

Introduction

The University of Salman bin Abdul Aziz was established in ٣/٩/١٤٣٠ Hijri, ٢٤/٨/٢٠٠٩ according to Royal Decree No. ٧٣٠٥ as Al-Kharj University. The name has changed to the current name; The University of Salman Bin Abdul Aziz according to the dictates of the Royal Decree No. ٤٥٣٨٨ on ١٢/١٠ / ١٤٣٢ H.

The establishment of the university was consistent with policy of the Government of the Custodian of the Two Holy Mosques King Abdullah bin Abdul Aziz to expand the scope of higher education in the kingdom and improve the quality of services provided in this field by increasing the number of universities that covers all geographic areas.

The University of Salman Bin Abdul Aziz considered as an emerging university, which seeks to consolidate itself among Saudi universities in serving the Saudi citizen and achieve the national development plans. The University provides a diversity of higher education courses in communications, medical, humanities, sciences, engineering, and computer sciences through five districts in Riyadh province; Al-Kharj, Hawtat Bani Tamim, Aflaj, Saleel, and Wadi Addawaser.

Project Launch:

The strategic plan project considered as one of the most important tools to achieve these aspirations for any academic institutions. Therefore, the project of strategic plan for the University of Salman Bin Abdul Aziz aims to Produce the Strategic plan document by determining three elementary components in quality performance; vision, mission, and strategic objectives.

The planning for the project has started in ١٤٣١ H (٢٠١٠), when university's rector forming a steering committee for the project which started its first meeting in Rajab ١٤٣١ H , then the detailed plan has explored and included purposes, objectives, methodology, sub-committees and teamwork formation as well as estimated budget and timeline.

The main focus for the project is to produce a strategic plan document which consider as guideline for future achievements. At the same time, it takes into consideration other objectives simultaneously:

- Create an intellectual movement, continuous improvement and learning environment.
- Build a partnership between university and community institutions
- Develop quality systems and its standards

The project is working in three levels; highest committee, which supervises the project, executive committee that monitoring the implementation as scheduled, and working teams, which have the role of execution to achieve strategic goals.

The final product for the projects is strategic plan document for the next decade ١٤٣٣ – ١٤٤٢ H (٢٠١٢ – ٢٠٢١) to be reference in shaping the future vision and identifying strategic objectives that the university will strive to achieve during the first decade by ensuring of ideal exploitation of all resources.

The Methodology:

The methodology for the project includes current situation diagnosing through a number of workshops using (SWOT) analysis, depth interviews, technical studies, focused meetings, and benchmarking studies to compare the university practices with other similar ones around the world. All these actions will lead university to highlight the main issues and obstacles, gap analysis, and draw the future scenarios through mission, vision, and values for the university.

١) Current Situation Analysis :

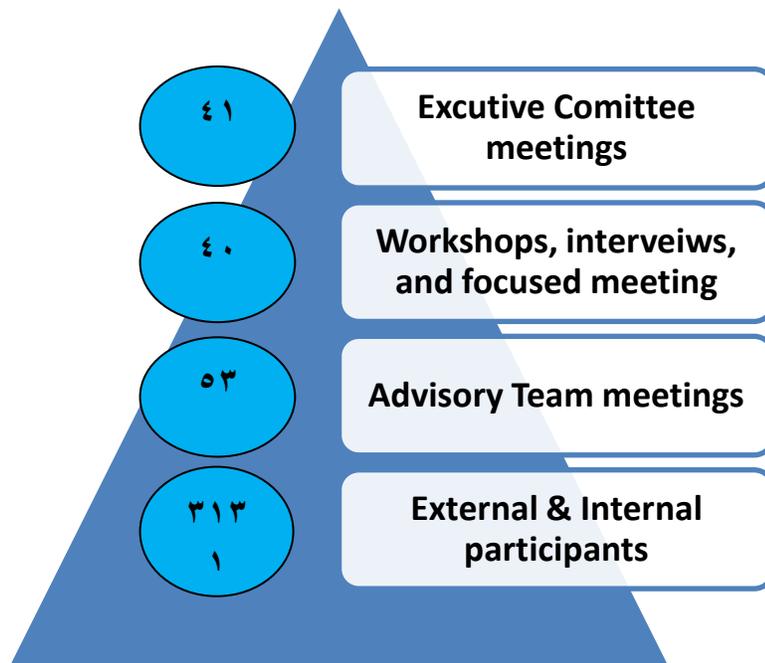
The strategic plan actions started by collecting required information to formulate future vision and identify strategic objectives by using many techniques such as SWOT analysis, workshops, interviews, and focused meetings with faculty members, staff, students, graduates, and representatives for external partners. The total number for activities was ٤٠, and the participating number in diagnosing current situation was ٣١٣١ (internally and externally).

In this phase, considerable efforts have been made by stakeholders in data analyzing and results findings. The executive committee held ٢٤ meetings while the advisory team held ٥٣ meetings.

