



Northern Border University | Arar - Rafha - Turaif - Al-Owaigeelah

Strategic Plan

From the North to the Nation

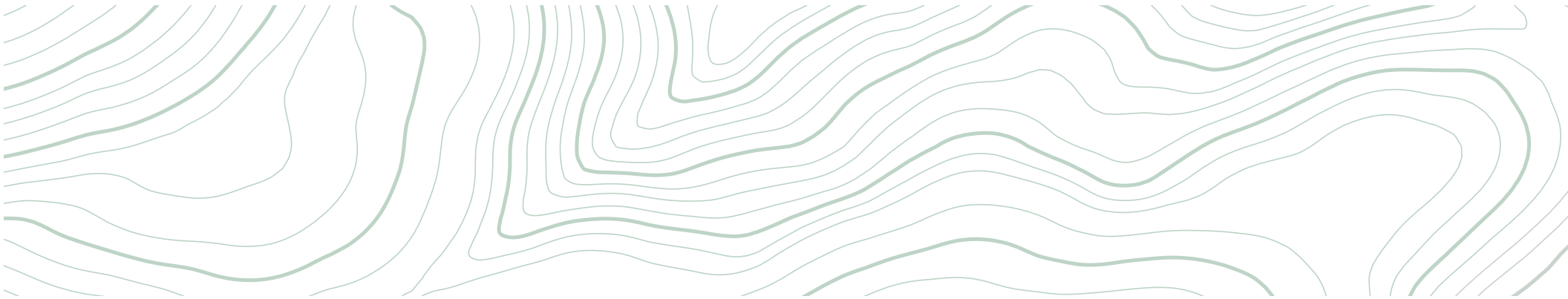
Addressing regional priorities through national initiatives

2020-2025





بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ





Custodian of the Two Holy Mosques
King Salman bin Abdulaziz Al Saud



Crown Prince
His Royal Highness Prince
Mohammed bin Salman bin Abdulaziz Al Saud



Prince

Faisal bin Khalid bin Sultan bin Abdulaziz Al Saud
Governor of the Northern Borders Region



His Excellency
Dr. Hamad bin Mohammed Al Al-Sheikh
Minister of Education



From the North ...to **The Nation**

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Approaching regional priorities through national initiatives

Preface



Higher education in Saudi Arabia has experienced a period of renaissance and significant growth in the past two decades. The number of universities and colleges has grown from the original eight to about 70 to provide higher education access to the ever-increasing number of Saudi high school graduates in the same period. Among the 21 nascent universities, Northern Border University (NBU) distinguishes itself as the leading institution in northern Saudi Arabia. It aims to become the country's marquee mining university.

The NBU has embarked upon a bold journey of ever-increasing excellence in leading a positive transition in the Northern Border's Region through higher education. Every day, across all our four campuses, we witness the power of higher education at work – in inspiring excellence, discovering new knowledge, advancing health and wellness, and leading a positive transition in our Region and beyond. The power of higher education can truly transform our students' lives, our communities, and our nation.

This strategic plan builds upon the vision of a new University leadership, continues the journey of success and progress by focusing upon its four campuses in Arar, Rafha, Turaif and Al-Owaigeelah. This new strategic plan also leverages key university-wide transformative initiatives for NBU as a whole, which includes a new bold goal and focus on a niche area distinguishing NBU amongst its peers as the mining university of our homeland. The completion of NBU's main campus buildout crowned by its Medical Campus and a state of the art female students' instructional facilities, new academic programs complemented with the recently adopted university-wide core competencies (CC's), implemented using high impact practices (HIP's), with the aim of better preparing our graduates for successful careers.

Inspiration

From the North to the Nation

addressing regional priorities through national initiatives



Momentum has never been greater for Northern Border University and the Saudi higher education! Capitalizing on our Vision 2030, the newly ratified “Saudi Universities Regulations” and soundly grounded on its unwavering commitment to the Northern Border’s Region, NBU introduces its new strategic plan, dubbed - **From the North to the Nation: addressing regional priorities through national initiatives**! Our new strategic plan will distinguish NBU as a trusted and distinguished institution of higher education in northern Saudi Arabia with an intentional focus on becoming Saudi Arabia’s mining university. While maintaining a countrywide connectedness and international exposure, our primary focus will always be regional -improving the lives of the people in the Northern Border’s Region and its socioeconomic, healthcare and technological advancement through transformative higher education and cutting-edge research.

As NBU charts its path to the future, we stand at the crossroads of transformational change for our University and the national higher education landscape. Our strategic plan sets forth the next steps of what it means to be a regionally-focused comprehensive and mining-branded university in the new Millennium.

The new NBU strategic plan before you is the fruit of dedicated labor of hundreds of hours of meetings, workshops, and deliberative effort as well as input from faculty, staff, students, alumni, friends and our community. This strategic plan, which was fully developed in-house, provides the best in what higher education has to offer our beloved homeland and the Northern Border's Region. It provides us with a blueprint for instilling the innovative competencies, high impact practices and entrepreneurial spirit our youth yearn for without overlooking the requisite revenue and resource diversification that are the foundational enablers. It guides our efforts toward distinction as the nations' mining-branded university.

I invite each and every member of the NBU family to join us in acquainting themselves with and successfully implementing this plan and to boldly charting the next leap in our history. Each member of the NBU family's contribution is invaluable. Each person brings his or her talents and contributions to transform NBU to the university our supportive leaders and stakeholders expect of us.

I invite you to learn more about NBU's strategic plan and join us as we fulfill yet a new the promise of our founding.

Dr. Mohammed Y. AlShehri
President, Northern Border University
Professor of Surgery

Context



We are uniquely situated in the landscape of Saudi higher education as the only university within the Northern Border's Region, our name sake. We benefit from our region's great values, culture, history and place. Our 2020-2025 strategic plan is nested within the context of these rich resources, anchored by our national Vision 2030, grounded in the new "Saudi Universities" Regulations" and guided by the strategic priorities of the Northern Border Region's Emirate.

Our History

The Northern Border University (NBU) traces its origin to the 1981 founding of the Intermediate College for Girls, which formed the nucleus of its present iteration. In 1987, the Intermediate College for Girls was renamed the Teachers' College, which also coincided with the awarding of its first Bachelor's degree. Seventeen years later, a College of Science in Arar and a community college in Rahfa were founded as extension campuses of the King Abdulaziz University in Jeddah. The College of Science housed five academic departments that included biology, chemistry, computer science, mathematics and physics while the community college included the departments of administrative sciences, computer science, engineering science, applied medical sciences, and basic sciences.

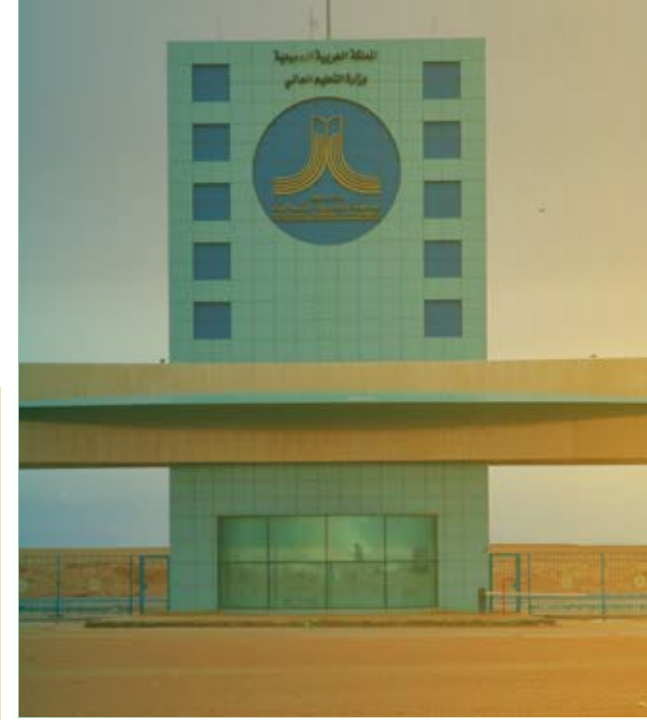
In 2007 during his historic visit to the Northern Border's Region, the late Custodian of the Two Holy Mosques King Abdullah bin Abdul Aziz declared the founding of the NBU through a royal decree. The nascent university amalgamated the previously established Teachers' College and both extension campuses of the King Abdulaziz University in Arar and Rafha. Soon after NBU's founding, a number of new colleges were founded. These colleges included: medicine, pharmacy, nursing, applied medical sciences, engineering, computer science, business administration, and community colleges dispersed over its main campus in Arar plus three branch campuses in Rafha, Turaif and Al-Owaigeelah. The nascent institution has gone through a period of rapid growth becoming a major transformative hub of knowledge and socioeconomic development in the Region.

