing the sources of funding through effective communication with the business community in the branch countries.

6) Increasing and developing the training, consultation, and community service activities.

7) Geographical dissemination by opening new branches and educational centers in the Arab world (three new branches).

8) Completing the construction of permanent buildings for three branches and/or regional centers.

9) Opening channels of communication with the University graduates, and enhancing their role in developing the University.

10) Enhancing the University image and mission through marketing and promoting its activities.

Requirements of Achieving the Objectives
of the Fourth Strategic Plan

1) Mobilizing the University human, technical, and financial resources needed to achieve the objectives of the strategic plan.

2) Preparing operational and executive plans to cover all AOU sections and administrative units at HQ and University branches.

3) Identifying the parties responsible for implementing the objectives.

4) Determining the time's frame for implementation.

5) Evaluating the performance of the University leadership and staff according to objective indicators.

6) Assessing the extent to which the strategic plan has been implemented according to objective indicators, to be conducted in the middle of the period specified for the plan.

7) Correcting the track of implementing the objectives of the strategic plan if necessary.

Fourth
AOU
Strategic Plan

Executive Plan

2017 - 2022

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
1	• Attracting/ recruiting about 60,000 male/ female students by the end of the fourth strategic plan	• Increasing the number of students. • Seeking to open new branches. • Seeking to open new centers. • Establishing new buildings in some of the university branches and centers. • Offering new programs and specializations. • Expanding the Master's degree programs in most branches. • Expanding the diploma certificates, especially the professional diploma. • Intensifying marketing procedures on professional basis. • Recruiting and retaining qualified faculty members and researchers. • Increasing electronic and cognitive/ knowledge services available to university students.	• Admitting 60,000 students by the end of the plan. • Number of new branches. • Number of new centers. • Number of new programs and specializations. • Number of new master's programs. • Number of new diplomas. • Number of marketing operations completed. • Number of faculty members across the university and at each branch. • Number of electronic and cognitive/knowledge services available. • Stability of the infrastructure, and providing electronic and cognitive/knowledge services.	• Allocating the sum of USD 1,590,741 annually, to be increased by 5% annually, especially through validating the programs by the OU-UK. • Allocating the sum of USD 1,214,153 based on student numbers annually, to be increased by 5% annually. • Allocating the sum of USD 819,795 for the international validation of the programs for each branch, to be increased by 5% annually. • Allocating the sum of USD 1,250,000 annually to increase the effectiveness and number of electronic services provided and the necessary infrastructure.	• Branch Directors • Office of the Vice President for Academic Affairs • Building committee • Training center in HQ • Public Relations Department at HQ • Deans • Office of the Vice President for IT

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
2	• Maintaining total quality in all university activities especially in the academic domain and information technology systems. • Validation of academic programs by independent international bodies. • Participation in/ affiliation with international institutions/ organizations concerned with quality assurance.	• Maintaining quality especially in the academic domain and information technology systems. • Evaluating and developing faculty members' performance in the areas of teaching, scientific research, and community service. • Evaluating and developing the performance of the university leadership • Benefiting from the External Examiners' reports to improve and develop the performance of students and faculty members. • Training the staff of the Quality Assurance Department and developing their performance continuously. • Practically benefiting from the Annual Monitoring Report (AMR) submitted to the OU-UK. • Conducting a study on students' and faculty members' performance and benefiting from it. • Testing all information technology systems and services to ensure their security. • Providing executive plans for workflow and risk management especially the electronic infrastructure and information systems. • Introducing new performance indicators to evaluate electronic and cognitive/knowledge services available to all stakeholders including university students.	• Positive External Examiners' reports. • Positive reports from the OUVP and the OU-UK. • Quality improvement in the performance of university staff. • Number of internationally validated programs. • Number of participations in/ affiliations with international quality assurance organizations. • Number of studies and procedures carried out on the basis of these affiliations/participations. • Measuring the degree of credibility and potential for further development. • Measuring the risk record.	• Allocating the sum of USD 165000 annually to be increased by 20% annually to communicate with the branches and parties with the technical expertise to improve the standards of quality assurance. • Allocating the sum of USD 300,000 for the workflow, risk management, securing the infrastructure, and the information systems technology.	• Office of the Vice President for Academic Affairs • QA in HQ • Office of the Vice President for IT • Branch Directors

