



استراتيجية الجامعة
University Strategy
2025 - 2020 | 1447 - 1442



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First Virsion, 2021

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1

Introduction

Qassim University is one of the first Saudi universities that had prepared its ten-year First Strategic Plan (FSP, 2010-2020). As far as achievement is concerned, Alhamdulillah it had achieved 73% of the set target. now it is time to streamline the Second Strategic Plan (SSP) for the next five years (2020-2025). In fact, this plan had already been approved at the fourth session of the University Council for the Academic Year 1442 AH, which was held on the 5/5/1442 AH corresponding to 21/02/2020 AD. It had also been approved by the Minister of Education of the Kingdom of Saudi Arabia (KSA).

Essentially this plan is a guiding framework for preparing sub-strategic plans for its educational and administrative units. This strategic plan also highlights the establishment of the new department specializing in strategic planning.

Qassim University is the third KSA University to obtain institutional accreditation. The University has the components of institutional development for various strategic dimensions. A record achieved record of smart partnerships with government sectors, business organizations, and a group of educational institutions and research centers at local, national and international levels. This accreditation reflects one of the most important assets of the excellence of Qassim in its educational, research and service fields which correspond with the sustainable development perspective.

The FSP had established and accumulated experiences for the university which were further reinforced with the culture of strategic thinking and its applications by the University. This will help a lot in implementing its SSP packages and programs for the next five years. As the University is a learning organization, it has benefited from lessons learned from its FSP experiences. These lessons are now reflected in the structure and methodology of the SSP.

The idea is to collect initiatives or projects in large packages, which are called «strategic programs» and ownership of each program is assigned to one of the University's vice-presidents according to the content or the technical aspect of the program. Such a practice is hoped to encourage the engagement with the strategy and increase the rate of its implementation.

The SSP has been prepared with the proper approach where it engaged all the relevant parties both from inside and outside the University. It also incorporated the two important National Strategic Frameworks especially Vision KSA 2030 and Saudi Universities System. This SSP plan is also characterized by its reliance on rich and diverse data. It was also guided with strategic thinking and decision-making system thereby raising the ceiling of ambitions among the University employees, and enhancing the culture of quality and high-standard performance and extraordinary innovation. Also, colouring the University's reputation with the principles of «strategic vigilance», the spirit of initiative and intelligence.

Such a practice also assists prudential utilization of the University's resources while enhancing its strengths, exploiting favorable opportunities and facing current and potential challenges conforming to the University's strategic template.

Qassim University, as one of the institutions of higher education in the KSA is fortunate to be under the patronage of the Custodian of the Two Holy Mosques and His Highness the Crown Prince of KSA, May they be forever blessed by Allah (SWT) .

the prominence and support that the University has been bestowed ensure it to achieve its goal and to perform its required roles effectively in the years to come.



2

Strategic Plan Components



**An ambitious
Vision**



**An inspiring
Mission**



**8
Strategic Goals**



**7
Values**



**4
Programs**



**20
Initiatives**



**50
Strategic Performance
Indicators**



**90
Strategic Projects**



3

About Qassim University

Qassim University was established in the academic year of 1423/1424 AH (2004 AD) by a Noble Decree of the KSA No. 22042 / B / 7. Seven Colleges or Schools were launched at the time which was affiliated with the branches of the King Saud University and the Imam Mohammed Islamic University in the Qassim region of the KSA. The affiliation of those Colleges to Shariah, Humanities and Natural Specializations helped Qassim adopt the perspective towards becoming a “Comprehensive University”. Thus, the University began to establish its colleges in different fields, including Health, Engineering and Technical specializations besides the Humanities Disciplines. The following is the breakdown of the University’s logistics:



38

Colleges



210

Educational Programs



6000

International Students



17

PhD. Programs

Postgraduate Programs

77



65

Master's degree Programs



4181

Faculty Members

Human Resources

7535



3354

Administrative, Technical and Operational Positions

The University's Infrastructure



1773

Classrooms



269

Training Rooms



8

Scientific Journals



433

Laboratories, and Workshops



5

Research Chairs



7

Scientific Societies



44

Libraries



1

Sports City



2

Test Station



1

Medical City and A group of
Specialized Clinics



15

Gyms



1

Driving School



4

The SSP Framework

4.1 The Approach

A self-correcting approach was adopted stressing on the philosophy of “Learning Organization”. This includes the evaluation of the University’s performance and its implementation of the FSP, and the opinion analyses of the internal and external stakeholders. In addition, in order to build up the SSP in conjunction with the nature of the University’s regulatory, educational and financial frameworks, the strategy team compared a set of methodologies and practices of world Universities (listed in Para. 6.2).

Consequently, it was decided that the best strategy structure for the University is to organize the SSP into four strategic programs. Each program is to be led by one of the University’s vice-presidents that is directly responsible for achieving its own strategic initiatives, projects and performance indicators.

The draft SSP was presented to the leaderships, officials, University employees and external parties in successive stages i.e. according to the levels of maturity of the strategy and by using more than one tool. Eventually, the strategy team reviewed and consolidated all the observations, development proposals and formulas into the final recommendations and formulas.

4.2 Features and Pillars of the SSP

Depth

In-depth methodology and analysis were engaged to ensure the effectiveness of the strategic approach.

Comprehensiveness

Dimensions, Components, Roles and Tasks were dealt with comprehensively to ensure the achievement of strategic integration.

Simplicity

Contents and Implementation Strategies were presented in a simple but impressive manner.

Documentation

Professional documentation and attractive presentations were delivered to ensure deepening strategic understanding.

4.3 Steps Undertaken

1. Mobilization and Preparation of the Draft Second Strategic Plan (SSP).

- a. A Team diverse in disciplines was formed to prepare the SSP using the Pfeiffer Methodology, which is versed in Strategic planning concepts.
- b. The FSP was reviewed.
- c. A SSP draft was prepared based on lessons learned from the FSP.
- d. Various relevant internal and external document were analysed exhaustively.

2. Diagnosing and Benchmarking

a. Diagnosing

1. A list of data to be collected from inside and outside the University was prepared
2. The analytical tools and models that are appropriate for both qualitative and quantitative data were prepared
3. Discussion sessions and workshops for bodies inside outside the University.
4. Analyzed Data obtained from Meetings, Workshops and Focus Group Discussion (FGDs).
5. Diagnostic and analytical Questionnaires were prepared.
6. Questionnaires were analyzed and distributed.
7. A list of personal interviews was prepared..

b. Benchmarking

1. Established the scientific methodology for Benchmarking.
2. Defined the control factors and criteria based on the Reference Universities.
3. Gathered and analyzed reference data, reviews, relevant documents and reached conclusions.

8. Arranged Interviews with His Highness the Prince of the Qassim region, Qassim Region's Governor and Presidents of selected Universities.
9. Arranged Interviews with the University President, vice-presidents, Leaders and their Working Teams
10. Reviewed and analyzed the relevant documents and arrived at conclusions that enlightened the understanding of the current situation.
11. Identified the risks emanating from the strategy and the general risks and analyzed their potential repercussions.
12. Prepared the final report for the summary of the current situation diagnosis.
4. Crystallized results and drew lessons learned.
5. Prepared the final report for Benchmarking.

3. Initial Drafting of the Strategic Framework

- a. A detailed analysis of the strategic governing frameworks incorporated important policies especially the Vision KSA 2030, and the New Universities System. National trends issued by the relevant authorities and the sustainable competitive advantages of the Qassim region were also taken into account.
- b. Formulated Vision, Mission, Values and Strategic Objectives of the University.
- c. Reviewed and analyzed relevant documents and drew conclusions.
- d. Prepared a report summarizing the initial formulations.

4. Final Drafting of the Strategic Framework

- a. Solicited views from relevant parties regarding the preliminary formulations.
- b. Developed initial formulas according to feedbacks.
- c. Prepared the final formulations

5. Preparation of Programs, Initiatives and Strategic Projects

- a. Reviewed the University's structural, educational, service and financial frameworks, in an integrated format.
- b. Proposed strategic programs appropriate to the previous frameworks.
- c. Elaboration on the preliminary strategic initiatives and projects that fell under each strategic program.
- d. Elaboration on the preliminary Key Performance Indicators (KPIs).
- e. Final formulation of Programs, Initiatives, Strategic Projects and KPIs.

A forward-looking

interview with His Highness, the Prince of the Qassim region.

Interviews

involving His Excellency with the President of Qassim University, Presidents of a number of other Universities and their Representatives.

The Most Important Statistics

280 participants

from a number of workshops involving the University officials, faculty members and staff.

+2900 participants

in a questionnaire survey to find out the opinions of the University employees about the strategy and their proposals for the new SSP.

+69 participants in a strategic

survey of University leaders about the FSP and the new SSP.

An extended meeting

with the President of the University and the deputies to present the draft and to improve on the new SSP.

+60 lengthy meetings

were held by the main team and the support teams.

The Most Important Statistics

87 participants (males and females)

participated in the Strategic Survey of the University leaders about the draft SSP and received their views on it

An analysis

of the various internal and external documents was carried out by the team which provided a clearer picture of the University's history, capabilities, and future.

1500 participants (males and females)

took part in the Opinion Survey of the University employees and external partners about the draft SSP to know their views on it



5

Diagnosing the Current Situation

The University's internal and external realities which constituted as the contextual factors were analyzed with several models of strategic analysis. The two main ones are the SWOT strategic analysis and the PESTEL Model. The main results were summarized according to the four-year strategic analysis model for its simplicity, popularity and ease of understanding. The general strategic analysis showed aspects of diagnosing the current situation, with several detailed results being presented in the following parts (strategic programs). The aim was to logically link the components of the strategy and to clarify the methodology for the conclusion of these components.