In addition, status quo analysis included studying seven documents done by specialized researchers about the current situation for the university. The following figure shows the activities done during diagnosing the current situation in numerically:

Figure (١)

Current Situation Diagnosing



٢) Benchmarking

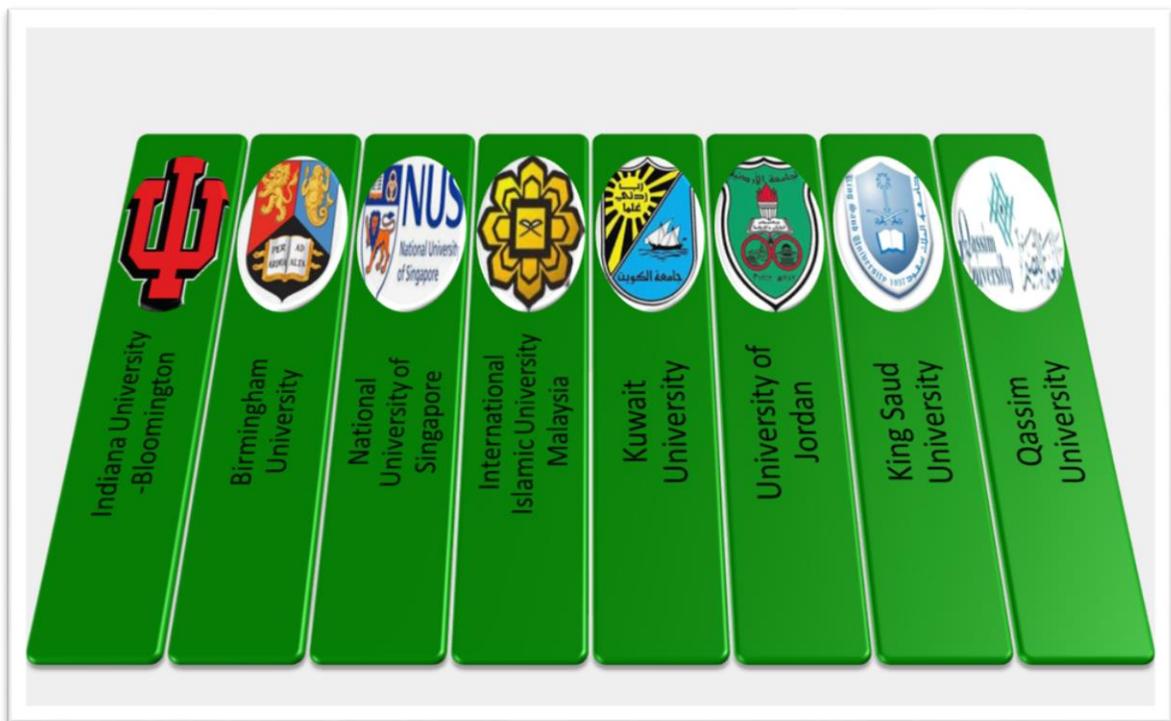
As a result of the executive committee meetings, a methodology has been adopted to identify the critical variables in comparing the University of Salman Bin Abdul Aziz with top universities around the world, then determine the best practices to improve the performance of the university. These variables are:

- Universities Diversification: American, European, Asian, Islamic, Arabic, and Saudi universities
- The three basic functions for university; teaching, research, and community service
- Students Diversification: both male and females students
- Minimum number of students is ٢٠,٠٠٠
- Diversified fields of study: includes the health, scientific, and humanities majors
- Funding sources: relying on government for funding mainly with some self-funding resources

According to the mentioned variables, eight universities were nominated as a reference universities as shown in figure (٢):

Figure (٢)

Benchmarking Universities



Current Situation and Best Practices:

The SWOT analysis shown that University of Salman Bin Abdul Aziz has a several strength and opportunities that could be exploited effectively in order to achieve the performance excellence and continuing in strategic plan implementation successfully.

On the other hand, the university has many weaknesses as well as some threats that should be taken into consideration. Tables (١) and (٢) summarize the internal and external environment analysis

Schedule (١)

Internal Environment Analysis Results

Strengths Points	Weakness Points
<ul style="list-style-type: none"> ١. The university is widely spread Geographically (similar to many benchmarked universities which focus on particular majors depending on area needs while concentrating in other areas in different majors) ٢. Changing the name form Al-Kharj University to University of Slaman Bin Abdul Aziz ٣. Increasing demand on students ٤. Academic Programs diversification ٥. Sufficient financial resources provided by government ٦. Availability of integrated infrastructure ٧. Enthusiasm of university's leaders ٨. The university owns a large tracts of land which enable the expansion in the future ٩. Increasing the reputation and trust of the university ١٠. The enthusiasm of faculty members and students in improving the university performance 	<ul style="list-style-type: none"> ١. Emergence university ٢. Deficiency in human resources experiences in the universities ٣. Weakness in linking curriculum with market needs ٤. students' performance is poor specially in math, sciences and English language ٥. No central library is available at the university ٦. Poor students' labs ٧. Weakness of infrastructure for research and graduate studies labs ٨. Insufficient budget allocated for research ٩. Services provided to students are poor ١٠. Lack of services provided to faculty members and staff

Schedule (٢)

