KFU

جامعة الملك فيصل
KING FAISAL UNIVERSITY
University and Homeland..Growth..Sustainability

King Faisal University
Strategy
2020-2024
1441-1445

Concise Version

Dear honorable colleagues,

Peace and blessings of Allah be upon you.

King Faisal University abounds with multiple resources that enable it to excel and pioneer at the national and regional levels in a way that befits the university's ancient history and its long heritage of giving. As we experience this huge transformation in our national development process, the time has come to invest and build on these multiple resources to ascend with the university's aspirations to broader horizons based on its platforms of well-established scientific structure and lofty research institutions, achieving the goals of good leadership and adhering to the contents of the Kingdom's 2030 vision. Therefore, King Faisal University's strategy 2024-2020 came to chart the features of our university's future map for the next five years, looking forward–with hope and confidence in Allah Almighty– for a promising future of growth and excellence.

Through our ambitious strategy – with God's help – we will focus on our core operations by improving the teaching, learning and scientific research processes, and strengthening our community partnerships. We will establish an integrated system to support innovation and

Preface

business development at the university and we are going to double our effort to give our sons and daughters an exceptional study experience that meets their expectations and aspirations. Our work aims to improve the university's governance, administrative effectiveness, as well as efficiency of expenditures and finally achieve financial balance. We will also work to support our fruitful strategic partnerships at the national and global levels, and establish new strategic partnerships that enable the university and its partners to achieve their mutual goals.

The education sector in our beloved country, the Kingdom of Saudi Arabia, is witnessing the emergence of a historical transformational phase by moving forward with the implementation of the plans and programs of the Kingdom's 2030 vision Hence. KFU's strategy 2024–2020 has come to light as a response to the aspirations of our blessed national vision, especially those related to the higher education sector.

I am fully confident that during the next five years, the university will achieve more gains and will have a great effect on the internal and external communities. I am also sure that the university has sufficient flexibility and qualified human capabilities that cope with future changes and developments enabling us to amend our plans accordingly. All will be done with God's help and support, and then with the guidance and support of our country's wise leadership.

Finally, it is my pleasure to put in your hands the strategy of King Faisal University 2024–2020 , I look forward to your support and efforts in the coming five years. I also beseech Allah to grant us all success and happiness.

Dr. Mohammad Abdulaziz Al-Ohali
University president

Introduction

In light of the qualitative transformations witnessed in the higher education sector at the local and international levels, and because of the size and type of new business models and untested perceptions that shaped the form of the educational and research process in universities, King Faisal University seeks to maximize the gains of the past and take them to wider horizons and broader aspirations, in order to create a futuristic educational community. KFU will devote its diverse capabilities to achieve the aspirations of its ambitious vision and implement the decisions of its lofty mission, driven by the solid belief in the value and importance of its advanced knowledge and highly qualified human resources.

When working to develop its strategic options, the university had to adopt the principles and the considerations of the Kingdoms 2030 vision, as well as keeping up with the new system of the Kingdom's universities and adopting the systems contents and decisions. Therefore, the university will seek's, through its current strategy 2024–2020 to enhance its development process and unleash its economic capabilities through many strategic projects extracted from a set of focus priorities, especially those relate to performance quality, fruitful outcome's prosperity, identity differentiation, and production enhanced by growth and sustainability.

The universitys strategy 2020–2024 comes as a result of tireless work and sincere efforts that continued over the course of a whole year of strategic planning with the participation of all internal and external partners to investigate the current status and explore the future according to the best methodologies and practices of strategic planning in higher education institutions. The strategy places King Faisal University in the right academic rank that suites its name and legacy which extends for more than half a century. Furthermore, the strategy maximizes KFU impact on the local and national communities in the fields of education, learning, scientific research and community engagement, in addition to innovation and business development.

Our Vision

A vibrant institution that is stimulated to enrich knowledge of future and develop competitive human capabilities.

Our Mission

Acting as a development engine and a major knowledge partner in supporting vital sectors, locally and regionally, by providing futuristic education, research driven by change and development, community engagement for mutual enrichment, and sustainable business development.
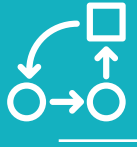
Our Values

.01 Responsible Citizenship.

.02 Integration based on interdisciplinarity .

.03 Innovation in originating, producing, and applying knowledge.

.04 Respect for ideas, opinions, and diversity.

.05 Justice that boosts transparency and belonging.

.06 Empowerment of expertises and capabilities.