5.1 The SWOT Analysis – The Strengths, Weaknesses, Opportunities and Threats

Strengths

National and international accreditation for about 30 programs

Horizontal and Vertical diversification in academic programs. In addition to constantly updating some of them according to market requirements.

The availability of excellent learning resources in most colleges.

The University graduates distinguished level, in some disciplines, compared with other Saudi Universities graduates.

The existence of cooperation and partnership agreements in National and international accreditation for about 30 programs the educational fields.

The effectiveness of Distant-Learning Education.

Weaknesses

Poor quality practices in some colleges.

Poor student input in some colleges.

The weakness of the teaching and research staff in some branch colleges.

Despite the large number of specializations and programs some of them are not compatible with market needs.

Weak integration between the media and marketing function of the professional templates.

Weak activation of cooperation agreements and partnerships.

Weak accumulation of some scientific and professional activities.

Weak link between applied research and local development accessibility.

Poor documentation of some contributions, achievements and events.

Poor information and statistics structure needed to support the decision-making process.

Lack of university endowments and investment operations

Low budget for scientific research, innovation and entrepreneurship

Weakness in linking the budget to the strategic perspective.

Low implications of sustainability principles on infrastructure and headquarters.

Poor reflections of sustainability principles in educational programs and courses.

Opportunities

The richness of the contents of the KSA Vision 2030 and the diversity of opportunities it offers.

The KSA chaired the G20 in November 2020.

Qassim region maintains its development effectiveness and develop its capabilities to attract investment projects.

The continuous development of the air and land transport system and logistical support in Qassim region.

The university owns the headquarters, the infrastructure, and the various branches distributed geographically.

The growing ability to benefit from Distant-Learning Education Technologies in improving educational and research outcomes.

Threats

Decreasing governmental financial support.

Changes in legislation and policies that create new financial or structural challenges.

Negative impacts of the Corona Virus Disease, 2019 (COVID-19) pandemic on some University strategic frameworks.

Some staff members who possess high scientific, research and administrative abilities are leaving the university.

Reducing the private sector of many jobs due to financial and technical considerations.

The rapid aging of some technologies and equipment and the growing challenges to modernize them.

5.1.1 Major Strategic Directions

The SWOT analysis above steers the seven major strategic directions. However, the principal guidelines of the strategic directions are based on National Development Programs of the KSA Vision 2030, current legislations and present situations being faced by the University. Indeed, lessons learned from the FSP also provided meaningful insights for the formulation of the major strategic directions of the SSP. The seven major strategic directions are as follows:

7 Major Strategic Directions

1

The University has substantial Scientific, Human, Financial and Technical Resources therefore must be developed in accordance with the stringent institutional framework

2

The University has a horizontal and vertical academic diversity, hence its specializations must be restructured in the light of societal needs and the upgrading of student merits.

3

The University has a good research record. It is necessary to direct more applied researches to achieve the local Sustainable Development Goal (SDG).

4

The University has a solid infrastructure. Works must be done to improve the use of assets and maximize utilization of the University's infrastructure.

5

The University has regulations, policies, and guides. Therefore, it is necessary to abide by them and to keep track with their rapid changes.

6

The University has established good partnerships but it needs to strengthen them particularly at the international level, with reputable Educational Institutions.

7

The University has accumulated experiences in the administrative side, but it needs to develop performance management, measure it with a set of KPIs and raise productivity levels.

5.2 The Two Most Important Governing Frameworks

In order to formulate an effective, appropriate and inspiring strategic plan for Qassim University, two Governing Frameworks were needed to be encompassed and embedded in the plan. Consequently, these would bring about a tangible and substantial development for the University. The two Governing Frameworks are:

1. The KSA Vision 2030
2. The Universities Systems issued on the 1441 AH - 2020 AD.

These two Governing Frameworks have been subjected to careful analysis, and the most prominent implications for the strategy have been identified. The following is a summary of the most important results:

Data and Strategic Directions

- Promote Islamic values
- Enhance the KSA identity.

The Most Prominent Reflections of the University's Strategy

- Adopt a number of values in the University's various programs. Inculcate educational, research, and services according to the latest methods and techniques. Instill in students with this value and skill system and verify its application through relevant evidence at the level of the University's employees and students.
- Cultivate the values of belongingness as one of the University's values, which would enhance national loyalty. Projects related to these values would result in effective implementation and pride.

Data and Strategic Directions

- Upgrade health services
- Promote healthy lifestyles.

The Most Prominent Reflections of the University's Strategy

- Strive for excellence in targeted specializations and focus on specializations that meet future job requirements according to the latest skills and technologies. In other words, to capitalize on competitive advantages of Qassim region and the University resources for the benefit of the local communities and societies at the national and local levels.
- Contribute to the realization of these frameworks via Research and Development (R&D) system the University's scientists, experts and its diversified, partnerships.

Data and Strategic Directions

- Upgrade the Quality of Life (QoL) of Saudi cities
- Support Islamic Culture and Entertainment.

The Most Prominent Reflections of the University's Strategy

- The inclusion of an initiative to study the approval of educational, professional, research, advisory and training programs.
- The inclusion of projects that would enhance the QoL in Qassim region and improve the levels of this quality for all University employees.
- Inclusion of the "safety and development in our cities" as the pillar of the University's R&D system.
- The University adopts initiatives and projects related to recreation and student activities as well as professional programs that enhance students' skills in various fields and other programs related to societal needs.

Data and Strategic Directions

- Ensure Environmental Sustainability
- Protect the vital resources of KSA.

The Most Prominent Reflections of the University's Strategy

- Include the sustainability pillars of the University's R&D system, and educational and professional programs.
- Taking into account the sustainability factors in facilities and projects and in the operations and maintenance of operations. Most importantly implement the green building standards.
- Adopt initiatives, projects and mechanisms to provide the University with applied research and high-quality educational programs in the fields of security and development, food, and sustainability of natural and financial resources. Focus on the sustainable competitive advantages of Qassim region.

Data and Strategic Directions

- Achieve the balance of the general budget.

The Most Prominent Reflections of the University's Strategy

- Approval of several initiatives that would enhance the University's investments, endowments and self-revenue in accordance with best practices.
- Strengthen governance, institutionalize work procedures, increase efficiency, and facilitate coordination efforts among all parties in the University. Generate steadfast monitoring system.
- Adopting initiatives and mechanisms to provide the University with applied research and high-quality educational programs in the field of raising the efficiency of spending and rationalization programs.

Data and Strategic Directions

- Improve the performance of the government machinery
- Develop Human Capital in line with the needs of the labor market.
- Create an environment conducive to empowering Saudis

The Most Prominent Reflections of the University's Strategy

- The University adopts projects related to the educational, administrative and financial restructuring of the University as well as its governance while simultaneously improves its performance and output. The University is also raising its efficiency and effectiveness in the course of automation of all its administrative and academic processes.
- Adopt strategic projects aimed at improving the image and quality of the University via improving the attraction and retaining qualified scientific and research academics. This will positively impact on improving the international ranking of the University in terms of its recognition level.
- Synchronize with the national frameworks in the ranking of specializations and the restructuring that includes the complementarity and twinning between the labor market and the qualifications.
- Comply with the national frameworks in for student scholarship and prepare initiatives to achieve this. Engage in innovative and integrated mechanisms that ensure effective implementation, to satisfy societal and economic needs.
- Adopt initiatives and mechanisms to provide the University with applied research and high-quality development and training programs in targeted areas, and raising the levels of volunteer work among University employees.

Data and Strategic Directions

- Enable greater impact through the Non-Profit Making Sector.

The Most Prominent Reflections of the University's Strategy

- Adopt initiatives and mechanisms to provide the University with applied research and high-quality educational programs in the Non-Profit Making Sector, and raising the levels of volunteer work among University employees. This should be in accordance to the sustainable competitive advantage perspectives of Qassim region.

Data and Strategic Directions

- Promote private sector contribution to the economy
- Maximize the value generated from the Energy Sector
- Unlock the capabilities of promising Non-oil Export Sectors
- Enable companies to participate in social activities as their Corporate Social Responsibility (CSR) projects.

The Most Prominent Reflections of the University's Strategy

- The University's observance of national frameworks to partake in volunteer work, national innovation, youth entrepreneurship and the trade sector. To ensure effective implementation of these initiatives, the University will actively complement the system of innovation and entrepreneurship.
- Enter into strategic partnerships with the private sector to meet the University's needs and contribute to the development of the private sector and enhance the University's own resources.
- Adopt initiatives and mechanisms to provide the University with applied research, high-quality educational programs in the field of renewable energy according to a perspective that takes into account the sustainable competitive advantages of Qassim region.
- Adopt initiatives and mechanisms for the University to provide applied research and high-quality educational programs in the field of mining according to a perspective that takes into account the sustainable competitive advantages of Qassim region.
- Take into account the University's national frameworks in the Retail Sector and adopt an initiative to achieve this, with mechanisms that ensure effective implementation, in a complementary context with the University's innovation and leadership system, while also taking into account the competitiveness of the University.
- Include priorities for applied research and consulting and training programs at the University in targeted areas vis-a-vis in the fields of Digital Economics, Artificial Intelligence, Big Data and their reflection on the educational structure and the development of future specializations.
- Adopt initiatives, applied research projects, and development and training programs that would enhance the contribution of the private sector system to social responsibility programs.

Data and Strategic Directions

- Maximize the assets and role of the Public Investment Fund as an engine of growth.
- Strengthen the integration of the Saudi economy into the regional and global system.
- Develop Non-oil Exports.