Our Region



The Northern Border's Region is located in the northeastern tip of the Kingdom of Saudi Arabia. The Region traces its genesis to the Trans-Arabian Pipe Line (TAP Line) project of the late 1940's implemented by major international oil companies, including Saudi ARMO in joint venture with Esso, Chevron, Textaco, and Mobil. This joint venture formed the Trans-Arabian Pipe Line Company that was charged with building the TAP Line stretching from the Arabian Gulf to the Mediterranean port city of Seida, Lebanon. The 1,664 km TAP Line necessitated pumping stations along the way. These pumping stations complimented with staff housing complexes formed the nucleus of the cities of Arar, Rafha and Turaif. Eventually, these oil pumping stations and their surrounding housing complexes evolved into full-fledged cities.

(1) Alli maih, S.F. (2016). The Tapline and Arar's Genesis. 2nd Edition. The Northern Borders' Literary/Cultural Club.





These three cities form the main urban areas of the Northern Border's Region, which is well equipped with a state-of the-art infrastructure, mainly for its present role as the primary gateway to the neighboring states of Iraq, Jordan and onwards to Syria. It spans an area of 127,000 square kilometers and directly borders both Iraq and Jordan. The Region's increasing population and expanding number of youths creates a unique opportunity for higher education. In addition to its main campus in the Regional capital city of Arar, NBU operates three branch campuses within the Region's largest cities of Rafha, Turaif and Al-Owaigeelah.

Our Alumni and Distinctive Brand


Our core competencies are designed to foster intellectual, personal and professional growth. All NBU students will be immersed in focused and intentional learning experiences that aim to equip them with competencies and prepare them for joining the workforce with confidence. These core competencies will become NBU graduates' distinctive and characterizing attributes that set them apart from peers who graduate from other national universities. These NBU core competencies will become the bedrock of our reputation for excellence in training highly successful and workforce-ready graduates. These institutionally adopted core competencies aim to prepare NBU's graduates with key skills expected and demanded by employers, both in the private and governmental sectors.


These institutional core competencies are:


 Effective communication in Arabic and English
(both orally and in writing)

 Digital and information literacy

 Critical thinking

 Citizenship and national identity

 Self-motivated professional skills

 Networking and group interaction skills

 Entrepreneurial skills



Our Plan



Upon his arrival in the summer of 2019, President Mohammed Y. Alshehri began the strategic planning process at NBU, when he called for the initial fact-finding steps. With the beginning of the new academic year, President Alshehri appointed Dr. M. Gary Sayed, Professor of Radiology and Health Sciences and Dean, College of Health, Human Services and Nursing at California State University Dominguez Hills as the University's strategic planning consultant and chartered a strategic planning steering committee under his chairmanship. Work on the new strategic plan began by a survey of national and international peer institutions. The list of these institutions are available on a list from the Office of the Vice President for Quality and Community Engagement.

Additional surveys and data gathering included: a comprehensive university-wide fact-finding campaign, assessment of the past plan and convening workshops on developing the University's vision and mission statements. Work also commenced by spearheading the distillation of strategic themes from feedback gathered through focus groups. An environmental scan and SWOT analysis also were conducted, and the NBU community then was given the opportunity to further comment on the narrative that emerged from these activities through two series of campus-wide open surveys. A proposed strategic framework for NBU was generated. This framework was vetted via focus groups, meetings, and online outreach with campus-wide constituencies. The new plan was reviewed and consolidated the growing knowledge of NBU's strengths, opportunities and the need to refine the new leadership's thoughts on the future of the University. After further feedback from members of the Strategic Planning Steering Committee in the latter part of the Fall Semester, 2019, the emerging NBU strategic plan framework was presented for approval.

This strategic plan is intended to serve as a framework to guide the direction of the University over the next five years. The University's strategic themes also are supported by tactical plans at the division, college, and department level. These plans typically are operational in nature, as they rest with the individuals who do the daily work needed to move the University forward in accordance with this plan.



Vision

We aspire to become a distinctive university trusted and recognized for our core competency-based academic programs, research and innovation, and service across the region and the Kingdom.

Mission

We are a regionally serving comprehensive university committed to educational excellence. Guided by our core values, heritage and place, we deliver innovative educational programs characterized by outcomes that leverage the human, economic, cultural, natural resources and mining of the Northern Border's region and beyond.

Statement of Core Values

To achieve our mission, we embrace a set of shared core values that form the essence of our standards for excellence. These values are the spirit of our mission and guide both our personal and professional practice and behavior. As northern border university constituents, we commit ourselves to the following core values:

Integrity: We believe in engaging in consistent, professional practice through our relationships that involve congruence between our Islamic belief, honesty, openness, and ethical behavior.

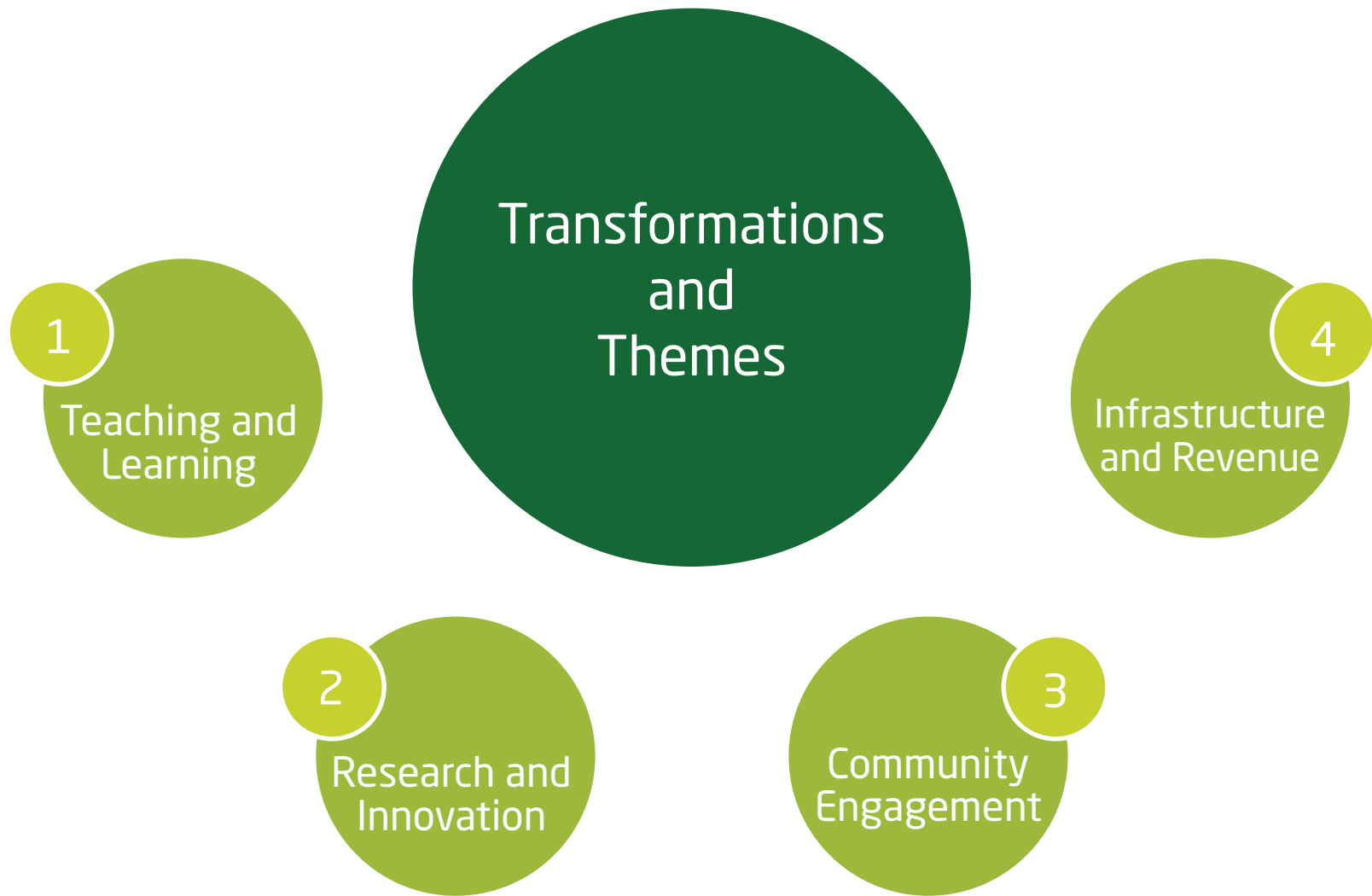
Community Engagement and Civic Responsibility: we are committed to the development of the Northern Border Region and our nation. We contribute positively to such developments through teaching, research, healthcare service, community partnerships and service.