Our Goals:

1. Developing educational outcomes belonging to the future, and eligible to maintain their competitiveness in light of economical and developmental transformations locally and internationally.

2. Maximizing the research benefit and directing the university's research activity to serve the Kingdom's national goals and aspirations of the university's identity.

3. Continuous development of the university's educational system and focusing on the university's community engagement activities especially in the areas of mutual enrichment.

4. Establishing and nurturing the university's innovation and business development system and enhancing its economic capabilities.

5. Directing the university's resources and capabilities to create an exceptional university experience that meets the expectations of students.

6. Adopting best practices to improve the university's institutional performance and its business governance efficiently and effectively.

7. Achieving the best levels of efficiency in the use of resources and capabilities to achieve state of optimal balance of the university's financial performance.

8. Selectivity in developing partnerships and alliances that enrich the university's experiences and enhance opportunities for integration and strategic synergy.

Our Priorities

- Teaching and learning.
- Scientific research.
- Development and Community engagement.
- Innovation and business development.
- Student experience.
- Governance and management effectiveness.
- Financial balance and spending efficiency.
- Strategic partnerships.

First: Teaching and Learning: Leaping to the future with the process of teaching and learning.

We believe that KFU, with its qualified teaching staff and varied academic experiences, is able to cope with the modern scientific developments and breakthroughs in various fields of sciences and knowledge. This would accelerate the process of keeping up with other universities that offer futuristic education. This is to be fulfilled through the following principles:

• Creating a state of differentiation and synergy between the university's fifteen colleges based on its holistic nature and diverse knowledge. This comes through establishing a unique educational identity for each college that distinguishes it from its peers, and integrating them together to form a common educational identity shared by all colleges.

• Redesigning and creating existing academic programs in line with:

1. Current and future trends in the field of college specialization.

2. The Kingdom's economic trends and priorities of the local content that depend on the sectors of tourism, entertainment, future technology, logistics, mining, renewable and clean energy, finance and business, automotive, military manufacturing, pharmaceutical and food industries, culture and arts, petrochemicals, health care and fitness.

3. The strategic focus of the university that is based on integrating knowledge, skill and professionalism in teaching and learning.

• Engaging vital industrial partners and private sector partners in the processes of designing academic programs and identifying their targets and learning outcomes, as well as contributing to the implementation of these academic programs that include spending one year in the industry as field training.

• Building a system of values, skills, and professional preparation for students through classrooms and related study projects.

• Enhancing the student's contribution to the teaching and learning process by adopting the most important modern strategies to achieve the desired balance in the teaching and learning process between the student and the teacher. Examples include flipped classes and active learning.

• Activating the systems of the students' academic follow up, guidance and counseling services, especially newcomers, in a way that ensures achieving levels that fall in line with international rates.

• Working on appropriate systemic solutions that allow the university to increase its balance of distinguished international students.

• Restructuring the preparatory year to meet the student's real need and increasing the university's capabilities to accommodate larger numbers of students as well as increasing the number of colleges benefited from preparatory year services.

• Searching for effective and innovative solutions to restructure the Faculties of Arts and Agricultural Sciences and Food, and redefining the College of Education enabling it to play its desired role.

• Raising the criteria for attracting foreign competitive teaching staff and developing systematic, semi-annual measurable recruitment plans to ensure achieving the targets.

• Developing general frameworks for measuring the performance of colleges' scientific departments.

• Trying to cope with the potential impact of open education platforms on the university education system.

• Responding to the directions of the Ministry of Education regarding rationalization of admission in some majors and centralization of admission.

• Improving the competitiveness of community colleges and marketing their programs in a way that reformulates their stereotype among potential beneficiaries.

• Supporting the transitions of the concept of education to e-learning and continuing education, enabling the university to offer many modern digital educational services.

Second: Scientific Research: A scientific research that stimulates development and change.

KFU has a solid belief of the value and impact of the scientific research system on local communities. Accordingly, we will work to invest in the components of the scientific research system, making them the driving force of change and support to address the most vital problems in these communities. This to be fulfilled through the following premises:

• The need to maximize and stimulate the economic feasibility of scientific research and direct it towards the most vital issues to serve the national need.

• Reinforcing the incentives to support the faculty members' balance from published scientific research in the most important publishing houses, and activating evaluation and accountability mechanisms to counter default and failures.

• Continuing to support the funds and subsidies of the scientific research, especially researches related to the identity of the university and its main fields, through the dedicated channels within the university and searching for more support and funding channels from outside the university.

• Designing effective college plans to establish research groups, as well as monitoring the implementation of their actions, and measuring their outcomes on annual basis.

