



جامعة الإمام عبد الرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY
كلية علوم الحاسب وتقنية المعلومات
College of Computer Science and Information Technology

Strategic Plan

EXCELLENCE 2017-2018

Statement of the Dean

I am exultant to present herein the first strategic plan for our recently founded College of Computer Science and Information Technology (CCSIT). To build the plan, we held several stakeholders’ consultation meetings and brainstorming sessions. Likewise, we used best practices, benchmarking, and drew on pertinent information sources. This includes our own university—Imam Abdulrahman Bin Faisal University’s mission and vision as well as plans of sister and aspirant institutions. With “Excellence 2021” as its motto, our plan covers the years from 2017 to 2021. It includes a range of undertakings towards the university’s and the Kingdom’s desired futures—inclusion of knowledge and technology economies as two of the main future resources of revenue. This requires fortification of the groundwork and services for the proliferation, exchange and meting-out Information & Communication Services (ICS). The soul that drives the ICS's, which also drives the economy is, innovation, research and services in computing disciplines.

We outlined four strategic goals and eleven objectives to cater to the plan’s aforesaid needs and aspirations. For such a challenging quest, we continue to improve in the areas of teaching & learning, facilities, community engagements, and research proliferation. As well, we continue to attract competitive students and employ endowed faculty members.

In CCSIT, we take periodical monitoring, evaluation and documentation of our performance seriously. Our pertinent stakeholders annually assess the effectiveness of our progress. As a team, we take pride in genuinely thriving to fulfill our mission.

I am poised our faithful stakeholders, dedicated staff, committed faculty members and vivid students will help us accomplish our “2021 EXCELLENCE” motto — *To become one of the innovative colleges in the Kingdom by 202*

Executive Summary

Since its inception in 2010, CCSIT at the Imam Abdulrahman Bin Faisal University has set high education standards in computing education. In the last 6 years, the focus of the college was to sustain the quality of existing academic programs, while for the next 5 years the plan is to consolidate, improve quality of students, expand, accredit current academic programs, and launch new programs addressing the needs of the profession, region and the Kingdom. CCSIT is equally committed to achieve excellence in research, innovation and community partnership for the socio-economic uplift of the region.

In order to comply with Imam Abdulrahman Bin Faisal University's revised vision and mission statements, CCSIT updates the vision, mission, and goals based on stakeholder's opinion after holding a number of brainstorming sessions. To set priorities for the next five years (2017-21), CCSIT presents its first strategic plan that has been devised by a panel of expert based on through scan of external and internal factors related to CCSIT. The plan consists of two major parts. Part-I introduces the College and highlights the goals and objective of the plan. Part-II provides the rationale behind the objectives, corresponding action plans, respective performance indicators, and schedule for each action

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List of Abbreviations and Acronyms

IAU	Imam Abdulrahman Bin Faisal University, KSA
CCSIT	College of Computer Science and Information Technology, IAU
KFUH	King Fahd University Hospital (KFUH), KSA
SWOT	Strength Weakness Opportunities and Threats (SWOT)
ABET	Accreditation Board for Engineering and Technology
DICT	Deanship of Information and Communication Technology
CS	Computer Science
CIS	Computer Information Systems
ICS	Information & Communication Services
NCAAA	National Commission for Academic Accreditation & Assessment, KSA
DQAA	Deanship of Quality & Academic Accreditation
KPIs	Key Performance Indicators



جامعة الإمام عبد الرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

Part-I: CCSIT at a Glance



1. The Imam Abdulrahman Bin Faisal University

Imam Abdulrahman Bin Faisal University (formerly known as University of Dammam) opened its doors to women and men in 1975 with two pioneering colleges, the College of Medicine and the College of Architecture. Over the last decade, Abdulrahman Bin Faisal University (IAU) have undergone through major demographic, geographic and structural, changes. In September 2009, the IAU was separated from King Faisal University. Over the years, the university grew drastically to host 28 Colleges, 189 disciplines, 41705 students, 2067 faculty members and 4917 staff.

As a preeminent research-based institution, IAU continues to grow and develop, continually assessing and improving its curricula and expanding its academic capabilities in all disciplines, while at the same time engaging the public in addressing environmental and community challenges. IAU is blessed with a dynamic president, five vice presidency ship, 13 central supporting deanships, six directorates and nine centers with King Fahd University Hospital (KFUH).

Imam Abdulrahman Bin Faisal University is fully accredited by NCAAA. The accreditation covers the period from May 01, 2015 to

April 30, 2022. IAU vows to uphold the NCAAA Standards for Quality Assurance and Accreditation of Higher Education Institutions/Programs.

2. About the College of Computer and Information Technology

The following subsection provides CCSIT introduction, academic programs, major activities and community engagements.

2.1 Introduction

CCSIT at Imam Abdulrahman Bin Faisal University (IAU) is one of the largest colleges. Upon inception in 2010, CCSIT committed itself to providing students with cutting edge computing and information technology curricula through its academic departments. CCSIT graduates around 100 students annually. Recently, it has been facing alumni and communal requests to further diversify its degree programs. CCSIT understands the importance of staying current in its fields to meet the demand for highly educated professionals who will empower the socio-economic uplifting of the region.

The emphasis IAU administrators put on, and support for, making CCSIT a premier college is justifiable. Such is the case because the common factor among the top 20 universities in the world happens to be their computer science departments' top ranking. The reason is the field's products that every other major discipline needs to automate their educational system. This includes, but is not limited to Statistics,

Medicine, Mathematics, Computational Biology, Business and Marketing, Computational Chemistry, Physics, etc. Top ranked university in the worldwide value the role computer science plays. As such, they invest on them significantly more compared to other disciplines.

2.2 Educational Programs

CCSIT singlehandedly optimize the human's scientific and technological progress through cutting edge automation tools. In order to meet the growing demand in the job market for accomplished computer science, information technology, and cyber security and digital forensics professionals who possess the latest scientific and technological skills, CCSIT offers bachelor of science degree programs in the following areas:

- Computer Science
- Computer Information Systems
- Cyber Security and Digital Forensics

To support these degrees, a list of elective courses in advanced topics primed for students to choose from. It includes popular topics such as Data Mining & Warehousing, Modeling & Simulation, Expert

Systems, Advanced Programming Languages, Ethical Hacking, Ethical Hacking and Digital Forensics, Cyber Warfare, Advanced Computer Forensics, Advanced Software Engineering, Knowledge Management & Information Retrieval, Multi-Agents, Computer Vision & Computer Graphics, Advanced Operating Systems, Mobile Application Programming, Distributed Systems, Computer Networks and several other courses concentrating on current topics of interest.