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
3	• Enhancing contacts with labor markets in Arab countries and offering new specializations and programs which suit these markets in order to increase the university's sources of income and the portfolio of its academic specializations.	• Conducting periodic surveys to learn about the labor market needs and the extent to which the current programs meet these needs. • Offering new quality programs which meet the needs of the labor market and the local community. • Expanding the scope of the post-graduate programs at the Master's level through partnerships with local, regional, and international universities. • Marketing academic programs, locally, regionally, and internationally. • Conducting an ongoing self-evaluation for the learning and teaching input and learning outcomes. • Carrying out in-depth studies which show the standard of the study plans compared to those applied in local, regional, and international universities. • Enhancing the applied and training aspects as well as practical skills when designing and reviewing study plans. • Uploading the study plans on the university website and the Internet. • Holding training workshops and courses about designing study plans, their philosophy, and components, together with methods of teaching and assessment. • Holding periodic meetings with the officials of the most important companies that employ university graduates.	• Number of surveys done. • Results of surveys of newly offered programs. • The extent to which these programs are unique and are qualitatively different from those found in other universities. • Number of newly offered post-graduate programs. • Number of contracts signed for this purpose. • Effect of marketing-related materials found on the university website and other media. • Mean/average of annual evaluation. • Results of evaluation. • Number of studies conducted annually. • Results of studies. • Ratio of practical courses to theoretical courses in the study plan. • Ratio of offered study plans to the total validated ones. • Number of workshops and training courses and their results.	• This is part of the amount allocated for media expenses through allocating the sum of USD 2,140,503 to be increased by 5% annually	• Vice President concerned. • Branch Directors. • Concerned Deans. • Branch Directors • Concerned Deans. • Branch Directors. • Branch Directors. • Public Relations. • Branch Directors. • Quality Assurance Department. • Branch Directors. • Quality Assurance Department. • Branch Directors. • Quality Assurance Department. • Computer Management. • Branch Directors. • Vice president concerned. • Branch Directors.

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
		• Holding periodic meeting with the university graduates. • Making real partnerships with companies and institutions in the industrial, commercial, and investment sectors leading eventually to cooperation towards establishing business incubators at the university to enable students join the labor market. It will also help students start their own small projects.			
4	• Producing, using, and marketing high quality educational materials	• Drawing up a policy to produce educational materials and encouraging faculty members to use them. • Preparing and qualifying faculty members at the university to contribute towards authoring, preparing, and producing teaching materials according to international standards. • Attracting Arab and international scholars to author, prepare, produce, and referee the teaching materials used at the university. • Developing the capabilities of the Educational Resources Department at the university. • Devising plans to market the educational materials of the university in the Arab world. • Boosting the Learning Management System (LMS) Moodle, and adding new features such as virtual classes. • Expanding the use of online exams.	• Number of books authored by AOU faculty members in the different programs • Number of books and educational materials produced by the university, and which have been used by other universities. • The degree of using the Learning Management System (LMS) Moodle and the related services.	• Allocating the sum of USD 15,000 for digital cameras. • Allocating the sum of USD 10,000 for video. • Allocating the sum of USD 50,000 for computers. • Allocating the sum of USD 80,000 to boost the services of the Learning Management System (LMS), and the capacity of the system servers.	• Office of the Vice President for Academic Affairs, and Branch Directors.