External Environment Analysis Results

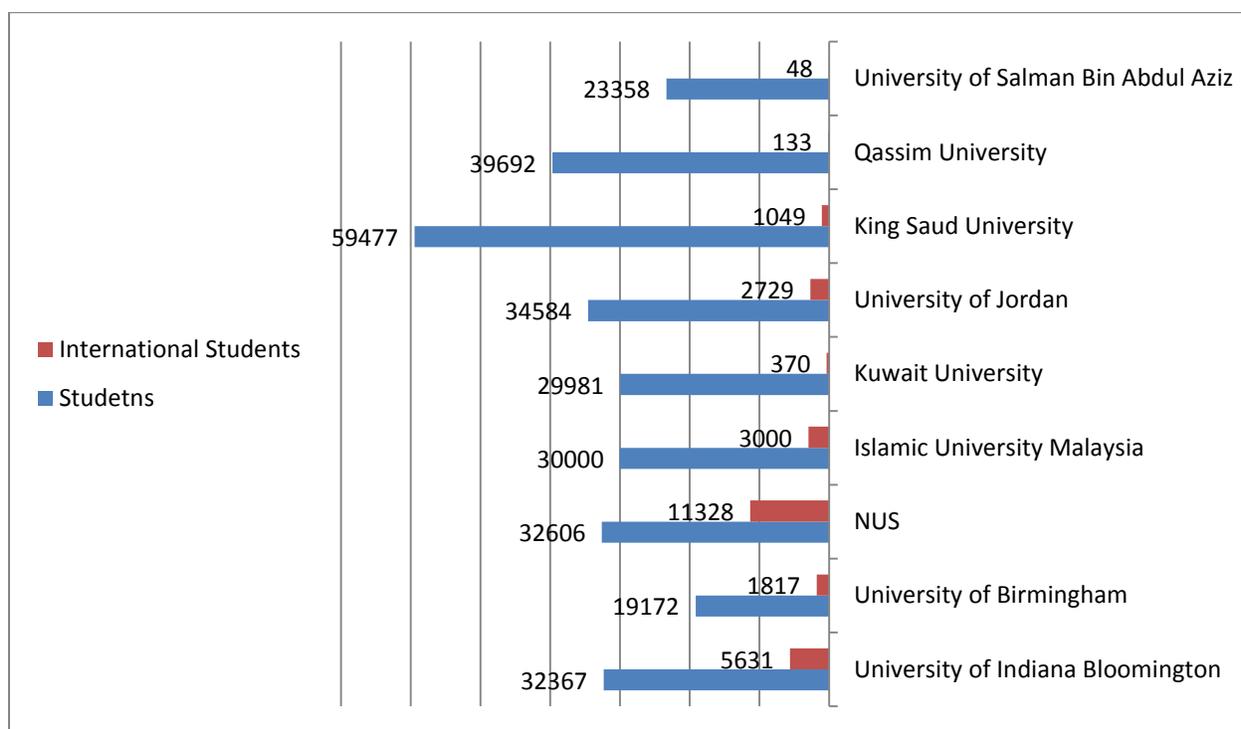
Opportunities	Threats
<ul style="list-style-type: none"> ١. Increasing the community support for the university ٢. The desire of Saudi faculty members to work in the university ٣. King Abdullah scholarship program which consider as a source for attracting faculty members ٤. The desire of the university staff to continue their graduate studies ٥. The university proximity to the capital (Riyadh), which is provides opportunities in various aspects ٦. Concentration of many companies and business in the provinces served by the university ٧. Perfect conditions in university which supports research chairs ٨. Community and business owners trends in supporting university's endowments ٩. Increasing the allocated budget for higher education industry in the kingdom ١٠. The desire of foreign faculty members to work in KSA because of Two Holly Mosques 	<ul style="list-style-type: none"> ١. The tough competition between national universities to attract excellent students ٢. Difficulty in attracting distinguished faculty members in particular some majors ٣. The attractiveness of private sector in financial benefits ٤. Global fluctuations in oil prices which may affect the budget in the future ٥. Independency of university's branches will lead to weaken its abilities and academic production ٦. Distances between campuses ٧. The number of females exceeding males, which cause a problems in career vacancies for girls ٨. Many of university's staff lives in Riyadh because of better services and facilities ٩. Increasing pressure to accept numbers of students in some disciplines ١٠. Competition with old national universities to acquire a self-financing sources

About the benchmarking and best practices studies, the results found were as follow:

- The number of international students in the reference universities exceeding that number on University of Salman Bin Abdul Aziz as shown in figure (۳)

Figure (۳)

Number of International Students at the Reference Universities



- The reference universities are seeking to attract the distinguished students specially in math and sciences
- The reference universities try to attract the distinctive faculty members and provide a financial motivation for them, which will lead to excellence in teaching and research (figure ۴ shows the proportion of faculty members to students at these universities)
- Most of reference universities had a successful performance in scientific research, as shown in figure ۵ (Number of Published Research in Arbitrated Journals)

Figure (٤)