The Most Prominent Reflections of the University's Strategy

- Adopt robust Research and Development (R&D) system in the University's philosophy and multidisciplinary field or specialization within a cumulative research context. These could contribute to the study and development of the fund's work mechanisms and support for its investment initiatives.
- Reinforce the national strategic direction towards integration in the global economic system, especially after the Kingdom chaired the G20 Summit in November 2020, and explore opportunities in the field of applied research, educational programs, future functions, and the pursuit of effective partnerships for development.
- The University's adherence of national frameworks in terms of self-employment, national innovation, youth entrepreneurship, the Trade Sector, and fragmentation, and adopt an initiative to achieve this, with mechanisms that ensure effective implementation, in the context of the integration of the innovation system as well as the specialization of the University.

Data and Strategic Directions

- Consolidate the KSA's position as a Global Logistics Center.

The Most Prominent Reflections of the University's Strategy

- Adopt initiatives and mechanisms for the University's provision of applied research and high-quality educational programs and programs in the fields of economic hubs and logistical services, according to a perspective that takes into account the sustainable competitive advantages of the Qassim area. This should be in line with its strategic position and the modernization of the western structure.

Data and Strategic Directions

- Provide employment opportunities for all graduates
- Create job opportunities through Small and Medium Enterprises (SMEs) and Micro Enterprises.

The Most Prominent Reflections of the University's Strategy

- Identifying future jobs via capitalizing on Qassim University's regional competitive advantages and the resources of the University itself to meet societal needs at the national and local levels. In addition to, re-examine the programs and specializations according to scientific and market determinants and to adopt flexible mechanisms for mobility between disciplines including change in orientation towards meeting the needs of the market.
- Approving projects that would increase the empowerment of women in the University specifically in terms of administrative, leadership, scientific and research works.
- Developing innovation and entrepreneurship skills, and establishing business incubators and set up a Technology Valley.
- Complying to national frameworks in terms of self-employment, national innovation, youth entrepreneurship, the Trade and Retail Sectors, and adopt initiatives to achieve them via mechanisms that ensure effective implementation and integration of the innovation system and the entrepreneurial system.
- Expanding diplomas and apprenticeship programs, and develop human resources.

Data and Strategic Directions

- Attract suitable Expatriate Talents into the economy.

The Most Prominent Reflections of the University's Strategy

- The University adopts projects related to attracting and retaining distinguished faculty members and stimulating research innovations, with a positive impact on improving the international ranking of the University.
- The University adopts projects related to attracting progressive students in the targeted disciplines. This drive is towards promoting excellence, innovation and leadership.

Data and Strategic Directions

- The University is a public academic institution with a legal personality, independent financially and administratively, that contributes to implementing the KSA educational policy in accordance with the provisions of the system while not aiming at making profit. (Chapter 1, 3).

The Most Prominent Reflections of the University's Strategy

- Approve several initiatives that would enhance the University's investments, endowments, and self-revenue, in accordance to best practices.
- Enhance governance, institutionalize work, raise efficiency, and facilitate the coordination and monitoring efforts among all parties within the University.
- Adopt initiatives and mechanisms to provide the University with applied research and high-quality educational programs in the field of raising the efficiency of spending and rationalizing the programs.

Data and Strategic Directions

- The University Board of Trustees nominate the University President and approve the assignment of the Vice Presidents of the University. (Chapter III, 5 / 6 - 13)

The Most Prominent Reflections of the University's Strategy

- Observing the organizational and administrative structure of the Board of Trustees' specializations and tasks and its status as the supreme council of the University. Also, observing the Board of Trustees' prospects of its full integration with the University's Council, and the rest of the University's Councils and Units in order to ensure maximum benefits to the University .

Data and Strategic Directions

- The University Board of Trustees undertakes the following tasks
- University's vision, mission, goals and governance.

(Chapter 3, 3/13, 2/13, 5/13, 6/13 and 2 till 39.)

The Most Prominent Reflections of the University's Strategy

- Take into consideration the University's organizational, educational and financial structure for the Goals of the KSA Vision 2030, its Programs and Initiatives.
- Accomplish the necessary elements of governance at the educational, administrative and financial levels, and strengthen its practices in various departments and transactions.
- Practice the integrated system of standards and performance indicators to verify the achievement of the University's Strategic Goals.

Data and Strategic Directions

- Approve the services of Faculty members through secondment, assignment or contract terms. (Chapter 4, 7/17 and Chapter 5, 4/21)

The Most Prominent Reflections of the University's Strategy

- Take into account the adoption of flexible policies and regulatory frameworks that would optimize the use of human, academic and administrative resources in the University education system.

Data and Strategic Directions

- The University revenues consist of the following:
- The subsidy allocations granted by the Treasury of the KSA
- Tuition Fees from study Programs, Diplomas, Courses, and Services.
- Donations, gifts, grants, bequests, and endowments.
- The proceeds of its properties, investments, and endowments
- Other financial resources approved by the Board of Trustees. (Chapter Thirteen, 49).
- Returns, Dividends & Profits from Companies or Establishments that the University became a partner or shareholder with (Chapter 3, 12/13).
- From investments, personal revenues and endowments of the University in accordance with the regulations. (Chapter 4, 26/17.)
- Allocation of part of the University's lands to the endowments of the University, after coordination with the State Real Estate Authority, according to the regulations. (Chapter 4, 17/29).
- The University's endowments that have an independent moral personality and their administration which is in accordance with the organizing rules approved by the University Affairs Council (Chapter 13, 48).
- The University's financial compensation for the development of its own revenues, from several sources (Chapter 13, 50).

The Most Prominent Reflections of the University's Strategy

- Adopt initiatives, projects and mechanisms that would enhance the University's capabilities, and partnerships in the field of self-financing, and achieve high revenues from all available resources.
- Create high-quality studies in the field of land use
- Adopt initiatives, projects and mechanisms that would enhance the University's endowments and its investments to develop the University's own resources and set the necessary institutional and strategic frameworks.

Data and Strategic Directions

- Establish reasonable Tuition Fees for study Programs, Diplomas and Courses, including related support services.

(Chapter 4, 17/15).

The Most Prominent Reflections of the University's Strategy

- Study the appropriate financial compensation in the light of the results of the benchmarking. This supports the creation of additional financing opportunities to enhance the financial independence of the University.

Data and Strategic Directions

- Approve Scientific and Technical Cooperation Agreements and Memoranda of Understanding (MoU) between the University and local and foreign institutions (Chapter 4, 20/17)
- Propose Scientific and Technical Cooperation Agreements and Memoranda of Understanding (MoU) between the University and other institutions. (Chapter 4, 7/21).

The Most Prominent Reflections of the University's Strategy

- Strengthen Educational and Research Partnerships for the University at the local and international levels.

Data and Strategic Directions

- Approve the formation of the Advisory Board for faculty members at the University (fourth semester, 23/17)
- Approve the formation of the Student Advisory Council (Chapter 4, 24/17.)

The Most Prominent Reflections of the University's Strategy

- Take into account the organizational structure to expand participation in decision-making through the establishment of Advisory Councils for faculty members of the University and Student Advisory Councils.

Data and Strategic Directions

- Commit to achieve Institutional and Program Accreditation from the Education and Training Evaluation Commission or from one of the international bodies approved by the Commission. (Chapter 11, 40-41)

The Most Prominent Reflections of the University's Strategy

- Secure the elements for the continuous fulfillment of the institutional and national program accreditation requirements for all academic programs and units while achieving the international accreditation requirements in the targeted disciplines.

Data and Strategic Directions

- Council of Ministers decide on the proposal of the Board of Trustees and of the Council of University Affairs i.e. the approval of establishing branches for universities outside the KSA (Chapter 14, 51)

The Most Prominent Reflections of the University's Strategy

- Strengthen the educational and research partnerships while considering the economic feasibility of activating this matter at the appropriate legal and strategic contexts.

Data and Strategic Directions

- Formation of Association of University Employees as stipulated in the work system. (Chapter XIV, 51)

The Most Prominent Reflections of the University's Strategy

- Observing the organizational, administrative, educational and financial structures to adopt this matter, and to create the conditions and practices for its proper implementation at the appropriate time.

5.2.1 Major Strategic Data

Based on the analytical process of the contents of the KSA 2030 Vision and the University system issued in 1441 AH, the review highlighted what it achieved in the previous quarter and identified the most important strategic implications affecting the strategic directions of the SSP 2020-2025. Subsequently, seven conclusions could be drawn as follows:



Major Strategic Data

1

Consolidation religious and patriotic values

2

Achieving excellence in educational and professional programs in targeted areas

3

Activation of research system innovation and entrepreneurship support

4

Providing high-class community services in accordance with the sustainable development system

5

Enhancing the University's position to improve its institutional quality, governance and institutionalize its work procedures

6

Expanding self-financing sources and diversifying revenues

7

Establishing strategic partnerships nationally and internationally

5.3 Strategic Issues

The conclusion of the major strategic directions and data contributed to the conclusion of the most important strategic issues that guide the University's SSP (2020-2025). They are:



5.4 Strategic Program Package

The SSP concluded by crystallizing and integrating the five strategic issues into four strategic programs. However, the fifth strategic issue i.e. “cooperation and partnership” has been emphasized for the rest of the programs according to their respective content or their technical aspects. Theour programs are as follows:



To formulate a range of strategic initiatives and projects, the strategy team undertook an independent SWOT analysis for each program.

5.4.1 SWOT - Strategic Analysis of the Education Program and Student Competencies

Strengths

Accomplishing National and International accreditation for nearly 30 programs. This sentence is poor structurally. It should be changed into the following:

The diversity in the academic programs and their suitability for market requirements.