Accountability : We believe responsibility requires thoughtful and careful reflection on our collective and individual moral obligations. It heightens our sense of duty to our University and community in decision-making by acknowledging the context and considering the consequences of actions.

Collaboration : We embrace teamwork and a cooperative spirit that shapes our engagement with students, faculty, staff and communities.

Transformations and Themes

This strategic plan builds on our foundation in four primary themes for transformation and impact both regionally and nationally. These four themes will be executed in congruence with the institutional accreditation requirements of the NCAAA.



Teaching and Learning Transformation

Focus on Students, Faculty and Programs

Theme 1

- Prepare NBU students for the challenges of our rapidly developing region and evolving nation through workforce and market-sensitive educational experiences complemented with institutional core competencies (CC's) both co-curricular and extra-curricular activities. Adopt salient high impact practices (HIP's) to enhance student learning and achieve requisite competencies.
- Recruit, retain and develop a world-class faculty dedicated to student success and teacher-scholar professional practice, with a focus on increasing the percentage of the qualified Saudis faculty.
- Enhance diversity by exposing the NBU family to and benefiting from other universities' experiences.

Research and Innovation Transformation

Focus on Scholarship and Knowledge Creation

Theme 2

Advance research and innovative activities, both across the university and in targeted disciplines, to contribute to critical societal priorities and national challenges.

Community Engagement Transformation

Focus on Service

Theme 3

- Engage in meaningful community service, regionally, nationally and beyond, through mutually beneficial, structural approaches and impactful partnerships for community engagement that affirms NBU's commitment to its mission, region and increased visibility.

Infrastructure and Revenue Transformation

Focus on Human, Technological and Physical Capacity Building and Brand Distinction

Theme 4

- Build an efficient and effective campus with improved capacity, state of the art technology and establish diverse revenue streams and vital resources to further enhance the University's distinction, ranking and classification.
- Establish a dedicated space for collaborative work such as a student-centered facility, i.e., a student extracurricular activities facility, commonly known as the "student union" in the higher education lexicon. Enhance the University's leading role in regional and international partnerships.

Initiatives Toward Transformations - Examples

Teaching and Learning Transformation

Focus on Students, Faculty and Programs:

Student-centered initiatives currently focus on core competencies implemented using high impact practices (HIP's), service-learning, experiential learning, and integrated co-curricular and extracurricular activities linked to core competencies' (CC's) outcomes. Faculty focused initiatives include recruitment and retention of high caliber faculty and professional development both in modern instructional technologies and methodologies such as leadership, achieving CC's outcomes, and HIPs implementation.

Research and Innovation Transformation

initiatives focus on research, innovation, creative activity and translation of research to practice that positively advances the lives of people in the Northern Border's Region through human resources, socioeconomic and technological advancements.



Targeted Initiatives and Outcomes

Graduating students equipped with requisite competencies and skills to meet the expectations of their employers in both public and private sectors, securing extramural funding to support its emerging but rapidly growing research enterprise with intentional emphasis on mining and mining-related endeavors, and contributing to critical workforce development and community engagement represent but a few of the outcomes that NBU aims to achieve as it embarks on implementing its new strategic plan. Within the intersects of each strategic focus and thematic transformation are additional opportunities for a brighter future as NBU charts its path to becoming Saudi Arabia's leading mining-focused university. NBU's talented faculty, staff, and students are committed to providing leadership for achieving these collaborative and boundary-spanning strategies for success.



Themes, Strategies and Goals
Teaching and Learning Transformation
Focus on Students, Faculty and Programs

Theme 1:

Major Goal 1 : Provide distinguished education that foster intellect and professionalism.

Strategy 1.1.

Develop and Enhance the distinction, strength, relevance, and reputation of Strategic Plan - Northern Border University's academic programs and initiatives by offering students a rich and diverse intellectual community that educates the whole person and cultivates lifelong learning.

Goal 1.1.1

Goal 1.1.2

Goal 1.1.3

Goal 1.1.4

Strategy 1.2

Introduce new degree programs that enhance NBU's strategy toward becoming the Kingdom's mining university

Goal 1.2.1

Goal 1.2.2

Goal 1.2.3

Goal 1.2.4

Goal 1.2.5

Goal 1.2.6

Strategy 1.3

Prepare students for tomorrow's careers and for lifelong success by building an institution-wide culture that northern border university prepares graduates for 21st-century careers and citizenship

Goal 1.3.1

Goal 1.3.2

Goal 1.3.3

Strategy 1.4

Attract and retain distinguished faculty-scholars - to develop a cadre of world-class faculty.

Goal 1.4.1

Goal 1.4.2

Goal 1.4.3

Goal 1.4.4

Teaching and Learning Transformation

Focus on Students, Faculty and Programs

Our aim is to brand and position NBU at the leading edge of competency-based higher education institutions in the Kingdom through transformational educational initiatives for all students; and, to graduate responsible and responsive professionals actively engaged with their communities while utilizing best practices, complemented with core competencies, in their respective specialties.

Changes in technology, pedagogy, and the boundaries of knowledge are reshaping higher education in profound and lasting ways. Remaining faithful to its mission as a student-focused university, NBU will adapt to the changing needs of students in the 21st century by revitalizing teaching and scholarship. NBU's distinction among its peers depends on the quality of our academic programs and their relevance to the needs of our students and their employers. By building on its strong reputation in medicine and health sciences fields, while also honoring our education programs' tradition, NBU will develop respected educational curricula, programs, and learning opportunities that are aligned with students' needs and workforce demands. NBU will adopt a university-wide set of core competencies (CC's) implemented through select high impact practices (HIP's) to infuse the core skills needed by our students and expected by their future employers.

NBU will serve its students from all walks of life that includes the young adults seeking a baccalaureate degree to the working adults seeking lifelong or formal advanced education. Success in serving such diverse student populations will require NBU to deliver instruction in locations and formats that are convenient and flexible for students, closely aligned with the needs of employers, and responsive to rapidly changing professional labor markets. NBU will capitalize on its four locations in Arar, Rafha, Turaif and Al-Owaigeelah to provide educational programs tailored to the needs of the Northern Region and the nation.