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
5	• Encouraging scientific research at the university, and increasing sources of support through effective contacts with the business society in the branch countries.	• Developing legislations and by laws which encourage, support, and ensure quality of scientific research. • Providing financial support for faculty members' and students' research projects. • Familiarizing faculty members, researches and students with the local, regional, and international parties which support scientific research. • Holding agreements of scientific research with the concerned parties and centers locally, regionally, and internationally. Organizing local, regional, and international refereed seminars and conferences periodically and publishing their works. • Facilitating the procedures for the participation of faculty members and researchers in external scientific activities and supporting their participation. • Focusing on the importance of publishing the faculty members' and researchers' completed research in international refereed journals. • Formulating mechanisms to encourage scientific research beyond academic promotion to ensure its continuity. • Formulating a policy for the scientific consultations done by faculty members. • Gearing scientific research towards subjects which contribute to solving societal problems.	• Degree of researchers' satisfaction with the research policies. • Number of research papers supported by the scientific research budget. • Degree of the researchers' familiarity with the external parties supporting research and how to benefit from their programs. • Degree of actual benefit from these agreements. • Number and diversity of annual seminars and conferences. • Percentage of research papers accepted to participate in these seminars and conferences after having them refereed. • Percentage of faculty members participating in external seminars and conference compared to the total number of faculty members at the university. • Average number of research papers published. • Percentage of research done by full professors out of the total annual research.	• Allocating 5% of the branches' budget for scientific research, totaling USD 438,172 annually. • Allocating the sum of USD 5000 annually for distinction in scientific research. • Allocating the sum of USD 10,000 as teaching distinction awards. • Allocating the sum of USD 5000 for distinction in advising. • Allocating the sum of USD 10,000 for distinction in continuing education and community service.	• Vice President concerned. • University Council. • Board of Trustees. • University Council. • Board of Trustees. • Vice President concerned • Branch Directors. • President's Office. • Branch Directors. • Vice President concerned. • Branch Directors. • Deans • Branch Directors. • Deans • Branch Directors. • University Council. • Board of Trustees. • Deans • University Council. • Branch Directors.

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
			• Percentage of research directed to solving societal problems out of the total annual research.		
6	• Expanding and developing training activities, consultations, and community service	• Drawing up a plan to train and develop human resources, while benefiting from electronic communication. • Developing the capabilities and the different skills of faculty members. • Reconsidering the faculty members' statute and its regulations in force, to ensure their utmost job satisfaction. • Developing the language, communication and computer skills of faculty members and researchers. • Developing faculty members' professional code of ethics and enforcing the code of conduct through specialized orientation seminars. • Holding continuous training courses in modern teaching methods, assessment strategies, and communication skills. • Devising practical mechanisms to conduct periodic and continuous assessment for faculty members. • Devising a plan to exchange expertise between faculty members of the same specialization in the same branch and across branches. • Devising a comprehensive training program for new faculty members to ensure providing them with the necessary skills especially in the area of blended learning.	• Completing and approving the necessary amendments. • Number of training courses held annually. • Results of courses. • Number of lectures held annually. • Degree of the administration' satisfaction with the level of professional ethics. • Number of training courses held annually. • Results of courses. • Degree of effectiveness of the mechanisms in place. • Holding exchange meetings between faculty members annually. • Number of faculty members recruited annually. • Number of training courses held annually. • Results of courses. • Number of training courses, workshops, and regular meetings. • Degree of effectiveness of training courses.	• Allocating the sum of USD 294616 to train university employees. • Allocating the sum of USD 15000 for the job performance distinction award.	• Academic Committee. • University Council. • Concerned Deans. • Branch Directors. • Programme Coordinators • Branch Directors • Concerned Deans. • Branch Directors • Vice President concerned. • Branch Directors • Concerned Deans. • Branch Directors • Concerned Deans • Branch Directors. • Branch Directors • Deans • Legal Affairs Department.

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SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
		• Ensuring faculty members' and researchers' familiarity with the university's legal procedures and regulations in force. • Activating internal and external scholarships and following up on the affairs of the persons sent on scholarships, and providing them with the necessary support. • Devising an operational plan for scholarships in the required fields. • Attracting top post-graduate students in order to send them on scholarships internally and externally. • Focusing on the standards of the universities to which scholarships are sent. • Providing sufficient financial support to those on scholarships to enable them to be full-time students so that they return to the university at the earliest time possible. • Devising effective mechanisms that will ensure contact with the persons on scholarships and following up on their academic affairs. • Holding continuous training courses to train employees and to provide them with the necessary administrative skills. • Subjecting the heads of administrative departments to advanced courses in higher administration. • Increasing periodic meetings with the administrative staff in order to explore ways of developing administrative work at the university.	• Number of persons on scholarships annually. • Number of persons returning from scholarships to work at the university. • Number of recruited students annually. • Percentage of international universities to which scholarships have been sent. • Percentage of monthly increase in scholarship students' allowances. • Percentage of communication achieved annually. • Number of heads of departments who attended advanced courses. • Number of annual meetings. • Degree of effectiveness of courses. • Number of annual meetings and their degree of effectiveness. • Degree of the administration's satisfaction with the professional ethics. • Percentage of participants from the administrative staff and comparing it annually.		• Vice President concerned. • Deans • Branch Directors. • Branch Directors. • Deans • Branch Directors. • University Council • President's Office. • Branch Directors. • Vice President concerned. • Branch Directors. • Vice President concerned. • Branch Directors. • Vice President concerned. • Branch Directors. • Vice President concerned. • Branch Directors.