2.3 Location

The main campus of Imam Abdulrahman Bin Faisal University (IAU) is located in Dammam—the largest city in the Eastern Province of Saudi Arabia. Dammam is an important Saudi port on the Arabian Gulf. Recently, it expanded to the limits of its modern neighboring towns—Al-Khobar and Al-Dhahran. Dammam is the home for world’s most important centers for petroleum production and refining. The population of the region surpasses a million.

IAU is located about ten kilometers from the Arabian Gulf, seven kilometers from the city of Al-Khobar, twenty kilometers from Dammam’s province's administrative capital, and 45 kilometers from King Fahd International Airport.

CCSIT has a separate section for each student gender. The males' section is housed in building number 400 and the females' section is housed in building number 650. Both buildings are located in the main campus.

2.4 Activities

Collaborations: Quality teaching, innovative research, and esteemed community services make the true trifold of CCSIT's powerhouse. These are also the determining factors of success. CCSIT welcomes the opportunities for creating value through partnerships where information and expertise are shared and applied for the common good its partners. CCSIT supports collaborative exchange of knowledge and resources among its apt stakeholder—faculty, staff and students. As well, CCSIT collaborates with its local, regional, national and global communities to achieve its mission. Annually, a number of final year student-projects resolve issues facing IAU, the local industry, or the local community at large.

Community Engagements: Currently, CCSIT enjoys a vibrant community of local professionals and expats working in various sectors of the society. The Eastern Province is known for its natural resources; nonetheless, the Kingdom's strategic plan is shifting

emphasis toward dependence on knowledge economy. As such, the burden is mostly falling on CCSIT and its likes to play a dynamic role in advancing the knowledge of commuting disciplines in general and benefiting the region in particular. Annually, CCSIT arranges a series of activities including workshop, hackathons in addition to training a wide range of community members.

Research: CCSIT is primarily a teaching college where focused research has been a priority. Although some of its faculty members conduct research on cutting edge topics, there exists a room for further improvement by focusing on set targets. Generally speaking, CCSIT's research has been marginal. Nevertheless, intentions are set to provide more research opportunities for faculty members, students and staff. Such a move enables excelling in the areas of expertise of its faculty members. It also creates a culture of innovative research, entrepreneurship and cutting edge social services.

3. The Strategic Plan

The first strategic plan for CCIST is derived from, and aligned with, its own vision and mission. It is set for a five years period and focuses on improving the college's productivity. To develop a well-rounded plan, the objectives, actions, and performance indicators are directly

connected to the four main pillars of CCSIT’s motto—*Excellence 2021*.

Before drafting the strategic plan, a number of brainstorming sessions were held to facilitate a healthy discussion on the future directions for the College. The input of stakeholders who participated in the discussions was observed. Afterwards, Strength Weakness Opportunities and Threats (SWOT) analysis was performed. The analyses revealed need for further improvement of the quality of college’s graduates, research output and community engagement, as well as accreditation.

3.1 Improving Quality of Graduates

Being the top priority for CCSIT, more resources and efforts have been devoted to set high teaching and learning standards. The focus is on providing students access to high-quality academic programs. Such programs foster students’ progress towards their educational goals. It also prepares them to address emergent issues confronting the region and the nation at large.

3.2 Engaging the Community

CCSIT believes in strong collaboration with its community and the professional societies. To provide a culture of intellectual curiosity and entrepreneurship, students, faculty, staff, and community are the major resources of the College. CCSIT places great emphasis on recruiting, training, developing, and retaining highly qualified faculty and staff. This will result in continuous improvement across its activities, which include teaching, research, and community service. CCSIT is situated at a place in the region with dynamic community. As such, CCSIT arranges trainings, workshops and evening courses for the community as one of its missions. Being a part of a public university, CCSIT is funded by the national government. The university allocates adequate financial, physical, human, and technological resources to the CCSIT as per need. The allocated resources are enough for CCSIT's survival; however, leveraging its strengths requires extra funding.

3.3 Proliferating Research

To foster excellence in computing disciplinary research and innovation, CCIT is committed to invest even more resources to serve



its community. CCSIT has already identified key research areas and seeks to hire additional faculty members accordingly. Through workshops, trainings and other activities, CCSITs plans a culture of innovation for the enriching the discipline and the community. Such culture involves intra as well as inter-college research collaboration as appropriate.

3.4 Accreditation

Academic accreditation testifies to the quality education. So far, the Accreditation Board for Engineering and Technology (ABET) has become the de facto for assessing computing education. Having received accreditation from the NCAAA, CCSIT seeks ABET and other prominent international knowing that it satisfies all the requirements thereof.

4. Vision, Mission and Goals of CCSIT

CIIT has recently revised the vision, mission and goals to be aligned with IAU vision, mission and goals. The latest vision, mission, goals and values are given below:

Vision

To be a leading computing college at national, regional, and global levels.

Mission

Provide quality computing education, discovery, and professional services with community engagements.

College Goals

- Learning: Enhance the quality of graduating students.
- Discovery: Improve the culture of innovation and research by focusing on areas strategic to Imam Abdulrahman Bin Faisal University and the Kingdom.

- Engagement: Engage high schools, colleges, alumni, community and the government.

College Values

- Quality Education
- Technology and System thinking
- Research and Creative Work
- Community Partnership
- Commitment.



5. Mapping of CCSIT Goals with IAU Goals

The goals of the CCSIT are fully aligned with Imam Abdulrahman Bin Faisal University Goals as per mapping in Table-1.

Table 1: Mapping of IAU goals with CCSIT goals

Goals of Imam Abdulrahman Bin Faisal University	College Goals		
	I	II	III
1. Create and sustain relevant, high quality instruction that fulfills the Kingdom’s needs and carry out research and services in the professional fields that are the developmental priorities for the Kingdom.	×		×
2. Build a new organizational quality management system that is appropriate for a large and complex institute as IAU.	×		
3. Instill and develop a culture of quality at UD, where all professional activities are recognized, where accountability is ensured and where IAU’s stated objectives are achieved at all levels and throughout all departments.	×	×	×
4. Expand the opportunities for students to learn and engage at IAU in order to support the realization of their academic and career aspirations.	×		×
5. Provide access and support for all qualified students, while establishing a vibrant and interactive campus environment that leads to an engaging university community that fosters loyalty to IAU.	×		×

6. Create state-of-the-art libraries and related learning resources that utilize all available technology.	×		
7. Develop, expand and sustain modern academic facilities, equipment and related infrastructure in order to serve the requirements of quality instruction, learning, research, service programs, campus life and community outreach.	×		
8. Develop and implement a robust financial planning and management system to serve all academic programs, administrative support and services units.	×		
9. Increase human resource capacities to accomplish teaching, research and service missions more effectively.	×	×	×
10. Create a culture of intellectual curiosity and research of the highest ethical standards and accomplishment, that effectively serves the advancement, health and prosperity of the University and the community at large.		×	×
11. Develop entrepreneurial initiatives and business partnerships with the community in order to expand private sector joint investments for future development.			×

6. Deriving the Strategic Plan from CCSIT Goals

There has always been a desire for the strategic plan among the College community since its inception in 2010 but due to limited resources the plan was not conceived. In year 2015, a serious effort made started under the Dean-CCSIT to prepare a 5 years strategic plan for the College which must be aligned to the mission of the College and IAU. A Strategic Plan Working Group Committee was formulated to have brainstorming session with the stakeholders and an initial draft of the plan was prepared in summer 2015. Internal reviews by CCSIT faculty/staff led to several generations of the initial draft and eventually Excellence-2021 was sketched in fall 2016. Excellence-2021 has four Strategic Goals.