NBU will commit to training its students for lifelong success. From enrollment, to educational attainment, to alumni programs, the University will build the capabilities and establish the processes needed to be recognized as a leader in preparing its graduates for success in their careers and lives.

NBU's commitment to its faculty stems from its mission. A key to successful mission delivery is a cadre of world-class faculty. The quality of NBU's academic programs and their graduates, NBU's knowledge production and its quality is predicated on the caliber and quality of NBU's faculty.

Theme 1

Prepare NBU students for the challenges of our rapidly developing region and evolving nation through workforce and market-sensitive educational experiences complemented with institutional core competencies (CC's) both co-curricular and extra-curricular activities. Adopt salient high impact practices (HIP's) to enhance student learning and achieve requisite competencies. Recruit, retain and develop a world-class faculty dedicated to student success and teacher-scholar professional practice, with a focus on increasing the percentage of the qualified Saudis faculty. Enhance diversity by exposing the NBU family to and benefiting from other universities' experiences.

Major Goal 1 : Provide distinguished education that foster intellect and professionalism

Strategy 1.1

Develop and Enhance the distinction, strength, relevance, and reputation of Strategic Plan - Northern Border University's academic programs and initiatives by offering students a rich and diverse intellectual community that educates the whole person and cultivates lifelong learning.

Goals and Objectives

Goal 1.1.1. Enhance the University's reputation by leveraging Northern Border University's four campuses to provide learning, career networking, and community engagement opportunities.

- NBU will be recognized for its distinctive undergraduate and graduate programs complemented with institutionally mandated CC's implemented through select HIPs.
- NBU will adopt a set of institutional HIPs as a requirement of all newly matriculating students.
- NBU will develop the requisite infrastructure and support for a successful implementation of the institutional HIPs, including, but not limited to, a writing center and a student learning and support center.
- NBU will clearly articulate its brand that communicates the essence of the "NBU Education and Experience".
- NBU will be recognized for high-quality student-centered service that supports enhanced learning experience.
- NBU will nurture relationships between faculty and students to promote academic curiosity and risk-taking in a safe and supportive community of learners.
- NBU will deliver available academic programs utilizing traditional, blended, and online delivery modes.
- NBU will focus on professional career preparation of its students by leveraging internships, fieldwork placements, co-ops, and career networking opportunities throughout our four campus locations.

Initiatives

- HIPs Implementation
- Explore The possibility of integrating High-impact practices (HIPs) in graduate programs.

Goal 1.1.2. Adopt new pedagogical practices, technologies, innovative learning models, and promote a vibrant culture of intellectual inquiry to effectively achieve the desired outcomes of the institutional CC's.

- NBU will train faculty to use the best learning models for traditional, blended, and online courses.
- NBU will create a vibrant intellectual community engagement by faculty and students to energize each of its four campuses for improved learning experiences.
- NBU will promote and advance the professional practice of the teacher-scholar model and integrate it into its faculty performance and promotion evaluations.

Initiatives:

- Train faculty to use the best learning models for Traditional, Blended, and Online Courses.
- Develop the professional practice of the Teacher-Scholar Model.

Goal 1.1.3. Recruit, retain and support talented teacher-scholars with a passion for student-centered learning.

- NBU will be recognized for creating an environment that promotes innovative discovery and learning.
- NBU will recognize faculty and reward outstanding accomplishments.

Initiatives:

- Create an attractive innovative learning environment.
- Establish gifted academy and gifted support program

Goal 1.1.4. Workforce-ready and market-needs-informed academic programs..

- All NBU academic programs (colleges and individual degree-granting programs) will develop advisory boards composed of policy-makers, community leaders, alumni and employer advisors, who are engaged in strengthening our academic programs and our students' career paths.

Initiatives:

- Form and activate the academic programs advisory board in all colleges

Strategy 1.2.

Introduce new degree programs that enhance NBU's strategy toward becoming the Kingdom's mining university

Goals and Objectives

Goal 1.2.1. Adopt a niche area of distinction to brand the University and coalesce scholarly endeavor around it.

- NBU will explore 1-3 fields of distinction as possible niche areas.
- NBU will develop and implement the most viable of the explored niche options above as a marquee program.
- NBU will explore the feasibility of founding a college focused on the niche area.

Initiatives:

- Explore, Develop, and Implement the University Fields (1 to 3) of Distinction Study Area.
- Explore the feasibility of founding a college, creating department (s), or activating program (s) focused on the niche area

Goal 1.2.2. Introduce new mining-related or mining-aligned degree programs.

- NBU will explore multi-disciplinary mining-related and/or aligned programs overlapping disciplines in healthcare, engineering, business, education, applied sciences, and other fields. Programs that are deemed congruent with this initiative will be introduced as part of regular academic offerings.
- NBU will develop niche programs and schools related to mining.

Initiatives:

- Develop Mining Related or Mining Aligned Programs.
- Explore the possibility of founding a college or developing mining- related colleges.

Goal 1.2.3. Complete restructuring of existing programs per adopted recommendations

- NBU will revise and restructure its current programs to be mission congruent and aligned with accreditation standards.
- NBU will align its program to focus on training students who are employment ready.
- NBU student's employers will recognize the value of northern border university degrees.

Initiatives:

- Restructure the Academic Programs (Aligned with the NCAAA accreditation standards and Employment Requirements.) and National Qualifications Framework.
- Determine university policies in evaluating learning outcomes for academic programs
- Determine university policies and procedures for reviewing, assessing, and improving the academic programs and courses
- The NCAAA program accreditation, including medicine and surgery program

Goal 1.2.4. Implement health professions programs in high demand areas

- NBU will establish new programs in occupational therapy and occupational health & safety.
- NBU will explore the feasibility of offering a master's degree program in genetic counseling, public health (population health), nurse practitioners and surgical technology.

Initiatives:

- Establish New Programs in occupational therapy and occupational health & safety.
- Develop Master's Degree Program in genetic counseling, public health (population health), physician assistant, and surgical technology.

Goal 1.2.5. Promote a campus-wide entrepreneurial culture and ecosystem for faculty and students.

- NBU will establish a Center for Entrepreneurial Innovation that features a number of programs available to students interested in pursuing entrepreneurial activities.
- NBU will hire a coordinator for campus-wide entrepreneurial initiatives and Center Director.
- NBU will create a new learning community focused on entrepreneurship.
- NBU will implement an entrepreneurial curriculum and co-curriculum activities for students.
- NBU will develop an entrepreneurial certificate program.
- NBU will increase infrastructure that supports commercialization and policy application of transformational research.

Initiatives:

- Establish a Center for Entrepreneurial Innovation.
- Implement an entrepreneurial curriculum and co-curriculum activities for student
- Develop an entrepreneurial certificate program.
- Increase infrastructure that supports commercialization and policy application of transformational research

Goal 1.2.6. Develop new program proposal templates.

- NBU will develop a new program proposal, review and approval procedures, which include new program: feasibility evaluation, needs assessment, and business plan. The latter clearly delineates proposed program's breakeven point and analysis

Initiatives:

- Develop policies, procedures, and templates for feasibility evaluation needs assessment, business plan, design, and approval of academic programs.

Strategy 1.3.

Prepare students for tomorrow's careers and for lifelong success by building an institution-wide culture that northern border university prepares graduates for 21st-century careers and citizenship

Goals and Objectives

Goal 1.3.1. Provide our students with exceptional job readiness across all academic disciplines

- NBU will establish a career center
- NBU will align its career planning with students' academic studies from the time they enroll
- NBU will integrate and expand experiential learning opportunities into the curriculum of every program, wherever possible.

Initiatives:

- Establish a Career Center
- Align career planning with students' academic studies from the time they enroll.
- Integrate and expand experiential learning opportunities into the curriculum of every program, wherever possible.

