



BPCs

Strategic Plan 1439-1444

Buraydah Private Colleges

1439-1440 ^h
2018-2019 ^g



**A Summary BPCs' Strategic Plan's
Document (1439 – 1444)
(2018 – 2023)**

To Be Endorsed by the Board of Trustees

Date: Mon. 04/03/1440

Session No. 1, The Academic Year 1439/1440 H

Table of contents:

No.	Content	Page No.
Main Document		
	Preface	3
	Executive Summary	4
1	Vision, Mission, Slogan and Values	6
2	Strategic Objectives	11
3	Gap Analysis and Needs Assessment	12
4	Methods of Achieving Strategic Objectives	14
5	Potential Risks and Challenges	19
6	Elements of Plan Success	20
7	Monitoring the Implementation of the Strategic Plan	22
Appendices		
8	Timetable of Strategic Objectives (1439-1444 H)	24
9	Internal and External SWOT analysis	34

Preface:

Buraydah Private Colleges (hereafter referred to as BPCs) are one of the emerging private higher education institutions which is a product of the policy of the government of the Custodian of the Two Holy Mosques in encouraging the private sector to play a distinct role in the field of higher education in accordance with the vision of 2030. We are fully cognizant of the challenges that we have to face. These include but are not limited to the rapid growth of higher education, dramatic environmental changes, the impact of globalization, advancement of information and communication technologies, and many other educational factors. Therefore, these challenges have motivated many higher education institutions to adopt a learner centered approach in addition to considering computerization of education. Such factors are vital to improving attributes of graduates that will ultimately fulfill the changing needs of the job market.

Therefore, this document has been prepared as an evidence of our realization that effective strategic planning is the key to success. Additionally, this document centers upon the fact that a strategic plan is a prerequisite for preparing institutional self-study reports required for obtaining national academic accreditation. In pursuance of these, BPCs have developed their Strategic Plan based on full understanding and accurate analysis of the needs

of higher education institutions. The plan is intended to be the guide for BPCs' performance in the next five years (1439-1444 H), especially in educational and community services. However, one crucial issue that needs due consideration is that the strategic plan objectives might not be successfully achieved unless substantial efforts are exerted and meticulous coordination is maintained among all concerned.

Dr. Abdullah Bin Saleh Al-Sheteiwy

Chairman of Board of Trustees

Executive Summary:

The world has witnessed drastic changes in all aspects of life. This phenomenon has been very pronounced since 1980s. The national and international competition has become intense, inflation and unemployment rates have mounted, and costs of services have escalated. Many educational institutions now seek to achieve total quality assurance as a means for attaining a competitive advantage in a continually changing world. As a result, higher education institutions around the world and especially in Kingdom of Saudi Arabia have started emphasizing “total quality assurance” not only as a strategy but have also integrated it in their daily operational work to prepare efficient graduates who are able to deal with these changes, thus contributing to the achievement of sustainable national development. Considering the role of strategic planning in assuring total quality, BPCs followed a systematic mechanism spread over a year (1439-1440H) to develop its second five-year strategic plan (1439-1444 H). This document highlights the importance of strategic planning, strategic plan assumptions and methodology. It also introduces a preface about Buraydah Private Colleges; its vision, mission, slogan and values (fifth element). After several meetings and constructive discussions with all stakeholders, the following institutional vision, mission, and slogan were approved:

Vision: Excellence among Saudi Private Higher Education Institutions.

Mission: Providing higher education that contribute to meeting needs of the labor market and achieving community partnership, in accordance with the national quality standards.

BPCs are committed to the following:

- Preparing professionals enhanced with the necessary knowledge, skills and values who would be able to contribute effectively to their communities' development in health, engineering, computer and business sectors.
- Developing the capabilities of teaching and other staff members in a way that effectively contribute to achieving total quality standards
- Promoting effective communication with local community through offering training and awareness-raising services, and life-long learning programs.

Slogan: “Our Students are our Pride”.

The fifth element includes a set of fundamental values that represent the ethos of BPCs. These values have been derived from the Islamic principles,

including but not limited to leadership, excellence, creativity, transparency, justice, integrity, teamwork, diversity, responsiveness, and discipline; all of which are expected to be inherent characteristics of BPCs' activities.