Excellence 2021: *To become one of the innovative colleges in the Kingdom by 2021.*

CCSIT's Strategic Goals of the Plan are:

- 1. Design, develop and deliver relevant, innovative and challenging curricula,**
- 2. Align program offering with national and international standards,**

3. **Stimulate creative intra and inter college collaborative research, and**
4. **Maintain a vigilant, well-rounded college-wide systems.**

Since the strategic plan 2017-21 has derived from the mission of the college, the following mapping in Table-2 shows the connection between the strategic plan and overall college goals.

Table 2: Mapping of the strategic plan with the College goals

Strategic plan goals (2017-21)	CCSIT overall goals		
	1	2	3
Design, develop and deliver relevant, innovative and challenging curricula,	√	√	√
Align program offering with national and international standards,		√	√
Stimulate creative intra and inter college collaborative research, and	√		√
Maintain a vigilant, well-rounded college-wide systems.	√	√	

7. Strategic Goals and Objectives

The overview of CCSIT strategic plan is sketched in Figure-1 having 4 goals and 12 objectives, all contributing to become one of the innovative colleges in the Kingdom by 2021.

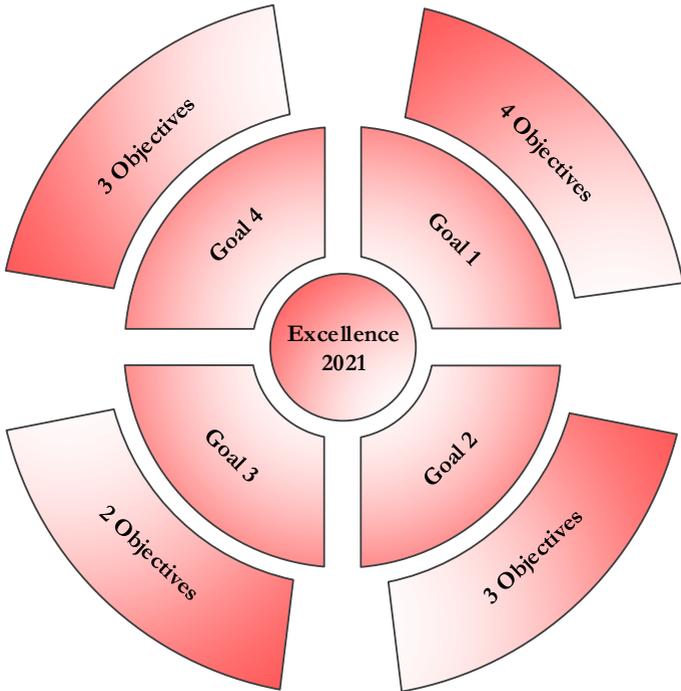


Figure 1: A higher level over of the strategic plan with 4 goals and 12 objectives.

The focus of the plan is on three areas: (i) Teaching & Learning, (ii) Students Faculty, Staff, and Community, and (iii) Research and Innovation. Based on these focus areas, Table-3 highlights strategic goals and objectives of the plan.

Table 3: Goals and Objectives of the Strategic Plan

1. Teaching & Learning	
Goal 1: Design, develop and deliver relevant, innovative and challenging curricula	
Objective 1.1:	Design curricula and align it with the latest computing trends
Objective 1.2:	Develop new curricula and align existing programs with the latest computing trends
Objective 1.3:	Deliver contents using the latest technological advances
Objective 1.4:	Improve the quality of learning using effective assessments
1. Teaching & Learning	
Goal 2: Align program offering with national and international standards	
Objective 2.1:	Assess academic programs by stakeholders
Objective 2.2:	Improve students advising mechanisms
Objective 2.3:	Attain accreditations for academic programs from reputed computing accreditation bodies

2. Students Faculty, Staff, and Community	
Goal 3: Stimulate creative intra and inter college collaborative research	
Objective 3.1:	Recruit and retain high caliber research-intensive faculty
Objective 3.2:	Integrate reach components in appropriate upper level courses
3. Research and Innovation	
Goal 4: Maintain a vigilant, well-rounded college-wide systems	
Objective 4.1:	Facilitate, strengthen and promote college wide pedagogical innovations and achievements
Objective 4.2:	Adequately support faculty members seeking promotion
Objective 4.2:	Adequately improve the staff’s job skills and knowledge

8. Strategic Plan Working Group Committee

To sketch the strategic plan, an initial working group committee was formulated by the Dean of the college. Several brain storming sessions were held at the CCSIT by involving selected faculty, staff, current students and external stakeholders, including the industry, employers and alumni. Several more meetings were also held with members of the community, in which different people from a variety of social classes were represented.

From those meetings, a framework for the vision and mission was developed. Some major strategic ideas and objectives were also drafted during this time. The core members of the workgroup committee were as follows:

S#	Name	Designation
1	Dr. Saleh Alrashed	Former Dean, CCSIT
2	Dr. Yasser A. Bamarouf	Vice Dean of Development and Quality, CCSIT
3	Dr. Abdullah Ali Mohamed	Vice Dean for Postgraduate Studies and Scientific Research, CCSIT
4	Dr. Nahier Ghaleb Aldhafeeri	Vice Dean for Academic Affairs, CCSIT
5	Dr. Jamal Ali Musleh Alhiyafi	Chairman CS, CCSIT
6	Dr. Tayyab	Professor, CS, CCSIT
7	Dr. Nasro Min Allah	Asso. Professor, CS, CCSIT
8	Yasir Alguwaifli	Lectur, CS, CCSIT

9. Environmental Factors in Strategic Planning

As a prior step to Strengths, Weaknesses, Opportunities, and Threat (SWOT) analysis, the Strategic Planning Committee scanned both the external and internal factors and elements that can affect the CCSIT in the areas of teaching & learning, students, faculty, staff, community services, research and accreditation.

9.1 External Environment Factors

Accreditation: Accreditation of academic programs gaining popularity in general and in computing discipline in particular. There is an increasing trend for Accreditation Board for Engineering and Technology (ABET) accreditation in the region for computer science and IT programs and hence there is a great need to accredit the existing academic programs. ABET, the College is interested in attaining accreditation NCAAA in the second step.

