



جامعة الإمام عبد الرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

عمادة تطوير التعليم الجامعي
Deanship of Academic Development

STRATEGIC PLAN 2019-2024

**Empowering
the Academic
Community**

**Impacting
Education**



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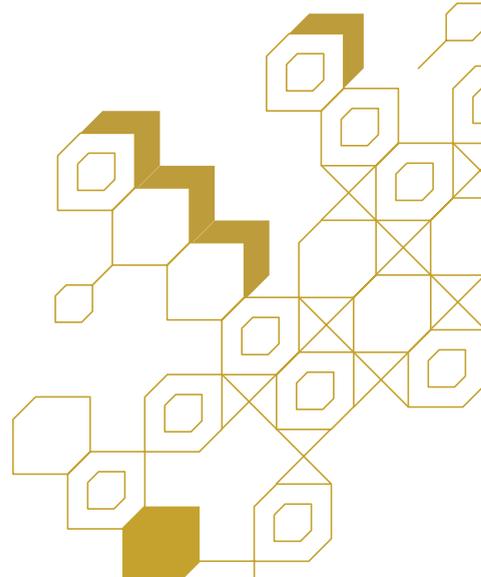
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جامعة الإمام عبدالرحمن بن فيصل
مصنفة 5 نجوم في التعليم
IAU is Rated 5-Stars in Teaching
(2019)

جامعة الإمام عبدالرحمن بن فيصل، الدمام

عمادة تطوير التعليم الجامعي – مبنى D27

• هاتف: 013 (333) 2850

• بريد إلكتروني: ded@iau.edu.sa

Imam Abdulrahman bin Faisal University, Dammam

Deanship of Academic Development – Building D27

• Phone: 013 (333) 2850

• E-mail: ded@iau.edu.sa



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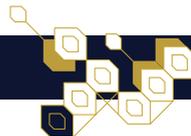
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Foreword from H.E The President



Dear Members of the Academic Community,

It is my pleasure to take this opportunity to congratulate all those colleagues who contributed to the development of the Strategic Plan of the Deanship of Academic Development (DAD). The DAD future plan aligns with the University's strategic plan, through its vision of empowering educators with high-quality teaching and learning practices at IAU.



Through its professional educators, wide-ranging programming, and commitment to teaching and learning, DAD has left a distinguished and lasting mark on the academic community. This plan deepens the scope and commitment of DAD and aims to advance academic development in higher education.

I would like to thank each and every stakeholder and colleague who participated in designing this Strategic Plan, and the members of the academic community who took the time to share their experience and expertise with DAD throughout the planning process. This strategic plan provides a visionary and innovative platform from which to build professional academic development for the future.

I am pleased to introduce this Strategic Plan to the University community, and I look forward to achieving the common goals of the Deanship of Academic Development together.

Best Wishes,

H.E. Dr. Abdullah M. Al-Rubaish
President, Imam Abdulrahman bin Faisal University



Message from the Deanship of Academic Development

**“Empowering the Academic Community,
Impacting Educational Experiences”**

Dear Respected Colleagues,

We are honored to present the 2019-2024 Strategic Plan of the Deanship of Academic Development. Since the Deanship's inception in 2011, advancing the academic community with teaching and learning excellence has been the top priority. As we move forward into the next stage of our growth as a Deanship, more than ever, the lifelong academic development needs of both individual faculty members and the wider academic community have become our primary focus that framed our ambitious and visionary strategic plan.



While the previous vision of the Deanship, to become a beacon of excellence in teaching and learning, remains constant, the focus has shifted from providing excellent professional development to empowering the academic community to make an impact on their students, classrooms, and beyond. At the core of the new vision is not the Deanship, it is the main beneficiary- the academic community. The plan strives to equip and encourage faculty members to form wider and stronger academic communities within their departments, colleges, and professional networks based on common values and beliefs, core knowledge and skills, and shared practice.

This advanced vision has formed the strategic priorities that will guide the Deanship over the next five years—academic professional development, sustainable resources, measurable impact, strategic partnerships, and high-quality practices. While these five priorities guide the plan, they are only the beginning. Within each priority, each stakeholder has been considered with projects and initiatives that, we believe, will better serve the individual faculty member, colleges, and students—the Kingdom's future toward Vision 2030.

What is not visible in the strategic plan are the opportunities and possibilities. Academic development in higher education is dynamic and increasingly facing challenges that require new methods, innovations, and opportunities. The challenge, right, and responsibility then is ours as a community, to make an impact in teaching and learning.

We thank each and every colleague who has helped us envision the future of the Deanship of Academic Development, and we invite you to share in our journey—Strategic Plan 2019-2024.



Sincerely,

Dr. Mohammed S. Alkathiri

Dean, The Deanship of Academic Development, IAU

Message from The Strategic Planning Committee



“Vision is the art of seeing the invisible.”

Dear Honored Colleagues,

The primary purpose of strategic planning is bridging the gap between the present status and the future potential of any organization— moving a vision from dream to reality. From 2011-2018, the Deanship of Academic Development has held its responsibility of professional academic development both in and out of the University with utmost importance. In the course of the Deanship’s development, considering the growing number and diverse needs of our beneficiaries, as well as the development of programs and goals, a new direction led by clear insights became a necessity for the Deanship. To maintain the Deanship’s excellence in higher education and to progress in academic development, the Strategic Planning Committee was tasked with building the strategic platform for the future.

The Strategic Planning process, which lasted nearly a year, included conceptualizing the future, benchmarking the best in teaching and learning, analyzing the needs of immediate stakeholders and potential beneficiaries (SWOT), researching the higher education environment including strategic plans of the University and related departments, and carefully filtering the most important elements to plan the future. Alignment with the University and related plans determined the foundation of the strategic plan with clear emphasis on the academic community. From there, the vision, mission, and values were formed followed by the focuses, goals, and objectives of each key element of the Deanship—from abstract conceptualization to concrete future tasks. Each detail was followed diligently with careful monitoring of all phases of the plan by the Steering Committee, our academic leaders, and with the participation of the Deanship academic staff.

It is a pleasure for the team to prepare and present Strategic Plan 2019-2024, the first full strategic plan for the Deanship, which we believe will advance the academic community to the next stage of professional development and meet the expectations of our beneficiaries. The Strategic Planning Team (SPT) would like to thank the leaders of the Deanship of Academic Development, Dr. Omar Muammar and Dr. Mohammed Alkathiri, for their vision and insight and all of the academic and administrative staff of the Deanship—each one participated with invaluable suggestions. Our team would also like to thank the Strategic Planning Department in the Deanship of Quality and Academic Accreditation (DQAA) for their expertise and assistance for our strategic plan to become a concrete reality.

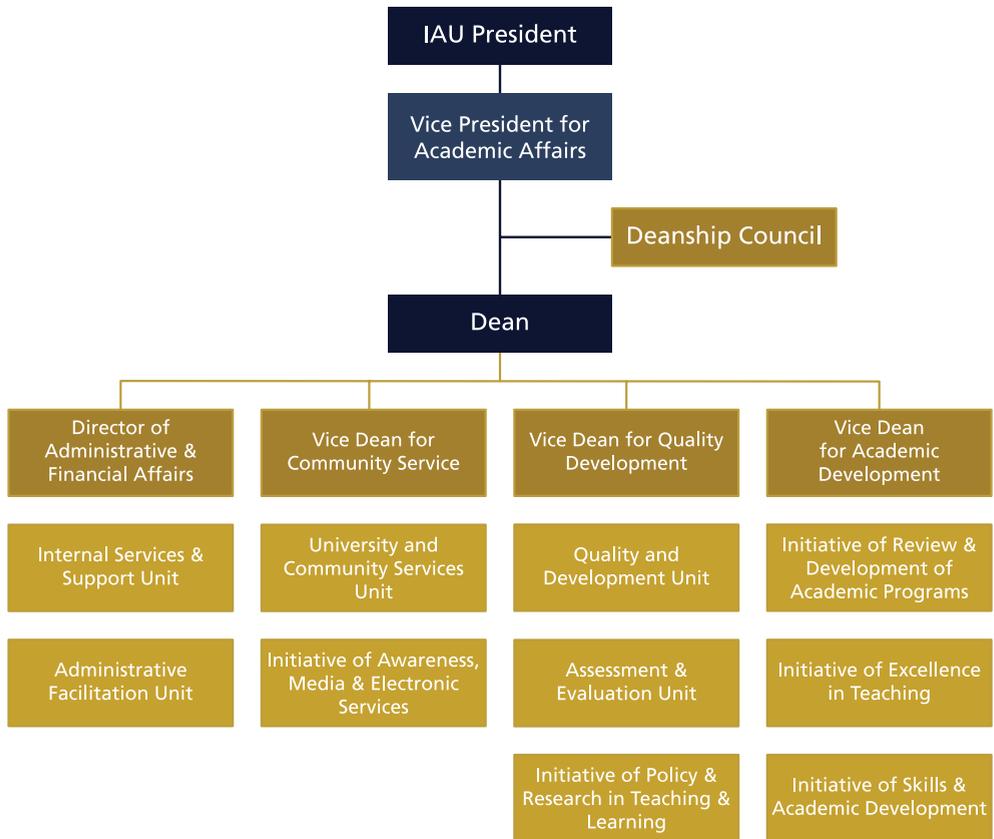
We ask the Almighty Allah that this effort will have a significant and positive effect on the future of our beloved Deanship to achieve its full potential.