Providing excellent learning resources in most colleges

Producing graduates who are distinguished in some disciplines at par with graduates of other Saudi universities.

Securing cooperation and partnership agreements in the educational fields

Capability to impart reputable Distant-Learning Education.

Weaknesses

Poor educational environment and academic performance in some colleges outside the main headquarters.

Insubstantial academic, psychological, social and professional counseling provided to students

Deficient disqualification processes for academic defaulters.

Mediocre quality of cooperative training programs in some colleges.

Inadequate communication mechanism with graduates.

Insufficient diplomas compatible with the requirements of the labor market.

Implausible activation of cooperation and partnerships agreements in the educational fields.

Opportunities

The religious, cultural and economic positions of the KSA enhance the attractiveness of distinguished international students in targeted programs.

Increased power to attract distinguished academics.

High possibility of establishing partnerships with educational institutions nationally and internationally.

Availability of avenues for cooperative training opportunities with distinguished international institutions

Active partnerships with distinguished University graduates.

Threats

The attractive educational programs in private universities and colleges.

The departure of distinguished academics

Poor quality of public education input.

High attractiveness of educational programs offered by other Universities and e-Colleges.

Privatization of universities and the educational challenges they bear.

5.4.2 SWOT - Strategic Analysis of Research, Innovation and Sustainability Program

Strengths

Setting research priorities within the University's research identity.

Good Support for applied research in targeted areas.

Stimulating scientific publishing facility at the University.

Distinguished research academics and experiences in

various fields.

Existence of cooperation and partnership agreements for R&D.

Compatible specializations with KSA Vision 2030.

Weaknesses

Inadequate activation of the research identity within clear priorities and cumulative efforts

Low financial support for scientific research

Poor commercialization of scientific research products and innovations.

Weak integration of sustainability in applied research and courses

Uncertain activation of cooperation and partnerships agreements in research fields.

Opportunities

Wide opportunities to attract distinguished research academics.

Competitive advantages of Qassim region to attract many research and advisory services.

Good possibilities of establishing partnerships with research institutions nationally and internationally.

Promising chances for research academics

Diversified development activities in Qassim region and the completion or near completion of some major projects (the airport, the railway, etc.).

High demand for postgraduate programs.

Great possibility of establishing research endowments and chairs.

Distinguished possibility for quantitative and qualitative expansion in refereed journals and partnership with reputable institutions.

Threats

Privatization of Universities, and the financial and marketing challenges they bear

departure of distinguished research academics

Some qualified members are not attracted to Qassim region

5.4.3 SWOT - Strategic Analysis of the Institutionalization, Governance and Automation Program

Strengths

- Availability of policies, regulations and procedures.
- Prevalence, assurance and effectiveness of development and quality practices.
- The growing of a positive image of the University, nationally and internationally.
- Geographical spread of the University's Faculties.
- Diversity of training programs for university employees.

- Automation of administrative and financial processes to enhance governance and accountability.
- Automation of admission, registration and academic advising processes.
- Distinguished technical infrastructure.
- Successful transition to self-employment programs for a number of the University's departments.

Weaknesses

- Drop in the University's ranking amongst the most prestigious International Universities.
- Failure to keep pace with the current organizational structure of the new University system.
- Poor activation and marketing of the University's identity.
- Weakness of the authority system and its hierarchy in the organizational structure.
- Too many committees and the ineffectiveness of their management and evaluation.
- Inactive University Advisory Councils.
- Low representation and poor empowerment of women in University committees and units.
- Weak contracting mechanisms and the retention of distinguished academics.
- Unattractive compensatory packages for the staff members.

- Poor job description activation.
- Poor evaluation and distribution of employees to different units.
- Weak measurement of performance and outputs at the level of organizational units.
- Poor quality culture and strategic planning among some of the University's employees.
- Lack of measuring levels of institutional satisfaction and loyalty.
- Failure to activate risk management at the University in accordance with a comprehensive scientific framework.
- Inadequate information infrastructure and incompetent Decision Support Center.
- Poor activation of content management for the University's electronic content.
- Weak activation of cooperation and partnership agreements in the field of institutional performance.

Opportunities

Adoption of the new University systems especially for the expansion of administrative independence.

Increased freedom given to universities in attracting educationally distinguished staff members who also possess high administrative and research abilities

Availability of educationally distinguished staff members who also possess high administrative and research abilities

Availability of advanced companies in the field of technology and Distant-Learning Education programs and their low costs.

Increase in the quality of information and general statistical reports to support decision-making at the University.

Threats

A change in legislation and policies that creates new challenges.

The high attractiveness of educational programs provided by other Universities and e-Colleges.

Electronic piracy and intellectual properties violations.

Technological advancement.

5.4.4 SWOT - Strategic analysis of Financing, Endowment and Assets Program

Strengths

- Availability of distinctive buildings and facilities.
- Equipped students' laboratories.
- Premier University Hospital's infrastructure and high-end health services.
- Well-distributed University branches in several regions which increase investment opportunities.
- University's own farm with competitive investment advantages.

- University's own renowned Veterinary Hospital.
- University employees housing and its facilities are subject to investment.
- Investment club for University employees.
- Investment opportunities of the Exhibition and consultative centres.
- Diversified consulting offices in the University

Weaknesses

- Weak plans, programs and mechanisms to develop the University's own resources.
- Weak investment management activation
- Lack of university endowments.
- Weak activation of the Institute for Studies and Consulting Services

- Poor utilization of the University's facilities and qualified persons in diversifying its own resources
- Ineffective Environment-friendly headquarters.

Opportunities

The new University system offers expansion of administrative and financial independence.

Private institutions open to invest in the University's targeted areas.

Increasing demand for university infrastructure investment.

Increasing demand on benefiting from university's qualified staff members and their experiences

Threats

Shrinking government funding for Public Universities
Privatization of Universities and the educational, administrative, financial and marketing challenges they bear.

Increased competitiveness in attracting investment opportunities.



6

Benchmarking

The SSP followed the benchmarking methodology to arrive at the best strategic practices as a prestigious higher education institution. Lessons learned from the previous 10-year Plan served as useful guidelines to streamline this new 5-year Strategic Plan.

This was done with special focus on improving the institutional performance of the University in educational and academic services, and in its experiences and productivity. Indicators such as best methodologies and practices of more than 35 local, regional and international high-ranked prestigious universities were examined and compared.

Generally, university are keen to position themselves amongst the prestigious global rankings as an indicator of the level of excellence, quality and development that they have achieved. There are many international rankings for university rankings, the most important of which are the British Foundation (Quacquarelli Symonds) ranking (QS), the “Times” ranking for higher education, the Shanghai University ranking, the Chinese Aroometrics ranking, and the Chinese (web) ranking.

Through a review of the previous global rankings, it has been evident that there are differences in terms of their standards and fields of application particularly towards two dimensions i.e. academic and research. It is worth noting that what distinguishes the QS ranking is that it includes specific criteria for Arab Universities, that is to take into account the cultural and societal issues. In fact, this ranking has developed into a general standard for all universities, whether those that have reached the international ranking or the Arab ranking. This fulfills the condition of the stability of the standard when choosing the reference universities, whether national or international, which prompted the Strategy Team to choose this ranking and adopted it in the benchmark comparison exercise.

6.1 Comparative Methodology

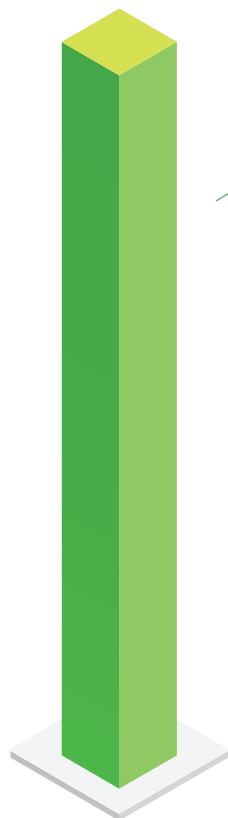
1. Accurate identification of the controls for selecting reference universities according to the QS ranking, which included the following:

- a. The ranking of the target University is either “very high” (Pioneering Universities), “high” (Distinguished Universities), and “medium”. “(Similar Universities). Based on this classification Qassim University qualified to be in the medium level.
- b. Adopting the competitive ranking of Arab Universities, which achieved the first control. This ranking includes ten indicators for Arab Universities in the QS ranking including:
 1. Academic reputation.
 2. Reputation according to employers
 3. The ratio of faculty to students
 4. The ratio of published research to the number of faculty members
 5. Ratio of citations to the number of published papers
 6. The proportion of international faculty members
 7. Percentage of faculty members who hold Doctorates.
 8. The proportion of international students.
 9. The international network for scientific research.
 10. Impact on the World Wide Web
- c. Selection of targeted foreign universities corresponding to the selected Arab Universities to determine whether they are: Pioneering Universities, Distinguished Universities, and similar university are based according to six criteria:
 1. Academic reputation.
 2. Reputation according to employers.
 3. The ratio of faculty members to students.
 4. Percentage of published research to the number of faculty members.
 5. The ratio of reference citations to the number of published papers.
 6. The proportion of international faculty members.

2. Collecting data from Arab and foreign universities according to QS ranking indicators at the Arab and international levels, and subjecting them to accurate analysis
3. Conducting an additional reference comparison for the selected Arab and foreign universities according to Google CITATION, based on the WEB ranking, and conducting a detailed cross-reference for the selected Arab and Foreign Universities according to SCOPUS criteria, which focuses on the number of research published and total number of researches done.
4. Extraction of lessons learned from reference comparisons in the main strategic areas.