Proportion of Faculty Members to Students at Reference Universities

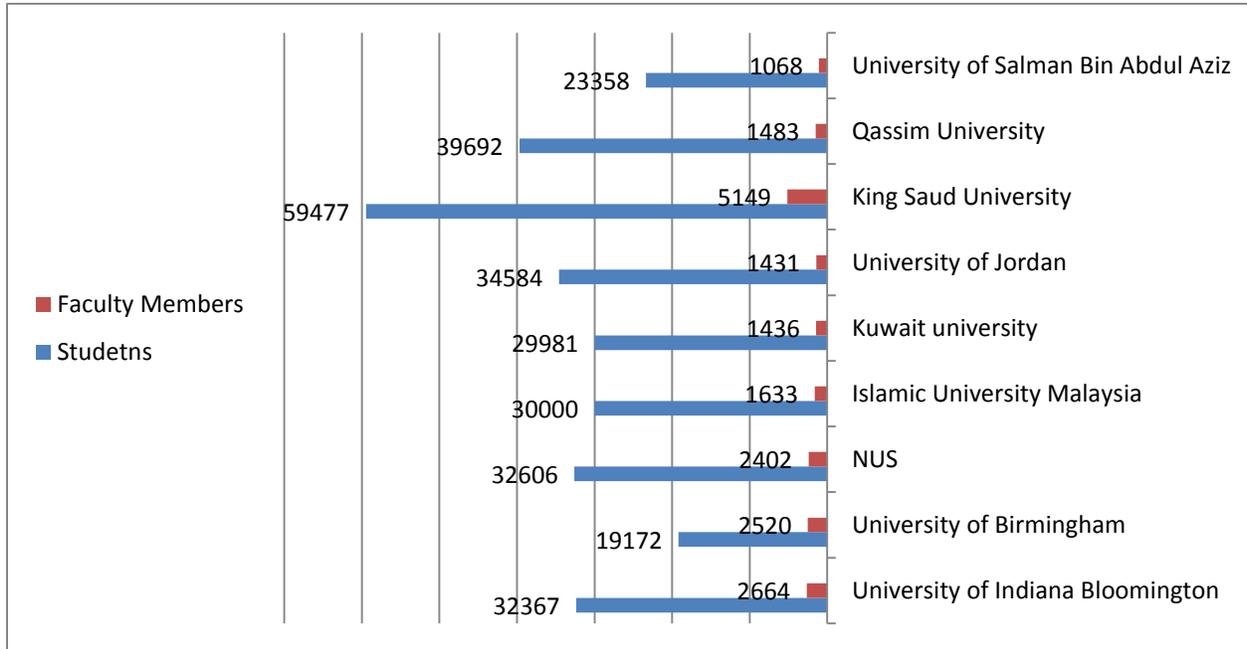
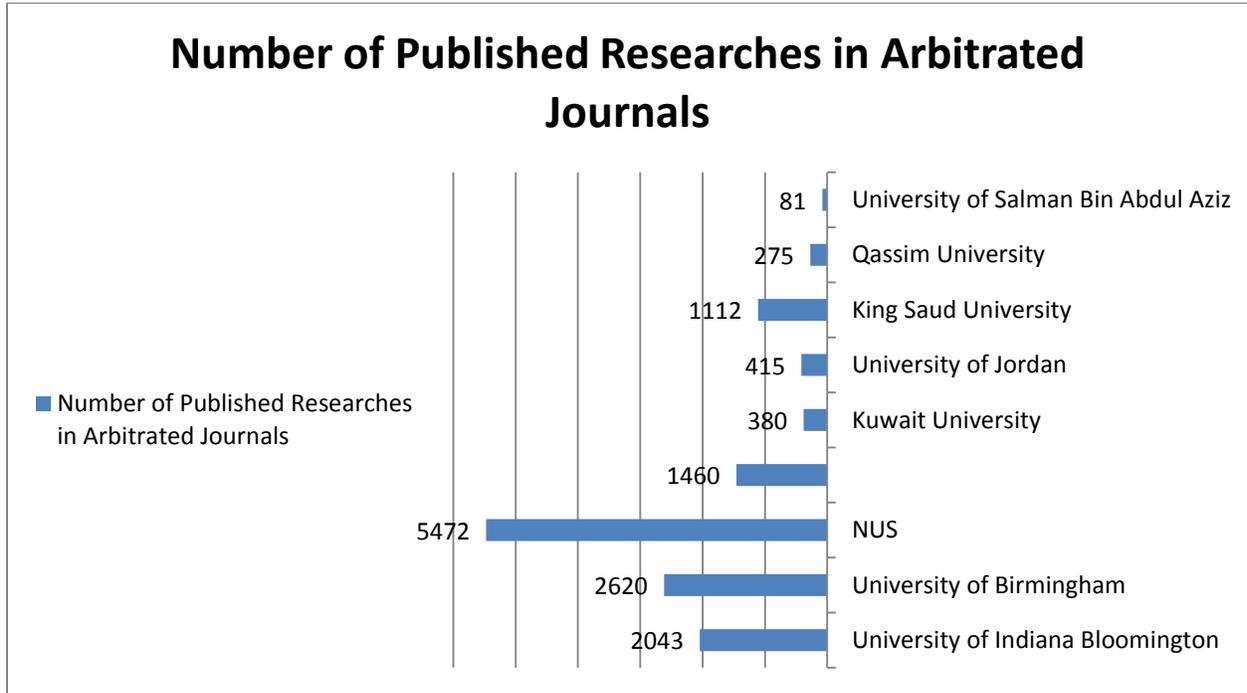