Based on the various discussions of the strategic planning committee and the interviews conducted with the teaching and administrative staff, employers, parents, and students' representatives, the strategic objectives were developed and then included into the sixth element. On the other hand, the seventh element includes the strategic objectives and strategies that have been set in light of results of the gap analysis. Moreover, the eighth element provides some suggested proposals and projects that can help achieve the targeted strategic objectives, bridge the gap, and fulfill the needs of all stakeholders. It is worth noting that the Strategic Plan includes 6 strategic objectives, 14 strategies, and 40 projects, which will be implemented during the next five years.

Finally, elements 9 to 11 shed some light on potential risks and challenges that BPCs may face during the implementation of the plan. They also include some key elements for successful implementation, in addition to a suggested system for monitoring the implementation processes. The appendices include the 12th element, which provides a preliminary timetable for implementing long-, mid-, and short-term projects and the 13th element includes a SWOT

analysis of both the internal and the external environments of BPCs. This analysis provided foundational ground for the development stages of the strategic plan.

1-The Colleges' Mission, Vision, Slogan and Values:

Buraydah Private Colleges' Strategic Plan

Vision: Excellence among Saudi Private Higher Education Institutions.

Mission: Providing higher education that contribute to meeting needs of the labor market and achieving community partnership, in accordance with the national quality standards.

Strategic Objectives: There are Six Major Strategic Objectives:

Objective No.1: Improving the efficiency of The Colleges' institutional system to promote its competitive position and varying investment and income resources.

Objective No.2: Improving quality of education in all academic programs according to quality standards.

Objective No.3: Enhancing competitive capabilities of BPCs' graduates to meet the needs of the labor market.

Objective No.4: Developing capabilities and skills of teaching and other staff, and improving the services provided to them

Objective No.5: Promoting partnership with the local community.

Objective No.6: Developing and maintaining BPCs' infrastructure

1.4 Values:

Inspired by Islamic ideals, the faculty, staff and students of BPCs are committed to the following values:

- **Excellence:** we endeavor to achieve excellence in all services we provide in order to enhance our skills and improve our work continuously, and eventually we get our services and outcomes improved.
- **Creativity:** We encourage and exploit creative ideas and solutions in education, learning, research and community services.
- **Transparency:** We are committed to requirements of reasonable disclosure in our practices and decisions with all stakeholders.
- **Justice:** We aspire to achieve the highest levels of equity in our work.
- **Integrity:** We perform work honestly driven by professional ethics and moral principles.
- **Teamwork:** We aim to add value through teamwork, deal respectfully with one another, and encourage our students to engage in teamwork during their academic life.
- **Diversity:** We attract and develop staff and students from various nationalities to achieve cultural diversity in a world that has become a global village.

- **Responsiveness:** We respond to all requests and inquiries of our customers with intense care.
- **Discipline:** We emphasize discipline in our conduct and we perform our works professionally.

2. Strategic objectives:

In order to achieve BPCs' mission and vision, the following strategic objectives have been determined in the seventh element in the plan:

Objective No.1: Improving the efficiency of the Colleges' institutional system to promote its competitive position and varying investment and income resources.

Objective No.2: Improving quality of education in all academic programs according to quality standards.

Objective No.3: Enhancing competitive capabilities of BPCs' graduates to meet the needs of the labor market.

Objective No.4: Developing capabilities and skills of teaching and other staff, and improving the services provided to them.

Objective No.5: Promoting partnership with the local community.

Objective No.6: Developing and maintaining BPCs' infrastructure.

3. Gap analysis and Needs Identification:

Having studied the current status of the Colleges, the following strategic objectives and strategies have been determined for BPCs' five-year strategic plan (1439-1444) as follows:

Objective No.1: Improving the efficiency of The Colleges' institutional system to promote its competitive position and varying investment and income resources.

Strategy 1.1: Developing BPCs' institutional administrative performance.

Strategy 1.2: Applying electronic management to all academic and administrative functions and dealings.

Strategy 1.3: Expansion and diversification of funding sources.