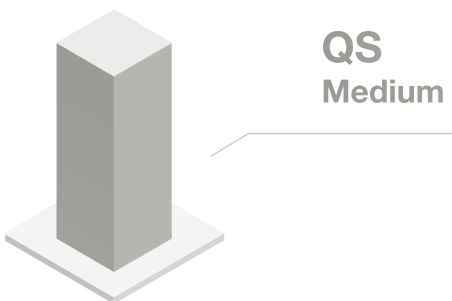
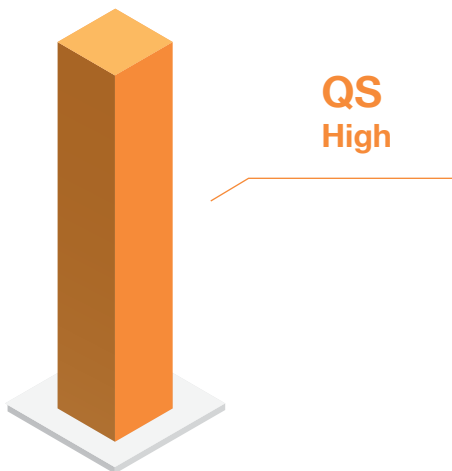
6.2 Reference Universities

According to the scientific methodology for benchmarking, the last selection fell on 29 Arab and foreign universities, including: 15 Pioneering Universities, 9 Distinguished Universities, and 5 Similar Universities. The number of private universities totaled 7 compared to 22 public universities. The Reference Universities were distributed in terms of size, from less than 5,000 students to more than 30,000 students. With regards to the age of the Universities, only 4 Universities were under the age of 25 years, while the age of the rest of the Universities ranged between more than 25 years and more than 100 years. The following table shows the main the reference universities to which Qassim University was compared. They belong to 15 Very High QS accredited World Universities, 9 High QS Universities and 6 Medium QS Universities.



QS
Very High

Country	Name of University	Public or Private University
1. Saudi Arabia	King Abdul Aziz University	Public
2. Malaysia	University of Science Malaysia	Public
3. India	Indian Institute of Science	Public
4. Saudi Arabia	King Fahad University	Public
5. UAE	Khalifah University	Public
6. USA	Noterdam University	Private
7. Lebanon	American University - Beirut	Private
8. USA	Arizona State University	Public
9. Australia	Narthur University	Public
10. Ireland	Kork University	Public
11. Saudi Arabia	King Saud University	Public
12. Germany	Olm University	Public
13. China	Nanky University	Public
14. USA	Washington State University	Public
15. Egypt	Cairo University	Public



Country	Name of University	Public or Private University
16. UAE	UAE University	Public
17. UAE	American University - Sharjah	Private
18. Oman	Sultan Qaboos University	Public
19. Egypt	American University - Cairo	Private
20. South Africa	Pretoria University	Public
21. Jordan	Jordanian University	Public
22. England	Olister University	Public
23. Japan	Sophia University	Private
24. Egypt	Ein Shams University	Public
Country	Name of University	Public or Private University
25. Saudi Arabia	King Khalid University	Public
26. Kuwait	Kuwait University	Public
27. China	Beijing University for Foreign Studies	Private
28. Philippines	Saint Thomas University	Private
29. Tunisia	Tunis Almarar University	Public
30. Saudi Arabia	Qassim University	Public

6.3 The Most Prominent Lessons Learned and the Strategic Responses to the Requirements of the International Ranking

In the light of the results of the benchmarking exercise, many lessons could be drawn including:

1. Benefiting from the experience of Similar Universities of the ten Arab ranking indicators in order to reach the global ranking. This is especially focusing on the index of the ratio of faculty members to students and the index on international faculty members as these universities have made it to the 2021 world ranking of universities. Thus, it is important to have the decline of the University's ranking in the Arab rankings during 2016-2019- investigated.
2. Many Reference Universities have succeeded in making the most of the dashboard or indicators system, some of which have sought to provide university decision-makers about the achieved and possible developments in relation to many strategic dimensions
3. Several Reference Universities were keen to unify the body responsible for providing external bodies with data or information about the University. Also, some of them helped to set up a specialized information center and equipped it with the necessary human and technical resources.
4. Several Reference Universities have achieved outstanding results in terms of encouraging faculty members to engage in inter-research or interdisciplinary joint literature researches. In addition, these universities have succeeded in encouraging faculty members in pushing faculty members to register in important research bases notably Google Scholar base. Hence, it is important to investigate the low percentage of the same in the University and to find a prompt effective mechanism to overcome this drawback.
5. Many Reference Universities attached a particular importance to the issue of the strategy ownership. This is regarded as one of the most important factors for the success of the University in implementing its strategy in a manner that pushes which pushes towards an effective mechanism in this regard.

As part of the process of extracting more specific lessons learned, the most prominent requirements of the QS international ranking and strategic responses have been identified as explained below:

The most important requirements of the international ranking

- Improving the University's academic reputation.

Suggested Strategic Responses

- Restructuring subject majors according to local and national priorities.
- Accreditation for all academic programs nationally / internationally
- Restructuring programs according to national testing requirements
- Restructuring programs in colleges outside the headquarters.

The most important requirements of the international ranking

- Striving for balance between the number of faculty members and the number of university students in accordance with international standards.

Suggested Strategic Responses

- Adopting intake and acceptance planning
- Implementing effective mechanisms to attract qualified students.

The most important requirements of the international ranking

- Improving the University's reputation among local community educational institutions.

Suggested Strategic Responses

- Providing apprenticeship and design specializations to meet future job requirements.
- Developing cooperative training
- Facilitating partnership and twinning of programs, plans and curricula.
- Enhancing communication and partnership with the alumni of the University.

The most important requirements of the international ranking

- Encouraging faculty members to conduct scientific research and direct them towards reflecting their affiliation with the University.

Suggested Strategic Responses

- Developing research outputs and mechanisms to benefit from them
- Developing research chairs.

The most important requirements of the international ranking

- Enhancing cooperation amongst researchers at the University to benefit from and share their scientific output.

Suggested Strategic Responses

- Activating the R & D system.
- Developing and integrate research centers.
- Establishing research endowment.

The most important requirements of the international ranking

- Increasing intake of international students at the university.

Suggested Strategic Responses

- Attracting distinguished international students in targeted programs.
- Institute effective mechanisms for recruiting distinguished and creative students.

The most important requirements of the international ranking

- Strengthen partnerships with other universities and international research institutions for scientific research.

Suggested Strategic Responses

- Providing effective mechanisms for marketing scientific research products
- Activate the research identity of the University
- Establish partnerships with reputable institutions in targeted research areas.

The most important requirements of the international ranking

- Attracting international faculty members
- Taking care of students with scholarships and encourage lecturers to complete their studies to obtain Doctorate degrees.

Suggested Strategic Responses

- Developing recruitment mechanisms
- Developing retention mechanisms.
- Attracting qualified human resources
- Providing more effective and diversified mechanisms of postgraduate studies for lecturers.

The most important requirements of the international ranking

- Enhancing the University's influence on the Internet, especially through its website and the available means.

Suggested Strategic Responses

- Achieving smart campus development.
- Establish an organizational unit for digital transformation.
- Improving the performance of education through Artificial Intelligence (AI).



7

The Strategic Framework

The University's SSP has a strategic framework that guides and directs it towards fulfilling its role and achieving its goals. This framework consists of an ambitious Vision, Mission and Seven Values governing the behavior of the University and its employees. In short, the plan has been divided into four programs owned by its vice-presidents formed with twenty initiatives, ninety strategic projects, and fifty indicators to follow as its strategic performance.



Vision

A nationally distinguished University in education, research, sustainable development with effective national and international partnership.



Mission

Providing educational, professional, research and consultative services that boost sustainable national development and self-funding in an active environment of inspiration, governance that fosters innovation, technology, and partnership.



Seven Values



Justice

We seek to achieve the principles of fairness and equal opportunities for all



Honesty

We perform with loyalty and commit to morality and professional ethics



Transparency

We are committed to disclosure and support requirements of accountability and integrity



Belongingness

We foster a sense of national Belongingness and the spirit of initiative, giving, and volunteering



Perfection

We apply the highest quality standards to distinguish our outputs



Creativity

We encourage innovative thinking and valuable creative products



institutionalism

We establish a culture of intellectual and behavioral teamwork



Strategic Goals



7.5 Strategic Programs

The SSP concluded with implementing qualitative ideas in building strategies and “ownership of the strategies”. Meanwhile, initiatives and projects were grouped into large packages called “strategic programs” that include a set of strategic initiatives and projects. Ownership of each program was assigned to one of the University’s vice-presidents according to the content or the technical aspect. Implementation of the programs is hoped to increase the rate of interaction with the strategy and the rate of its implementation.

01

The first program

Education and Student Competencies

02

The second program

Research, Innovation and Sustainability

03

The third program

Institutionalism, Governance and Automation

04

The fourth program

Funding, Endowment and Assets

01

The first program

Education and Student Competencies



Program owner

Vice President for Educational Affairs



Number of initiatives

4 initiatives



Number of projects

25 projects



01.01

Educational Excellence (Education)

8 Strategic Projects

- 01.01.01 Determining the areas of excellence for the University's programs.
- 01.01.02 Structuring specializations according to local and national priorities.
- 01.01.03 Attaining academic accreditation for all programs, nationally and internationally.
- 01.01.04 Developing programs according to national examination requirements.
- 01.01.05 Developing intermediate educational programs.
- 01.01.06 Sustainable university – Promoting Green Courses.
- 01.01.07 Facilitating apprenticeship and introducing Specializations for future Job-Matching.
- 01.01.08 Establishing and developing students clubs



01.02

Admission and Counseling (Admission)

5 Strategic Projects

- 01.02.01 Planing the capacity of subject majors.
- 01.02.02 Attracting distinguished local and international students into targeted programs.
- 01.02.03 Enhancing the efficiency of academic counseling.
- 01.02.04 Advising Default Students.
- 01.02.05 Maintaining Student Loyalty and increase satisfaction.