• Reducing the time span of the purchase and supply of research and laboratory needs, as well as ensuring the greatest levels of utilization of the current available capabilities.

•Activating the visiting professor programs by attracting distinguished international experiences to participate in the university's research projects and improve KFU's research competitiveness on the regional and international levels.

•Designing successful solutions and adopting the best international practices in building patent systems and intellectual property rights to increase the university's licensed research products.

• Diagnosing the current status of the research centers, and addressing the situation of their unbalanced performance levels, as well as designing expanded plans for the vital areas of research through the establishment of more centers dedicated to address the national need.

• Activating the scientific research strategy, following up its implementation and providing an annual brief about its level of achievement, while keeping it updated to avoid any delay.

• Making the most out of the available national funds and financial institutions dedicated for scientific research.

• Developing an effective business model of partnership with the industrial sector and the private sectors to meet their research needs as well as integrate with the targets of the Industry and logistics development program through effective communication with the most important partners.

•Increasing the university's contribution to the international research projects in cooperation with reputable universities and specialized research centers.

• Make the most use of the ministerial support directed to the scientific research system through the Research and Development Office at the Ministry of Education.

• Developing an annual plan to monitor the level of the university's assistant professors, and doing what is necessary to improve their readiness for academic advancement.

• Preparing University's teaching assistants and lecturers before they enroll in scholarship programs in the most prestigious universities so as to increases their research capabilities as junior researchers before the actual start of the scholarship stage.

• Increasing the university's balance of doctoral programs and improving the readiness of the scientific departments in colleges to launch such programs.

• Working to establish joint doctoral programs with counterpart universities in areas determined by the current and future needs.

• Expanding the development of graduate shared programs focusing on newly established ones in varied fields.

• Increasing the number of enrolled students in graduate programs.

• Providing quality requirements for graduate programs according to the criteria of the National Center for Academic Evaluation and Accreditation.

• Continuous improvement of programs that qualify enrolled students in graduate studies programs at the college level.

• Continuous improvement of the marketing operations for graduate programs and directing a large portion of these operations to the interested organizations.

Third: Development and Community engagement: A sustainable development and community partnership for mutual enrichment.

The university believes in its commitment to support the continuous development and improvement of the university's education system. KFU also believes in the importance of its efforts to achieve a state of mutual enrichment and promising partnership, through the following principles:

• Focusing on improving the learning outcomes and designing appropriate measurement plans.

• Complying with the requirements of the national qualifications framework (SAQF) and institutional accreditation requirements.

• Optimal use of the Ministry of Education's Strategic approach to double the university's balance of international credits and to enhance the university's balance of local accredited programs.

• Taking advantage of the Human Capability Development Program to support graduates' readiness for the labor market and to achieve development goals.

• Developing a comprehensive framework for graduates' specifications.

• Investing in students' professional development programs and the programs of professional certificates.

• Making use of the Human Resources Development Fund to support graduates' readiness for the labor market and achieving development goals.

• Updating and activating the university's quality management system and linking it with applied practices at all university administrative units.

• Continuous improvement of the professional development framework for faculty members.

• Qualifying academic leaders at the university and achieving a state of successive career suitability for it.

• Balanced openness to society with its various components and meeting its diverse needs in a way that enhances the returns and the gains of the university.

• Expanding the scope of the community partnership system without limiting it to the non-profit sector.

• Promoting the voluntary role of university's employees in general.

• Maximizing the society's benefit from the university's facilities and services.

• Supporting the efforts to register Al-Ahsa Governorate in the list of World Heritage sites.

• Repositioning the College of Applied Studies and Community Service and presenting it as an ideal model of community-based colleges.

• Enabling technology to support the university's teaching and learning process and research services.

• Instilling the university's flourished electronic and technical services and supporting its digital transformation efforts.

• Reconstructing the office services system to include all sources of knowledge and enhance the availability of data used to support research activities.

• Dividing the office services and directing them towards the various segments of the beneficiaries, including university's educators, graduate students, researchers, historians, women and children.

Fourth: Innovation and Business Development: Diversity and focusing on innovation and business development.

We aspire to influence the university's development process by developing a typical systems of innovation and business development that enable the university to make the best use of its various capabilities in a way that guarantees a major contribution to the knowledge based economy in general, and to economics related to food security and environmental sustainability in particular, through the following principles:

• Creating appropriate conditions, capabilities, and the suitable environment needed to fulfill the aspirations of the university's identity, which is to contribute to achieving the Kingdom's food security and environmental sustainability.