Objective No.2: Improving quality of education in all academic programs according to quality standards.

Strategy 2.1: Developing study plans and academic programs according to the requirements of national development and the labor market needs.

Strategy 2.2: Developing teaching strategies and assessment methods.

Objective No.3: Enhancing competitive capabilities of BPCs' graduates to meet the needs of the labor market.

Strategy 3.1: Excellence in admission and registration processes.

Strategy 3.2: Excellence in student performance.

Strategy 3.3: Excellence in student services.

Strategy 3.4: Excellence in BPCs' Alumni services.

Objective No.4: Developing capabilities and skills of teaching and other staff, and improving the services provided to them.

Strategy 4.1: Developing the processes of staff attracting and motivating, and provided services.

Objective No.5: Promoting partnership with the local community.

Strategy 5.1: Diversification of cooperation and partnership with the community institutions.

Strategy 5.2: Developing services provided to the local community.

Objective No.6: Developing and maintaining BPCs' infrastructure.

Strategy 6.1: Completing and improving BPCs' infrastructure.

Strategy 6-2: Sustaining and maintaining BPCs' infrastructure.

4. How the strategic objectives are achieved?

Having compared BPCs current situation according to the results of the SWOT analysis with determined strategic objectives, then analyzing the gaps, and determining the needs, these objectives and strategies will be achieved through implementing the projects related to the following strategies. By implementing these strategies, the strategic objectives will be achieved.

Objective No. 1: Improving the efficiency of The Colleges' institutional system to promote its competitive position and varying investment and income resources.

Strategy 1.1 Developing BPCs' institutional administrative Performance.

1.1.1 Achieving the national institutional academic accreditation.

1.1.2 Developing an advisory council for each constituent college and another council for each independent program.

1.1.3 Recruiting and developing the senior administrative staff performance.

Strategy 1-2 Applying electronic management to all academic and administrative functions and dealings.

1.2.1 Establishing a department for e-learning services and E-government.

1.2.2 Developing BPCs' website.

1.2.3 Developing technical support services.

Strategy 1.3 Expansion and diversification of funding sources.

1.3.1 Establishing a training center.

1.3.2 Establishing languages center.

1.3.3 Establishing specialized medical units and clinics.

1.3.4. Investing in BPCs facilities and properties.

Objective No. 2: Improving quality of education in all academic programs according to quality standards.

Strategy 2.1 Developing study plans and academic programs according to the requirements of national development and the labor market needs.

2.1.1 Surveying the needs of the labor market.

2.1.2 Re-assessing the feasibility of current academic programs and suggesting other feasible ones.

2.1.3 Updating courses and programs specifications for National Program Accreditation for all academic programs.

2.1.4 Completing the procedures for acquiring the National Academic Accreditation for all academic programs.

2.1.5. Establishing scientific research unit.

2.1.6 Developing cooperative training programs and field experience training.

Strategy 2.2 Developing teaching strategies and assessment methods.

2.2.1 Evaluating and improving teaching and evaluation techniques.

2.2.2 Developing and diversifying learning resources.

2.2.3 Preparing and implementing E-learning and distance learning programs.

2.2.4 Training students to use E-learning.

2.2.5 Developing BPCs' main library.

Objective No. 3: Enhancing competitive capabilities of BPCs' graduates to meet the needs of the labor market.

Strategy 3.1 Excellence in admission and registration processes.

3.1.1 Activating initiatives and approaches to attract students.

Strategy 3.2 Excellence in student performance.

3.2.1 Improving academic performance of students.

3.2.2 Motivating outstanding and creative students.

3.2.3 Enhancing students' volunteering work.

Strategy 3.3 Excellence in student services.

3.3.1 Developing extracurricular activities

3.3.2 Developing student counseling services, including the psychological guidance.

3.3.3 Developing student advisory councils.

3.3.4 Caring for students with special needs.

Strategy 3.4 Excellence in BPCs Alumni services.

3.4.1 Participating in graduates' fairs (Job Fairs).

Objective No. 4: Developing capabilities and skills of teaching and other staff, and improving the services provided to them.

Strategy 4.1 Developing the process of staff attracting and motivating, and provided services.