Sincerely,

The Strategic Planning Committee



Organogram

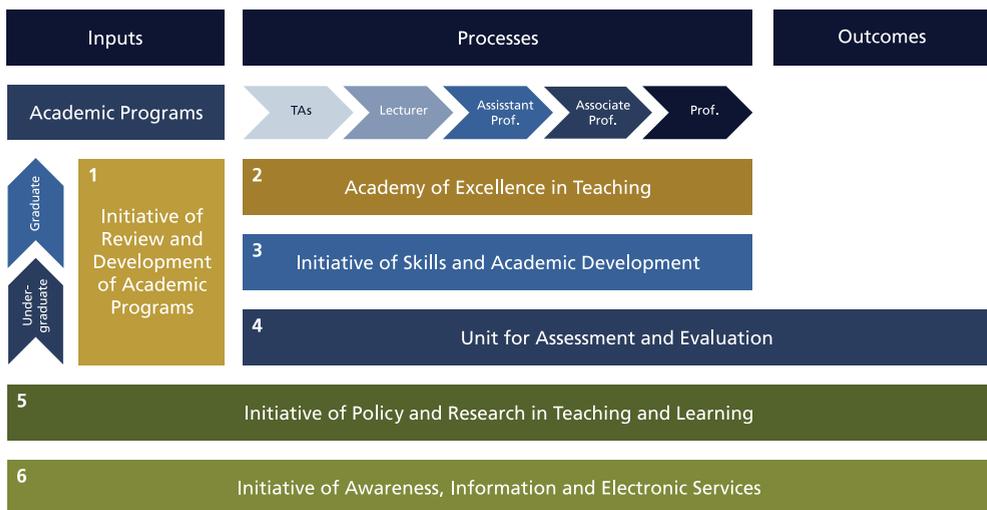


About the Deanship



In light of the vision and mission of Imam Abdulrahman bin Faisal University, the Deanship of Academic Development, established in 2011, has played a key role in enhancing teaching and learning excellence at the University and in the wider community. Through six major initiatives, which have yielded 27 varied programs, workshops and activities (including a catalogue of more than 100 workshops), and resources, the Deanship has provided academic development to more than 20,000 beneficiaries from 2011-2018. These efforts have sought to improve the University teaching and learning practices in accordance with the Saudi Arabian Qualifications Framework, SAQF (Formerly, National Qualifications Framework, NQF), and the National Commission for Academic Accreditation and Assessment (NCAAA), leading to the empowerment of faculty members and the expansion of opportunities for student learning and participation.

The Deanship of Academic Development has collaborated with a number of local and international bodies in order to facilitate continuous professional development and to bring best practices to the university and academic community. Several international experts from prestigious universities have also provided meaningful workshops and participation in the Deanship's programs. The Deanship has worked to spread a culture of development and lifelong learning in both the university and local community.



The Deanship's Major Initiatives (1-6) Cover Learning Inputs, Processes and Outcomes at All Academic Levels



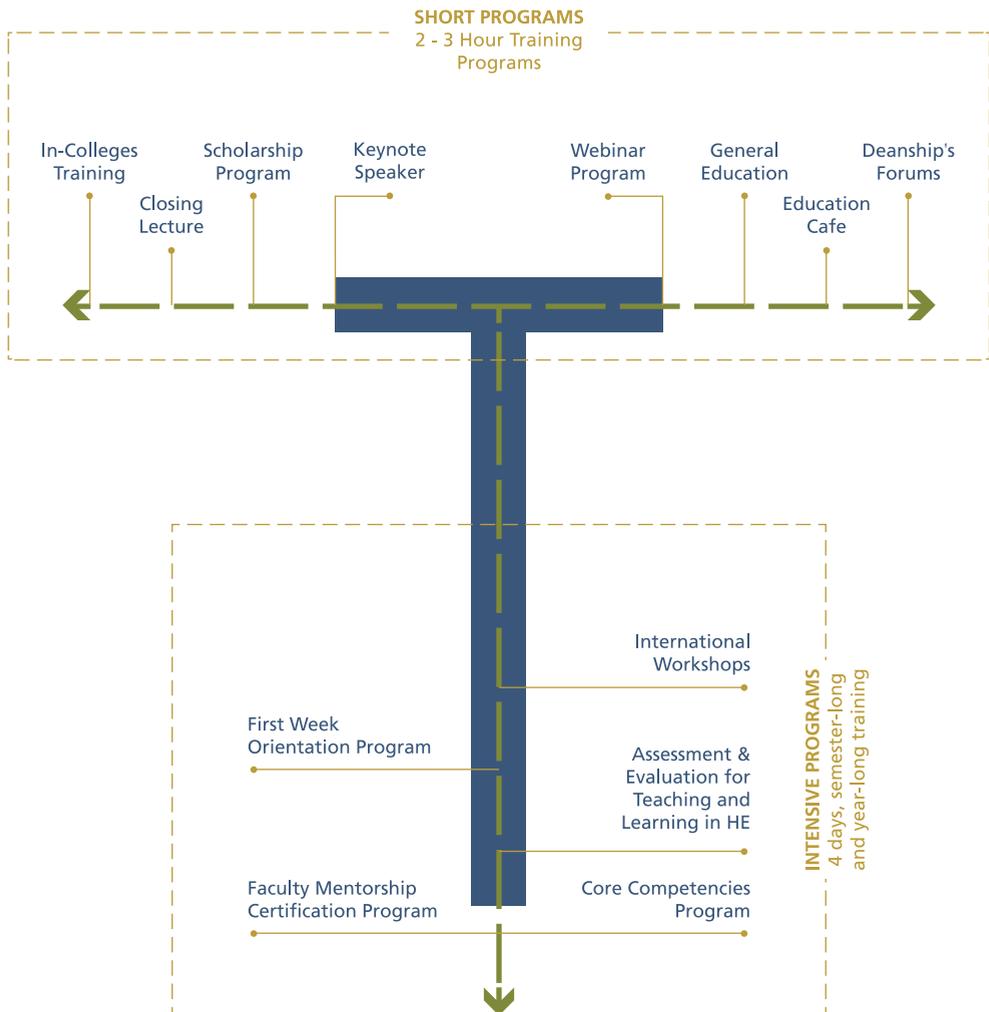
Goals of the Deanship

1. To improve and raise awareness about teaching and learning best practices in the University academic community in order to achieve high-quality teaching and learning experiences in the colleges;
2. To provide necessary support and resources for the development of faculty members of educational knowledge, skills and values to facilitate independent professional learning and ultimately provide effective education for students;
3. To promote the alignment of learning outcomes, teaching strategies, and assessment methods in accordance with the requirements of the National Qualifications Framework (NQF), the Education Evaluation Commission (EEC), and the National Commission for Academic Accreditation and Assessment (NCAAA);
4. To assess instructional performance reports and suggest solutions that will enhance the teaching and learning experience and quality for both the instructors and students;
5. To research essential aspects of the teaching and learning process within the University to provide our academic community with credible and substantiated information that will improve the level and quality of teaching and learning overall; and,
6. To develop and promote teaching and learning policy and assessment in academic programs and suggest appropriate modifications.

Training Approach



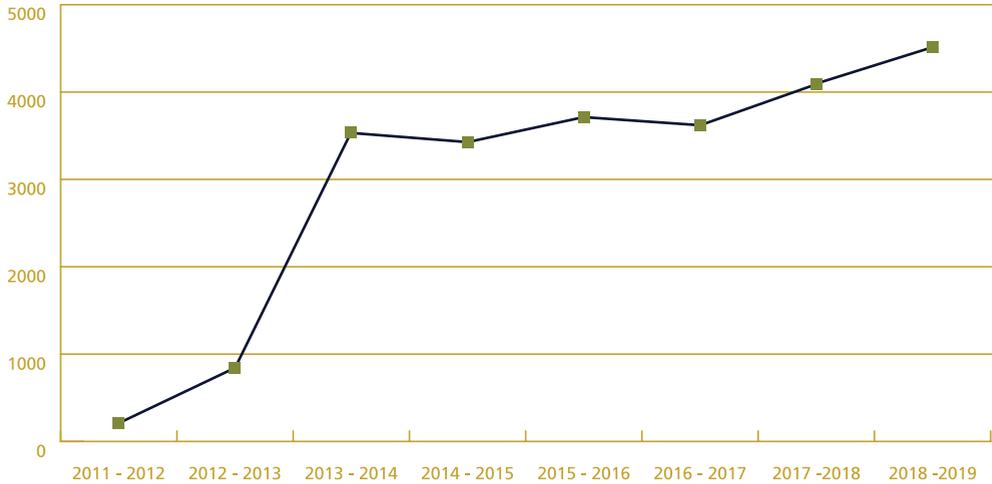
The Deanship's approach to academic development supports both short-term and long-term training programs with the aim of meeting the various needs of major stakeholders and beneficiaries. The short-term programs support the academic community's immediate needs while the long-term programs offer depth and intensive training in key areas of teaching and learning.