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
		• Boosting professional conduct among the administrative staff and activating the code of conduct. • Encouraging the administrative staff to participate effectively in the scientific and cultural activities inside and outside the university. • Spreading the one team spirit and cooperation in solving administrative problems. • Conducting surveys to measure the degree of job satisfaction among the administrative staff. • The marketing office will devise a marketing plan within the available resources to market the training programs for the external community provided that the plan be approved before the beginning of the academic year.	• Degree of the administration's satisfaction with the teamwork spirit. • Average number of surveys conducted. • Degree of improvement regarding job satisfaction. • Number of students registered in these programs.		• Vice President concerned. • Branch Directors. • Vice President concerned • Branch Directors
7	• Geographical spread through opening three new branches and learning centers in the Arab world	• Communicating with the governments of some Arab countries. • Seeking to open new branches in Arab countries. • Seeking to open new centers in the currently existing branches or in those which will be opened.	• Number of new branches to be opened. • Number of new centers to be opened.	• Annual costs of opening the Palestine branch is USD 1,917,050 to be increased by 20% annually.	• President's Office. • Office of the Vice President for Academic Affairs and Branch Directors.
8	• Completing the permanent buildings for three branches and/or regional centers.	• Communicating with the official parties to secure lands for the university. • Conducting a feasibility studies for the buildings that will be established. • Securing the funding needed to establish these buildings. • Optimizing the design of the infrastructure for all new buildings in order to reduce cost and to cope with modern technology.	• Number of buildings to be completed. • Amount of money which will be collected and allocated for completing the buildings.	• These expenses will be covered from the revenues of the graduating students' subscription fees. • The cost of the information technology infrastructure for each building is approximately USD 1,650, 000	• President's Office. • Vice President's Office for Educational and Information Technology. • Engineering Office

SN.	Strategic objectives	Executive procedures needed	Performance indicators	Estimated cost	Parties concerned
9	• Opening channels of communication with graduating students and enhancing their role in developing the university.	• Communicating with graduates through different channels. • Assigning an active page for the graduates at the university website. • Representing the graduates in the university bodies such as Branch Councils and the University Council. • Inviting graduates to participate in the university activities. • Inviting graduates to contribute effectively in developing the university and its financial resources	• Number of graduates registered in the graduates' page on the electronic site of each branch. • Number of graduates participating in the university activities in each branch. • Money collected from graduates in each branch.		• Branch Directors • Public Relations Departments in the branches
10	• Boosting the university image and its mission through marketing and promoting its activities.	• Devising a general plan at the Headquarters to promote the university locally, regionally, and internationally. • Devising plans to boost the university image in the local community in each branch. • Using the social media to promote the university activities, boost its image, and disseminate its mission and vision. • Highlighting the university activities in the local, regional, and International media. • Enhancing communications with institutions in the labor market and establishing partnerships with them.	• Number of annual plans completed. • Number of specialized exhibitions and the general activities in which the university branches take part in each country. • Number of specialized activities and the local, regional and international activities in which the university (both at HQ and the branches) participates. • Number of electronic and printed publications and bulletins produced in each branch. • Number of opinion polls conducted in each branch about the university image in local community. • Number of partnerships with institutions in the local and regional markets.	• Allocating the sum of USD 2,190,503 for the first yea, with a 5% annual increase.	• President's Office. • Information & Cultural Relations Department at HQ. • Public and Cultural Relations Departments in each branch.