4.1.1 Developing the performance assessment mechanisms.

4-1-2 Establishing a strategic planning centre and developing a system for promoting Faculty's scientific research, excellence, innovation and creativity

Objective No. 5: Promoting partnership with the local community.

Strategy 5.1 Diversification of cooperation and partnership with community institutions.

5.1.1 Promoting partnerships with the community institutions for training and qualifying students, teaching and administrative staff.

5.1.2 Signing collaborative agreements to improve academic programs and promoting academic services exchange.

5.1.3 Developing the Community Service and Life-long Learning Center.

Strategy 5.2 Developing services provided to the local community.

5.2.1 Providing and supporting community awareness-raising services.

5.2.2 Providing training, consultation and life-long learning services.

Objective No. 6: Developing and maintaining the colleges' infrastructure.

Strategy 6.1 Completing and improving BPCs' infrastructure

6.1.1 Developing medical educational clinics.

6.1.2 Establishing BPCs health club.

Strategy 6-2 Sustaining and maintaining BPCs' infrastructure.

6.2.1 Developing facilities maintenance processes.

6.2.2 Developing equipment maintenance processes.

5. Risks and Challenges:

The implementation of the strategic plan may be liable to several potential risks and challenges. These might include:

1. Lack of efficient communication and information system.
2. Lack of effective preparedness for dealing with staff's resistance to change.
3. Delay in implementation of projects due to increased workload.
4. Lack of engaging all staff in continuous improvement processes for quality assurance and excellence of performance.
5. The threat of virtual versus traditional learning.
6. The increasingly strong competition among higher private institutions.
7. Lack of human and financial resources necessary for the implementation of the strategic plan
8. Lack of effective follow-up systems to apply and implement recommendations for continuous improvement in order to take corrective procedures when needed.

9. Increasing interest of the labor market towards specialized professional education.
10. The urgent need for diversifying BPCs' sources of funding.

6. Elements for Success of the strategic Plan

Success of the strategic plan depends on a number of factors. They include:

1. The Senior Administration at BPCs should maintain continuous support for all efforts exerted to achieve total quality including the implementation of the strategic plan projects.
2. Strategic planning, quality, and knowledge culture should be disseminated as a roadmap for achieving total quality in addition to applying all the necessary mechanisms in all academic and administrative entities at BPCs.
3. BPCs' core values set out in the strategic plan should be lived by all staff.
4. Quality and development sectors should be effectively supported to apply quality and performance assessment in all sectors and units of BPCs.
5. Skills and capabilities necessary for the teaching and other staff should be specified in addition to providing staff with continuous training for developing such skills to the required level.

6. A system of rewards to encourage excellent performance should be established along with periodic announcements for outstanding teaching and administrative performance.
7. A follow-up system for implementing and evaluating the strategic plan should be developed.
8. A follow-up and review system should be developed to follow and evaluate strategic plan according to the following eleventh element.
9. Provision of human and financial resources necessary for maintaining ongoing improvement for developing and achieving BPC's strategic objectives.

7. Monitoring the implementation of the strategic plan:

Monitoring the implementation and continuous development of the strategic plan requires establishing a senior committee for strategic planning. This committee should be chaired by the General Supervisor of BPCs, with membership of various senior academic and administrative leaders in addition to the members of the Strategic Plan Preparation Committee. This committee should conduct semi-annual periodic assessment for outputs related to the strategic plan; maintain continuous follow-up of the implementation of the strategic plan projects and achievement of the strategic objectives, make any

necessary modifications, and provide funds from internal and external sources to ensure effective implementation of the plan.

Additionally, a strategic planning unit should be established for preparing the executive plan for the strategic plan and for preparing detailed annual and semi-annual plans necessary for implementation. Moreover, the unit should also ensure the provision of funds and administrative resources necessary to implement all projects activities and to determine all administrative entities involved in the implementation processes. The unit should also monitor and evaluate the implementation of the strategic plan on a periodic basis. Furthermore, it should prepare monthly follow-up reports indicating any temporal or objective deviation from what had been planned.

Finally, it should submit monthly reports to the Senior Committee for Strategic Planning.