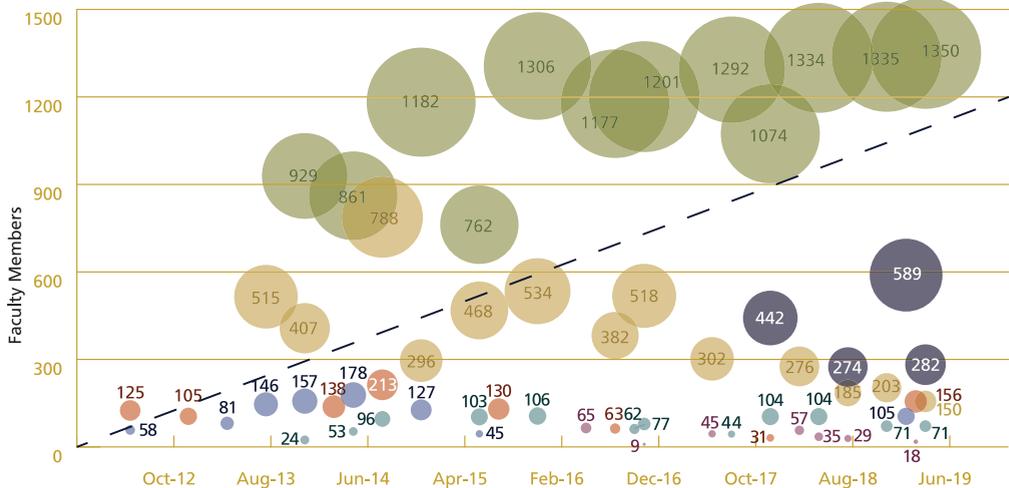
Major Training Program Beneficiaries 2011-2019

Major Professional Development Program Beneficiaries 2011 - 2019



■ Totals per Academic Year for Major Programs Only (see Appendix A for details)

No. of Participants in Some Major Training Programs by the Deanship of Academic Development



- International workshops
- Mentorship
- Orientation fo TAs & Lecturers
- College Lectures
- Core Competencies
- Community Program
- First Week

Strategic Map Highlights



VISION	Empower the academic community to innovate and impact education.					
MISSION	Enhance educators with the core values, professional knowledge, evidence-based competences, and shared practice that inspire high-quality teaching and learning experiences in the classroom and beyond.					
VALUES	Integrity, Visionary, Diversity, Quality-Driven, Partnership-Focused and Community-Based.					
STAKEHOLDERS PERSPECTIVE	Innovate and deliver academic programs and activities to improve faculty competencies and achieve high-quality teaching and learning experiences in the colleges.	Provide an efficient use of resources and infrastructure facilities that will maximize the Deanship activities.	Develop and maintain the human resources capacity for Deanship advancement and sustainability.	Cultivate and advance quality evaluation and research practice that benefit the academic community.	Establish and expand community engagement and strategic partnerships.	Ensure and implement a quality assurance and development system.
FINANCIAL PERSPECTIVE	Implement Annual Budget Plan					
INTERNAL PROCESSES	STRATEGIC FOCUS PLANS	Academic Professional Development	Resources & Facilities	Evaluation & Research	Strategic Partnerships & Community Engagement	High-Quality Practices
	<ul style="list-style-type: none"> Professional development framework model and matrix. Professional development activities. Academic development unit in colleges. Professional teaching & learning center/academy. Consultation and Auxiliary services. 	<ul style="list-style-type: none"> Budget plan. ICT unit. Faculty & staff recruitment. CRM/ EMS (Customer Relation Management/ Event Management System). 	<ul style="list-style-type: none"> Academic development research journal. Research plan. Research policy & procedures. 	<ul style="list-style-type: none"> Strategic collaborations. Strategic partnership and community engagement committee (SPCE). Community based programs. External advisory board. 	<ul style="list-style-type: none"> Strategic plan. Quality assurance system International standards. 	
KEY RESULT AREAS/ METRICS	Faculty performance & satisfaction rate.	Learning resources. Professional development plans. software.	Research scholarly output/ publications.	Reports & agreements.	Best practices Benchmarking	ORGANIZATIONAL CAPITAL
CAPABILITIES, LEARNING & GROWTH PERSPECTIVE	HUMAN CAPITAL Faculty and staff training & development. Professional knowledge, values and shared practices.	+	INFORMATION CAPITAL Systems. Database.network. Software applications.	+	Training & development. IAU partnering. Budgeting/ facilities.	





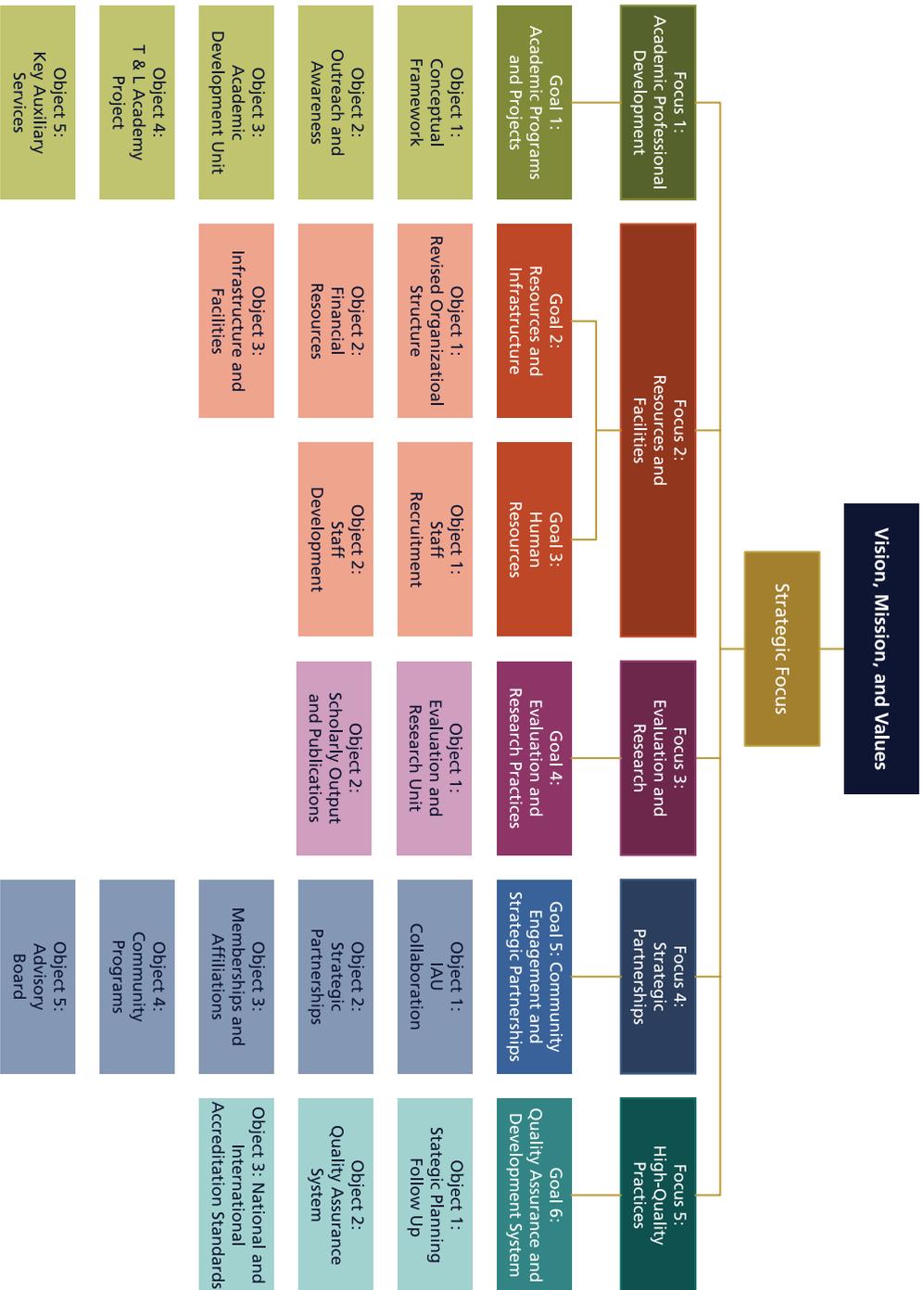
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Deanship of Academic Development

STRATEGIC IMPLEMENTATION PLAN 2019-2024



Strategic Plan Highlights



Vision, Mission, and Values

Strategic Focus

Focus 1: Academic Professional Development

Focus 2: Resources and Facilities

Focus 3: Evaluation and Research

Focus 4: Strategic Partnerships

Focus 5: High-Quality Practices

Goal 1: Academic Programs and Projects

Goal 2: Resources and Infrastructure

Goal 3: Human Resources

Goal 4: Evaluation and Research Practices

Goal 5: Community Engagement and Strategic Partnerships

Goal 6: Quality Assurance and Development System

Object 1: Conceptual Framework

Object 1: Revised Organizational Structure

Object 1: Staff Recruitment

Object 1: Evaluation and Research Unit

Object 1: IAU Collaboration

Object 1: Strategic Planning Follow Up

Object 2: Outreach and Awareness

Object 2: Financial Resources

Object 2: Staff Development

Object 2: Scholarly Output and Publications

Object 2: Strategic Partnerships

Object 2: Quality Assurance System

Object 3: Academic Development Unit

Object 3: Infrastructure and Facilities

Object 3: Memberships and Affiliations

Object 3: National and International Accreditation Standards

Object 4: T & L Academy Project

Object 4: Community Programs

Object 4: Scholarly Output and Publications

Object 4: Community Programs

Object 5: Key Auxiliary Services

Object 5: Infrastructure and Facilities

Object 5: Staff Development

Object 5: Scholarly Output and Publications

Object 5: Advisory Board

Strategic Planning Process



A Strategic Planning Committee for the Deanship of Academic Development was established in October 2018. This committee was tasked with drafting a five-year strategic plan based on the renewed Deanship vision of 'empowering the academic community' through innovative professional development.