01.03

Students' Competencies (Merit)

8 Strategic Projects

- 01.03.01 Improving Students' Academic Performance.
- 01.03.02 Motivating distinguished and creative students.
- 01.03.03 Developing and support self-learning and learning resources.
- 01.03.04 Developing Distant-Learning programs.
- 01.03.05 Promoting Nationalism and Moderation (Wasatiyyah).
- 01.03.06 Promoting volunteer work.
- 01.03.07 Improving and integrate student activities and services.
- 01.03.08 Improve programs offered to international students.



01.04

Educational Partnership (Partnership T)

4 Strategic Projects

- 01.04.01 Cooperative training development.
- 01.04.02 Partnership and twinning of programs, plans and curricula.
- 01.04.03 Activating coordination among higher education institutions in Qassim region.
- 01.04.04 Enhancing communication and networking with the Alumni of the University.



The First Strategic Goal

Assurance of the quality of education and realization of distinctiveness in target specializations.



The Second Strategic Goal

Raising the competence, competitiveness, and professionalism of students.



The Eighth Strategic Goal

Enhancement of partnership and knowledge exchange nationally and internationally.

Key Performance Indicators for the 1 st Program	Type of Indicator
Percentage of programs with national accreditation	%
Percentage of programs with international accreditation from reputable scientific institutions	%
Average grade of final year students for learning quality	5-Likert Scales
Student-Faculty ratio	%
Percentage of international students in targeted programs	%
Percentage of undergraduate students graduating within the specified period (Graduate on time-GOT)	%
Students' performance in professional and/or national examinations	%
The average rating of employers for the efficiency of graduates	5-Likert Scales
Average employment of graduates during the first year of their graduation	%
Average enrollment of graduates in postgraduate programs during the first year of their graduation	%
Number of volunteer hours per student	Hours
Number of programs developed in partnership with targeted third parties	Number
Percentage of active cooperative training programs	%



The second program

Research, Innovation and Sustainability



Program owner

Vice President for Graduate Studies and Scientific Research



Number of initiatives

6 initiatives



Number of projects

23 projects



02.01

R&D Initiatives (Research)

7 Strategic Projects

02.01.01 Activating Research Identity of the University.

02.01.02 Developing and integrating research centers.

02.01.03 Development of R&D System.

02.01.04 Developing research outputs.

02.01.05 Development of Applied Research.

02.01.06 Establishment of Nationally or Internationally Accredited Research Labs.

02.01.07 Development of Students' Research.



02.02

Research Funding (Fund B)

5 Strategic Projects

02.02.01 Strategy of Institutional Funding for Research.

02.02.02 Establishment of Research Endowment.

02.02.03 Developing Research Chairs.

02.02.04 Marketing Scientific Research Products.

02.02.05 Enhancing University's Advisory Services.



02.03

Development and Sustainability (Sustainability)

3 Strategic Projects

02.03.01 Defining competitive advantages and sustainable development priorities for the Qassim Region .

02.03.02 Sustainable University - Greening the Research

02.03.03 Building a sustainable development research database.



02.04

Research Innovation (Innovation)

3 Strategic Projects

02.04.01 Development and Integration of Innovation Centers.

02.04.02 Establishment and activation of technology valley.

02.04.03 Sponsoring and attracting innovators.



02.05

Graduate Studies (Graduate)

2 Strategic Projects

02.05.01 Developing graduates studies programs and introduce new program.

02.05.02 Linking postgraduate research to development needs.



02.06

Research Partnership (Partnership B)

3 Strategic Projects

02.06.01 Creating postgraduate programs in partnership with reputable international Universities.

02.06.02 Establishing and activate branches of targeted national and international scientific societies.

02.06.03 Partnerships with prestigious research institutions in target specializations.



The Third Strategic Goal

Enhancement of the research identity and improvement of applied research and innovation to fulfill the needs of sustainable development.



The Eighth Strategic Goal

Enhancement of partnership and knowledge exchange nationally and internationally.

Key Performance Indicators for the 2 nd Program	Type of Indicator
Number of papers published in ISI Indexed Journals	Numbers
Applied research rate out of total completed research	%
Number of papers published in Scopus Indexed Journals	Numbers
The rate of published research for Faculty members	Numbers
Research citation rate for Faculty members	Numbers
The number of student research published in Journals	Numbers
The percentage of the budget allocated for scientific research	%
The value of external funding for research	Value (In SR)
Percentage of externally funded research	%
The value of the research endowment	Value in (SR)
Number of patents	Numbers
Number of research partnerships	Numbers



The third program

Institutionalization, Governance and Automation



Program Owner

Vice President for Planning, Development, and Quality



Number of Initiatives

5 initiatives



Number of Projects

21 projects



03.01

Structuring and Governance (Structuring)

7 Strategic Projects

- 03.01.01 Structuring and complying with the New University System.
- 03.01.02 Developing and automating governance policies.
- 03.01.03 Developing and integrating the institutional infrastructure
- 03.01.04 Establishing and activating organizational unit for risk management
- 03.01.05 Activating university advisory councils
- 03.01.06 Sustainable university - Institutional Greening.
- 03.01.07 Restructuring strategic management.



03.02

Status and Ranking (Ranking)

2 Strategic Projects

- 03.02.01 Reinforcing university Identity.
- 03.02.02 Improving university ranking to be among the most prestigious International Universities.



03.03

Human Resources (Competencies)

5 Strategic Projects

- 03.03.01 Developing mechanisms for evaluating performance and motivating human resources.
- 03.03.02 Developing human resources development mechanism.
- 03.03.03 Expanding women empowerment in the university
- 03.03.04 Develop recruitment and retention mechanisms..
- 03.03.05 Enhancing job satisfaction and institutional loyalty.



03.04

Technology and Information (Technology)

6 Strategic Projects

- 03.04.01 Establishing and activating and organizational unit for digital transformation.
- 03.04.02 Upgrading smart campus with the activation of the Internet of Things.
- 03.04.03 Developing and expanding smart interactive solutions.
- 03.04.04 Practicing effective management and governance of reports and data.
- 03.04.05 Developing Decision Support and Business Intelligence.
- 03.04.06 Developing educational performance by activating Artificial Intelligence (AI).



03.05

Institutional Partnership (Partnership M)

1 Strategic Project

- 03.05.01 Developing effective partnerships in strategy and institutional performance.



The Fourth Strategic Goal

Improvement of the technological and informational performance and enhancement of the digital transformation.



The Fifth Strategic Goal

Development of institutional governance administrative performance and enhancement of satisfaction and institutional loyalty.



The Eighth Strategic Goal

Enhancement of partnership and knowledge exchange nationally and internationally.

Key Performance Indicators for the 3 rd Program	Type of Indicator
Average training hours for University employees (leaders, academics, employees)	Hours
Satisfaction rate of University employees (leaders, academics, employees) on the quality of administrative procedures	5-Likert Scales.
Satisfaction rate of University students on the quality of services	5-Likert Scales.
Percentage of University units whose organizational structures have been updated	%
Percentage of University units for which job descriptions have been updated	%
Transaction completion rate	Hours
The rate of automation of procedures at the University	%
Transformation rate towards the Smart University status	%
Customer satisfaction rate with technical services	5-Likert Scales.
Number of visits to the University's website and sub-sites	Numbers
Number of effective partnerships in enhancing strategic performance	Numbers



04

The fourth program

Funding, Endowment and Assets



Program Owner

University Vice President



Number of Initiatives

5 initiatives



Number of Projects

21 projects

6

04.01

Endowment and Financing (Fund F)

4 Strategic Projects

- 04.01.01 Establishing and activating the endowments system
- 04.01.02 Developing university endowments.
- 04.01.03 Creating and activating the investment company for the university.
- 04.01.04 Generating income from university's asset and facilities.

6

04.02

Expenditure Efficiency (Expenditure)

4 Strategic Projects

- 04.02.01 Developing mechanisms to improve spending efficiency.
- 04.02.02 Monitoring financial governance.
- 04.02.03 Developing Financial Information Systems to facilitate Decision-Making.
- 04.02.04 Synchronizing University budget against its goals.

7

04.03

Infrastructure (Infrastructure)

6 Strategic Projects

- 04.03.01 Providing details of infrastructure completion plan.
- 04.03.02 Completing of faculties, deanships and faculties campus
- 04.03.03 Completing buildings of colleges, deanships and other campuses.
- 04.03.04 Completing the equipment and operation of the University Hospital and its facilities.
- 04.03.05 Completing the infrastructure for the University Farm and Facilities.
- 04.03.06 Completing campus services for employees, students and visitors.



04.04

Infrastructure Sustainability (Facilities)

5 Strategic Projects

04.04.01 Developing construction project governance.

04.04.02 Achieving the Sustainable University status - Greening the headquarters.

04.04.03 Enhancing the Efficiency of Use of Facilities and Assets.

04.04.04 Evaluating and developing maintenance and cleaning operations for facilities and equipment.

04.04.05 Improving and beautification of the University facilities.



04.05

Financial Partnership (Partnership F)

2 Strategic Projects

04.05.01 Activating Endowment Partnerships.

04.05.02 Activating Investment Partnerships.



The Sixth Strategic Goal

Development of the university endowments, diversification of financial sources, and improvement of expenditure efficiency.