Information Security: Protecting of digital assets has become a necessity for the Kingdom and realizing the importance of academic programs in Cyber Security related topics, Prince Bandar bin Sultan bin Abdul Aziz, ex-Secretary General of the National Security Council

, encouraged universities and other institutions of higher learning to initiate courses in CRYPTOGRAPHY and MALWARE. With almost 5 billion devices connected today, the Internet of Things is estimated to be of 50 billion devices by 2021. 70 % of these devices are with at least one security vulnerability and can let hackers take control of things for various purposes. This situation demands more expertise in the field where national assets are vulnerable to cyber-attacks. In 2012, Saudi ARAMCO's network came under attack that damaged 2000 servers and up to 30,000 workstations. With fermentation factor, there is a need for academic program in cyber security and digital forensics.

Inter-disciplinary Research: The top 20 universities in the world happen to also have the top 20 to 25 highest rank departments of computer science. This is not an accident. The reason is the fact that computer science acts as a glue between other major disciplines (Statistics, Mathematics, Computational Biology, Business and Marketing, Computational Chemistry, and Physics etc). The aforementioned justifications suggest joining hands with other college at IAU for inter-disciplinary research and degree programs.

Big-Data and Cloud-Computing: Big-Data and Cloud-Computing are the two hot areas in the computing discipline these days and to

provide state of the art skills to CCSIT graduates, there is a need for higher degree programs related to big data, cloud computing, and software engineering.

Higher education sector: The current budget of the kingdom has been extraordinarily important for higher education growth in the Kingdom. Currently CCSIT produces around 100 undergraduate every summer and there is reasonable demand from the College alumni to offer higher education opportunities at the College. Also, the college has recently hired a good number of research faculty members and to have full advantage of their presence, the College seeks approval for MS degree program in CS. The higher degree program will provide advanced training and enhanced career opportunities for students in region, especially for female students.

A paradigm shift: There is a paradigm shift in the economy from oil dependency to non-oil economic sectors. More businesses are emerging in the non-oil sector in order to compete with other economies. The national policy focus is on creating a knowledge-based economy. The leadership in the nation has a clear focus on creating a competitive, knowledge-based economy, which in turn creates demand for health education in the country. All these

initiatives are extended to create more job opportunities for the graduates.

Competitive scenario: The competitive scenario of higher education in the region has been externally forcing universities and colleges in the kingdom to be quality oriented and have a distinctive competence and competitive advantage over their counterparts in the region.

9.2 Internal Environment Factors

Advisory Board: Due to non-existence of External Advisory Board, many initiatives of CCSIT are pending. The board is needed to guide the CCSIT for accreditation and related matters.

Senior level faculty: The College has a good number of faculty but there is a need for senior ranks to assist the dept in research and higher degree programs.

Poor Web image of CCSIT: The CCSIT website are not upto the mark.

Stakeholder Involvement: Lack of communication with the stakeholder to identify market needs and skills demands.

Rapidly changing curriculum: The computing field is very dynamic while the academic program at CCSIT are those taken from KFUPM while there is a need for introducing more program to cope with rapidly changing curriculum.

Technological challenges: Massive technological challenges happen currently in the area of educational programs for enabling student success. The teaching methods, youtube, social media and other online materials open many challenges and opportunities for computing curriculum.

Funding: Total reliance on government funding and limitations of alternative resources. Financial strength is a factor in its own right that influences the internal environment of CCSIT. Despite good funding from the IAU, it is very difficult to support departmental activities due to lack of discretionary funds for the College.

Competition: Strong competitiveness the College is facing from current public, private, and foreign colleges/universities, in addition to those colleges that are expected to open after the liberalization of the higher education service sectors.

10. SWOT Analysis

A number of brainstorming sessions were held at CCSIT involving stakeholder for , Strength Weakness Opportunities and Threats (SWOT) analysis. As an outcome of these activities, the list of SWOT analysis is given in Table-4.

Table 4: SWOT Analysis of CCSIT

<u>Strengths</u>	<u>Weaknesses</u>
<ol style="list-style-type: none">1. Being the only public university in the province, the College has excellent population of female students2. State of the art facilities due to new building and labs3. Experienced and young faculty in various areas4. Name of the university itself is an attraction due to presence of industries and culture5. Existence of reputed Medical College/Hospitals at IAU	<ol style="list-style-type: none">1. No accredited program at CCSIT while competitors have already accredited their programs2. No External Advisory Board to guide the CCSIT for accreditation and related matters3. Limited number of academic programs for the students to enroll as students are now interesting in latest fields emerging in computing discipline.4. No graduate programs and hence talented students especially female students have limited options to

	<p>enroll in higher education programs</p> <ol style="list-style-type: none"> 5. No collaboration with other universities 6. Insufficient no of female faculty to teach female sections 7. Students are not very loyal to the CCSIT due to weak connection with alumni 8. Low level research activities due to non-existence of research group and rewards 9. Low number of students (male) due to competition from other univ in the region 10. No communication with industry to identify the need of the market form graduates 11. Web image of the College is poor and its hard to upload contents 12. Lack of faculty diversity especially from technologically advanced countries 13. Lack of student center and it's a potential hurdle for the student to work in groups,
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	<p>especially in afternoon/evening</p> <p>14. Non availability of housing for the faculty/staff</p> <p>15. Administrative and supportive staff need improved management, clerical and communication skills</p>
<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Possibility of innovative academic programs as there is a need for information security related programs 2. The only public university for female students in the region 3. The recent change in the name of the university from University of Damam to Imam Abdulrahman Bin Faisal University 4. Young college to with an excellent support from IAU administration to expand and shine 5. Presence of industry in the region for mutual collaborations 6. Presence of other universities in the region 7. Direction from IAU for attracting distinctive faculty 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Budget cuts and reliance of government funds 2. Faculty retention and moral due to higher workload and perceived noncompliance of Saudi faculty 3. Other universities in the region, especially with ABET/NCAAA accredited programs and well-established.

members from reputable universities

8. Interdisciplinary research collaboration
9. The Kingdom announced Green-Card scheme recently to retain and integrate expats into all sectors of the society. This gesture of good spirit will create even a stronger sense of responsibility, ownership and loyalty for expats to serve the Kingdom with inner core of their hearts.

11. Key Performance Indicators

The following NCAAA recommended key performance indicators listed in Table-5 applies to the first strategic plan of CCSIT, in addition to the KPIs mentioned against each objective in the action plan. These KPIs reflect the performance of the plan and will be constantly monitored and evaluated for successful execution of the plan. The year-wise targets for the next 5 years against each KPI are also shown in Table-5.