Goal 1.3.2. Embrace alumni as lifelong members of the Northern Border University family (professionals, scientists and artists)

- NBU will develop a comprehensive alumni relations strategy that facilitates the relationships between the university and its alumni
- NBU will connect with its alumni throughout their lifetimes with enhanced communications, learning opportunities, and active alumni engagement opportunities.
- NBU will develop alumni/community program advisory and university advocacy groups.
- NBU will better utilize its alumni as ambassadors to our constituents, partners, and the kingdom.
- NBU will dedicate physical and virtual space to highlight the accomplishments of its alumni - to be called the "NBU Alumni Banner" series.
- NBU will develop an alumni speaker series called the "professor for a day" project for both university-wide and program-specific initiatives.

Initiatives:

- Develop an alumni relation strategy.
- Develop alumni/community program advisory and university advocacy groups.
- Dedicate physical and virtual space ("NBU Alumni Banner" Series.)
- Develop an Alumni Speaker Series called the "Professor for a Day" INITIATIVE for both University-wide and program-specific initiatives.

Goal 1.3.3. Implement an innovative interprofessional/interdisciplinary educational model.

- NBU will advance the educational effectiveness of northern border university's medical and health specialties colleges by preparing healthcare providers of tomorrow through learner-centered innovation and faculty engagement.
- NBU will implement disruptive innovations that establish northern border university as a forward-thinking leader in delivering interprofessional education to learners.

Initiatives:

- Develop and Implement of Interprofessional/Interdisciplinary Educational Model.

Strategy 1.4. Attract and retain distinguished faculty-scholars - to develop a cadre of world-class faculty.

Goals and Objectives

Goal 1.4.1. Attract, retain and develop rising stars who become academic leaders in general and specifically in newly adopted niche areas of mining teaching and learning.

- NBU will develop processes for recruiting and retaining outstanding teacher-scholar faculty who are committed to student success.
- NBU will develop clear policies for promotion and performance evaluation. It will provide training workshops to assist faculty with career progression and advancement.
- NBU will provide ample professional development opportunities to faculty, including merit-based, annually funded participation at national and international conferences.
- NBU will expand intramural seed funding to stimulate pilot data collection and full extramural funding applications.

Initiatives:

- Establish policies and automate the system of performance evaluation for faculty.
- Provide professional development opportunities to faculty.
- Attract, retain, and develop rising stars who become academic leaders.
- Establish Recruitment Program for outstanding teacher-scholar faculty
- Establish policies and automate the system of promotions for faculty.

Goal 1.4.2. Gain a distinguished national reputation as a leader and innovator in teaching and learning practices, scholarship and outcomes.

- NBU will implement a faculty fit (foundations, impact and transformations) program and recruit all newly appointed members of the faculty to participate. Northern border university will offer intentional, institutionalized and focused training as part of faculty fit.
- NBU will also diffuse and institutionally adopt at-scale proven practices and nationally promote outcomes of its faculty's teaching and learning scholarship as best practices.
- NBU will implement a teacher-scholar model of scholarship to encourage publications of its faculty's research and innovation in teaching and learning.

Initiatives:

- Implement a Faculty FIT (Foundations, Impact, and Transformations) program for new and developing teachers.

Goal 1.4.3. Recognize and reward excellence among the best teachers in the faculty ranks.

- NBU will evaluate teaching effectiveness across all four campuses through robust and fair systems based on validated pedagogic research.
- NBU will reward and provide public recognition for excellence in teaching.

Initiatives:

- Evaluate teaching effectiveness across all four campuses.
- Reward and provide public recognition for excellence in teaching.

Goal 1.4.4. Provide robust opportunities for faculty development

- NBU will provide workshops and training for its faculty on boyer's model of scholarship to further encourage its faculty to present at regional, national and international conferences the outcomes of their scholarship in teaching and learning.
- NBU will establish a faculty development center for ongoing professional training in the pedagogical arts.

Initiatives:

- Establish Northern Border University Award for Excellence in Scientific Research
- Establish Deanship Award for Non-Funded Research within the Web of Science

Signing a cooperation agreement between Northern Border University and Ma'aden Company



تنمية وابتكار

توقيع مذكرة تعاون بين معادن وجامعة الحدود الشمالية

Introduce new degree programs
that enhance Northern Border University's
strategy toward becoming the Kingdom's mining
university



Orientations, strategies and goals
Research and Innovation Transformation
Focus on Scholarship and Knowledge Creation

Theme 2:

Major Goal2 : Promote research and innovation environment that enables realization of the university research priorities.

Strategy 2.1.

Develop supportive research infrastructure that enhances NBU faculty's scholarly productivity, research and innovation

Goal 2.1.1

Goal 2.1.2

Goal 2.1.3

Strategy 2.2

Position NBU as a leading mining research and innovation academic center of the Kingdom. Increase its footprint in impactful areas of research its faculty traditionally excelled in such as engineering, natural and health sciences.

Goal 2.2.1

Goal 2.2.2

Research and Innovation Transformation

Focus on Scholarship and Knowledge Creation

The key to success in founding a robust research enterprise is making sure that all support services and capacity-building elements are in place. Our second strategic theme focuses our effort in the next five years on founding and supporting research and scholarly productivity elements of success. In doing so, NBU will intentionally focus its attention on building the needed capacity to evolve into the nation's leading mining research center.

Theme 2:

Advance research and innovative activities, both across the university and in targeted disciplines, to contribute to critical societal priorities and national challenges.

Major Goal 2 : Promote research and innovation environment that enables realization of the university research priorities.

Strategy 2.1.

Develop supportive research infrastructure that enhances NBU faculty's scholarly productivity, research and innovation

Goals and Objectives

Goal 2.1.1. Stimulate research within the adopted niche areas to advance NBU's research portfolio, further differentiate the University's brand distinction and enhance its knowledge transformation activities.

- NBU will develop infrastructure for intramural research proposals' solicitation, review and funding, including policies for the request for proposals (RFPs) and/or request for applications (RFAs), peer review mechanisms, and award mechanisms.
- NBU will develop pre- and post-award support offices to stimulate extramural funding applications and encourage researcher-faculty to submit an increased number of grant proposal.
- NBU will establish an IRB
- NBU will increase infrastructure that supports commercialization and patent application of transformational research.
- NBU will identify 2-3 niche areas of distinction in research and innovation priorities. Develop feasibility studies that clearly delineate nature and types of requisite elements of success; financial, infrastructure and manpower requirements; and expected outcomes and their indicators of success.

Initiatives

- Develop Research Strategic Plan.

- Establish a pre- and post-award support office.
- Establish an Institutional Review Board (IRB).
- Establish Patent and Intellectual Property Office.
- Identify 2-3 niche areas of distinction in research and innovation priorities.

Goal 2.1.2. Align our research strengths intentionally with mining-related discoveries and challenges to facilitate future branding of NBU as our homeland's mining university

- NBU will explore opportunities to create interdisciplinary research teams that use disciplinary strengths to address problems of mining importance and societal impact

Initiatives:

- Create interdisciplinary research teams that use disciplinary strengths to address the problems of mining importance and societal impact.

Goal 2.1.3. Expand and strengthen partnerships

- NBU will achieve enhanced research impact by leveraging northern border university's partnership with waad ashemal.
- NBU will strengthen and diversify formal partnerships with strategic mining research institutions.

Initiatives:

- Achieve enhanced research impact by leveraging NBU's partnership with Waad Ashemal.
- Strength and diversity strategic partnerships. (Mining institutions, Research Centers / National & Inter. Universities,...)

Strategy 2.2.

Position NBU as a leading mining research and innovation academic center of the Kingdom. Increase its footprint in impactful areas of research its faculty traditionally excelled in such as engineering, natural and health sciences.