Methods of implementing, following-up and assessing the plan:

1. Preparing an executive plan (action plan) for the strategic plan, with a detailed implementation plan for each project.
2. Preparing an annual operational plan (annual action plan) by extracting the detailed projects planned to be implemented every year.

3. Dividing the annual action plan into semi-annual action plans to facilitate the process of preparing semi-annual accomplishment and follow-up reports.
4. Following up all activities that involve third party entities or experts during the process of implementation to ensure effective performance of these activities' outputs.
5. Following up the provision of human resources and cash flows needed for implementing each activity according to the planned timetable.

8. A Timetable for the Implementation of the Projects of the Strategic Objectives during (1439-1444):

A four color-code is used to represent the implementation years of the strategic plan projects as follows:

1. **Dark Red:** represents priority projects to be completed within the first year of the plan 1439/1444 H.
2. **Blue:** represents mid-term projects, which may take 1-2 years.
3. **Orange:** represents long-term projects, which may take 2-3 years.
4. **Dark Green:** represents long-term projects, which may take more than 3 years.

These color-code will be used according to the following matrix for each strategic objective:

Very Urgent	Very Important
Urgent	Important

1. **Very important – Very urgent:** will be implemented during a year and coded dark red.
2. **Very important – Urgent:** will be implemented in one to two years and coded blue.
3. **Important – Very urgent:** will be implemented in two to three years and coded orange.
4. **Important – Urgent:** will be implemented in a three years period and coded dark green.

Strategies/ Projects' Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Dept.	College	Institution
<p>The First Strategic Objective: Improving the efficiency of the Colleges' institutional system to promote its competitive value and varying investment and income resources.</p>									
1-1	Strategy No 1- 1: Developing BPC's institution-wide administrative performance.								
1-1-1	Achieving the National Institutional Academic Accreditation							*	*
1-1-2	Developing an advisory council for each constituent college and another council for each independent program.						*	*	*
1-1-3	Recruiting and developing the senior administrative staff performance.							*	*

1-2	Strategy No 1- 2: Applying electronic management to all academic and administrative functions and dealings.								
1-2-1	Establishing a department for e-learning services and e-government.								*

Strategies/ Projects' Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Dept.	College	Institution
1-2-2	Developing BPCs website.								*
1-2-3	Developing technical support services.							*	*
1-3	Strategy No 1- 3: Expansion and diversification of funding sources.								
1-3-1	Establishing training center.								*
1-3-2	Establishing languages center.								*

1-3-3	Establishing specialized medical units and clinics.								*
1-3-4	Investing in BPC's facilities and properties.								*

The Second Strategic Objective: Improving quality of education (learning and teaching) in all academic programs according to the national standards.

Strategies/ Projects' Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Dept.	College	Institution
2-1	Strategy No 2-1: Developing study plans and academic programs according to the requirements of the national development and the labor market needs.								
2-1-1	Surveying needs of the labor market.						*	*	*
2-1-2	Re-assessing the feasibility of current academic programs and suggesting other feasible ones.							*	*

2-1-3	Updating courses and programs specifications and study plans.						*	*	*
2-1-4	Resuming the required procedures for National Program Accreditation for all academic programs.						*	*	*
2-1-5	Enhancing scientific research unit.							*	*
2-1-6	Developing cooperative training programs and field experience training.							*	*

Strategies/ Projects' Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Dept.	College	Institution
2-2	Strategy No 2- 2: Developing teaching strategies and assessment methods.								
2-2-1	Evaluating and developing teaching and evaluation techniques.							/	/
2-2-2	Developing and diversifying learning resources.							/	/
2-2-3	Preparing and implementing E-learning and distance learning programs.							/	/
2-2-4	Training students to use E-learning.								/
2-2-5	Developing BPCs main library.								/
Strategy/ Project's Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Institution	College	Dept.