Table 5: NCAAA recommended KPIs

NCAAA Standards	Key Performance Indicators	2017	2018	2019	2020	2021
1. Mission & Objectives	1. Stakeholders' awareness ratings of the Mission Statement and Objectives (Average rating on how well the mission is known to teaching staff, and	3.5	3.5	3.8	4.0	4.5

	undergraduate and graduate students, respectively, on a five-point scale in an annual survey).					
2. Program Administration	2. Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities (Average rating on the adequacy of the Policy Handbook on a five-point scale in an annual survey of teaching staff and final year students).	n/a	3.25	3.25	3.75	4.0
3. Management of Program Quality Assurance	3. Students' overall evaluation on the quality of their learning experiences.	3.2	3.5	3.99	4	4.2

	4. Proportion of courses in which student evaluations were conducted during the year.	-----	-----	-----	-----	-----
	5. Proportion of programs in which there was an independent verification, within the institution, of standards of student achievement during the year.	-----	-----	-----	-----	-----
	6. Proportion of programs in which there was an independent verification of standards of student achievement by people (evaluators)	-----	-----	-----	-----	-----

	external to the institution during the year.					
4. Learning and Teaching	7. Ratio of students to teaching staff. (Based on full time equivalents)	17:1	15:1	15:1	12:1	12:1
	8. Students overall rating on the quality of their courses. (Average rating of students on a five-point scale on overall evaluation of courses.)	-----	3.5	3.79	4	4.5
	9. Proportion of teaching staff with verified doctoral qualifications.	450 %	50%	60%	70%	80%
	10. Retention Rate; 11. Percentage of students entering programs who	90%	90%	94%	94%	94%

	successfully complete first year.					
	Graduation Rate for Undergraduate Students: 12. Proportion of students entering undergraduate programs who complete those programs in minimum time.	90%	90%	94%	94%	94%
	13. Proportion of graduates from undergraduate programs who within six months of graduation are:					
	a) employed	70%	70%	70%	80%	80%
	b) enrolled in further study	10%	10%	10%	15%	20%
	c) not seeking employment or further study	20%	20%	20%	5%	0%
5. Student Administration and Support Services	14. Ratio of students to administrative staff.	11:1 (NA)	11:1 (NA)	17:1	18:1	18:1
	15. Proportion of total	-	-	-		-

	operating funds (other than accommodation and student allowances) allocated to provision of student services.					
	16. Student evaluation of academic and career counselling. (Average rating on the adequacy of academic and career counselling on a five- point scale in an annual survey of final year students.)	3.5	3.5	3.6	4.0	4.5
6. Learning Resources	17. Stakeholder evaluation of library and media center. (Average overall rating of the adequacy of					

	the library & media center, including:					
	a) Staff assistance	3.5	3.5	4.3		4.3
	b) Current and up-to-date	3.5	3.5	3.7		4.0
	c) Copy & print facilities	3.5	3.5	3.6		3.8
	d) Functionality of equipment	3.5	3.5	4.0		4.3
	e) Atmosphere or climate for studying	3.5	3.5	4.0		4.3
	f) Availability of study sites, and	-	-	-		-
	g) Any other quality indicators of service on a five- point scale of an annual survey.)	3.5	3.5	3.8	4.0	4.5
	18. Number of web site publication and journal	--	--	--	--	--

	subscriptions as a proportion of the number of programs offered.					
	19. Stakeholder evaluation of the digital library. (Average overall rating of the adequacy of the digital library), including:					
	a) User friendly website	--	--	--	--	--
	b) Availability of the digital databases	--	--	--	--	--
	e) Any other quality indicators of service on a five- point scale of an annual survey.	--	--	--	--	--
7. Facilities and Equipment	20. Annual expenditure on IT budget, including:					
	a) Percentage of the total Institution, or College, or Program budget allocated for IT	--	--	--	--	--
	b) Percentage of IT budget	--	--	--	--	--

	allocated per program for institutional or per student for programmatic					
	c) Percentage of IT budget allocated for software licenses;	--	--	--	--	--
	d) Percentage of IT budget allocated for IT security;	--	--	--	--	--
	e) Percentage of IT budget allocated for IT maintenance.	--	--	--	--	--
	21. Stakeholder evaluation of the IT services. (Average <i>overall</i> rating of the adequacy of: a) IT availability, b) Security, c) Maintenance,	3.5	3.5	3.5	4.0	4.3

	<p>d) Accessibility e) Support systems, f) Software and up-dates, g) Age of hardware, and h) Other viable indicators of service on a five- point scale of an annual survey.)</p>					
	<p>22. Stakeholder evaluation of Overall : a) Websites, b) e-learning services c) Hardware and software d) Accessibility e) Learning and Teaching f) Assessment and service g) Web-based electronic data management system or</p>	3.5	3.5	3.5	4.0	4.3

	electronic resources					
8. Financial Planning and Management	23. Total operating expenditure (other than accommodation and student allowances) per student.	3.5	3.5	-	-	-
9. Employment Processes	24. Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement.	5%	5%	-	-	-
	25. Proportion of teaching staff participating in professional development activities during the past year.	20%	20%	20 %	30%	40%
10. Research	26. Number of refereed publications in the previous year per full time	0.6:1	0.6:1	0.6:1	1:1	2:1

	equivalent teaching staff.					
	27. Number of citations in refereed journals in the previous year per full time equivalent faculty members.	15:1	15:1	20:1	30:1	40:1
	28. Proportion of full time member of teaching staff with at least one refereed publication during the previous year.	70%	70%	70%	80%	100%
	29. Number of papers or reports presented at academic conferences during the past year per full time equivalent faculty members.	0.11:1	0.11:1	0.25:1	0.5:1	1:1
	30. Research income from	-	-	-		-

	external sources in the past year as a proportion of the number of full time faculty members.					
	31. Proportion of the total, annual operational budget dedicated to research.	-	-	-		-
11. Relationships With the Community	32. Proportion of full time teaching and other staff actively engaged in community service activities.	20%	20%	30%	50%	60%
	33. Number of community education programs provided as a proportion of the number of departments.	4:1	4:1	5:1	6:1	8:1

12. Strategic Priorities

The College has identified the following strategic priorities:

- 1) Promote student success by ensuring excellence in teaching, learning and student centered support services.
- 2) Establish external advisory board for CCSIT.
- 3) Initiate unique degree programs as per job market.
- 4) Increase adequate number of students in the degree programs
- 5) Encourage more community outreach and awareness programs.
- 6) Increase the research output at students and faculty levels.
- 7) Attain national & international academic accreditation for the current academic programs of the College.