Figure (°)

Number of Published Research in Arbitrated Journals



Main Issues:

The current situation analysis and best practices comparisons resulted several issues that the university should consider and make them in the top priorities. These issues are:

١. Students care
٢. Faculty members attracting
٣. Learning and educational environment
٤. Quality and continuous improvements
٥. Communicate with graduates
٦. Research and graduate studies
٧. Infrastructure
٨. Community partnership
٩. Resources development
١٠. Organizational structure

Gap Analysis:

The outcome of the current situation analysis, main issues, benchmarking and best practices studies, and workshops addressed the strategic challenges and gaps, which all enable university to draw the future scenario that consists of two elements; optimal uses for strength points, and exploit the available opportunities. Table (٣) shows the ٢٣ critical factors that have the strongest impact on the university. Therefore the possible future scenarios summarized in figure (٦).

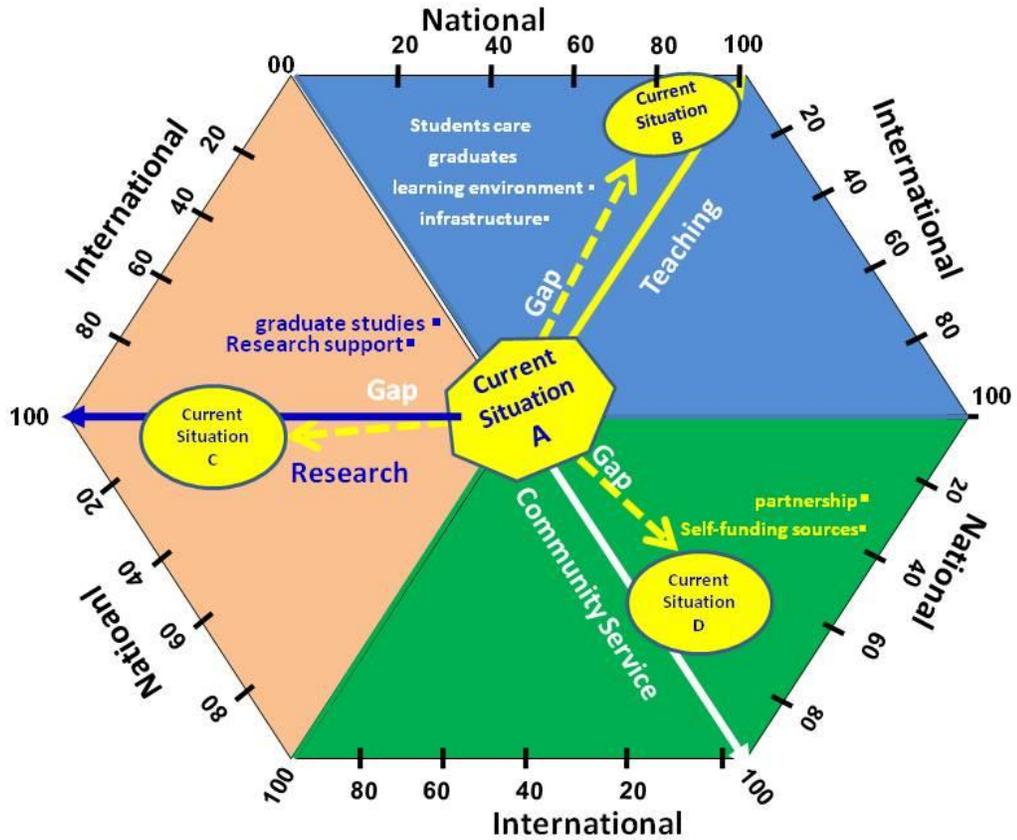
Table (٣)

Most Influenced Factors

International (I)	National (N)	Teaching (T)	Research (R)
Twin programs with world universities	Labor Market	Fields of study	Research budget
Academic Publishing	Education Outcomes	Faculty members	University's researchers
World Rankings	Human Resources	Learning sources	Scientific research centers
Partnerships	Efficiency of Administrative staff	Labs	Excellence center
Participating in Conferences	Geographical area of the university	Curriculums	Graduate studies
Students Exchange	Community service		Research requirements for the community

Figure (٦)

Possible Scenarios for the University of Salman Bin Abdul Aziz ٢٠٢١



Possible Scenarios for University of Salman Bin Abdel Aziz 2021

Vision, Mission, Values, and Strategic Objectives

Vision:

Excellent Higher Education University and community partnership

Mission:

We, as University of Salman Bin Abul Aziz, are working to create competitive graduates, by providing the teaching that matches with international standards in academic environment, which has excellent human resources, and effective community partnership, as well as excellent supportive administrative system.