Strategies/ Projects' Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Dept.	College	Institution
The Third Strategic Objective: Enhancing competitive capabilities of BPCs graduates to meet the needs of the labor market.									
3-1	Strategy No. 3- 1: Excellence in admission and registration processes.								
3-1-1	Activating initiatives and approaches for attracting students.							/	/
3-2	Strategy No. 3- 2: Excellence in student performance.								
3-2-1	Improving academic performance of students.							/	/
3-2-2	Motivating outstanding and creative students.							/	/
3-2-3	Enhancing students' volunteering work.							/	/
3-3	Strategy No. 3- 3: Excellence in student services.								

Strategies/ Projects' Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Dept.	College	Institution
3-3-1	Developing extracurricular activities.								/
3-3-2	Developing student-counselling services, including the psychological guidance.						/	/	/
Strategy/ Project's Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Institution	College	Dept.
3-3-3	Developing student advisory councils.						/		/
3-3-4	Caring the students with special needs.								/
3-4	Strategy No. 3- 4: Excellence in BPC's Alumni Services.								
3-4-1	Participating in graduate fairs. (Job Fairs)								/

Strategies/ Projects' Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Dept.	College	Institution
The Fourth Strategic Objective: Developing capabilities and skills of the teaching and administrative staff, and improving services offered to them.									
4-1 Strategy No. 4- 1: Developing the processes of attracting and recruiting human resources and HR services.									
4-2-1	Developing performance assessment mechanisms.								/
4-2-2	Developing a system for promoting excellence, innovation and creativity.								

Strategy/ Project's Code	Strategic Objectives and Policies	39/40	40/41	41/42	42/43	43/44	Level of Implementation		
							Institution	College	Dept.
The Fifth Strategic Objective: Promoting cooperation and partnership with the local community.									
5-1 Strategy No. 5- 1: Diversification of cooperation and partnership with the community institutions.									
5-1-1	Promoting partnerships with the community institutions for training and qualifying students and graduates.							/	/
5-1-2	Signing collaborative agreements to improve academic programs and promoting academic services exchange.								/
5-1-3	Developing the Community Service and Continuous Learning Center.								/
5-2 Strategy No. 5- 1: Developing community services.									

5-2-1	Providing and supporting community awareness-raising services.								*
5-2-2	Providing training, consultation and continuous learning services.								*
The Sixth Strategic Objective: Completing, improving, and maintaining the Colleges' infrastructure.									
6-1 Strategy No. 6- 1: Completing and improving BPCs' infrastructure.									
6-1-1	Developing educational medical clinics.							*	*
6-1-2	Establishing BPC's Health Club.							*	*
6-1 Strategy No. 6- 2: Sustaining and maintaining BPCs' infrastructure.									
6-2-1	Developing facilities maintenance processes.								*
6-2-2	Developing equipment maintenance processes.								*

9- SWOT Analyses for BPC.

The First Strategic Objective: Improving the efficiency of the Colleges' institutional system to promote its competitive value and varying investment and income resources.							
Internal Environment Analysis			External Environment Analysis				
Strengths		Weaknesses		Opportunities		Challenges	
1	The privileged location of BPCs' main campus.	1	Lack of survey studies on current and proposed majors and their financial feasibility.	1	Changes in admission policies in public universities towards reducing the percentage of acceptance.	1	Competitive private colleges and training centers in the region.
2	BPCs outperform other competitive colleges in the Kingdom in terms of number of colleges and majors.	2	Deficiency in effective marketing mechanisms to attract students.	2	The establishment of six Saudi economic cities places greater emphasis on knowledge-based industries. This may recruit a good number of BPCs' graduates.	2	Low enrollment rates in some colleges/ majors.
3	The availability of data and connection systems to link all colleges and units in BPCs.	3	A need for more diversification in income and investment sources.	3	The increasing rate of unemployment may motivate students to resume their higher education.	3	Poaching of BPCs teaching staff members by other public and private universities.