13. Expected Academic Programs

Considering the existing two undergraduate programs only at CCSIT, one of the major initiative of the first strategic plan is curriculum development to address the needs of the market and discipline. The Plan chalks out a plan and Figure 2 highlights the major academic programs that CCSIT is aiming to initiate, approve and launch within 5 years' time. This process has been initiated in 2015 and as an outcome of the efforts, the college has recently launched an undergraduate program titled "Cyber Security and Digital Forensics

(CYS)” which is very successful from students enrollment perspective. The round-symbol shows undergraduate programs, square reflects graduate programs and the diamond identifies the low-priority academic programs to be materialized through joint collaborations with other colleges at IAU. The dotted line represents the preparations phases for the respective academic programs. The expected launch dates for the programs are also show in Figure-2.

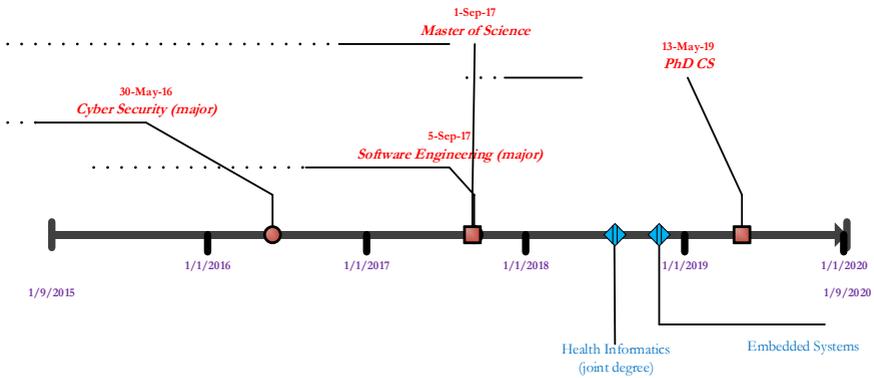


Figure 2: CCSIT’s road map to new academic program

14. Monitoring of the Plan

Each year, the committee will evaluate the progress of the strategic plan and priorities will be set accordingly. Based on analysis of KPIs and as per recommendation the committee adequate resources will be allocated when and where needed. The overall strategic plan and monitoring process is highlighted in Figure-3.

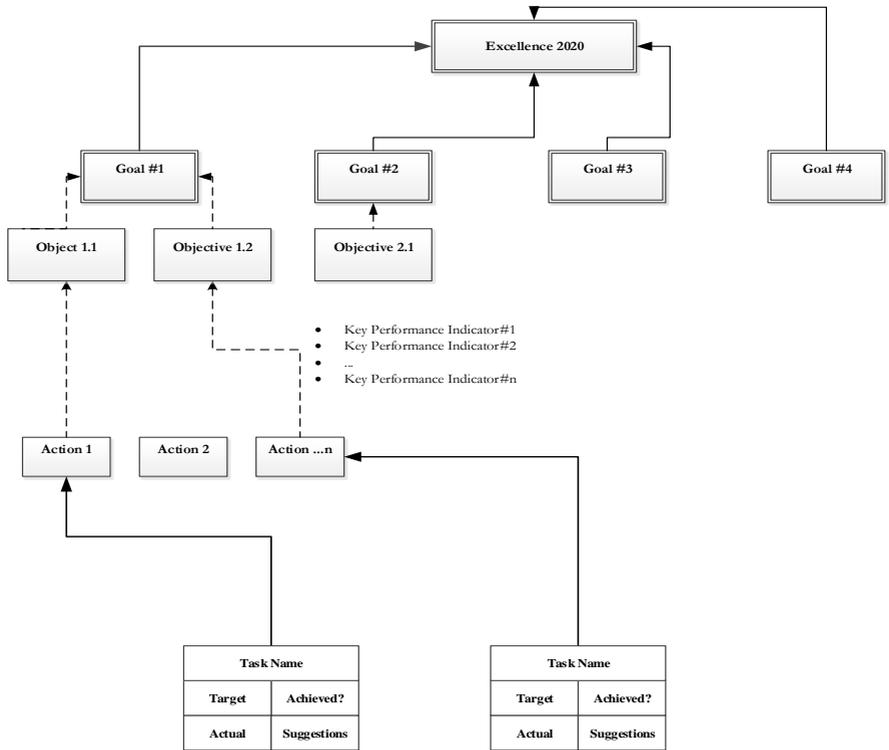


Figure 3: Monitoring and Evaluation of the Pla



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IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

Part-II: Implementation Plan



15. Overview of the Schedule

The implementation phase of CCSIT Strategic Plan has been divided into 4 goals and each goal has a number of action plans. To monitor the progress of the plan, measurable KPIs are also mentioned against each objective. The Plan starts in 2017 and ends in 2022.

15.1 Goal 1.

Design, develop and deliver relevant, innovative and challenging curricula

Objective 1.1: Design curricula and align it with the latest computing trends

Aim: To transform and advance academic programs addressing the needs of the Kingdom

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	-Vice Dean of Development and Quality -Vice Dean for Postgraduate Studies and Scientific Research

KPIs
1. At least 1-2 new academic programs by 2018. Target: 3-5 by 2021
2. At least one round of curriculum review. Target: annually
3. College's student body. Target: 1400 by 2021
4. Employment rate within 6 months of graduation. Target: 80%
5. Percentage of faculty with doctoral degree. Target: 80%
6. Program and facilities review. Target: annually

Project Calendar (5 years)

ACTIONS
1. Establish curriculum development committees
2. Revise the vision and mission of the college, CS, and CIS depts to align them with the revised vision and mission statements of the university
3. Collaborate with other colleges for joint degree programs
4. Establish peer review mechanism
5. Obtain stockholders feedback on proposed programs
6. Secure alumni feedback in curriculum design
7. Continue to improve academic programs and facilities
8. Introduce innovative degree programs
9. Recruit talented faculty

Starting and Ending Years	2017	2018	2019	2020	2021
2017-18	→				
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-18	→				
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→

Goal 1.

Design, develop and deliver relevant, innovative and challenging curricula

Objective 1.2 Develop new curricula and align existing programs with the latest computing trends

Aim: To develop new course contents while aligning existing ones with the emerging trends in the discipline

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean of Development and Quality

KPIs
1. Best teaching practices workshop for faculty. Target: at least 2 annually
2. Development of teaching and learning handbook. Target 2017
3. Evaluation of teaching and learning handbook. Target 3.5/5
4. Courses follow blended teaching methodology. Target: 100%
5. Faculty training in use of class room technologies and flip teaching. Target: at least 1 annually

Project Calendar (5 years)

ACTIONS	Starting and Ending Years	2017	2018	2019	2020	2021
1. Align curricula development with the Kingdoms' needs	2017-Ongoing	▶				
2. Share best teaching practices with faculty	2017-Ongoing	▶				
3. Adhere to the college's teaching and learning guidelines	2017-Ongoing	▶				
4. Develop blended mode of instruction (offline and online) for all courses	2017-Ongoing	▶				
5. Keep faculty current with essential classroom technologies	2017-Ongoing	▶				
6. Identify key learning areas for flip teaching and lifelong learning	2017-Ongoing	▶				

Goal 1.