Strategic Objectives:

According to the current situation diagnosing and benchmarking studies, ten strategic objectives were identified for the university's strategic plan:

١. To maintain consistently high standards in the care of our students
٢. To attract and retain high quality faculty members
٣. To create an effective teaching and learning environment
٤. To enhance the University's quality assurance and professional development systems
٥. To ensure our graduates are able to meet the needs of society and employers
٦. To develop effective graduate studies and scientific research programs
٧. To build a modern and 'smart' infrastructure
٨. To develop effective partnerships locally, nationally and globally
٩. To increase the University's financial resources
١٠. To develop an effective and supportive organizational structure

Furthermore, [^] initiatives were added to these objectives to achieve them. Table (^ξ) shows all initiatives for each strategic objective.

Strategic Values:

The University of Salman Bin Abdul Aziz adopts the following values:

- **Quality:** We will work to achieve a high level of performance that improves customer satisfaction and ensures continuous improvement in the future.
- **Justice and integrity:** We will treat all employees fairly and equally, resulting in a high level of credibility both within the university and externally.
- **Teamwork and Cooperation:** We will create a culture of collaboration by working cooperatively.
- **Transparency and Accountability:** We will publish and document the University's performance and be willing to respond to any enquires regarding its performance.

Table (4)

Strategic Objectives, Initiatives, and K.P.I's

Objective One	No.	Initiative	K.P.I's
<p>To maintain consistently high standards in the care of our students</p>	1	Excellent program for preparatory year	<ul style="list-style-type: none"> ١. Students' GPA Increasing after first year in preparatory year ٢. faculty members satisfaction on students performance ٣. Students satisfaction on preparatory year
	2	Extra-curricular activities program	<ul style="list-style-type: none"> ١. Percentage of students participating in activities to overall students ٢. Percentage of faculty members participating in activities to total number of faculty members ٣. Students satisfaction on the participated activities ٤. Percentage of proposed activities by students
	3	Establish a center for physiological and social counseling	<ul style="list-style-type: none"> ١. Percentage of students selected for auditions annually ٢. Number of innovative initiatives registered annually ٣. Number of national and global awards granted to center's employees
<p><u>Aspired K.P.I's</u></p> <p>1. Students satisfaction on the provided services</p> <p>2. Increasing of students' GPAs</p>	4	Establish a center for physiological and social counseling	<ul style="list-style-type: none"> ١. Number of beneficiaries from center services ٢. Faculty members' satisfaction on the progress of advised cases ٣. Students satisfaction on center's activities
	5	Create a code of conducts for students	<ul style="list-style-type: none"> ١. Percentage of students' participation in preparing the charter ٢. Students' satisfaction on the code of conducts ٣. The commitment level of the code's principles
	6	Support students' social websites	<ul style="list-style-type: none"> ١. Percentage of students' participation in websites ٢. Number of supported websites by the university

	7	Develop the students' clubs	<ul style="list-style-type: none"> ١. Number of students clubs ٢. Students' satisfaction on clubs ٣. Percentage of increase number in students participating in clubs annually
	8	Create a students' help centers in colleges	<ul style="list-style-type: none"> ١. Number of service centers in colleges ٢. Students' satisfaction on centers
	9	Establish an effective admission system for distinguished students	<ul style="list-style-type: none"> ١. Students' satisfaction on admission and enrollment system ٢. Percentage of increase in enrollment of students annually
	10	Program to attract the international students	<ul style="list-style-type: none"> ١. Percentage of increase in international students annually ٢. Percentage of increase number in scholarships granted to international students

Objective Two	No.	Initiative	K.P.I's
To attract and retain high quality faculty members	1	Prepare a mechanism for attracting distinguished faculty members	١. Percentage of increase in attracted faculty members annually ٢. Percentage of faculty members leaves university because of reasons rather than end their contracts
	2	Establish a Program for attracting scholarship students	١. Number of scholarships students recruited in the university after graduation annually ٢. Percentage of turnover attracted faculty members annually
	3	Establish an introductory program for new faculty members	١. Percentage of new faculty members who took the introductory program ٢. Faculty members satisfaction level on introductory programs ٣. Students satisfaction level on the performance of new faculty members
<u>Aspired K.P.I's</u> 1. Percentage of distinguished faculty members selected to all candidates 2. Turnover rate for faculty members 3. Percentage of increase in attracted faculty members annually	4	Create a program for professors exchange with national and global reputable universities	١. Percentage of university's professors visited other universities annually ٢. Number of professors from local, Arabic, and global universities who visited the universality annually ٣. Number of researches produced through the program
	5	Motivating faculty members program	١. Percentage of faculty members beneficiaries from the motivation program ٢. Percentage of faculty members turnover rate
	6	Create a code of conduct for faculty members	١. Consistency between completing and approval code of conducts with its planned timeline ٢. Faculty members satisfaction on code of conducts