Goals and Objectives

Goal 2.2.1. Promote and enhance institutional research by founding and supporting periodic knowledge exchange venues.

- NBU will establish two annual symposia by fall 2021. One in the fall focused on health, life and natural sciences and one in the spring focused on social sciences, humanities and the arts.
- NBU will establish a biennial regional conference starting in 2022 with rotating themes (i.e., the focus of each biennial conference to rotate between the themes of the annual symposia).

Initiatives:

- Establish two annual symposia by Fall/Spring 2021
- Establish Regional Conference Starting 2022

Goal 2.2.2. Establish centers and or institutes for areas of focus that vigorously promote intramural research and significantly contribute to northern border university's brand differentiation and both national and international exposure/recognition.

- NBU will select one or two themes based on identified niche areas and found either centers of excellence or institutes to further highlight and increase scholarly activities within the identified niche areas.

Initiatives:

- Establish Two Research Centers of Excellence /Research Institutes or Research Chairs.



The key to success in founding a robust research enterprise is making sure that all support services and capacity-building elements are in place.



Orientations, strategies and goals
Community Engagement Transformation
Focus on Service

Theme 3:

Major Goal 3 : Enhance community partnership.

Strategy 1.3.

Enhance NBU's presence in the community through active and impactful engagement programs.

Goal 1.1.3

Goal 2.1.3

Goal 3.1.3

Goal 4.1.3

Strategy 2.3

Enhance student learning and community engagement through service-learning, experiential learning, and integrated co-curricular and extracurricular volunteerism.

Goal 1.2.3

Community Engagement Transformation

Focus on Service

NBU is committed to its region and considers service to the northern border's communities of paramount significance. Service as a part of the university's tripartite mission, encompasses every aspect of northern border university's engagement with its local communities and beyond. Such service will play a direct role in improving our communities' quality of life in all aspects. Community engagement also provides our students with service learning, volunteering and lifelong learning opportunities.



The launch of the Community Service Award

Theme 3:

Engage in meaningful community service, regionally, nationally and beyond, through mutually beneficial, structural approaches and impactful partnerships for community engagement that affirms NBU's commitment to its mission, region and increased visibility.

Major Goal 3 : Enhance community partnership.

Strategy 3.1. Enhance NBU's presence in the community through active and impactful engagement programs.

Goal 3.1.1. Continue to enhance NBU leadership's and active engagement in the community as ambassadors of the University.

- NBU will develop relationships that focus on knowledge exchange, expert consultations and capacity building.
- NBU will develop lifelong learning opportunities on engaged civic duties, technology utility, health and safety, and other areas of interest to the public in its community.

Initiatives:

- Develop relationships that focus on knowledge exchange, expert consultations, and capacity building.
- Develop lifelong learning opportunities
- Develop national partnerships with universities and non-profit and private institutions regarding development and education programs.

Goal 3.1.2. Maintain and enhance NBU's institutional reputation of committed and high-quality community engagement

- NBU will identify, create, and pursue opportunities that strengthen student-focused partnerships with local communities.

Initiatives:

- Identify, create, and pursue opportunities that strengthen student-focused partnerships with local communities.

Goal 3.1.3. Inaugurate Northern Border University's Teaching Hospital as a crown jewel of community service

- NBU will develop clearly articulated community outreach programs for its free healthcare services.
- NBU will explore the feasibility of providing specialized healthcare services laboratories such as a tumor marker facility.
- NBU will develop and deliver in the community preventative healthcare and health promotion services as a distinctive community service initiative.

Initiatives:

- Develop clearly articulated community outreach programs for its free healthcare services
- Develop and deliver in the community preventative healthcare and health promotion services as a distinctive community service initiative.
- Complete the teaching hospital building.

Goal 3.1.4. Promote a supportive environment that inspires students, faculty, staff and alumni to achieve their personal and professional goals while contributing to our community's development.

- NBU will facilitate access between students, faculty, staff, alumni and our community for active engagement.
- NBU will encourage and reward students, faculty and staff for community service and engagement.
- NBU will develop a student, faculty, staff and alumni community service and engagement annual award ceremony.

Initiatives:

- Promote a supportive environment that inspires students, faculty, staff, and alumni to achieve their personal and professional goals while contributing to our community's development.

Strategy 3.2. Enhance student learning and community engagement through service-learning, experiential learning, and integrated co-curricular and extracurricular volunteerism.

Goal 3.2.1. Develop innovative, sustainable, and beneficial community-based service-learning experiences.

- NBU will develop a series of uniform cross-disciplinary affiliation agreements (MOUs) to support new partnerships between NBU and community organizations (e.g. hospitals, healthcare systems, schools, for-profit businesses).
- NBU will establish the Office of Affiliation and Internships (OAI) to facilitate student internship and training/service placements.
- NBU will strategically grow affiliations and partnerships in support of undergraduate and graduate opportunities through its OAI.
- NBU will assign regional liaisons to help strengthen local partnerships and University community service opportunities.
- NBU will deepen internship collaborations with its communities and local professional organizations that create meaningful opportunities for students to serve and learn.
- NBU will develop Community/Student Leader Roundtable opportunities.

Initiatives:

- Establish the Office of Affiliation and Internships (OAI)
- Assign regional liaisons to help strengthen local partnerships and University community service opportunities



Maintain and enhance northern border university's institutional reputation of committed and high-quality community engagement.

The launch of the (testahel) Initiative



Orientations, strategies and goals
Infrastructure and Revenue Transformation
Focus on Human and Physical Capacity Building and Brand Distinction

Theme 4.

Major Goal 4 : Develop administrative and financial system that strengthen efficient management, and diversify sources of revenue.

Strategy 4.1 Instill confidence in staff for their invaluable contributions to the development of NBU.

Goal 4.1.1

Strategy 4.2 Develop organizational capacities that support NBU's aspirations, financial sustainability and operational excellence.

Goal 4.2.1

Goal 4.2.2

Goal 4.2.3

Goal 4.2.4

Goal 4.2.5

Goal 4.2.6

Goal 4.2.7

Strategy 4.3 Build a 21st-century learning and living state-of-the-art campus.

Goal 4.3.1

Goal 4.3.2

Goal 4.3.3

Strategy 4.4 Build and showcase NBU's restructure as a national model for a sustainable efficient and effective academic and administrative structure that optimizes learning and minimizes redundancy. Achieve positive outcomes by reducing general costs to reinvest in teaching and learning through timely staff training and streamlined processes.

Goal 4.4.1

Goal 4.4.2

Strategy 4.5 Strengthen NBU's reputation through strategically designed, intentionally implemented and consistently integrated communication brand.

Goal 4.5.1

Strategy 4.6 Develop, upgrade, and/or acquire and implement modern IT practices, including the development of policies and procedures and recruitment of skilled Saudi staff. Adopt modern IT-based practices to enhance NBU's service and maximize its efficiency.

Goal 4.6.1

Goal 4.6.2

Goal 4.6.3

Infrastructure and Revenue Transformation

Focus on Human and Physical Capacity Building and Brand Distinction

A university's success is partly predicated on employing a capable, professional cadre of staff. As a nascent university, NBU is dependent on staff support more than most highly established legacy institutions of higher education. Unlike many large organizations, NBU has the ability to avoid creating ossified structures, rules, and practices that render them costly and slow to adapt to changes in their environment. Our homeland's transformations in general; and, in higher education in specific will demand NBU to be innovative, efficient, and service-oriented while maintaining a high level of quality. Such transformations will necessitate the entire NBU community to embrace a broad cultural and practice changes. NBU will develop the organizational capabilities necessary to become an integrated, multi-campus university offering students and alumni outstanding educational and career development opportunities in the Northern Border's Region. In today's rapid changing economies and ever-decreasing revenues, it is imperative that NBU plays a leading role in managing its precious resources prudently. Unlike past practices, NBU will build an efficient campus that considers both direct and indirect costs. Careful considerations will be given to maintenance costs, student commuting times in between campus buildings through green walkways, instructional spaces and faculty, staff offices that are energy efficient and conducive to work in a productive environment. The new NBU campus will be equipped with state-of-the-art information technology capacity to enable it to deliver its services on modern multimedia platforms.