Step 1: Strategic Team Formation and Timeline

Led by the Steering Committee and the Strategic Planning ‘Working’ Committee of seven active members, the team began by benchmarking Teaching and Learning Deanship and Centers in top national and international universities. After studying the vision, mission, goals, projects, and programs in 45 universities (see Appendix B), the team came together to discuss the future of the Deanship based on the benchmarking findings and the needs of the academic community. The Deanship then collaborated with the Deanship of Quality and Academic Accreditation (DQAA), Department of Strategic Planning, for their guidance and to ensure that the strategic plan and its process was aligned with the University. From there, an approved checklist, committee, and timeline for the Strategic Plan were formed.

Strategic Planning Team 2019-2024

Steering Committee		
Dr. Omar Mohammed Muammar	Vice President for Entrepreneurship and Innovation	Former Chairperson
Dr. Mohammed Saleh Alkathiri	Dean, Deanship of Academic Development	Chairperson
Dr. Amani Khalf Al-Ghamdi	Vice Dean for Academic Development	Member
Dr. Philline Mary Deraney	Vice Dean for Quality Development	Member
Dr. Mashal Meshal Alnamshan	Vice Dean for Community Service	Member
Strategic Planning Committee		
Dr. Philline Mary Deraney	Vice Dean for Quality Development	Chairperson
Dr. Ismaeel Mohammed Al-Nabrawy	Faculty, Deanship of Academic Development	Member
Dr. Asmaa Radhi Khanfar	Faculty, Deanship of Academic Development	Member
Dr. Ahmed Abdi Hassan	Faculty, Deanship of Academic Development	Member
Mr. Chaudry Kashif Mahmood	Faculty, Deanship of Academic Development	Member
Ms. Dima Said Al Otaibi	Faculty, Deanship of Academic Development	Member
Mr. Somasundaram Rathinasamy	Strategic Planner, Deanship of Quality and Academic Accreditation	Member
Strategic Planning Support		
Dr. Marzoq Falah Bataineh	Faculty, Deanship of Academic Development	Member
Dr. Ali Khaled Bawaneh	Faculty, Deanship of Academic Development	Member
Dr. Medyan Nayf Alhawari	Faculty, Deanship of Academic Development	Member
Mrs. Rania Said Abu Baker	Faculty, Deanship of Academic Development	Member

Timeline: Planning and Implementation Process



TASKS	Nov 2018	Dec 2018	Jan 2019	Feb 2019	March 2019	April 2019	May 2019
1. Formal Approval of Strategic Planning Committee							
2. SWOT Survey and Discussion							
3. Vision, Mission, Review, Development and Approval							
4. Strategic Focuses							
5. Setting Goals for each Focus							
6. Formation of Objectives and Tasks (Projects) for each goal							
7. Preparation of Gantt chart and KPIs (Metrics)							
8. Finalize the Gantt chart and Metrics.							
9. Strategic Plan Document Draft Preparation by the Committee							
10. Final Approval and Publishing of Strategic Plan							



Regular Meetings of Strategic Planning Committee

The Strategic Planning Committee members spent more than 70 hours of individual effort in meetings, consultations, and tasks related to the Strategic Plan. All members of the Deanship participated in developing the Strategic Plan.

	Meeting	Date of Meeting	Time	Duration
1.	SPC-A*	September 30, 2019	09:30-10:30	1 hr
2.	SPC-B*	November 6, 2019	12:30-14:00	1 hr 30 min
3.	SPC-C*	November 25, 2019	12:30-14:30	2 hrs
4.	SPC #1	December 2, 2018	09:00-11:30	2 hrs 30 min
5.	SPC #2	December 9, 2018	09:00-11:30	2 hrs 30 min
6.	SPC #3	December 17, 2018	09:00-11:30	2 hrs 30 min
7.	SPC #4	December 25, 2018	09:00-11:30	2 hrs 30 min
8.	SPC #5	January 16, 2019	09:00-12:00	3 hrs
9.	SPC #6	January 27, 2019	09:00-12:30	3 hrs 30 min
10.	SPC #7	January 30, 2019	12:30-13:30	1 hr
11.	SPC #8	February 7, 2019	09:00-12:30	3 hrs 30 min
12.	Consultation Meeting**	February 12, 2019	12:30-14:30	2 hrs
13.	SPC #9	February 17, 2019	08:45-12:15	3 hrs 30 min
14.	SPC #10	February 26, 2019	08:45-12:15	3 hrs 30 min
15.	SPC #11	March 3, 2019	08:30-12:30	4 hrs
16.	SPC #12	March 14, 2019	08:30-12:30	4 hrs
17.	SPC #13	March 17, 2019	08:30-13:30	5 hrs
18.	Consultation Meeting**	March 19, 2019	08:30-09:30	1 hr
19.	SPC #14	March 28, 2019	08:30-11:30	3 hrs
20.	Consultation Meeting**	March 31, 2019	08:00-10:00	2 hrs
21.	SPC #15	April 4, 2019	08:30-12:30	4 hrs
22.	Consultation Meeting**	April 7, 2019	08:00-10:00	2 hrs
23.	SPC#16	April 10, 2019	12:00-14:30	2 hrs 30 min
24.	SPC#17	April 16, 2019	11:30-14:30	3 hrs
25.	SPC#18	April 22, 2019	09:00-12:00	3 hrs

*Initial Introduction and Planning Meetings

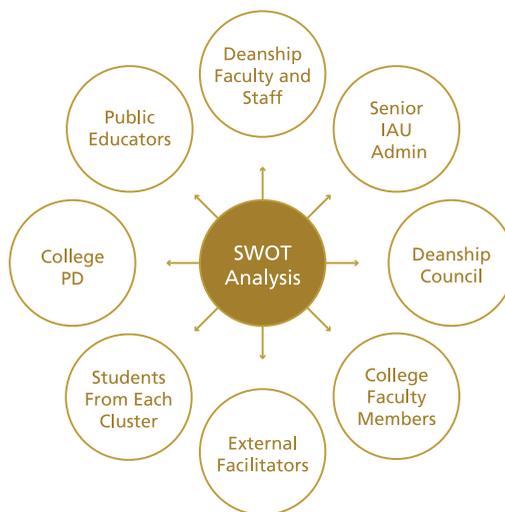
**Consultation Meetings with Senior Administrators, Deanship Council, and Deanship Staff

Step 2: Strategy Identification



In order to assess the needs of the Deanship and the academic community, a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was performed with eight different stakeholders. SWOT data were collected three different ways: surveys, four focus group discussion forums, and four consultation meetings with Senior Administrators, the Deanship Council and Academic Staff. The SWOT analysis served to identify the needs and close the gap between the Deanship's current status and future plans. Once the SWOT analyses were completed with major stakeholders, the Strategic Planning Committee began analyzing each SWOT analysis and building the list of features common in each.

Stakeholders who Participated in the SWOT Analysis



1. Deanship faculty and administrative staff
2. Senior administrators and staff
3. Deanship Council
4. Faculty members from the colleges
5. External facilitators
6. Students from each academic cluster
7. College professional development coordinators
8. Public educators (Community)



SWOT Analysis Final Results

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Clear scope, vision, mission, and objectives aligned with the University's and Vice-President for Academic Affairs Strategic Plans • Strong support from the Vice-President Office for Academic Affairs • IAU is rated 5 stars in teaching and learning by QS • Highly qualified and experienced faculty and staff • High and varied level of participation from stakeholders • Wide range of faculty professional development and academic initiatives • Continuous and flexible professional development programming • More than 100 training packages in varied aspects of teaching and learning • Continuous review and development of faculty programs and competencies • Flexible Medium of Instruction in both Arabic and English • The availability of a separate building and training halls to meet the needs in most cases • Strong commitment and teamwork between academic and administrative staff • Highly-regarded reputation from both internal and external stakeholders • Eight intensive workshops with international universities • Orienting new faculty members to the University in a Mentorship Program • Conducted more than 40 intensive Core Competencies Programs for faculty members 	<ul style="list-style-type: none"> • Scarcity of financial resources • Lack of appropriate database management system to manage events and maintain academic and administrative staff records • Lack of academic and administrative staff, which increases the burden on the current employees of the Deanship • Lack of specialized training programs for cluster-based programs • Difficulty in alignment between the varied needs of beneficiaries and Deanship activities • Lack of updated technology and equipment of the training halls and the Deanship facilities (learning resource room) • Low-moderate attendance from participants • Lack of professional development opportunities (workshops, conference, training programs, etc.) for the employees of the Deanship (academics and administrators) • Lack of IT/technical support • Lack of standardized professional development framework and coherent structure for the Deanship • Absence of a clear system and procedures to study the impact of programs in colleges on faculty development members' learning and practice and students' learning • Low-moderate level of research and publications from the Deanship (from faculty and about the Deanship's activities) • Low awareness of the presence and importance of Deanship activities • Lack of internal and external collaboration and partnerships • Lack of clear-cut policies and procedures • Limited in-depth programs • Insufficient time available for and lack of practical application and assessment in current Deanship activities • Late issuance of certificates and evaluations.