Design, develop and deliver relevant, innovative and challenging curricula

Objective 1.3 Deliver contents using the latest technological advances

Aim: To leverage technology to enhance teaching and enable active learning

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean of Development and Quality

KPIs
1. Class room visits by peer reviewers. Target: at least 2 per semester
2. Random course portfolios review by peers. Target: 2-3 per semester
3. Evaluation of teaching and learning handbook: Target 3.5/5
4. Courses follow blended teaching methodology. Target: 100%
5. Faculty training in use of class room technologies and flip teaching. Target: at least once annually

Project Calendar (5 years)

ACTIONS
1. Implement best teaching practices in class room
2. Enforce college's guidelines for teaching and learning
3. Apply blended mode of instruction (offline and online) for all courses
4. Ensure usage of essential classroom technologies
5. Ensure focus on flip teaching and lifelong learning as appropriate

Starting and Ending Years	2017	2018	2019	2020	2021
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				

Goal 1.

Design, develop and deliver relevant, innovative and challenging curricula

Objective 1.4: Improve the quality of learning using effective assessments

Aim: To improve the quality of learning using assessment feedback

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean of Development and Quality

KPIs
1. Students learning outcomes achieved. Target: at least 70%
2. Courses identified for formative assessment. Target 1-3 by end of 2017
3. Departmental approval of faculty evaluation questionnaire. Target:2017
4. Assessing facilities: Target: each semester

Project Calendar (5 years)

ACTIONS
1. Ensure fulfillment of specified learning outcomes
2. Leverage effectiveness of summative and formative assessments
3. Ensure objectivity of faculty assessment by students
4. Obtain student feedback on facilities

Starting and Ending Years	2017	2018	2019	2020	2021
2017-Ongoing	→				
2017-Ongoing	→				
2017-18	→				
2017-Ongoing	→				

15.2 Goal 2.

Align program offering with national and international standards

Objective 2.1: Assess academic programs by stakeholders

Aim: To involve stakeholders in assessments

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean of Development and Quality

KPIs
1. Assessment timelines and responsibilities. Target: by 2017
2. Assessment planning matrix drawn. Target: each semester
3. Standard assessment mechanism. Target: 2017
4. ABET recommended program SO achieved. Target: 100%
5. Assessment of all offerings. Target: each semester
6. Stakeholder involvement in review of PEOs and SOs. Target: annually
7. Faculty assessment. Target: each semester
8. Obtain faculty feedback on program offerings. Target: annually
9. Obtain stakeholders feedback on programs. Target: annually
10. Assessing academic programs and facilities: Target: annually

Project Calendar (5 years)

ACTIONS
1. Establish assessment timelines and responsibilities
2. Standardize assessment implementation
3. Ensure assessment of all offerings
4. Ensure assessment of faculty
5. Obtain faculty feedback on program offerings
6. Involve stakeholders in identifying/affirming program education objectives
7. Assess academic programs and facilities

Starting and Ending Years	2017	2018	2019	2020	2021
2017-18	→				
2017-2018	→				
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→

Goal 2.

Align academic program offerings with the national and international standards

Objective 2.2: Improve students advising mechanisms

Aim: To provide mentorship opportunity to the students for lifelong learning

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean for Academic Affairs

KPIs
1. Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities. Target: 3.75/5
2. Students' overall evaluation of the quality of their learning experiences. Target:4.23/5
3. Ratio of students to faculty (PhD). Target. 12:1
4. Percentage of graduating students' placement within six months of graduation. Target: 80%
5. Percentage of graduating students' seeking post tertiary: Target: 20%
6. Percentage of graduating students' not seeking employment or post tertiary studies. Target: 0%
7. Organize extra-curricular activities per year. Target 3-5
8. Number of Collaborations with high schools. Target: 2-5 annually
9. Establish professional academies. Target 1-2

Project Calendar (5 years)

ACTIONS
1. Establish office for students advising
2. Update and develop alumni database
3. Facilitate college relationships with its alumni employers
4. Encourage advisory support by alumni
5. Make engagement a distinctive feature of education at CCSIT
6. Enhance academic advising, social and psychological counselling, career-planning advice, and placement services

Starting and Ending Years	2017	2018	2019	2020	2021
2017-18	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				

Goal 2.

Align academic program offerings with the national and international standards

Objective 2.3: Attain accreditations for academic programs from reputed computing accreditation bodies

Aim: To have confidence of the community in the standardized of computing education

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean of Development and Quality

KPIs	
1.	Stakeholders' awareness ratings of the mission statement of CS Program. Target: 4.0/5
2.	Stakeholders' awareness ratings of the mission statement of CIS Program. Target: 4.0/5
3.	Evaluation of Program Education Objectives of CS Program from stakeholders. Target: 4.0/5
4.	Evaluation of Program Education Objectives CIS Program from stakeholders. Target :4.0/5
5.	Evaluation of Student Outcomes of CS Program from stakeholders. Target: 4.0/5
6.	Evaluation of Student Outcomes of CIS Program from stakeholders. Target 4.0/5

7.	Stakeholders' awareness ratings of the Mission Statement of CCCSIT. Target: 4.0/5
8.	Students overall rating on the quality of their courses. Target: 4.0/5
9.	Retention rate of students entering programs who successfully complete first year. Target: 90%
10.	Graduation rate. Target: 94%
11.	Student evaluation of academic and career counselling. Target: 4.0/5
12.	At least the pre-accreditation eligibility application is submitted in the fall of 2017
13.	ABET accreditation for CS and CIS by 2018
14.	NCAAA preparation committee appointed by 2018

Project Calendar (5 years)

ACTIONS
1. Evaluate programs' mission statements using stakeholders input
2. Seek ABET accreditation for CS and CIS
3. Appoint committee(s) for NCAAA accreditation
4. Conduct a self-study for further improvement of the academic programs
5. Form advisory committees for programs
6. Standardize student evaluations and monitoring
7. Form curriculum committees for CS and CIS programs
8. Establish college wide external advisory board

Starting and Ending Years	2017	2018	2019	2020	2021
2017-18	→				
2017-2018	→	→			
2019-2020			→	→	
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→
2017-Ongoing	→	→	→	→	→

15.3 Goal 3

Stimulate creative intra and inter college collaborative research

Objective 3.1: Recruit and retain high caliber research-intensive faculty

Aim: To cultivate the culture of innovation among the college community

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean for Postgraduate Studies and Scientific Research

KPIs
1. PhD faculty hired. Target 50 by 2021
2. Number of refereed publications in the academic year per full time equivalent teaching staff. Target: 2:1
3. Number of citations in an academic year per full time equivalent faculty members. Target: 40:1
4. Percentage of full time member of teaching staff with at least one refereed publication during an academic year. Target: 100%
5. Percentage of faculty who are TPC member of conferences and/or editors/guest editors/reviewers for journals. Target: At least 10%
6. Research groups/labs/centers. Target: 2-3 by 2018
7. Single/co-author publication in a journal with impact factor per year. Target: At least one
8. Faculty membership of professional societies. Target: 80%

Project Calendar (5 years)

ACTIONS
1. Form faculty search committee
2. Support group research activities and publications
3. Support faculty with number, quality, or citations of publications
4. Encourage faculty members to be on the TPC list of conferences and reviewer for journals

Starting and Ending Years	2017	2018	2019	2020	2021
2017-Ongoing	→				
2017- Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				

Goal 3.