4	Academic cooperation agreements between BPCs and local universities and organizations.	4	A need for ideal exploitation of some available resources.	4	The increasing trend of public and private sectors' employees to resume their higher education in the evening.	4	A number of high school and diploma graduates don't meet the admission requirements of some majors.
---	--	---	--	---	--	---	---

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
5	BPCs campus provides an effective education and research environment including the required infrastructure and technology to help BPCs achieve their mission and objectives efficiently and effectively.	5	A need for investment endowments for BPCs.	5	Non-Saudi students' interest in studying in private colleges because of their limited admission opportunities in government universities.	5	Sudden changes of labor market which may require specific majors.
6	Possibility of future expansion of BPCs' campus.			6	Allowing foreign investment and boosting demand for some academic programs in Saudi Arabia.	6	Fluctuating national strategic trends may constantly change BPCs' strategic priorities.
7	Availability of work rules, regulations, and procedures and their improvement mechanisms.					7	The official permission for foreign colleges and universities to open in the Kingdom.

8	Availability of a unit for community service partners.					8	The official permission for vocational colleges to operate bachelor programs.
9	Availability of training programs for raising efficiency of BPCs' employees					9	The official permission for public universities to admit Non Saudi Students with tuitions.

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
10	Availability of a conference room equipped with the necessary requirements for holding special scientific conferences and symposia.					10	Cancelling of scholarships and grants for fresh students offered from Ministry of Education.
11	Provision of excellent health services for community through Dentistry clinics.					11	The kingdom's Vision 2030 prioritizing of vocational education and professional training.

12	Availability of extra-curricular activities which motivate students.					12	Increasing expectations of privatization of higher education in the Kingdom.
13	Sufficient number of teaching and assistant academic staff specialized in different theoretical and scientific fields.						
14	Availability of the required fund for developing facilities.						

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
15	Sufficient buildings accommodate multiple activities.						

16	Independent mosque, besides scattered places for religious observances.						
17	The efficiency of BPCs main campus infrastructure.						
18	The availability of institutional performance indicators.						
19	The availability of units and committees that support effective institutional performance.						
20	The availability of follow-up system for administrative issues.						
21	Commencing the development project for qualifying BPCs for Academic Institutional Accreditation.						

The Second Strategic Objective: Improving quality of education (learning and teaching) in all academic programs according to the national standards.

Internal Environment Analysis		External Environment Analysis	
Strengths	Weaknesses	Opportunities	Challenges

1	An organizational division headed by the Vice General Supervisor for Quality and Development.	1	A need for a clear policy to stimulate professionalism and encourage innovation and inventiveness.	1	Support provided by the NCAAA (the National Commission for Academic Accreditation and Assessment) including documents, templates, advice, guidelines and training programs in preparation for academic accreditation.	1	Several competitive private universities and colleges have gained academic institutional or programs accreditation from national or international Accreditation agencies.
2	Sufficient support for Quality and Development Unit from Senior Administration.	2	A need for effectiveness for Quality Assurance Unit.	2	A number of competent and experienced staff members who are fully aware of the systems and standards of the National Commission for Academic Accreditation and Assessment.	2	Public and private universities attracting well experienced staff members in the field of quality.
3	The positive assessment from Ministry of Education for some majors in BPCs.	3	A need to apply various teaching and assessment methods.			3	Local and international commissions
							measure and assess the BPCs outcomes.

4	Availability of locally and internationally experienced members in Quality domain.	4	A lack in teaching staff of PhD holders in some specific specialties.			
---	--	---	---	--	--	--

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
5	Increasing the rate of success in the Saudi Commission for Health Specialties' Exam for BPCs' graduates of Dentistry, Pharmacy, and Applied Medical Sciences.		A need for more effective system for professional and academic development.				
6	Availability of course specifications for all programs and courses.	5	A need for achieving Academic accreditation standards and requirements.				

The Third Strategic Objective: Enhancing competitive capabilities of BPCs graduates to meet the needs of the labor market.

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
1	Availability of training courses for qualifying students for professional accreditation tests.	1	A lack in integrating students' theoretical study with their practical application after graduation.	1	Equality between public and private universities graduates in their opportunities to get a job through Ministry of Civil Service and Ministry of Labor.	1	Increasing interest of labor market in specialized vocational education.
2	Appropriate mechanisms within the academic programs to meet needs of the labor market through providing graduates with the necessary knowledge skills required to gain competitive advantages.	2	Weak levels of English language for BPCs graduate.	2	Availability of The Custodian of the Two Holly Mosques' program for External Scholarships.	2	Increasing interest in transformational education and training.
3	Academic cooperation agreements between BPCs and local universities and organizations	3	A need for more effective ways of communications with BPCs Alumni.	3	Signing agreements with some beneficiary agencies and organization to recruit BPCs' graduates.	3	Increasing numbers of graduates from competitive private colleges and training centers in the region.
4	BPCs' assurance to move towards integrating e-learning into teaching methods.					4	Increasing unemployment rates.