SWOT Analysis Final Results



OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • National and international accreditations and approvals • Strategic partnerships, affiliations, and collaborations with external/ internal entities • Recruitment of highly-qualified academic and administrative staff • Enhanced marketing for Deanship activities • Establishment of consultation and auxiliary projects • Expand the Deanship scope from service provider to a center of professional academic development • Generation of financial revenue for the Deanship through external consultancy • Recognition and motivation of participants who regularly participate in Deanship activities • Establishment of an academy or center of that grants advanced qualifications in teaching and learning in higher education • Hosting and sponsorship of teaching and learning conferences and educational events • Recruitment of qualified Instructors from inside the university and the local community to provide programs on behalf of the Deanship • External sponsorship for Deanship initiatives • Motivation from local educational institutions (i.e., public education) to increase impact from the Deanship programs • Alternative and innovative teaching and learning opportunities (online and distance learning) • Second line trainers from IAU colleges (Training of Trainers) • Expansion of the current beneficiaries of Deanship activities (internally and externally). 	<ul style="list-style-type: none"> • Maintaining the high level of excellence and quality in Deanship activities • Lack of clear-cut University policy for professional development for Deanship faculty members • Budget deficit internally and lack of sponsorship externally • Scheduling conflicts between colleges and Deanship • Constant change of beneficiaries needs • Ensuring value-added programs and activities based on the changing needs of the stakeholders • Increasing number of training entities both internally and externally • Staying current in the latest trends in teaching and learning and on the cutting-edge of academic development in general • Support of responsible administrators (Deans, Vice Deans, Coordinators) for the Deanship and Deanship events • Sustainability of the Deanship academic and administrative staff considering policies and procedures according to the Ministry and University regulations.



Vision, Mission, and Values

Through weekly meetings, several discussions, and guidance from the Steering Committee, the vision, mission and core values began to form. The concept of the renewed vision and mission was based on the Deanship’s main beneficiary, the academic community. The vision, mission, and values underwent several revisions over five months before approval, each revision carefully revised based on the needs of the academic community and the vision of what the Deanship aimed to achieve in the plan.

VISION

Empower the academic community to innovate and impact education.

MISSION

Enhance educators with the core values, professional knowledge, evidence-based competences, and shared practice that inspire high-quality teaching and learning experiences in the classroom and beyond.

VALUES

		
Integrity Holding the highest ethical standards for our work and practices	Visionary Striving for cutting-edge academic development that expands possibilities	Quality-Driven Exceeding quality standards in all aspects of our organization and activities
		
Diversity Embracing the diverse needs, disciplines, and characteristics of our stakeholders	Partnership-Focused Nurturing networks of partners that provide mutual cooperation and added value	Community-Based Impacting the wider community of learners through sustainable academic development

Conceptual Framework



The Deanship has proposed an Academic Development Conceptual Framework that will guide faculty members and academic stakeholders through their professional development journey. Four overarching domains or key areas with competences aligned to each area form the basic principles of the framework. The framework takes into consideration level of experience (novice to expert) and context (individual faculty member to communities of learners) to meet each stakeholder's needs.



Academic Development Conceptual Framework

Empowering the Academic Community, Impacting Education



Strategic Focus Identification

Throughout the strategic planning process, alignment with Saudi Vision 2030, the University Strategic Plan, the Saudi Arabian Qualifications Framework, NCAAA, and other relevant standards and departmental plans was considered. Once the SWOT analyses were complete, vision and mission formed, and several brainstorming meetings on the priorities of the Deanship, the Strategic Planning Committee identified 5 strategic focuses. These strategic focuses represent a transition for the Deanship from a training and service provider to a fully-functioning academic development organization.

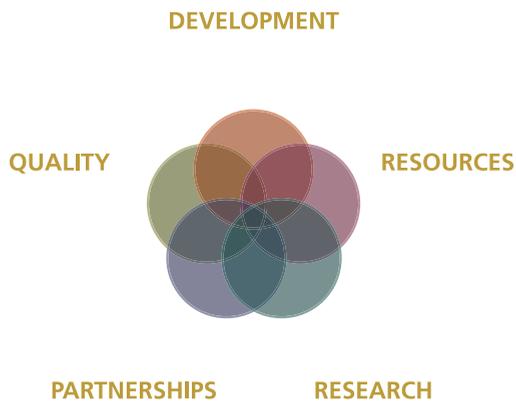
Strategic Focus 1: Academic Professional Development

Strategic Focus 2: Resources and Facilities

Strategic Focus 3: Evaluation and Research

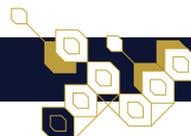
Strategic Focus 4: Strategic Partnerships and Community Engagement

Strategic Focus 5: High-Quality Practices



Five Strategic Focuses of the Deanship of Academic Development 2019-2024

Step 3: Goals, Objectives, and Tasks



From these strategic imperatives, six goals were created to define the purpose for each focus, and a total of twenty objectives were created to achieve the goals. Further, numerous tasks and projects were identified under each objective and metrics (key performance indicators) were developed to ensure clear evidence that the objectives for each focus were met. Throughout development, each objective, task, and metric were discussed and reviewed thoroughly by the committee and in consultation with Senior Administrators, the Deanship Council, and Deanship staff.

6 Goals	20 Objectives
1. Innovate and deliver academic programs and activities to improve faculty competencies and achieve high-quality teaching and learning experiences in the colleges	1.1. Create a professional development framework that guides the Deanship's academic activities 1.2. Motivate and raise awareness for professional development for the academic community 1.3. Activate academic development units in the colleges 1.4. Establish and advance a professional teaching and learning center/academy 1.5. Establish consultation and auxiliary services
2. Provide an efficient use of resources and infrastructure facilities that will maximize the Deanship activities	2.1. Review and update the Deanship organizational structure 2.2. Allocate financial resources for the Deanship 2.3. Develop an attractive infrastructure and facilities
3. Develop and maintain the human resources capacity for Deanship advancement and sustainability	3.1. Recruit and retain competent faculty and staff according to the Deanship's needs 3.2. Enhance the continuous professional development of Deanship academic and administrative staff
4. Cultivate and advance quality evaluation and research practices that benefit the academic community	4.1. Activate and expand evaluation and research in the Deanship 4.2. Maximize the scholarly output and publications of the academic team
5. Establish and expand community engagement and strategic partnerships	5.1. Enhance strategic collaborations within the IAU community 5.2. Build national and international strategic partnerships beneficial to the Deanship and University 5.3. Seek and affiliate with teaching and learning professional bodies 5.4. Implement community-based programs and activities 5.5. Establish an external advisory board for the Deanship
6. Ensure and implement a quality assurance and development system	6.1. Develop and monitor strategic planning activities 6.2. Implement a quality assurance system 6.3. Attain national and international accreditation standards for professional development in teaching and learning



Step 4: Strategic Plan Implementation: Launching the Plan

The Strategic Planning Committee, led by the Steering Committee, drafted the plan and again reviewed the key content and sought approval from the Dean and IAU Administrators.

The implementation plan will guide the execution of the goals and objectives by outlining the following components:

1. Gantt Charts which reflect duration, estimated cost, start and ending date, responsibility for implementation, timelines, and metrics for each strategic objective;
2. Individual(s) responsible for the attainment of performance metrics;
3. Timeframes for reaching goals/ objectives;
4. Staffing, technology and operational resources required to implement the strategy; and,
5. Established Strategic Plan Committee which provides oversight for all strategic plan efforts.

An implementation plan and clear implementation strategy are developed for each objective incorporating the performance metrics and outlining how the strategy will be implemented.

The Strategic Plan Committee will review the plans to determine what resources are needed for each strategy, and which strategies should be immediately addressed. The progress of the execution of these strategies will be continuously monitored by the Strategic Plan Committee led by the Dean to ensure a successful implementation of these plans.

The following color denoted below:



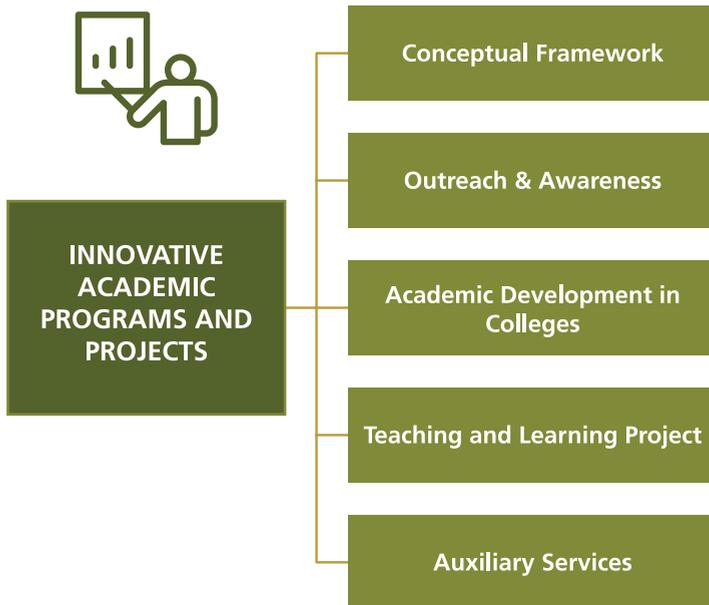
SHORT TERM



MIDDLE TERM



LONG TERM &
CONTINUOUS



STRATEGIC GOAL 1: Innovate and deliver academic programs and activities to improve faculty competencies and achieve high-quality teaching and learning experiences in the colleges

Objective 1.1: Create a professional development framework that guides the Deanship's academic activities.

OVERVIEW		METRICS
Duration	5 YEARS.	1. Number of national and international frameworks studied and benchmarked. 2. DAD Professional development framework model and matrix implemented
Cost/year	20,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Academic Development	

Project Calendar (5 years)

TASKS	Start & Ending Years	2019	2020	2021	2022	2023	2024
1. Study and benchmarking national and international professional development conceptual and practical frameworks.	2019						
2. Develop and include faculty attributes and competencies aligned with SAQF, National Center for Academic Evaluation and Accreditation (NCAEA) and university academic affairs.	2019-2020						
3. Align existing programs with framework.	2020-continuous						
4. Develop and implement DAD Professional development framework model and matrix.	2020-continuous						

Objective 1.2: Motivate and raise awareness for professional development activities for the academic community.