Last, but not least, ensuring NBU's brand recognition and credible reception by its stakeholders requires a strategic, integrated and systemic communications campaign. Clear, consistent, targeted messaging will both enhance NBU's solid reputation and conveys a distinctive competitive advantage.

Theme 4.

Build an efficient and effective campus with improved capacity, state of the art technology and establish diverse revenue streams and vital resources to further enhance the University's distinction, ranking and classification. Establish a student-centered and dedicated facility for student 'activities and services. Enhance the University's leading role in regional and international partnerships.

Major Goal 4 : Develop administrative and financial system that strengthen efficient management, and diversify sources of revenue.

Strategy 4.1. Instill confidence in staff for their invaluable contributions to the development of NBU.

Goals and Objectives

Goal 4.1.1. Recruit, retain, and develop a competent and service-oriented cadre of university support staff to sustain its operations and services to both students and faculty.

- NBU will develop staff recruitment and screening tools for each category or class of support staff employment category.
- NBU will develop policies for staff retention and development.
- NBU will create opportunities for staff to seek external development opportunities, including international opportunities, on a competitive basis in recognition of committed, dedicated and meritorious performance.
- NBU will create internal scholarships and opportunities for staff to pursue graduate studies to earn advanced degrees.

Initiatives:

- Recruit, Retain and Develop Staff Policy

Strategy 4.2. Develop organizational capacities that support NBU's aspirations, financial sustainability and operational excellence.

Goals and Objectives

Goal 4.2.1. Diversify sources of revenue and enhance stewardship of resources

- NBU will establish a vice presidential level office of investment and development (fund-raising and endowments)
- NBU will increase and enhance external non-governmental appropriations funding through endowments and investments.
- NBU will develop guidelines for efficient and effective allocation and use of university resources.

Initiatives:

- Establish a vice presidential level office of investment and development (fund-raising and endowments)
- Explore the Feasibility of Establishing University Endowment Program

Goal 4.2.2. Generate new resources through targeted enrollment growth in self-support, high demand diploma and master's degree programs

- NBU will increase enrollments, especially in high demand self-supported graduate programs.
- NBU will increase its footprint in online and blended programs.

Initiatives:

- Establish High-Demand Diploma and Masters
- Increase the University footprint in online and blended programs

Goal 4.2.3. Develop a culture of philanthropy throughout the University community

- NBU will pursue new philanthropic revenues to support the University, its programs and its students.
- NBU will develop a culture of alumni giving.

Initiatives:

- Develop a culture of philanthropy throughout the University community

Goal 4.2.4. Develop human capabilities and skills to meet 21 st-century demands

- NBU will develop efficient and sophisticated student services throughout recruitment, enrollment, retention and degree completion
- NBU will train faculty and staff to become adept at utilizing technology-enabled personalized teaching and learning
- NBU will implement high-quality faculty and staff development and training programs and their progress/outcomes will be regularly tracked
- NBU will develop clear standards and policies for employee recruitment, retention and performance
- NBU attracts, retains, and develops a high-performing workforce - both faculty and staff

Initiatives:

- Develop human capabilities and skills to meet 21st-century demands

Goal 4.2.5. Integrate NORTHERN BORDER UNIVERSITY four campuses' administration to better serve students and communities

- NBU will integrate administrative functions and services across the four campuses using common policies, standards and practices
- NBU will ensure that all University policies and administrative practices align with the University's goals
- NBU will develop mechanisms for timely, informed, and effective management and administrative processes
- NBU will develop marketing capabilities that are strengthened and convey institutional identity

Initiatives:

- Develop Standard Operating Procedures and processes that are effective and aligned with University Goals.
- Develop marketing capabilities that are strengthened and convey institutional identity.
- Develop Performance Indicators Guide
- Develop Business Intelligence System
- Automate the administrative and financial system.
- Develop Policies and Automate Performance Appraisal System.
- Develop Policies and Automate Promotions System.
- Develop Job Creation Plan.
- Develop Vehicle and fuel management system.

Goal 4.2.6. Steward resources wisely and efficiently to achieve our goals

- NBU will develop and implement clear standards and processes for introduction and evaluation of existing and new academic programs and administrative functions

Initiatives:

- Develop standards and processes (for the introduction and evaluation of administrative functions).

Goal 4.2.7. Attain and preserve institutional NCAAA accreditation.

- NBU will conduct and write an institutional accreditation self-study
- NBU will establish an office of risk management
- NBU will audit campus for accreditation site visit readiness

Initiatives:

- NBU NCAAA Institutional Accreditation
- Establish Office of Risk Management.

Strategy 4.3. Build a 21st-century learning and living state-of-the-art campus.

Goals and Objectives

Goal 4.3.1. Revise and update NBU's physical facilities master plan and develop an operationally efficient and effective long-term real estate plan

- NBU will revise its physical facilities master plan to include efficient and effective campuses and operational efficiencies, i.e., impact on an academic schedule, ease of partitioning and repurposing, and multifunctionality. NBU will include spaces for self-support new revenue-generating service areas that benefit both the university and its constituents. Examples include rental spaces for services such as starbucks, fedex, fast food services, etc.

Initiatives:

- Revision of Physical Facilities Master Plan

Goal 4.3.2. Complete building out the new campus in Arar and the other branches

- NBU will develop new revenue-generating public/private partnerships to generate resources for completing the buildout of its new campus in arar per the specifications discussed above.

Initiatives:

- Develop new revenue-generating (Rent Spaces, Public/Private Partnerships)
- Explore the Feasibility of establishing a company for the University
- Explore the Feasibility of establishing institute for studies at the university.

Goal 4.3.3. Upgrade and/or equip teaching science laboratories with instructional equipment in Rafha, Turaif and Al-Owaigeelah

- NBU will supply chemistry, physics and biology labs with needed essential instruments like spectrophotometers and pcrs.
- NBU will equip instructional computer laboratories with new hardware and software to facilitate effective teaching and learning.

Initiatives

- Upgrade University laboratories.
- Upgrade computer laboratories
- Upgrade classrooms at the university.

Strategy 4.4. Build and showcase NBU's restructure as a national model for a sustainable efficient and effective academic and administrative structure that optimizes learning and minimizes redundancy. Achieve positive outcomes by reducing general costs to reinvest in teaching and learning through timely staff training and streamlined processes.

Goals and Objectives

Goal 4.4.1. Develop a model for an efficient and nimble university structure.

- NBU will secure the services of the general administrative institute as primary consultant for the initiative.
- NBU will form a task force to coordinate the restructuring process.
- NBU consultants in collaboration with the task force will perform a benchmark analysis of peer institutions and prepare a proposed framework.
- **Initiatives** Develop a model for an efficient and nimble university structure.

Goal 4.4.2. Adopt an operationally efficient and effective University structure.

- NBU will adopt a final organizational structure that best meets its current needs and preserve its vision for the future.
- NBU will publish and widely disseminate copies of its new organizational charts.
- NBU will ensure that all university constituents and stakeholders are informed of its new organizational structure.

Initiatives:

- Adopt an operationally efficient and effective University structure.
- Develop a plan for spending efficiency at the University.

Strategy 4.5. Strengthen NBU's reputation through strategically designed, intentionally implemented and consistently integrated communication brand.

Goals and Objectives

Goal 4.5.1. Strategically align resources to raise awareness and focus on northern border university's brand platform.

