جامعة الفيصل
Alfaisal University

Strategic Plan 2020-2025

Office of Research & Graduate Studies

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Highlights

- The *2020-2025 Strategic Plan* updates the previous five-year Strategic Plan of 2013-2018 and establishes the trajectory of Research & Graduate Studies at Alfaisal University for the next five years.

- 2018 marked the 10th anniversary of the University and the many accomplishments achieved in these years. In the case of Research & Graduate Studies, this includes having achieved top-tier rankings at the national, regional, and international level. Alfaisal has also been fully accredited by the NCAAA, receiving the institutional maximum accreditation of seven years.

- The Office of Research & Graduate Studies is primarily a service organization for all colleges within Alfaisal University. The Office offers this service at three distinct, yet complementary levels: assistance & oversight in graduate studies, support & management of innovative research ventures and encouragement of entrepreneurial activities.

- The Strategic Plan anticipates that the University needs to expand its offerings of stand-alone and joint-degree programs at both the masters and doctoral levels, to enhance eternally funded research grants & contracts, and to aid in entrepreneurship by developing new products and companies such as small to medium enterprises (SMEs) for the country.

- Recognized as a small institution, with a total enrollment around 3,000, making it difficult to recruit both undergraduate and graduate students. The University faces the challenge of making its programs more relevant to alleviate recruiting issues.

- The Strategic Plan uses innovative methods to identify challenges, to capitalize on opportunities, to adopt effective planning tools, to mobilize stakeholders, to provide a roadmap for implementation, and to evaluate performances.

- The Strategic Plan features four strategic themes, seven goals, 11 strategic objectives, 37 strategic actions, and 82 key performance indicators (KPIs).

1. Research & Graduate Studies: The setting

1.1 Historical Context

The King Faisal Foundation (KFF) which was established in 1976 by the heirs of the late King Faisal, launched Alfaisal University as the premier coeducational institution for business, engineering, science, and medical education and research in the Kingdom and the region. The deeply held principle of KFF was that a well-educated population was the foundation for a strong nation. The Foundation has always promoted a pragmatic approach to furthering the opportunities for Saudi youth. The creation of a university that strives to achieve excellence in several fields is yet another important advance towards fulfilling its desire to enrich the country's enterprising individuals with the ability to compete on a global level. Financial support provided by the King Faisal Foundation has also produced the King Faisal School, Prince Sultan College for Tourism and Business, and Effat College (for women).

1.2. Alfaisal University & Research & Graduate Studies

Alfaisal was established with the aim of being a private not-for-profit world-class university that offers its students the latest knowledge in a state-of-the-art environment. Alfaisal espouses all the noble virtues that form the bedrock of the Foundation's educational activities: to promote learning, research, and the implementation of technology in a manner that promotes the Kingdom's employment and career objectives for its citizens. Education at Alfaisal is international in approach with instruction in the English language. The programs are student-centered, utilize problem-based learning and foster team-based skills. Alfaisal will enable its graduates to gain internationally recognized qualifications through an exclusive education imparted to them from within the Kingdom itself.

Plans for establishing Alfaisal University began in 1999. The first "Concept Paper" regarding the University was prepared in late 2000 with the support of the Carlyle Group. It was submitted to the Economic Offset Committee in February 2001 to qualify the University under the Economic Offset Program. Approval was received in July 2001. Four non-Saudi multinational companies agreed to become co-founders along with six Saudi organizations. In April 2003, the Offset Committee granted a multiple of eight offset credits to the non-Saudi co-founders for cash contributions. The Board of Trustees negotiated with the Ministry of Higher Education to secure an acceptable Charter that assured the independence of the University. The Charter (#10905) was approved by the Ministry on 10 July 2004 and unanimously ratified by the Board of Trustees on 25 October 2004.

The campus is situated on the beautiful grounds of the late King Faisal's Palace at Al Maathur in the center of Riyadh, a historical location ideal for academic pursuits. The first two campus buildings (Science and Business) were completed in 2008 and 2009, respectively. Students began University studies in Engineering, Business, and Medicine in October 2008 with majors in the College of Science and General Studies beginning in September 2011. A Master of Business Administration (MBA) was initiated in 2010 and other graduate degrees in Engineering and Medicine were launched in 2012. The first females were admitted in September 2011. Today, the colleges of business, engineering, science, and medicine offer graduate programs.