OVERVIEW		METRICS
Duration	5 YEARS	<ol style="list-style-type: none"> 1. Annual plan and regular schedule awareness for academic professional development programs and activities implemented. 2. Number of increased strategic communications through e-mail, website, and social media outlets annually. 3. Number of newsletters and information brochures published annually. 4. National teaching and learning conference conducted annually. 5. Number of DAD faculty attended the conferences and workshops at national and internationally in a year. 6. Professional development promotion policy developed.
Cost/year	35,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Academic Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Build outreach and awareness with IAU community about DAD academic professional development programs and activities	2019-continuous						
2. Update internal and external communication systems (information, publications, electronic and social media)	2019-2020						
3. Develop annual activities within clusters, symposiums, and conferences; expert presenters and panels, such as Last Lecture and Education Café.	2019-continuous						
4. Establish and conduct annual teaching and learning conference.	2021-continuous						
5. Ensure all DAD faculty members attend professional development activities like conferences, seminar and workshops.	2019-continuous						
6. Prepare a Professional Development Promotion Policy aligned with university regulations to encourage faculty members to engage in professional development activities.	2020-continuous						

Objective 1.3: Activate Academic Development Units (ADU) in the Colleges.

OVERVIEW		METRICS
Duration	5 YEARS	<ol style="list-style-type: none"> 1. Approved policy and procedures (scope, structure, and resources) for College Academic Development units 2. Annual plan/schedule for professional development from each college 3. Number of individual faculty professional development plans implemented annually. 4. Annual report from unit on teaching performance based on data 5. CES and SSLS satisfaction expectations of 3.85/5 or 'very good' on teaching and learning evaluations 6. Annual Achievement progress report on Academic Development Units.
Cost/year	25,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Academic Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Develop a policy and procedures to activate Academic Development Units (ADU) in colleges as per IAU regulations.	2019-2020						
2. Set up Academic Development Units in each college with scope, structure and resources.	2019-2021						
3. Coordinate plans and requirements for each unit/faculty members based on the academic development framework and aligned with University and national requirements	2020 - continuous						
4. Ensure that all units facilitate individual and college faculty needs based on the evidence and data received to closing the teaching and learning impact loop.	2020 - continuous						
5. Submit annual achievement report on ADU progress in the colleges.	2020-continuous						

Objective 1.4: Establish and advance a professional teaching and learning centre/ academy that will serve internal and external beneficiaries.

OVERVIEW		METRICS
Duration	5 YEARS	<ol style="list-style-type: none"> 1. Number of national and international teaching and learning degrees/academies benchmarked. 2. Number of internal and external stakeholder needs reported. 3. Proposal for teaching and learning project. 4. Project permissions and approval. 5. Curriculum and criteria for short and long-term programs approved. 6. Number of programs developed, offered, and reviewed in a year. 7. Number of programs that meet accreditation standards. 8. Approved list of feasible sponsors/contributors. 9. Number of agreements with sponsors/contributors in a year. 10. Number of beneficiaries served through the academy/center. 11. Rate of participant satisfaction as per the evaluations. 12. Number of sponsors funded the center in a year. 13. Number of webinars, online programs conducted in a year.
Cost/year	30,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Academic Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Identify best practices aligned with IAU and national regulations and procedures for establishing a teaching and learning center/academy.	2019-2020						
2. Study internal and external academic community/ stakeholder needs about the teaching and learning project.	2019-2020						
3. Conduct focus group discussions and meetings with key stakeholders and decision maker about the center/academy.	2019-2020						

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
4. Based on all the above tasks, prepare a proposal including the teaching and learning center's policies and procedures, full scope, vision, mission, objectives, timeline for project, center structure (Organogram), financial prospectus, and all related plans.	2019-2020						
5. Seek approval from the IAU Administrators for launching the Professional Teaching and Learning Center/Academy.	2019-2020						
6. Develop short-term workshops, courses, and programming activities.	2019-continuous						
7. Develop and offer teaching and learning certificate, diplomas, degree-granting, in-depth courses through the center/academy for the academic community.	2020-continuous						
8. Ensure alignment of programs' structure and curriculum with necessary regulations and domains.	2020-continuous						
9. Obtain approvals of programming curriculum and structure.	2020-continuous						
10. Provide academic programming and curricula activity.	2020-continuous						
11. Coordinate with related departments and units at IAU.	2020-continuous						
12. Seek external partners, beneficiaries and sponsors related to the teaching and learning center in coordination with Strategic Partnerships and Community Engagement.	2020-continuous						
13. Implement webinars, workshops, online programs for the community.	2020-continuous						

Objective 1.5: Establish Consultation and Auxiliary Services.

OVERVIEW		METRICS
Duration	5 YEARS	<ol style="list-style-type: none"> 1. Benchmarking of auxiliary services offered by teaching and learning centers nationally, regionally, and internationally. 2. List of and criteria for services offered and approved. 3. Number of minimum services: individual consultations, curriculum review and assistance, peer observations, microteaching, and related teaching and learning services in a year. 4. Number of agreements signed with related Deanships and Departments, and Units internally at IAU. 5. Number of MOUs/Agreements signed with external consulting departments and agencies in a year. 6. Number of online requests received and served annually. 7. Number of beneficiaries served. 8. Rate of satisfaction of beneficiaries. 9. Schedule and details of services offered annually. 10. Annual report on services used by beneficiaries.
Cost/year	9,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Academic Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Determine the department scope, structure, resources needed, and services offered.	2019						
2. Activate the Consultation and Auxiliary Services Unit.	2020-2021						
3. Form agreements with feasible partners to facilitate the services.	2020-continuous						
4. Develop online consultation request system.	2020-continuous						
5. Ensure functioning services with scope and appropriate resources including the number of services, beneficiaries served, satisfaction ratings, etc.	2020-continuous						



Focus 2: Resources and Facilities



STRATEGIC GOAL 2: Provide an efficient use of resources and infrastructure facilities that will maximize the Deanship activities

Objective 2.1: Review and update the Deanship organizational structure.

OVERVIEW		METRICS	
Duration	5 YEARS.	1. Revised organizational chart approved and documented. 2. Number of job descriptions for each organizational role approved and communicated.	
Cost/year	TO BE DETERMINED		
Starting Date	JUNE 2019		
Responsible for Implementation	Dean		

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Study and update current organizational structure for Deanship needs.	2019						
2. Seek approval of updated organizational structure from the Vice Deanship, Administrative Development and Vice President, Academic Affairs office.	2019-2020						
3. Align scope and job responsibilities, descriptions for departments and their positions.	2020-continous						

Objective 2.2: Allocate financial resources for the Deanship.

OVERVIEW		METRICS
Duration	5 YEARS	1. Annual budget plan implemented. 2. List of feasible internal and external sources or sponsors. 3. Annual income and revenue generated through the programs and consultations. 4. Number of certificate/diploma programs and consultations done externally in a year.
Cost/year	TO BE DETERMINED	
Starting Date	JUNE 2019	
Responsible for Implementation	Director of Administrative and Financial Affairs	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Develop and implement the annual budget plan for the Deanship as per University and Vice-president for Academic Affairs regulations.	2019-continuous						
2. Create opportunities with internal and external sources of sponsors to generate revenue.	2021-continuous						
3. Generate income through offering various programs (diploma, certificate, short/long-term programs) and consultations.	2021-continuous						

Objective 2.3: Develop an attractive infrastructure and facilities.

OVERVIEW		METRICS
Duration	5 YEARS.	<ol style="list-style-type: none"> 1. Report on the facility and infrastructure needs and corresponding action plans. 2. Information and Communication Technology Unit (ICT) implemented. 3. Number of software applications developed and installed. 4. Training conducted for the Deanship's ICT support staff. 5. Learning resource center established.
Cost/year	100,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Director of Administrative and Financial Affairs	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Assess the current and future facility and infrastructure needs in the Deanship through set criteria.	2019-continuous						
2. Develop an action annual plan for infrastructure and facility resources including ICT and maintenance.	2020-continuous						
3. Install an Information and Communication Technology Unit (ICT) with supportive staff.	2020-2021						
4. Develop CRM/EMS (Customer Relations Management/Event Management System) applications for the Deanship events to centralize the data.	2020-continuous						
5. Establish a learning resource center to support Deanship activities.	2020-2021						

STRATEGIC GOAL 3: Develop and maintain the human resources capacity for Deanship advancement and sustainability

Objective 3.1: Recruit and retain competent faculty and staff according to the Deanship's needs.

OVERVIEW		METRICS
Duration	5 YEARS.	1. Meeting minutes of the recruitment committee documented and submitted. 2. Number of recruitment meetings conducted annually. 3. Faculty and staff need analysis reported.
Cost/year	TO BE DETERMINED	
Starting Date	JUNE 2019	
Responsible for Implementation	Dean, Academic Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Establish Recruitment Committee.	2019						
2. Develop recruitment and selection process and procedures as per the IAU Recruitment Policy.	2019-2020						
3. Study and assess faculty and staff need analysis at Deanship.	2019-continuous						
4. Based on need analysis, provide report about the current and required human resources.	2019-continuous						
5. Prepare annual plan for the faculty and staff according to the Deanship's needs.	2019-continuous						

Objective 3.2: Ensure the continuous professional development of Deanship academic and administrative staff.