Objective Three	No.	Initiative	K.P.I's
<p>To create an effective teaching & learning environment</p>	1	Formulating an educational philosophy, and monitoring it through academic practices	<ol style="list-style-type: none"> ١. Completion of educational philosophy document as scheduled ٢. The consistency between teaching strategies used by faculty members and the educational philosophy for the university ٣. The alignment between non-academic practices and the educational philosophy for the university ٤. Reduction of inconsistent practices with educational philosophy in the annual report at the end of strategic plan
	2	Establish a center for academic development	<ol style="list-style-type: none"> ١. Percentage of progress in achieving objectives in all academic development center units ٢. Percentage of progress in satisfying faculty members training needs ٣. Faculty members satisfaction on center's services ٤. Percentage of increase in educational outcomes
	3	Develop the academic programs according to quality standards	<ol style="list-style-type: none"> ١. The percentage of qualified programs for getting NCAAA academic accreditation ٢. The percentage of qualified programs for getting academic accreditation from global specialized institutions ٣. Employers' Satisfaction on academic programs ٤. Graduates' satisfaction on academic programs
<p><u>Aspired K.P.I's</u></p> <p>1. Faculty members' satisfaction on learning & Education environment</p> <p>2. Students satisfaction on learning & Education environment</p>	4	E-Learning and Distance learning programs adoption	<ol style="list-style-type: none"> ١. Number of e-learning programs ٢. Percentage of students using the interactive e-curriculum
	5	Smart classrooms creation	<ol style="list-style-type: none"> ١. Number of established self-study classrooms according as scheduled ٢. Students' satisfaction on the classrooms
	6	Academic advising system	<ol style="list-style-type: none"> ١. Students' satisfaction on the academic advising system ٢. Percentage of students getting academic advising services to the total number of students ٣. Percentage of progress in programs outcomes
	7	Create a Distance	<ol style="list-style-type: none"> ١. Number of distance learning programs ٢. Number of students registered in the distance

		learning programs	learning programs
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Objective Four	No.	Initiative	K.P.I's
To enhance the University's quality assurance and professional development systems	1	Create a quality management system (QMS)	١. Percentage of TQM system establishment ٢. Percentage of units apply the TQM to the total number of university units
	2	Establish systems for performance measurement	١. Percentage of completed phases for unit establishment ٢. Percentage of measurement tools completion ٣. Percentage of units apply the system to the total number of university units
	3	Create a system to measure the educational outputs	١. Percentage of programs which its outputs are measurable
<u>Aspired K.P.I's</u> 1. Institutional Accreditation 2. Number of programs that have academic accreditation	4	Achieving Institutional accreditation	١. Percentage of progress in acquiring the institutional accreditation ٢. Getting the institutional accreditation
	5	Academic accreditation for university's programs	١. Percentage of programs getting academic accreditation annually
	6	Create a department for administrative development	١. Completion percentage of the department establishment
	7	Develop a program of incentives	١. Number of granted awards annually ٢. Employees' satisfaction on the motivation program
	8	Support and improve the strategies for all university's units	١. Percentage of progress in strategies preparation

	9	Create a code of conduct for university's employees	1. Completion of the code of conducts and approval by university's council

Objective Five	No.	Initiative	K.P.I's
<p>To ensure our graduates are able to meet the needs of society and employers</p>	1	Establish program to improve graduates' skills	<ul style="list-style-type: none"> ١. Employers' satisfaction on graduates skills ٢. Percentage of students use the unit's activities ٣. Students satisfaction in unit's activities
	2	Follow up and communicate with graduates	<ul style="list-style-type: none"> ١. Percentage of graduates accessed by the unit ٢. Percentage of graduates committed to communicate with the unit to the total number of graduates
	3	Activate the role of graduates in academic development	<ul style="list-style-type: none"> ١. Percentage of increase number of graduates participants annually ٢. Percentage of academic programs developed according to graduates' feedback
<p><u>Aspired K.P.I's</u></p> <p>1. Percentage of graduates who are employed six months after graduation</p> <p>2. Average salary for University's graduates compared to other universities</p>	4	Develop the partnership with labor market	<ul style="list-style-type: none"> ١. Percentage of increase in graduates get benefits from partnership program annually ٢. Number of agreements with employers ٣. Employers' satisfaction on graduates' skills

Objective Six	No.	Initiative	K.P.I's
To develop effective graduate studies and scientific research programs	1	Develop the effective environment for scientific research	١. Readiness level of research laboratories ٢. Percentage of increase in research labs number annually ٣. Percentage of increase in published researches and registered patents annually ٤. Percentage of increase number in specialized research centers annually ٥. Increasing numbers in workshops, forums, and conferences
	2	Create a graduate studies program	١. Number of graduate studies programs ready for implement ٢. Number of agreements with top world class universities ٣. Number of graduates for higher degree (graduate) studies
	3	Researches Chair program	١. Completion percentage of program's establishment ٢. Number of research chairs ٣. Number of published researches that supported by chairs
<u>Aspired K.P.I's</u> 1. Number of graduate studies programs 2. Number of published researches in arbitrated journals locally and globally 3. Number of agreements between university and external bodies 4. Number of post graduate students	4	Improve and support the academic publishing	١. Number of translated materials ٢. Number of arbitrated journals
	5	Build a research partnerships with reputable universities	١. Number of agreements signed with top universities
	6	Establish a modern and integrated high-tech library	١. Percentage of progress in library establishment according as scheduled ٢. Percentage of library users to the overall students number
	7	Activate the virtual laboratories for research	١. Percentage of faculty members and students using labs to the total number ٢. Number of used laboratories