• Make the most use of the university's knowledge diversity to support the achievement of its targets in agriculture, environment, water, technology, management, transportation and storage, health, energy, and manufacturing that are related to the university's identity.

• Developing a system of innovation and business development in the university in a way that enhances the university's economic capabilities and develops its own resources.

• Establishing a culture that motivates researched products trade and promoting them in relevant markets through different licensing solutions.

• Graduation of the first generation of startup companies from the university's business incubator.

• Achieving the maximum benefit from the availability of support opportunities for entrepreneurship projects in the Kingdom and working to integrate with innovation and business development system partners.

• Achieving the maximum levels of benefit from the university partners' capabilities in innovation and business development system, especially partners like SVG and King Abdulaziz City for Science and Technology.

• To complete establishing Wadi Al-Ahsa Company as an investment arm of the university and directing its investments towards exploiting the university's assets and facilities, as well as establishing companies that belong to the university's consulting business service units in the veterinary, legal, statistical, educational, technical, and healthcare fields.

• Promoting the Research and Consulting Institute as an experience center.

• Attracting distinguished expertise in industry and the private sector to support the university's innovation and business development system.

• Taking the necessary steps to complete establishing the Al-Ahsa Oasis for Innovation and Technology in a way that ensures presenting it as a science complex that drives a national change in areas related to food, animal production industries, and industries related to environmental sustainability and agricultural technologies.

• Taking the necessary steps to establish a university modeling and manufacturing laboratory and an office to transfer technology and organize the relationship with industry.
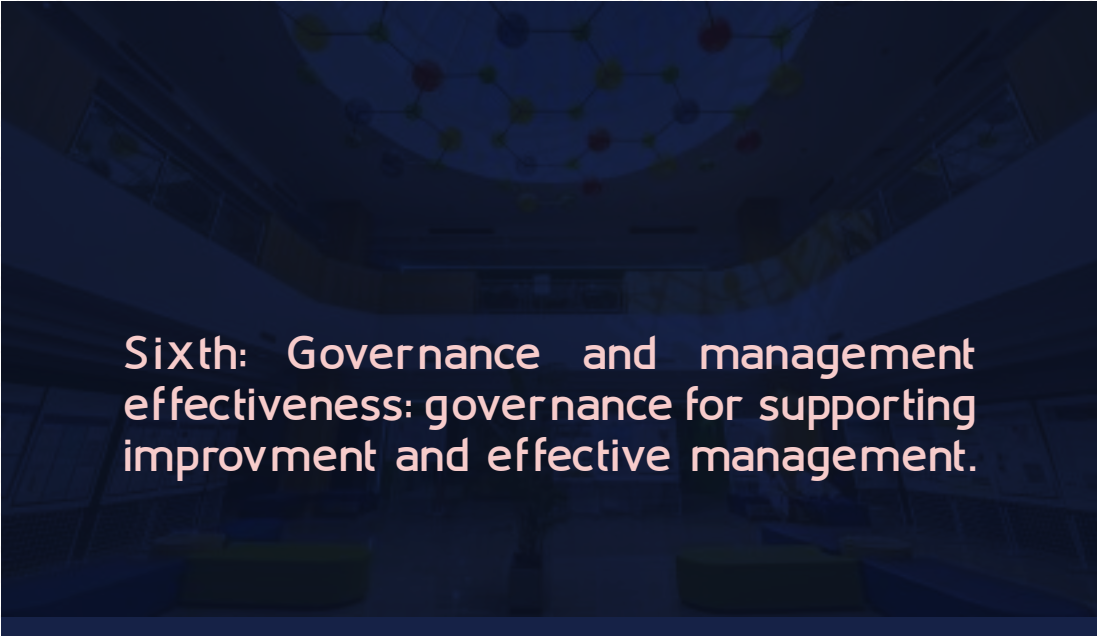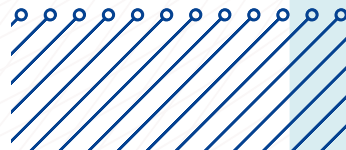
Fifth: Student experience: an atypical university experience.

The university will dedicate all its capabilities and resources to create an atypical university experience for students, through which it enhances the values of loyalty and belonging, through the following principles:

• Availability of quality extracurricular activities to enhance an integrated student personality.

• Engaging students into the university decision –making system by activating student council practices and adhering to its recommendations.

• Establishing an integrated system of student societies and clubs that support and develop various forms of talent and skills.