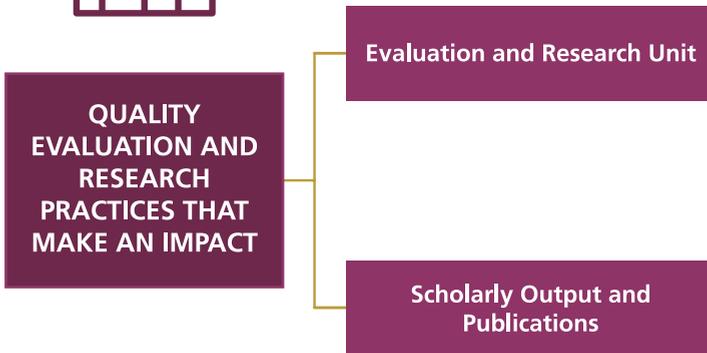
OVERVIEW		METRICS
Duration	5 YEARS.	<ol style="list-style-type: none"> 1. Professional development needs assessment survey/questionnaire framed and implemented. 2. Action taken on the assessment survey analysis and feedback from stakeholders. 3. Individual and Deanship PD Plans including advanced certification for academic staff. 4. Number of Professional development activities received annually and conducted. 5. Number of faculty and staff who attended workshops and conferences annually. 6. Report on pre/post evaluations and overall analysis of staff professional activities.
Cost/year	15,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Quality Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Implement professional development needs assessment survey to assess Deanship faculty and staff needs.	2019						
2. Create a plan for individual and group professional development activities, based on short- and long-term needs.	2019-continuous						
3. Implement and monitor professional development activities.	2019-continuous						
4. Analyze pre/post evaluations and events overall to facilitate future staff professional development activities.	2020-continuous						
5. Support faculty and staff members to attend seminars, workshops, conferences, symposiums at national and international levels.	2020-continuous						



Focus 3: Evaluation and Research



STRATEGIC GOAL 4: Cultivate and advance quality evaluation and research practices that benefit the academic community

Objective 4.1: Activate and expand evaluation and research in the Deanship.

OVERVIEW		METRICS
Duration	5 YEARS.	1. Evaluation and research unit established. 2. Action plans related to the evaluation and research of Deanship activities. 3. Policies and procedures on research and evaluation are implemented. 4. Number of publications of the academic journal in a year.
Cost/year	20,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Quality Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Setup an evaluation and research unit in the Deanship.	2020-2021						
2. Establish an evaluation and research committee and related services.	2020-2021						
3. Develop and implement policies and procedures to measure the impact of Deanship activities align with IAU Research policy systems.	2020-continuous						
4. Coordinate with colleges to ensure evaluation of academic teaching performance.	2019-continuous						
5. Launch and develop a journal on university academic development.	2021-continuous						

Objective 4.2: Maximize the scholarly output and publications of the academic team.

OVERVIEW		METRICS
Duration	5 YEARS.	1. Annual research plan and calendar published. 2. Number of research awareness training programs conducted. 3. Number of individual faculty and staff members published research annually. 4. Number of publications in Scopus/ISI research journals cited annually.
Cost/year	20,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Quality Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Create an annual research plan and research calendar for Deanship and faculty and staff members.	2019-continuous						
2. Submit the annual research plan to the evaluation and research committee for finalization of the plan.	2020-continuous						
3. Conduct research awareness training programs for the faculty and staff.	2020-continuous						
4. Support and follow the implementation of research plans and activities in the Deanship.	2020-continuous						
5. Maximize number of research and scholarly output in relation to the Deanship scope of work and specialty.	2020-continuous						
6. Maximize all Deanship faculty members' strengths to produce their research in journals listed in Scopus/ISI databases.	2020-continuous						
7. Publish all scholarly outputs and publications through the IAU research gate in national and international journals.	2020-continuous						

Focus 4: Strategic Partnership and Community Engagement



STRATEGIC GOAL 5: Establish and expand community engagement and strategic partnerships

Objective 5.1: Enhance strategic collaborations within IAU.

OVERVIEW		METRICS
Duration	5 YEARS.	<ol style="list-style-type: none"> 1. Number of joint committee/ collaboration meetings to be conducted regularly. 2. Number of MOU/agreements signed for IAU community annually. 3. IAU community collaboration report annually.
Cost/year	TO BE DETERMINED	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Community Service	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Set up joint committee/s or serve on external IAU committees with clear scope aligned with IAU policy and procedures.	2019-2020						
2. Assess and report the mutual academic development program needs for the IAU community.	2020-continuous						
3. Collaborate and coordinate with IAU community to implement and fulfill their needs.	2020-continuous						
4. Publish a detailed IAU community collaboration report.	2020-continuous						

Objective 5.2: Build national and international strategic partnerships beneficial to the Deanship and University.

OVERVIEW		METRICS
Duration	5 YEARS.	1. At least, meetings of Strategic Partnership and Community Engagement committee to be conducted twice per semester regularly. 2. Number of MOU/agreements signed for national and international strategic partnerships. 3. Number of stakeholders benefited through our partnership agreements. 4. Annual report on partnership status and its impact.
Cost/year	TO BE DETERMINED	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Community Service	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Setup Strategic Partnership and Community Engagement committee (SPCE) with clear scope aligned with IAU and Deanship of Community Services policy and procedures.	2019						
2. Set up strategic partnership criteria.	2019-2020						
3. Assess current strategic partnerships based on the new criteria.	2019-2020						
4. Conduct the benchmarking studies about possible strategic partners.	2020-2021						
5. Explore partnership opportunities internally and externally based on needs.	2019-continuous						
6. Make MOU with reputable and feasible national and international partners.	2020-continuous						
7. Implement the strategic partnership agreements in the Deanship, administrative activities and programs.	2021-continuous						

Objective 5.3: Seek and affiliate with teaching and learning professional bodies.

OVERVIEW		METRICS
Duration	5 YEARS.	<ol style="list-style-type: none"> 1. Benchmark of feasible memberships and affiliations. 2. Number of professional memberships and affiliations approved. 3. Criteria are set and achieved for each affiliation and membership annually. 4. Communication of affiliations and memberships on website and social media.
Cost/year	250,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Quality Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Identify feasible memberships and affiliations internally and externally.	2019						
2. Benchmark appropriate membership and affiliations.	2020-2021						
3. Gain appropriate approvals for memberships and affiliations.	2020-2021						
4. Secure and maintain professional memberships and affiliations.	2020-continuous						
5. Announce affiliations and memberships on IAU communication.	2020-continuous						

Objective 5.4: Implement community-based programs and activities.

OVERVIEW		METRICS
Duration	5 YEARS.	<ol style="list-style-type: none"> 1. Number of respondents answered the community academic development needs survey. 2. Analysis and action taken report of community academic development needs survey. 3. Community-based annual plan implemented. 4. Annual report on community service engagement activities.
Cost/year	10,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Community Service	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Construct and administer the survey questionnaire to assess community academic development needs and align with Deanship capacity.	2020						
2. Prepare and implement a community-based annual plan of programs and activities.	2020-continuous						
3. Monitor and review the progress of each semesters' community-based programs and activities.	2020-continuous						
4. Measure impact on Deanship and its beneficiaries.	2020-continuous						

Objective 5.5: Establish an External Advisory Board for the Deanship.

OVERVIEW		METRICS
Duration	5 YEARS.	<ol style="list-style-type: none"> 1. List of Number of external advisory members approved. 2. Selection criteria for external advisory board. 3. At least once in a year schedule an external advisory board meeting. 4. Submit External Advisory Board report annually. 5. Number of actions implemented on advisory board report.
Cost/year	TO BE DETERMINED	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Academic Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Identify and invite national and international experts on professional academic development specialty.	2019-2020						
2. Formulate the selection criteria of Advisory Board members with clear scope.	2019-2020						
3. Make agreements with Advisory Board members based on scope and expectations.	2021-continuous						
4. Implement an Advisory Board agenda.	2021-continuous						
5. Schedule and communicate regular external advisory board meetings and seek their advice, feedback about the future developments.	2021-continuous						



STRATEGIC GOAL 6: Ensure and implement a quality assurance and development system

Objective 6.1: Develop and monitor strategic planning activities.

OVERVIEW		METRICS	
Duration	5 YEARS.	<ol style="list-style-type: none"> 1. Strategic Plan document to be published and implemented. 2. Number of Strategic Planning committee Meetings conducted annually to implement the goals and objectives. 3. Number of strategic objectives to be implemented annually. 4. Number of metrics to be achieved annually. 5. Annual Strategic Plan Progress report documented and submitted. 	
Cost/year	TO BE DETERMINED		
Starting Date	JUNE 2019		
Responsible for Implementation	Dean, Academic Development		

Project Calendar (5 years)

TASKS	Start and Ending Years	Project Calendar (5 years)					
		2019	2020	2021	2022	2023	2024
1. Launch Strategic Planning Document.	2019						
2. Follow the Strategic Plan Implementation plan form.	2019-2020						
3. Review and monitor the goals, objectives and tasks, metrics annually through the Strategic Plan Committee meetings.	2019- 2024						
4. Identify any deficiencies or updates needed in implementation of Strategic Plan.	2019- continuous						
5. Publish SP annual progress report about each objectives and goals to the Dean for decision making.	2020- continuous						

Objective 6.2: Implement a quality assurance system.