The Seventh Strategic Goal

Completion, development, and sustainability of infrastructure.



The Eighth Strategic Goal

Enhancement of partnership and knowledge exchange nationally and internationally.

Key Performance Indicators for the 4th Program	Type of Indicator
The Total Return of endowment projects	Riyal
Number of investment partnerships	Numbers
The percentage of the University's own income to the total income	%
Average Student Cost (Annual Student Expenditure Rate)	Riyal
Student to faculty ratio	Numbers
Conservation in energy and water consumption	%
Percentage of completion of colleges, deanships and campuses of girls' Colleges	%
Percentage of completion of the Residential City for University employees and facilities	%
Percentage of completion of the University farm infrastructure and facilities	%
Satisfaction rate of University employees with the adequacy of the infrastructure	5-Likert Scales.
Percentage of Green buildings out of total University buildings	%
Average area per student (sqm/student)	Numbers
The number of security and safety incidents inside the University	Numbers
Number of investment opportunities	Numbers



8

A Comprehensive Presentation of the Plan Components

(Vision, Mission, Values, Programs, Strategic Objectives, Initiatives, Projects)



Vision

A nationally distinguished University in education, research, sustainable development with effective national and international partnership.



Mission

Providing educational, professional, research and consultative services that boost sustainable national development and self-funding in an active environment of inspiration, governance that fosters innovation, technology, and partnership.



Seven Values



Strategic Goals

- 1 Assurance** of the quality of education and realization of distinctiveness in target specializations
- 2 Raising** the competence, competitiveness, and professionalism of students
- 3 Enhancement** of the research identity and improvement of applied research and innovation to fulfill the needs of sustainable development
- 4 Development** of institutional governance administrative performance and enhancement of satisfaction and institutional loyalty
- 5 Improvement** of the technological and informational performance and enhancement of the digital transformation
- 6 Development** of the university endowments, diversification of financial sources, and improvement of expenditure efficiency
- 7 Completion**, development, and sustainability of infrastructure
- 8 Enhancement** of partnership and knowledge exchange nationally and internationally

01

The first program

Education and Student Competencies

02

The second program

Research, Innovation and Sustainability

03

The third program

Institutionalization, Governance and Automation

04

The fourth program

Funding, Endowment and Assets

Educational Excellence (Education)

- Determining the areas of excellence for the University's programs.
- Structuring specializations according to local and national priorities.
- Attaining academic accreditation for all programs, nationally and internationally.
- Developing programs according to national examination requirements.
- Developing intermediate educational programs.
- Sustainable university – Promoting Green Courses.
- Facilitating apprenticeship and introducing Specializations for future Job-Matching.
- Establishing and developing students clubs

R&D Initiatives (Research)

- Activating Research Identity of the University.
- Developing and integrating research centers.
- Development of R&D System.
- Developing research outputs.
- Development of Applied Research.
- Establishment of Nationally or Internationally Accredited Research Labs.
- Development of Students' Research.

Structuring and Governance (Structuring)

- Structuring ad complying with the New University System.
- Developing and automating governance policies.
- Developing and integrating the institutional infrastructure
- Establishing and activating organizational unit for risk management
- Activating university advisory councils
- Sustainable university - Institutional Greening.
- Restructuring strategic management.

Endowment and Financing (Fund F)

- Establishing and activating the endowments system
- Developing university endowments.
- Creating and activating the investment company for the university.
- Generating income from university's asset and facilities.

Admission and Counseling (Admission)

- Planing the capacity of subject majors.
- Attracting distinguished local and international students into targeted programs.
- Enhancing the efficiency of academic counseling.
- Advising Default Students.
- Maintaining Student Loyalty and increase satisfaction.

Research Funding (Fund B)

- Strategy of Institutional Funding for Research.
- Establishment of Research Endowment.
- Developing Research Chairs.
- Marketing Scientific Research Products.
- Enhancing University's Advisory Services.

Development and Sustainability (Sustainability)

- Defining competitive advantages and sustainable development priorities for the Qassim Region .
- Sustainable University - Greening the Research
- Building a sustainable development research database.

Status and Ranking (Ranking)

- Reinforcing university Identity.
- Improving university ranking to be among the most prestigious International Universities.

Expenditure Efficiency (Expenditure)

- Developing mechanisms to improve spending efficiency.
- Monitoring financial governance.
- Developing Financial Information Systems to facilitate Decision-Making.
- Synchronizing University budget against its goals.

Financial Partnership (Partnership F)

- Activating Endowment Partnerships.
- Activating Investment Partnerships.

Students' Competencies (Merit)

- Improving Students' Academic Performance.
- Motivating distinguished and creative students.
- Developing and support self-learning and learning resources.
- Developing Distant-Learning programs.
- Promoting Nationalism and Moderation (Wasatiyyah).
- Promoting volunteer work.
- Improving and integrate student activities and services.
- Improve programs offered to international students.

Research Innovation (Innovation)

- Development and Integration of Innovation Centers.
- Establishment and activation of technology valley.
- Sponsoring and attracting innovators.

Graduate Studies (Graduate)

- Developing graduates studies programs and introduce new program.
- Linking postgraduate research to development needs.

Human Resources (Competencies)

- Developing mechanisms for evaluating performance and motivating human resources.
- Developing human resources development mechanism.
- Expanding women empowerment in the university
- Develop recruitment and retention mechanisms..
- Enhancing job satisfaction and institutional loyalty.

Infrastructure (Infrastructure)

- Providing details of infrastructure completion plan.
- Completing of faculties, deanships and faculties campus
- Completing buildings of colleges, deanships and other campuses.
- Completing the equipment and operation of the University Hospital and its facilities.
- Completing the infrastructure for the University Farm and Facilities.
- Completing campus services for employees, students and visitors.

Educational Partnership (Partnership T)

- Cooperative training development.
- Partnership and twinning of programs, plans and curricula.
- Activating coordination among higher education institutions in Qassim region.
- Enhancing communication and networking with the Alumni of the University.

Research Partnership (Partnership B)

- Creating postgraduate programs in partnership with reputable international Universities.
- Establishing and activate branches of targeted national and international scientific societies.
- Partnerships with prestigious research institutions in target specializations.

Technology and Information (Technology)

- Establishing and activating and organizational unit for digital transformation.
- Upgrading smart campus with the activation of the Internet of Things.
- Developing and expanding smart interactive solutions.
- Practicing effective management and governance of reports and data.
- Developing Decision Support and Business Intelligence.
- Developing educational performance by activating Artificial Intelligence (AI).

Institutional Partnership (Partnership M)

- Developing effective partnerships in strategy and institutional performance.

Infrastructure Sustainability (Facilities)

- Developing construction project governance.
- Achieving the Sustainable University status - Greening the headquarters.
- Enhancing the Efficiency of Use of Facilities and Assets.
- Evaluating and developing maintenance and cleaning operations for facilities and equipment.
- Improving and beautification of the University facilities.



9

Strategic Vigilance

To ensure effective strategic implementation that helps the University achieve its Vision, Mission and Strategic Goals.

The strategic plan emphasizes the following points:

1. Early risk prediction
2. Develop a mechanism to reduce the risks of the strategy
3. Classify the general risks and determine the mechanism for treating them
4. Strategic closing

9.1 Early Risk Prediction

The University followed a scientific methodology to forecast potential risks, and displayed strategic vigilance in combating those threats. Various efforts were exhaustively undertaken like examining documents and reports, running workshops, conducting interviews, designing questionnaires and applying scientific analysis methods such as PESTEL and SWOT in projecting future challenges. Subsequently, the University devised effective mechanisms to address these challenges strategically and fruitfully. This generated high confidence level in as far as the University's readiness to face potential fluctuations and risks. To ensure the professional management of risks, this strategic plan included a strategic project represented in the professional activation of risk management and equipped it with the necessary scientific, human and technical frameworks. The table below illustrates the most important risks stemming from the strategy itself, and shows the treatment mechanisms employed.

Major Risks

Expected Risks

Suggested Strategic Treatments

Risks and mitigation mechanisms

Weakness or lack of funding for strategic projects

A project to link the University's budget to its strategic objectives, and a clear crystallization of projects that need funding.

Weak motivation in implementing the strategy

Design an effective strategy ownership mechanism and an appropriate incentive package.

Change and succession in leadership

Institutional linkage across terms of reference, tasks and powers and inclusion of the implementation of the strategy within the performance indicators of leadership assessment and the subsequent administrative and financial frameworks

9.2 Developing a Mechanism to Reduce the Risks of the Strategy

In order to achieve high rates in the implementation of the strategy, the strategic plan adopted a new methodology based on recent studies, practical as well as accumulated experiences. This plan was divided into four large programs, and each program was assigned to one of the Vice-Presidents according to the technical content of each program. This means that they became owners of the strategic programs and were directly responsible to the President of the University and the Higher Councils supervising the University. The strategic ownership was reflected in the tasks assigned to each of them and their evaluation indicators. The inclusion of a set of strategic initiatives and projects under each program and identification of their precise owners reinforced the sense of responsibility and reduced the risks of weak or non-implementation of the strategy. In order for the mechanism to deal with these risks to be effective, several methodological steps were followed, the most important of which were:

1. The Strategic Planning Department periodically monitored the implementation of the strategic plan and reported on it through multiple tool, such as measuring performance indicators as well as measuring the level of progress in project completion while activating the dashboard that assisted in decision-making.
2. Full and precise commitment to the «escalation mechanism» which dealt with escalating the obstacles and challenges faced by the agencies responsible for implementing strategic initiatives and projects to the specialized vice-presidents and then the University President according to precise controls.
3. The methodology of the periodic strategic review is a guarantee to follow up on the implementation of the strategic plan. Therefore the strategic plan established an annual follow-up mechanism for the level of progress in implementing the plan identifying risks and obstacles if any and crystallizing effective detailed solutions, in addition to submitting the necessary reports to the decision-maker to introduce the necessary strategic adjustments and approve them according to the mechanism.