5	Availability of agreements with specialized training centers and agencies for training students before graduation.					5	Rapid and continuous changes in required skills for labor market.
6	A good number of BPCs graduates be recruited in respected, senior jobs.						
7	Diversity of majors and colleges.						

The Fourth Strategic Objective: *Developing capabilities and skills of the teaching and administrative staff, and improving services offered to them.*

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
1	Appropriate overall teacherstudent ratio.	1	A need for more talented teaching staff members in some specific specialties.	1	The increasing development in distance and Electronic learning offers self-development for academic and teaching staff members.	1	Poaching of BPCs teaching staff members by other public and private universities.
2	Academic cooperation agreements between BPCs and local universities and organizations.	2	A need to adopt modern technological techniques for the academic programs by teaching staff.	2	Availability of government agencies and commissions that offers opportunities for teaching staff development.	2	Rapid changes in scientific and academic specialties.

3	An efficient and effective campus which provides a supportive environment for learning and teaching.	3	A need for a developed mechanism to assess the performance of teaching staff.		
4	A system for continuous improvement of the educational process aiming at improving the skills and competencies of teaching staff and assistant units members.	4	A need to develop teaching staff's skills in academic counseling.		
		5	A need to develop training programs for teaching staff in using electronic systems, such as Academic E-register and learning resources as electronic libraries.		

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
		6	A need to develop training programs for administrative staff.				
		7	A need to develop motivating regulations for scientific research.				
		8	A need to improve the efficiency of training of BPCs staff.				
		9	Overload of administrative issues for some teaching staff members.				
		10	A need for a clear mechanism for recruiting teaching staff.				
		11	A need for stimulating and motivating talented teaching staff to be stable in BPCs.				

		12	A need for the effective application of Performance Excellence Award for teaching staff,				
			administrative staff and technicians.				

The Fifth Strategic Objective: Promoting cooperation and partnership with the local community.

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
1	Academic cooperation agreements between BPCs and local universities and organizations.	1	A need to improve the efficiency of training of BPCs staff.	1	The support offered by Human Resources Development fund in the field of training.	1	Effective Community Service Centers in other competitive organizations.
2	Availability of technical, financial, and human capacities that enhances community partnerships.	2	Unavailability of licenses for BPCs' training centers to grant accredited certificates.	2	The community need for more specialized training courses.	2	Lack of community awareness for the consultant roles that can done to them by BPCs.
3	Availability of Community Service Centre.			3	Demands of training cooperation with BPCs from government, private, and charity sectors.	3	Diversity of geographical and social environment, surrounding the Colleges.
4	Availability of the required financial support for implementing BPCs' community service plans.			4	The government interest in BPCs' social role.		

The Sixth Strategic Objective: Completing, improving, and maintaining the Colleges' infrastructure.

Internal Environment Analysis				External Environment Analysis			
Strengths		Weaknesses		Opportunities		Challenges	
1	The main campus helps provide an effective education and research environment including the required infrastructure and technology that can contribute to achieving BPCs' mission and objectives efficiently and effectively.	1	BPCs' need for more and extra equipment and labs.	1	The government support (loans) for establishing buildings and purchasing equipment.	1	Expected high expenses of labor force in some future projects.
2	Continual improvements for campus facilities that can support education processes.	2	A need for more Infrastructure and facilities for special needs students in BPCs' campus.	2	The Kingdom's trend for expansion in supporting private education.	2	Following The Saudi Construction Code is obligatory.
3	Possibility for future expansions in BPCs' campus.	3	A need to establish a committee to manage campus projects.				
		4	A need for signing contracts with some maintenance companies for the Colleges' facilities.				

		5	A need for more effective application for safety procedures.				
--	--	----------	--	--	--	--	--