Promote creative intra and inter college collaborative research

Objective 3.2: Integrate reach components in appropriate upper level courses

Aim: To expose undergraduate students to research environments

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Vice Dean for Postgraduate Studies and Scientific Research

KPIs
1. Embed research component in upper level courses. Target: 50%
2. Percentage of COOP trainings in world class institutions abroad. Target: 5%
3. Percentage of COOP training at local research centers. Target: 5%
4. Number of incubated companies. Target: 1-2

Project Calendar (5 years)

ACTIONS
1. Identify research components in upper level undergraduate courses
2. Facilitate research COOP programs locally and abroad
3. Develop research groups/labs/centers with a potential of entrepreneurship
4. Attract quality students

Starting and Ending Years	2017	2018	2019	2020	2021
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				

15.4 Goal 4.

Maintain a vigilant, well-rounded college-wide systems

Objective 4.1: Facilitate, strengthen and promote college wide pedagogical innovations and achievements

Aim: To improve college web image, encourage collaboration, and advertise college achievements

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Unit of Student Activities, CCSIT

KPIs
1. Stakeholder evaluation of library and media center (Average overall rating of the adequacy of the library & media center, including). Target: 4.0/5
2. Stakeholder evaluation of the IT services. Target: 4.0/5
3. Percentage of full time faculty and staff actively engaged in community services. Target: 60%
4. Number of community services programs provided as a proportion of the number of departments. Target 4:1
5. Membership of faculty in professional societies. Target 80%
6. Social media account for CCSIT (Twitter, WhatsApp etc). Target: At least 1-2
7. Frequency of updating website. Target: as per need

Project Calendar (5 years)

ACTIONS
1. Encourage multi-disciplinary research initiatives
2. Encourage adjunct appointments of outstanding faculty
3. Improve web image of the college
4. Arrange events for the community awareness and trainings
5. Enhance the college image

Starting and Ending Years	2017	2018	2019	2020	2021
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				

Goal 4.

Maintain vigilant, progressive, homogenous, and well-rounded college wide systems

Objective 4.2: Adequately support faculty members seeking promotion

Aim: To retain faculty and prepare long terms plans for the college

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	-Dean, CCSIT -Vice Dean for Postgraduate Studies and Scientific Research

KPIs
1. Number of eligible faculty promoted. Target: 100%
2. Percentage of faculty leaving the institution during an academic year. Target: 0%
3. Percentage of faculty participating in professional development activities during the academic year. Target: 40%
4. Maintained faculty ranks (Prof, Assos Prof, Assis Prof). Target 1:2:6
5. Percentage of eligible faculty members awarded opportunity for higher studies annually. Target: 100%
6. Committee work per faculty per year. Target: 1-2
7. Invited professionals for teaching/activities. Target 2-3/year
8. Percentage of faculty awarded financially incentives. Target: at least 10%

Project Calendar (5 years)

ACTIONS
1. Support eligible faculty seeking promotions
2. Maintain a balance between teaching, research, and committee work loads
3. Invite professionals to participate in teaching/activities at CCSIT
4. Financially reward outstanding teaching, research, and service performances

Starting and Ending Years	2017	2018	2019	2020	2021
2017-Ongoing	▶				
2017-Ongoing	▶				
2017-Ongoing	▶				
2017-Ongoing	▶				

Goal 4.

Maintain vigilant, progressive, homogenous, and well-rounded college wide systems

Objective 4.3: Adequately improve the staff's job skills and knowledge

Aim: To cultivate the culture of professionalism and openness among the college community

OVERVIEW	
Duration	5 years
Cost	Estimated budget plan is available with college finance office
Starting date	2017
Responsibility for Implementation	Teaching and Learning Unit at CCSIT

KPIs	
1.	Percentage of eligible staff promoted. Target: 100%
2.	Annual trainings for staff. Target: 1-2
3.	Ratio of students to administrative staff. Target: 20:1
4.	Percentage of students/faculty/staff participating in extra-curricular activities every year. Target: at least 70%
5.	Extra-curricular activities held: Target: 1-2 per year

Project Calendar (5 years)

ACTIONS
1. Encourage promotions of staff
2. Support improvements of staff members' job skills
3. Strengthen collegiality among faculty, staff and students through extra-curricular activities

Starting and Ending Years	2017	2018	2019	2020	2021
2017-Ongoing	→				
2017-Ongoing	→				
2017-Ongoing	→				

15. Acknowledgements

Dean of CCSIT appreciates and acknowledges the efforts of the strategic plan working group, which developed, updated, designed, and proof-read the printed version of the CCSIT strategic plan (2017 – 2021). The College is thankful to all the stockholders for their opinion and feedback on the initial drafts of the Plan. After a series of brainstorming session, meeting with stakeholders and incorporating suggestions from internal/external reviewers, the strategic plan committee finally concluded the plan in summer 2016.

We acknowledge each and every one in IAU administration, faculty, staff and students who helped in preparing the strategic plan for CCSIT. The strategic plan committee is especially thankful to the following reviewers for their insightful comments on the College vision, mission statements and overall strategic plan.

S#	Reviewer	Designation/Dept
1	Internal male faculty members (3)	CCSIT, IAU
2	Internal female faculty members (3)	CCSIT, IAU
3	Current Students (2)	CCSIT
4	Alumni (3)	CS/CIS alumni
5	Saudi Aramco	Saudi Aramco
6	Dr. Saed Alamri	Dean, DICT, IAU
7	Mr. Somasundaram Rathinasamy	DQAA, IAU

At the end, we would like to extend our sincere thanks to Dr. Ahmed Al Kuwaiti, Supervisor General, Deanship of Quality & Academic Accreditation (DQAA) and his team, especially Mr. Somasundaram Rathinasamy, Strategic Planner in the Strategic Planning Unit, DQAA for the development and feedback on CCSIT first Strategic Plan.

Vision

To be a leading
computing college at national,
regional, and global levels

Mission

Provide quality
computing education, discovery, and
professional services with community
engagements

Values

Quality Education
Technology and System thinking
Research and Creative Work
Community Partnership
Commitment