• Creating a stimulating environment for initiative, responsible leadership and good citizenship.

• Transforming the campus into a source of student enrichment and a hot spot for student events.

• Make the campus and its various facilities available for safe student use all the time.

• Enhance the efficiency of the internet connectivity in all campus facilities and provide students with many technical programs for free.

• Automating student services and providing electronic payment methods to serve all student facilities.

• Allocating and adapting university services to ensure that the diverse needs of students are met.

• Providing a package of training programs dedicated to improve and enhance students' 21st century skills.

• Speeding up and upgrading the efficiency of registration services, including deleting and adding courses.

• Continual development of educational content management systems and communication with students.

• Cooperating with a group of providers of services and commercial products to provide the university students with exclusive benefits and incentives.

• Improving student dormitory readiness and updating its regulations, focusing on automating its housing and payment process.

• Developing a system of entertainment options within students' dormitory.

• Increasing the number of internal and external student visits and enhancing students' opportunities to join them.

• Improving the form of sport activities and increasing the number of students who practice sports, while diversifying the practice opportunities and options.

• Continuous support of food service's system and the continuous improvement of related products and services.

• Raising awareness among students about the available package of financial support services and ensuring prompt delivery to beneficiaries.

• Directing a portion of the student fund resources to support student graduation projects that need support.

Sixth: Governance and management effectiveness: governance for supporting improvment and effective management.

The university strives to strengthen its relations with its internal and external beneficiaries. It also seeks to improve the level of transparency by legislating and implementing systems that achieve justice and integrity, and working responsibly towards developing its human capabilities and developing its administrative processes. This is going to be fulfilled through the following principles:

• Providing an appropriate organizational climate and structuring the university's sectors in a way that unifies connections, avoids duplicating roles, rationalizes the scope of supervision and facilitates the flow of data.

• Providing organizational and operational manuals that regulate the tasks of the university's administrative units, enhance opportunities to address defects in performing these tasks and achieve the necessary accountability in cases of default and failure.

• Adhering to the requirements and trends of the university's potential new system, in order to achieve the highest levels of financial and administrative flexibility and institutionalization of operations.

• Continue to enhance the culture of strategic work and successive follow-up to develop and measure strategic plans of the university and its administrative units.

• Make the most use of the availability of technological infrastructure and information systems that serve efficiency and governance.

• Continuous improvement of documentation and administrative communication systems.

• Institutionalizing and digitizing data collection and management work and use it for decision support purposes.

• Developing administrative and technical human capital at the supervisory and leadership levels and addressing staff weakness.

• The appropriate professional development for pro leaders of administrative and technical staff.

• Activating the internal communication systems and means to benefit the university's internal beneficiaries, meet their needs, and ensure a work environment that stimulates work and production.

• Developing job description guides and provide employees with a clear and good understanding of their jobs and tasks as individuals and as a team in a suitable academic environment.

• Raising the university's administrative effectiveness level, speeding the completion of its operations, and simplifying procedures.

• Providing mechanisms and systems to ensure control, accountability and transparency through departments of internal follow-up and review.

• Precise forecasting of all risk forms and making the necessary plans to avoid their occurrence or reduce their effects.

• Effective coordination with regulatory agencies and taking appropriate proactive measures to deal with their inquiries.

• Ensuring that the university fulfills its obligations towards others in a way that does not expose its reputation by any type of distortion or harm.

• Careful management of the university's brand and its corporate identity.

• Improving the performance level of the university's media, marketing and relationships systems and ensuring that its events are managed in the best possible way with the support of all components of the service systems.
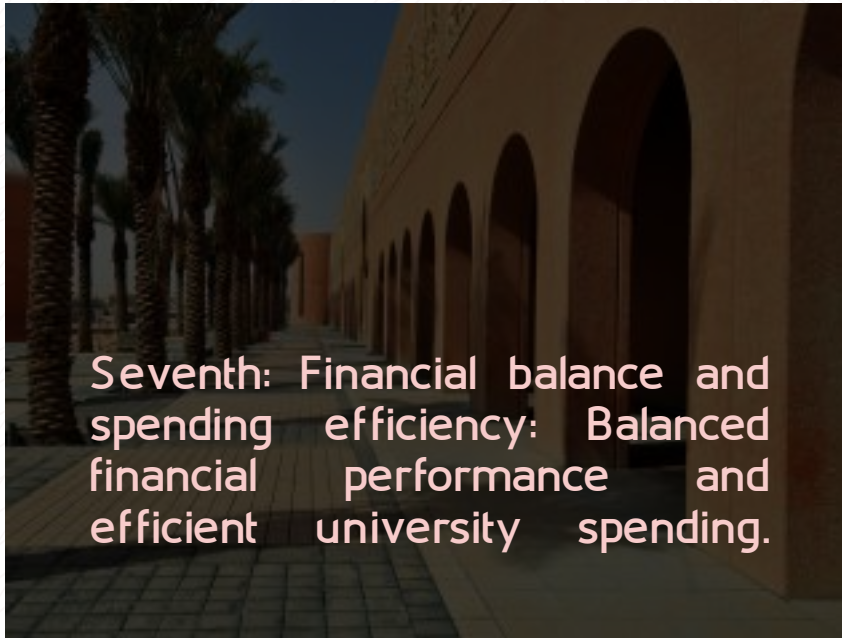
Seventh: Financial balance and spending efficiency: Balanced financial performance and efficient university spending.