The Office of Research & Graduate Studies is primarily a service organization for all colleges within Alfaisal University. This assistance is offered at three distinct, yet complementary levels: graduate studies, innovative research ventures and entrepreneurial activities. Support is provided to colleges in developing new graduate programs and passing them through the internal & external approval processes. Oversight is also performed on current programs & graduate students to ensure that Ministry of Education (MOE) & National Accreditation (NCAAA) guidelines are met and followed. Assistance is given to faculty in the search for external funding and in the management of awarded grants and contracts. Entrepreneurial activities are encouraged through general of IP, new product development, collaboration with industry and training of graduate students.

1.3 Strategy Planning Framework

This document covers the next five-year term from 2020 to 2025. It is comprised of a number of major components.

Section 1 contains a brief history of the University and the development of Research & Graduate Studies. The Vision and Mission are presented in the same form as proposed by the University Strategic Plan as well as by the Founders of the University. These basic tenets are as important today for the development of the University as they were when Alfaisal was first planned.

Section 2 is a pivotal point in the Strategic Plan as the focus moves from the past to the future. In this part of the Plan, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was done based on present conditions and current input.

Section 3 contains the long-term goals upon which the University will focus in Research & Graduate Studies for 2020-2025. Based on the SWOT analysis, 11 strategic objectives are listed under the seven goals that were derived from the four themes as identified in the mission statement.

Section 4 defines the trajectory of Research & Graduate Studies for 2020 to 2025. This was derived by defining the necessary strategic actions that will lead to the achievement of the objectives. The actions themselves are to be assessed using a set of key performance indicators that are based on information collected at established intervals by the respective colleges within the University.

Section 5 outlines the timetable for implementing the needed actions. Colleges were consulted for their respective input in framing the future of Research & Graduate Studies.

Sections 6 describes the nature of the future of Research & Graduate Studies including projected graduate student numbers as well as possible future programs and tracks.

The framework is summarized in Figure 1.

1.4 Vision

To be the leading university in research and graduate studies in the region and beyond in terms of academic excellence and innovation and entrepreneurship.

1.5 Mission

To provide world-class graduate programs and deliver creative research endeavours that contribute to the development of a knowledge-based economy, and that fosters entrepreneurships, community partnerships and international cooperation.

1.6 Themes

For identifying key elements in the mission to be used as a reference in this strategic planning exercise, four strategic themes were derived and are shown in the Figure 2.

Figure 1. Schematic Diagram of Strategic Planning Framework for Research & Graduate Studies at Alfaisal University
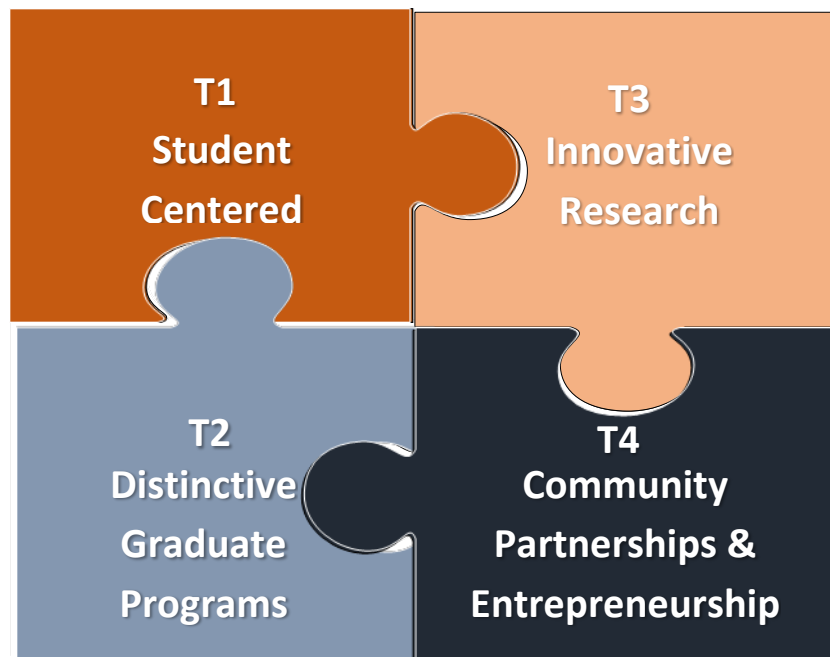
Figure 2: Four Themes of the Strategic Plan