	8	Improve the information sources centers in colleges	<ol style="list-style-type: none"> ١. Satisfaction of students and faculty members on information sources centers ٢. Percentage of increase in information sources number ٣. Percentage of increase of center's beneficiaries
	9	Support the scientific research for faculty members	<ol style="list-style-type: none"> ١. Percentage of increase in research allocated budget annually ٢. Increasing percentage in external support for researches

Objective Seven	No.	Initiative	K.P.I's
To build a modern and 'smart' infrastructure	1	Develop the main academic constructions and facilities	1. Percentage of completion in main infrastructure facilities at the university
	2	Excellent accommodation for faculty members and students	1. Percentage of completion in facilities compared to time scheduled in the execution plan
	3	Establish a club for faculty members	1. Faculty members satisfaction on the club
<u>Aspired K.P.I's</u> 1. percentage of developed area to all campus 2. Size of database stored 3. Number of executed e-transactions	4	Establish a press house for the university	1. Percentage of completion in constructions and equipments compared to time scheduled in the execution plan
	5	Develop the university landscaping	1. Percentage of cultivated areas in university campus 2. Employees' satisfaction on afforestation
	6	Establish a medical academic city	1. Schedule Performance Index (SPI)
	7	Establish a temporary buildings to meet the expand of college	1. Schedule Performance Index (SPI)
	8	Facilities maintenance	1. Schedule Performance Index (SPI)
	9	Safety and security systems for all	1. Schedule Performance Index (SPI)

		facilities	
	10	Central warehouses	١. Schedule Performance Index (SPI)
	11	Establish a smart campus	١. Wi-Fi service coverage ٢. Number of Smart Building, facilities, and offices in the university
	12	Improve the student information system	١. Number of monthly operations on the system
	13	Develop an Enterprise Resources Planning (ERP)	١. Percentage of achievement in system implementation as scheduled
	14	Establish a unified data Warehouses for university	١. Percentage of establishing and developing the data warehousing according to scheduled time
	15	Develop the university's Electronic Gate	١. Number of files, contents, e-services, and websites on university's e-gate
	16	Provide the technology for university's classrooms, halls, and labs	١. Number of developed laboratories and classrooms
17	Networking connection for all campuses and buildings	١. Number of networking related websites and the speed of the internet	

Objective Eight	No.	Initiative	K.P.I's
<p>To develop effective partnerships locally, nationally and globally</p>	1	Partnership with Ministry of Education	1. Number of collaborative projects with Ministry of Education
	2	Strengthen the relationships with global higher education institutions and bodies	1. Number of agreements annually
	3	Disseminate the culture of voluntary work	1. Number of employees participated in volunteer activities locally and nationally
<p><u>Aspired K.P.I's</u></p> <p>1. Number of Joint Ventures (with local and global bodies)</p>	4	Strengthening the bonds with community institutions	1. Percentage of increase number in none-academic services beneficiaries
	5	Communicating with scientific associations	1. Number of scientific societies have an agreements to have an offices in university campus
	6	Establish a council of “university's friends”	1. Number of honored university's friends annually

Objective Nine	No.	Initiative	K.P.I's
To increase the University's financial resources	1	Establish the university's endowment fund	١. Percentage of increase in endowment annually ٢. Percentage of returns on investment (ROI) annually
	2	Establish a company for information technology	١. Number of contracts signed by the company to execute businesses ٢. Percentage of increase value added to university's self-resources annually
	3	Universal schools establishment	١. Percentage of increase in revenues generated through schools ٢. Percentage of schools establishment completion ٣. Number of employees' children registered in schools
<u>Aspired K.P.I's</u> 1. Percentage of increase in self funding resources annually	4	Establish a languages learning institute	١. Percentage of increase value added through institute's revenues ٢. Percentage of increase in number of employees getting a certificates from institute
	5	Medical investment	١. Percentage of increase in number of service beneficiaries ٢. Percentage of increase value added through company's revenues
	6	Support the community service projects	١. Number of projects executed annually ٢. Percentage of increase value added through center's projects revenues
	7	University's experts marketing	١. Number of experts houses that university approved to establish ٢. Percentage of increase value added through experts HR's revenues
	8	Invest in university's facilities	١. Percentage of increase value added through facilities investment

Objective Ten	No.	Initiative	K.P.I's
To develop an effective and supportive organizational structure	1	Re-structuring program	١. Percentage of progress in projects execution
	2	Feasibility study for converting colleges located in south Al-Kharj province to be an independent university	١. Percentage of progress in the study
	3	University's Advisory board	١. Completion of Advisory Board formatting
<u>Aspired K.P.I's</u> 1. Satisfaction level on administrative performance for the university	4	Advisory board in every college	١. Percentage of colleges have an advisory boards to the total number of colleges
	5	University's identity Development	١. Percentage of the progress in the identity project
	6	Improving employees' skills	١. Progress in program's achievement
	7	Improve the university management 's skills	١. Percentage of leaders have an advanced training comparing to the total number of leaders
	8	Execute the plan of E-transaction implementation	١. Percentage of plan completion and institutional structure creation ٢. Percentage of progress in "Qeyas" standards in e-government services "Yasser"