We work at the university to achieve a state of financial balance and anticipate the financial performance in order to maximize revenues, in parallel with raising the efficiency of operational spending and maintaining appropriate financial reserves, through the following principles:

• Adhering to the objectives and requirements of the financial balance program.

• Setting the necessary plans to manage the university's financial needs in light of the continuous reduction of the university›s general budget.

• Improving financial planning and budgeting processes of the university's administrative   units.

• Make the most use of the university's resources and capabilities and improving the levels of utilization.

• Setting a calculated response to address the high demand on the university's services.

• Continue to develop systems for monitoring the financial performance, procurement and supply processes, which reduces the time needed to fulfill obligations, procurement and supply operations.

• Looking for more funding opportunities from different institutions and donors.

• Raising the efficiency of the university's operational and capital spending, and reviewing the operational and capital costs to achieve savings that are going to be directed to fund the university's various projects.

• Make use of the support provided by the Center for Efficiency of Expenditure of the governmental agencies enabling KFU to adhere to spending limits, develop mechanisms and propose policies and implement plans that raise the efficiency of spending and financial planning.

**Eighth: Strategic Partnerships: Selectivity in strategic partnerships.**

The university is committed to select and build its strategic partnerships on the bases of selective and normative factors to ensure integration with various types of institutions and to interact proactively and effectively with the related blocs and alliances, through the following principles:

• Prioritize and direct strategic partnerships in areas related to the university's competitive advantage, identity, and sources of excellence.

• Reviewing and evaluating the university's existing strategic partnerships and trying to enhance their outcomes, extend their time limits, and activate those struggling.

• Increasing the chances of the university's presence in international forums and platforms that achieve mutual enrichment and enhancement to build and develop joint projects.

• Diversify the strategic partnership package to include the public sector, the private sector, industry, and the non-profit sector.

• Make use of incentives offered by the privatization program to build alliances with the private sector.

• Enabling the Department of International Cooperation and Knowledge Exchange to intensify its activities by focusing on close monitoring of cooperation and alliance opportunities to build new strategic partnerships.

Our Projects
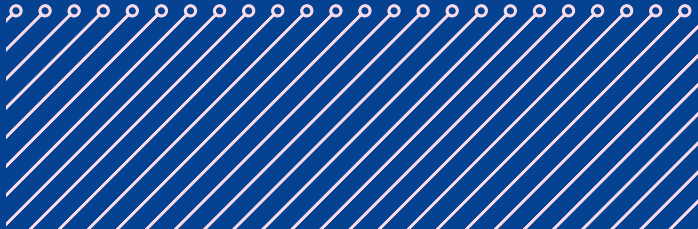
In order to achieve our first strategic goal on "developing educational outcomes belonging to the future, and qualified to maintain its competitiveness in light of economical and developmental transformations locally and internationally", the university will carry out the following projects:

Project No. (1-1): Development of the admission and registration system.

The project aims at developing the university's admission and registration policies and creates a balance between quantity and quality. This will improve the quality of inputs to programs in line with international standards for student / teacher ratio.

Project No. (2-1): Developing the plans and the systems that evaluate learning outcomes for all educational programs.

The project aims at developing mechanisms to measure the teaching quality based on the programs' accreditation standards and the majors' specialization.

Project No. (3-1): Developing the university's educational programs.

The project aims to restructure and develop the university's educational programs in line with labor market requirements and national development plans.

Project No. (4-1): Adopting educational methods belonging to the future.

The project aims to improve teaching strategies, methods, and assessment methods, and to adopt digital learning patterns in line with the latest knowledge developments.

Project No. (5-1): Raising the students' academic performance.