The University Council approved, in its fourth session for the academic year 1442 AH, which was held on 51442/5/ AH, submitted a report to the University Council indicating the completion of the strategic plan at the end of the first semester of each year.

9.3 General Risk Ranking and Treatment Mechanism

The strategic plan recognized that the University may face multiple risks that may hinder it from achieving its Mission and carrying out its role efficiently. Hence, the strategic plan classified potential risks in terms of control either internal or external control and in terms of the type of impact into four main categories i.e. strategic risks, financial risks, operational risks and natural hazards. These risks must be dealt with and managed with high professionalism, according to a system approved by the University and committed to by the risk management, which approved the strategic plan as a project to activate it in an integrated professional template.

The University relies in its plan on a standard methodology for analyzing risks using “likelihood of occurrence” and “degree of impact” based on the principles of risk management i.e. ISO AS / NZS 31000: 2009. The principles were translated into practical practices through the risk matrix that helped officials to deal professionally with them. The University's executive plan includes more details regarding the methodology, ranking mechanism, and treatment of potential risks.

9.4 Strategic Close: The Mechanism for Closing the Strategic Plan

The SSP (2020-2025) is closed after a lengthy and delicate process that included an evaluation of the outputs and determination of the percentage of completion for each project, initiative and strategic goal in order to show the level of the University's achievement of its Mission and Vision. The report with its lessons learned, is considered an essential input for formulating the next strategic plan. The closing steps consist of the following:

1

Define the strategic objectives (50 performance indicators)

2

Define the outputs and performance indicators for the 90 strategic projects

3

Determine the relative weights of the strategic objectives, performance indicators and strategic projects

4

Determine the end date of the strategic plan i.e. December 2025

5

Compare the actual performance with the target for performance indicators and strategic projects at the point of the closing date

6

Issue a closing report indicating the University's level of achievement of its strategic plan, and have it approved by the permanent committee for strategic planning.



10

Distinguished Educational and Research Programs

Since Qassim University has been classified as a «Comprehensive University», strategic thinking requires identifying distinct educational and research programs to be within the University's department of excellence. For this determination to be accurate, it is necessary to rely on a set of appropriate methodological criteria.

The strategic plan identified the following criteria for identifying programs that are distinguished in education and research. They are:

1. Obtain national or international programmatic accreditation from reputable institutions.
2. Distinguish educational outcomes at the national and / or international levels.
3. Determine the extent of the reflection of disciplines in the research priorities and the research and development plan.
4. Achieve excellence in scientific research awards at the national and / or international level.
5. Secure excellence in obtaining external funding for research.
6. Accomplish excellence in publishing research in journals included in the Scopus database.
7. Execute many communities service programs.

To ensure that data and statistics are analyzed in the light of the previous standards, the University will implement a strategic project aimed at accurately identifying the distinct educational and research programs, and among the most promising programs are:

- | | |
|--|--|
| 1. Health Colleges. | 5. College of Shariah and Islamic Studies. |
| 2. College of Engineering. | 6. College of Computers |
| 3. Faculty of Economics and Management. | 7. College of Sciences. |
| 4. College of Agriculture and Veterinary Medicine. | |

11

Conclusion

Indeed, the SSP was prepared with a precise methodology and very meticulous steps. All relevant parties both from inside and outside the University had participated in its preparation. The SSP was based on the ruling national strategic frameworks, which is primarily the KSA's 2030 Vision and the Saudi University Systems. Since Qassim University has been recognized as a «learning organization», it benefited substantially from the lessons learned from its FSP experiences. The SSP now features on implementing the idea of collecting strategic initiatives and projects into four neat strategic programs. The ownership of each program was assigned to one of the University's vice-presidents according to the content or the technical aspect of the program. It is hoped that the percentage of interaction between the strategy and its implementation will be increased. It is also the aspiration of Qassim University that this SSP guides strategic thinking and decision-making amongst the Management staff and at the same time raises the ceiling of ambitions of its employees. This will pave the way to enhance the Corporate Culture of quality, high performance and innovation, and paint the University with the ingredients of «strategic vigilance», initiative spirit and smart rapid adaptation to the dynamic variables of its external environment. More importantly, it will help improve the University's capacity in capitalizing its resources and strengths, exploit favorable opportunities, and face current and potential challenges with the strategic institutional template. Finally, the SSP seeks to contribute in accomplishing Qassim University's Vision, Mission and Values in fulfilling its role as an vice-presidents of transformation of the Ummah. Graduates of the University will become exemplary world citizens in terms of leadership, knowledge and in supporting the Sustainable Development Goals (SDG) agenda of world communities.

The top half of the slide features a dark blue background with a pattern of white and teal-outlined triangles of various sizes and orientations.

12

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59	Institutional Planning & Strategic Centre	2016	USM Strategic Plan	USM	Malaysia
60	Board of Governor	2016	2020–2025 Strategic Plan	THE STATE UNIVERSITY SYSTEM of FLORIDA	USA
61	The University of Sydney	2016	FERRIS FORWARD 20192024- Strategic Plan	The University of Sydney	Australia
62	Committees for developing the Long-Term Strategic Plan	2015	SQU Strategic Plan (20162040-)	Sultan Qaboos University	Oman
63	University of Tartu	2015	Strategic plan of the University of Tartu for 20152020-	University of Tartu	Estonia

No	Author	Date	Title	Publisher	Country
64	Vice Presidency of Postgraduate Studies and Scientific Research	2015	Research Strategic Plan 20152025-	University of Dammam	Saudi Arabia
65	Board of Trustees	2013	Grand Layout 2.0 (2014 – 2023)	Sophia University	Japan
66	QS	2012	QS Stars™ Methodology - Version 4.0	QS Stars	UK
67	University of Pretoria	2011	The vision, mission and plan of the University for 2025	University Of Pretoria	South Africa
68	King Fahd University of Petroleum & Minerals	2011	Strategic Plan 20122020-	King Fahd University of Petroleum & Minerals	Saudi Arabia
69	Indian Institute of Science		Strategic Plan	Indian Institute of Science	India
70	Nankai University		Strategic Plan	Nankai University	China

No	Author	Date Title	Publisher	Country
71	Beijing Foreign Studies University	Strategic Plan	Beijing Foreign Studies University	China
72	University of Santo Tomas	Strategic Plan	University of Santo Tomas	Philippines
73	Khalifa University of Science and Technology	Strategic Plan	Khalifa University of Science and Technology	The United Arab Emirates
74	The University of Texas at Dallas	Strategic Plan for the University of Texas at Dallas	The University of Texas at Dallas	USA



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13

Appendices

Assessment of the components of the Strategic Framework

13.1 Assessment of the Components of the Strategic Framework

After completing the Draft SSP 2020-2025, it was presented to our partners (beneficiary groups inside and outside the University) to comprehend their views on the components of the new plan. Around 1500+ participants were involved comprising of (graduates, businessmen, students, faculty members, employees, and parents) in evaluating the University's Vision, Mission, Values, and Strategic Objectives.

Overall assessment

The components of the SSP

	Arithmetic Mean	Standard Deviation	Degree of Quality
Vision	3.82	1.2	High
Mission	4.11	1.07	High
Values	4.06	1.13	High
Objectives	4.09	1.08	High

13.2 University's Vision Assessment



	Arithmetic Mean	Verification Degree
Vision ambition	4.0	High
Compatible with Vision 2030	3.94	High
Easy to Understand	3.83	High
Appropriate to the culture of the community	3.81	High
Distinctive identity of the University	3.81	High
Motivational to achieve the Mission	3.79	High
Inspirational	3.71	High
Realistic Vision	3.70	High

13.3 University's Mission Assessment



	Arithmetic Mean	Verification Degree
Compatible with KSA Vision 2030	4.27	High
Achievable with the main purposes of the University	4.22	High
In line with the University's vision	4.20	High
Reinforcing the University's identity	4.12	High
Assisting in setting goals	4.12	High
Meet the needs of the labor market	4.00	High
Achieving Integration of activities	4.02	High
Appropriate to the culture of the community	4.00	High
Easy to Understand	3.98	High

13.4 University's Values Assessment



Values	Arithmetic Mean	Verification Degree
Affiliation	4.31	High
Honesty	4.15	High
Perfection	4.11	High
Justice	4.02	High
Institutional	4.01	High
Transparency	3.94	High
Innovation	3.89	High

13.5 Assessment Strategic Goals Assessment Goals



Strategic Goals	Arithmetic Mean	Verification Degree
Strengthening partnership and knowledge exchange nationally and internationally.	4.17	High
Raising the merit, competitiveness and professionalism of students.	4.13	High
Building research identity and improving applied research and innovation to meet the requirements of sustainable development	4.13	High
Improving technical and information performance and enhancing digital transformation	4.11	High
Improving controlled management performance and enhancing organizational satisfaction and loyalty	4.08	High
Completion, development and sustainability of infrastructure.	4.08	High
Developing the University endowment, diversifying sources of funding and improving spending efficiency	4.04	High
Emphasizing the quality of education and achieving excellence in targeted disciplines	4.01	High
The total Arithmetic Mean	4.09	High





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