- NBU will develop a comprehensive branding strategy and brand use guidelines that addresses:
 - 1 Institutional style guide;
 - 2 Brand positioning,
 - 3 Voice and tone
 - 4 Brand narrative;
 - 5 Institutional writing style;
 - 6 Key strategic branding messaging,

- NBU will clearly define its both internal and external as well as primary and secondary audiences; develop and provide clear guidelines on strategically addressing its audiences; and provide brand language boiler plates.

- NBU will develop brand presentation content for use across all media and channels to intentionally and exclusively
 - 1 Highlight one or more of the university's brand messaging domains;
 - 2 Highlight cc's and hip's areas identified in the strategic plan;
 - 3 Raises awareness of the university's mining-focused strategy;
 - 4 Supports the community outreach priorities of the university;
 - 5 Supports university fundraising efforts;
 - 6 Both promotes and celebrates the university's educational, cultural and extra-curricular events.
- NBU will redesign and relaunch the university's website using the current generation of web development methods to:
 - 1 support the university's outreach activities;
 - 2 engage prospective friends, corporate partners, and alumni to encourage gifts;
 - 3 organize content to be easily, readily and accurately accessible for students, faculty and staff;
 - 4 showcase northern border university through imagery and multimedia; and 5) highlight northern border university's academic offerings to ensure prospective students can easily identify and learn more about their programs of choice.

Initiatives:

- Develop the NBU Branding Strategy.

Strategy 4.6. Develop, upgrade, and/or acquire and implement modern IT practices, including the development of policies and procedures and recruitment of skilled Saudi staff. Adopt modern IT-based practices to enhance NBU's service and maximize its efficiency.

Goals and Objectives

Goal 4.6.1. Assess the state of current it and future need at northern border university.

- NBU will evaluate its current state of it infrastructure and identify future needs through a focused campus-wide survey and needs assessment.
- NBU will develop a temporal plan and allocate funds for upgrading existing it infrastructure and acquisition of new it to enhance northern border university's capacity.

Initiatives:

- Establish IT Current State Analysis
- Implement a monitoring system for the Scholarship Administration
- Develop a plan for the scholarship.

Goal 2.6.4 Recruit, retain, and develop a skilled and service-oriented cadre of IT professionals and support staff to enhance NBU's operations and services.

- NBU will develop its staff recruitment and screening tools for each IT category of support professional and staff employment category.
- NBU will develop a succinct plan for increasing its Saudi IT professional workforce.
- NBU will institute policies on IT professional and support staff development.

Initiatives:

- Develop the IT Strategy (HR, IT Equipment).

Goal 3.6.4 Develop salient policies and standardized operating procedures for best practices and IT service delivery at Northern Border University.

- NBU will develop standard operating procedures (SOPs) and policies for best practices and effective and efficient utilization of its IT infrastructure and delivery of timely professional services.
- NBU will aim its policies and SOPs to also achieve ISO 2000 for both best practices and effective management of resources.
- NBU will develop specific plans toward raising its classification as in the "Yassir" program.

Initiatives:

- Achieve ISO Standards Certification
- Improve University Classification



حفل تخرج جامعة الحدود الشمالية

Infrastructure transformation and revenue transfer

Developing organizational capabilities that support Northern Frontier University aspirations, financial sustainability, and career excellence

Metrics of Success

To Focus NBU's energy in the pursuit of its aspirations as the region's beacon and to establish common reference for "success," the following metrics have been identified that reflect quantitative and qualitative assessments of achievements under this plan. These metrics reflect university-wide achievements. Key university-wide metrics that reflect successful achievement of our strategic goals are:

- 1- **Student workforce readiness:** through the focused and intentional implementation of its selectively adopted cc's and hip's, northern border university provides its students the choice of distinctive learning opportunities and workforce readiness for their careers and futures as productive citizens.
- 2- **Student retention**—through improved program offerings, academic and career advising, and wellness initiatives, northern border university will retain its students and graduates them successfully in a timely manner.
- 3- **Student employment**—northern border university will establish a career placement center and deeper partnerships with employers to better prepare its students for employment opportunities.
- 4- **Faculty attraction and retention**—because of northern border university's enhanced support for faculty scholarship, development, continuous learning, and investment in fields of the future, northern border university will selectively recruit, hire and retain highly successful faculty.
- 5- **Student, faculty and staff well-being**— measured through periodic climate surveys and satisfaction, wellness indicators, community engagement and sustainability metrics
- 6- **Community**—. because northern border university is an inseparable part of its community and the northern border's region, it actively contributes to the well-being and advancement of its local community through its higher educational programs, applied research and targeted services.

- 7- Northern border university brand awareness** successfully achieved through the implementation of a well-defined, clearly presented and effectively implemented northern border university branding strategy that includes a unified northern border university logo, style and boiler plates and a new and revised northern border university website that clearly displays its brand identity.
- 8- organizational structure** A revised and clearly delineated organizational structure for the northern border university approved through salient governance reviews and widely communicated organizational charts.
- 9- effectively implemented core competencies.** Well defined and effectively implemented core competencies university-wide. A lead person for each competency is designated as responsible for coordinating its implementation, delivery and assessment..
- 10-Effectively implemented select hips across campus.**Effectively implemented select hips across campus required of all new matriculating students.
- 11-student support services centers** A well-staffed and setup student support services centers, inclusive of a student learning center, writing center, career placement center, and health and wellbeing center.
- 12-Achievement of national recognition** .Achievement of national recognition, inclusive of its CC's and HIP's, as the leading national university with workforce-ready graduates.



These metrics, listed as samples, will be revisited on an annual basis to gauge success of the strategic plan and to address any adjustments needed to the plan, recognizing that a five-year plan is a living blueprint for the future that must adapt dynamically with changing conditions.

Implementing Northern Border University's 2020-2025 Strategic Plan

Northern border university's 2020-2025 strategic plan articulates a transformative vision for the university complemented with the strategies, goals, and objectives necessary achieve its intended outcomes successfully.

Strategies are intentional, continuous, focused behaviors that a university pursues over time to transform and advance its vision. Northern border university 2020-2025 expresses four primary themes and 13 strategies. The university will execute these strategies over the next five years. During that time, emerging conditions and trend changes will require northern border university to reassess, reposition, reshape and refine these strategies. The wording of the strategies is deliberately flexible and their themes will remain relatively constant; changes will occur at the level of goals, objectives and activities. Some elements of the strategy may fall away as unrealized or unrealizable, either due to extrinsic factors such as the rapidly changes in our homeland and the outcomes of vision 2030 or the newly adopted "saudi universities regulations" or intrinsic new needs and/or directions. By 2025, northern border university will have achieved most of its strategies. Northern border university will present them through careful outcomes assessment and summarize the realized strategies that it has achieved, consisting of the actual focused actions and achievements of the preceding five years. By doing so and by then, the University will have been transformed.

Goals and objectives are the actionable means to execute strategies

NBU will develop activities, projects and metrics to use that ensures progress and accountability. NBU's 2020 - 2025 Strategic Plan articulates goals and objectives that are intended to have a "shelf-life" of about two to three years. The NBU leadership intends to revisit NBU's 2020 - 2025 Strategic Plan in 2022 in order to refresh and refine the goals and objectives.

Starting in fall 2020, led by the newly created Office of Project Management, the University will engage in a round of planning at the academic and administrative unit levels (vice rectorates, college and administrative divisions). This planning will align unit-level goals, objectives, actions, targets, metrics and responsibilities with NBU's 2020-2025 Strategic Plan. The NBU Office of Project Management will coordinate this important planning activity. It will also specify the organizational capacities needed to achieve its strategies and the means to build or acquire those capacities. Unit planning efforts will also translate into annual action plans and budgets that units will implement. The serial implementation of five years of action plans will be the primary means for achieving the goals, objectives, and metrics expressed in NBU's 2020-2025 Strategic Plan.

**Postscript:
Addenda and Acknowledgement**

**Addendum I. Strategic Planning Steering
Committee Members**

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Respectfully,
Dr. M. G. Sayed





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