The project aims to raise the students' academic level and support their scientific progress and enrich their university experience.

Project No. (6-1): Developing the tracks of the preparatory year program

The project aims to design preparatory year tracks that contribute to preparing those admitted according to their specializations by engaging the colleges interested in designing these tracks and giving them the opportunity to directly supervise the acquisition of a set of basic skills in the specialization.

Project No. (7-1): Enhancing academic twinning and student exchange programs.

The project aims to build academic twinning programs and exchange students with prestigious universities at the local, regional and global levels.

Project No. (8-1): Raising the competitiveness of community colleges and applied studies programs.

The project aims to develop the programs of community colleges and applied studies and raise their competitiveness to programs of good quality.

In order to achieve our second strategic goal of "maximizing the research benefit and directing the university's research activity to serve the national goals of the Kingdom and the aspirations of the university's identity", the university will implement the following projects:

Project No. (1-2): Directing scientific research to serve the national goals and aspirations of the university's identity.

The project aims to link University's scientific research with the aspirations of the university's identity and national goals in light of the Kingdom's 2030 vision programs.

Project No. (2-2): Improving the scientific production.

The project seeks to improve and enrich the scientific production to keep pace with the knowledge developments and support the university's progress.

Project No. (3-2): Enhancing the scientific research infrastructure.

The project aims to develop the scientific research infrastructure according to best practices.

Project No. (4-2): Enhancing the support sources for scientific research related to the university's identity.

The project aims to increase the university's research resources by attracting new funding sources to support research projects related to the university's identity.

Project No. (5-2): Attracting prominent visiting professors.

The project seeks to attract prominent visiting professors by the type and quantity required in various majors in a way that considers best practices and meets the aspirations of the university.

Project No. (6-2): Developing research contributions in the fields of humanities and social sciences.

The project seeks to enhance the university's position in the fields of humanities and social sciences by increasing the contributions of these colleges in international publishing and in reputable scientific journals.

Project No. (7-2): Developing scientific centers and research chairs.

The project aims to enhance the development plans dedicated to improve the performance of scientific centers, in addition to developing research chairs and attracting new chairs in specific majors, in a way that contributes to achieving the goals of the university's identity and to serve national goals.

Project No. (8-2): Developing postgraduate programs.

The project aims to develop postgraduate programs in light of labor market requirements and national development plans.

Project No. (9-2): Developing the scholarship system.

The project seeks to develop the university's scholarship system to increase the degree of efficiency and effectiveness in the scholarship process.

Project No. (10-2): Creating specialized scientific journals.

The project aims to establish a number of specialized and unique scientific journals belonging to King Faisal University.

In order to achieve our third strategic goal, which is **"The continuous development of the university's education system and the focus on the university's community engagment activities to achieve mutual enrichment"**, the university will implement the following projects:

Project No. (1-3): Enhancing the university's balance of academic credit's.

The project aims to enhance the university's balance of local and international accreditations at the institutional and programmatic levels.

Project No. (2-3): Professional development for faculty members.

The project aims to upgrade the system of knowledge, experience and skills of faculty members to the best levels according to advanced professional development standards.

Project No. (3-3): Instilling academic and administrative quality practices

The project aims to instill quality practices in the university's various units in order to ensure obtaining the requirements of institutional and program accreditation, and meeting the requirements of the Saudi Qualifications Framework related to the quality management system.

Project No. (4-3): Digital transformation of the university's work and activities.

The project aims to build and develop the university's digital services to achieve the targets of digital transformation in accordance with best practices.

Project No. (5-3): Restructuring the Knowledge Resources System.

The project aims to rebuild the university's system of knowledge sources in a way that ensures providing advanced and diversified sources of knowledge to achieve the maximum benefit.

Project No. (6-3): Expanding the scope of the community engagement system.

The project aims to expand the scope of the community engagement system and encourage voluntary initiatives.

Project No. (7-3): Enhancing the competitiveness of King Faisal University graduates.

The project aims to support the course of national development and provide the Saudi labor market with its various sectors with distinguished capabilities, both quantitatively and qualitatively, in order to equip the university's graduates with the academic excellence, professionalism, and professional leadership skills.

Project No. (8-3): Maximizing the environmental impact of the University Campus.

The project aims to enhance a sustainable environmental development of the University Campus and make it a model for reducing carbon emissions, water consumption and energy consumption in particular and a model for environmental sustainability in general.

Project No. (9-3): Developing the system of continual education.

Project description: The project aims to establish a system of continuing education for the university by providing a set of offers and digital educational products directed towards newly emerging majors and future technologies.