OVERVIEW		METRICS
Duration	5 YEARS	<ol style="list-style-type: none"> 1. List Quality Assurance Committee and necessary joint committees approved membership. 2. Number of Quality Assurance meetings conducted annually. 3. Number of Quality Assurance Plan/Projects implemented annually. 4. Number of Quality Awareness training programs conducted. 5. Number of policy and procedures developed and implemented. 6. Reports from external and internal sources on programming (related Deanships, Colleges, etc.) 7. At least a minimum of two quality training programs per academic year. 8. Annual Quality Achievement Report.
Cost/year	20,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Quality Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Setup Quality Assurance Committee and frame their roles and responsibilities.	2019						
2. Establish an annual quality assurance plan.	2019						
3. Conduct Quality Awareness training programs.	2019-continuous						
4. Develop and implement policies and procedures aligned with IAU policy systems.	2020-continuous						
5. Align and coordinate with related units internal and external to the Deanship for quality procedures.	2020-continuous						
6. Ensure implementation of action plans and measures regarding Deanship impact.	2020-continuous						
7. Produce annual quality achievement report for continuous quality development.	2020-continuous						

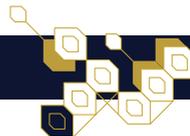
Objective 6.3: Attain national and international accreditation standards for professional development in teaching and learning.

OVERVIEW		METRICS
Duration	5 YEARS	1. List the approved national and international accreditation agencies body. 2. Number of action plans submitted. 3. Approval from national and international accreditation bodies. 4. Annual report on accreditation status.
Cost/year	300,000	
Starting Date	JUNE 2019	
Responsible for Implementation	Vice Dean, Quality Development	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023	2024
1. Seek appropriate accreditation agencies nationally and internationally.	2019-2020	■	■				
2. Obtain approval for the national and international accreditation agencies/ standards.	2020-2021		■	■			
3. Apply the requirements to programs for the national and international accreditation standards for faculty development.	2020-2021		■	■			
4. Develop necessary plans and timelines to attain national and international accreditation.	2020-2021		■	■			
5. Align with agencies to receive accreditation.	2021-continuous			■	■	■	■
6. Receive final national and international accreditations.	2021-continuous			■	■	■	■
7. Apply and monitor the international accreditation standards.	2022-continuous				■	■	■

Step 5: Strategy Evaluation and Reporting



I. STRATEGIC GOAL #1:						
II. OBJECTIVE # 1.1:						
III. IMPLEMENTATION PLAN						
#	TASK	Start Date	Completed (%)	In Progress (%)	End Date	
IV. REASONS IF TASKS WERE NOT COMPLETED:						
V. IF COMPLETED, LIST & ATTACH THE EVIDENCES:						
VI. COMMENTS AND SUGGESTIONS:						
REVIEWED & PREPARED BY						
..... VICE DEAN FOR QUALITY DEVELOPMENT						
OBJECTIVE & TASKS ARE WORK –IN- PROGRESS					Dated on	
I have undersigned, are aware that task listed above are implemented & work in progress.					
..... DR. MOHAMMED S. ALKATHIRI DEAN, DEANSHIP OF ACADEMIC DEVELOPMENT , IAU					

As the Strategic Planner, DQAA has developed and follows the centralized implementation plan form for further progress. The delivery of the Deanship of Academic Development plan will therefore be undertaken through an annual planning cycle which will allow key priorities, goals, and tasks to be achieved while providing sufficient flexibility for modification and creativity in our response to the changing external and internal environment and demands. Monitoring progress of our achievements will be undertaken through a series of metrics to demonstrate progress against our strategic objectives. These annual progress reports are to be presented to the University Administrators for decision making and to assess and meet possible challenges.



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Dr. Omar Mohammed Muammar	Dr. Abdullah Abdulaziz Alnagmoosh
Dr. Abdulaziz Mohammad Sebiany	Dr. Mohamed A. Baraka
Dr. Noha Abdullatif Almulla	Dr. Ahmed Abdallah Rababah
Dr. Eman Mohamad Saleh	Dr. Hassan Mahmoud Ghonaim
Dr. Ali Omar Al-Sulbi	Dr. Sumayah Al-Soleiman
Dr. Asim Abdelrahman Al-Ansari	Dr. Hanan Faisal Al-Faisal
Dr. Ali Mohammad Al-Garny	Dr. Layla Abdul Mohsen Bashawri
Dr. Fahad Gallab Al-Amri	Dr. Safa'a Abdulsalam Abdulrahim
Dr. Othman Subhi Alshamrani	Dr. Aishah Hassan Alamri
Dr. Raed Mohammed Al-Bukhari	Dr. Amal Lafy Alotiaibi
Dr. Ahmed Abdullah Al-Kuwaiti	Dr. Seetah Mohammad Al Ajmi
Dr. Adel Saad Abodally	Dr. Rima Saleem Al-Garni
Dr. Khalid R. Alnowaiser	Dr. Ibtesam Yassin Hussain
Dr. Turki M. Alanzi	Dr. Eman Ibrahim Eldesouki Ahmed
Dr. Nasser Saud Alrayes	Dr. Hanem Aboelkheir Nassar
Dr. Omar Othman Aga	Dr. Tahani Mohammed Alkalaf
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Dr. Mohammed Abdelrahman Alqahtani	Ms. Bushra M. Melhem

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College Professional Development Coordinators

Dr. Ahmed Alafandi	Dr. Ibtisam Mohammed Ababutain
Dr. Ayman A. El-Badry	Mr. Abdulrahman Abdulaziz Alnaimi
Dr. Mohamed Elfatih Ahmed	Mr. Tareq Mazen Abu-Khait
Dr. Mohamed Abdel Kader Al Maghraby	Ms. Mada Abdullah AL-Musfer
Dr. Walid A. Mansour Elsayad	Ms. Fawzia Awad Elhassan
Dr. Mona Mohammed Alghamdi	Ms. Fatima Hassan Al Doukhi
Dr. Mariam Ahmad Elhussein	Ms. Mona Ahmed Alhariri

Deanship Administrative Staff

Mr. Thamer Mosaed Al Khorisi	Mr. Saoud Abdelmajeed Almuzrou
Mr. Ali Hussain Almouaili	Mr. Khalid Hussain Almouily
Mr. Mousa Ahmd Albatran	Mr. Faris Alqarni
Mr. Ali Ahmad Alnasser	Mr. Abdulla Ahmad Aljeqaiman
Ms. Amal Deeb Al Ajmay	Mr. Saoud Alqahtani
Ms. Mitha Abdullah Alkhaldi	Ms. Fatima Hussain Aldaher
Ms. Nadia Othman A Lahmed	Ms. Norah Abdelatif Almoussa
Ms. Wafa Ahmed Alhamoud	Ms. Aljohara DeafAllah Alshamry
Mr. Salam Sami Almoustafa	Ms. Razan Mohammed Alghamdy
Mr. Mansour Fahad Aljabair	Ms. Fai Faisal Alsalami

Appendix A: Major Training Program Beneficiaries 2011-2019 (Numbers)

Major Programs	2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019		Totals per Program
	S-1*	S-2*	S-1	S-2	S-1	S-2	S-1	S-2	S-1	S-2	S-1	S-2	S-1	S-2	S-1	S-2	
International Workshops	25	58	81	146	157	178	127	45							105		922
Orientation for TAs and Lecturers		125	105			138	213	130			63		31		156		961
Core Competencies					24	53	96	103	106	62	77	44	104	104	71	71	915
First Week				515	407	788	296	468	534	382	518	302	276	185	203	150	5,024
Faculty Mentorship (FMCP)										65	9	45	57	35	29	18	258
College Programs					929	861	1182	762	1306	1177	1201	1292	1074	1334	1335	1350	13,803
Community Programs													442	274	589	282	1,587
Education Cafe										84	29	35	37	64	10	38	297
Last Lecture													75	50	59		184
Totals per Academic Year for Major Programs Only	208	847	3,535	3,422	3,716	3,615	4,092	4,516	23,951								

*S1—Semester 1; S2—Semester 2

Appendix B: University Review of National and International Teaching and Learning Centers



Teaching and Learning Centers from the following universities have been reviewed for their visions, missions, values, overall goals, objectives, and, where possible, strategic plans:

1. Massachusetts Institute of Technology, US
2. Stanford University, US
3. University College London, UK
4. University of Cambridge, UK
5. University of Oxford, UK
6. ETH Zurich, Switzerland
7. Ecole Polytech, Switzerland
8. Nanyang Tech. University, Singapore
9. University of Chicago, US
10. Indiana University at Bloomington, US
11. University of Alberta, Canada
12. University of Waterloo, Canada
13. University of British Columbia, Canada
14. University of Regina, Canada
15. Vanderbilt University, US
16. University of Virginia, US
17. Imperial College London, UK
18. Harvard University, US
19. California Institute of Technology, US
20. University of Wisconsin, US
21. Brown University, US
22. Carnegie Mellon University, US
23. University of Berkeley, US
24. National University of Singapore, Singapore
25. Princeton University, US
26. Cornell University, US
27. Oakland University, US
28. Illinois State University, US
29. University of Tasmania, Tasmania
30. University of Texas-Austin, US
31. The City University of New York, US
32. University of Minnesota, US
33. King Abdul Aziz University, Saudi Arabia
34. King Fahd University of Petroleum and Minerals, Saudi Arabia
35. King Saud University, Saudi Arabia
36. King Abdullah University of Science and Technology, Saudi Arabia
37. Taibah University, Saudi Arabia
38. Umm Al Qura University, Saudi Arabia
39. King Faisal University, Saudi Arabia
40. Prince Sultan University, Saudi Arabia
41. Princess Nourah bint Abdulrahman University, Saudi Arabia
42. University of Bahrain, Bahrain
43. United Arab Emirates University, UAE
44. American University of Sharjah, UAE
45. Khalifa University, UAE



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