In order to achieve our fourth strategic goal of "establishing and maturing the university's innovation and business development system and enhancing its economic capabilities", the university will implement the following projects:

Project No. (1-4): Launching the first generation of startups.

The project aims to activate the role of the university's business incubator and provide it with operational, administrative and human resources to embrace entrepreneurs and develop their skills and expertise in various business areas in a way that enhances their level of readiness to establish startups and enter them into markets related to the food processing industries, animal production and industries related to environmental sustainability.

Project No. (2-4): Developing the university's framework of research products marketing.

The project aims to develop a university framework to trade and promote the research products in order to make them available for sale and licensing purposes in cooperation with partners from the private and industrial sectors.

Project No. (3-4): Operating Wadi Al-Ahsa Investment and Development Company.

The project aims to support the university's efforts to enhance its own resources through the activation of Wadi Al-Ahsa Investment Company by operating and following-up of its operations and developing its activities in order to enable the company to compete in a group of vital sectors related to the authorized commercial activities.

Project No. (4-4): Development of business services centers and units.

The project aims to manage the system of centers and business services units within the university and build annual business strategies and targets for them, as well as support them with specialized staff to prepare them to be prepared for the concept of business services companies emanating from the Al-Ahsa Valley Investment Company.

Project No. (5-4): Developing a design and work plan for Al-Ahsa Oasis for Innovation and Technology.

The project aims to develop a design plan and action plan for Al-Ahsa Oasis for Innovation and Technology in order to prepare it for official operation. This will attract local and foreign investments and enhances its contribution to industries related to food security and environmental sustainability.

In order to achieve our fifth strategic goal of "dedicating the university's resources and capabilities to create an exceptional university experience that meets the expectations of students", the university will implement the following projects:

Project No. (1-5): Developing the student activities system.

The project aims to develop a system of student activities to ensure increased student interaction with the activities and achieve the highest levels of student participation.

Project No. (2-5): Developing the student services system.

The project aims to develop a system of student services that ensures providing students with distinguished housing, nutrition, financial support, guidance and operational services.

Project No. (3-5): Enhancing the graduate affiliation to the university.

The project seeks to raise the level of graduate affiliation to the university and to enhance levels of communication after graduation.

In order to achieve our sixth strategic goal of "adopting best practices to improve the university's institutional performance and govern its business efficiently and effectively", the university will implement the following projects:

Project No. (1-6): developing the university's institutional structure.

The project aims to develop university's administrative and financial systems in line with the new system of universities and in accordance with best practices.

Project No. (2-6): Developing the university's governance system.

The project aims to develop the university's systems, policies, and procedures and work rules according to the foundations of good governance which enables the university to achieve its goals efficiently and effectively.

Project No. (3-6): Developing the administrative and technical skills for university employees.

The project aims to develop administrative and technical skills of the university's employees in accordance with the best practices.

Project No. (4-6): Enhancing the competitiveness of academic leaders.

The project aims to enhance the competitiveness of the university's academic leaders according to knowledge and administrative trends of leading higher education institutions in the twenty-first century.

In order to strive to achieve our seventh strategic goal of **"achieving the best levels of efficiency in the use of resources and capabilities and reaching with the university's financial performance to an optimal state of balance"**, the university will implement the following projects:

Project No. (1-7): Developing KFU's investment portfolio.

The project aims to monitor, name and classify all investment opportunities related to the university's assets, facilities and services as well as identifying potential investment aspects and opportunity. This also includes the role of the private sector in those investments at the level of development, management, operation, ownership, leasing and other collaborative options to ensure the sustainable development of self-resources

Project No. (2-7): Rationalizing public spending and reducing financial waste.

The project aims to study the aspects of operational and capital spending at the university, and to identify and benefit from opportunities to achieve spending efficiency through a set of initiatives that are compatible with the standards of the Spending Efficiency Center.

In order to achieve our eighth strategic goal, which is **"selectivity in developing partnerships and alliances that enrich the university's experiences and enhance opportunities for integration and strategic synergy"**, the university will implement the following projects:

Project No. (1-8): Developing strategic partnerships dedicated to serve the national goals and regional needs.

The project aims to develop selective strategic partnerships directed to serve national goals and regional needs in a way that enhances the impact of the university in the eastern region and at the national level.

Project No. (2-8): Develop strategic partnerships aimed at serving the university's identity.

The project aims to develop selected local, regional and international strategic partnerships directed to serve the university's identity in a way that fulfills its aspirations.

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