2. SWOT Analysis of Research & Graduate Studies, 2020-2025

Research & Graduate Studies at Alfaisal University was assessed in terms of its development as of 2020 in relation to the University's accomplishments. This analysis was necessary to adjust the direction based on achievements over the past 10 years. These include achieving high rankings at the national, regional, and international levels.

The place to begin was to build a SWOT diagram in terms of current circumstances. As noted in the University Strategic Plan 2020-2025, given the 10 years of institutional experience, this exercise should be substantially more accurate than that which was done by the previous two plans. SWOT stands for 'Strengths, Weaknesses, Opportunities and Threats'. This is a method of analysis of the environment and the university's standing in it which can be classified into external and internal factors as shown Figure 3. The University comprises the scope of what is internal, while elements beyond the University are considered external to the scope.

Strengths and opportunities are helpful factors, while weaknesses and threats are harmful factors. In the case of strengths and weaknesses, the University must build and enhance the strengths on the one hand while trying to resolve and reduce the weaknesses on the other hand. For opportunities and threats, even though they are called external, but the University through the Office of Research & Graduate Studies must work towards exploiting and expanding opportunities while trying to avoid threats (Tables 1 & 2).

Figure 3 Schematic description of SWOT analysis

Table 1. List of identified Strengths, Weaknesses, Opportunities, and Threats for Research & Graduate studies at Alfaisal University.

Strengths
1. Alfaisal's name and reputation.
2. Alfaisal is recognized both nationally & internationally as one of the top universities.
3. Highly experienced, talented, and diverse faculty and staff.
4. Awarded institutional accreditation
5. High level of international collaborations.
6. Highly ranked by prestigious international entities.
7. Strong & active affiliations with KFSHRC & KACST & international institutes
8. Availability of overseas collaboration through its international faculty
9. Establishment of research laboratories on campus
10. High research output that is well cited.
11. Alfaisal students are very dynamic, hardworking, and self-motivating.

Weaknesses
1. Current facilities limit the University's growth and development.
2. Disparity between research outcomes and available resources.
3. Low enrolment in several programs.
4. International accreditation yet to be achieved at all program levels.
5. Inadequate endowment.
6. Limited number of scholarships for graduate students.
7. Unbalanced tuition fee structure
8. Moderate research infrastructure and physical plant
9. Few established connections with industry.
10. Alfaisal University has only a recently established reputation

Opportunities
1. Capitalize on Alfaisal University's position as the leading private non-profit research university in the Kingdom.
2. Cultivate partnerships with local, regional, and global businesses within the Kingdom.
3. Accessible research funding for private institutions.
4. Expanding number of young people in the Kingdom willing to pursue higher education.
5. Kingdom's need for technology-based small to medium enterprises (SMEs).
6. Utilize faculty expertise in establishing theme-oriented research centers & income producing workshops and training programs
7. Support commercial applications of Alfaisal patents

Threats
1. Increasing competition from public, private, and international universities within the Kingdom and the region.
2. Lengthy process to obtain required approvals to update existing programs as well as to start new ones.
3. Frequent updates to higher education rules/regulations.
4. Uneasiness about dependent fees and taxes making long-term retention and recruiting of qualified faculty more difficult
5. Recruiting and retaining western-educated faculty, especially women, is increasingly difficult in the region

Table 2. Schematic Diagram to Represent SWOT 2020-2025 for Research & Graduate Studies

	Strengths Helpful: Build & Enhance	Weaknesses Harmful: Resolve & Reduce
Internal	1. Alfaisal's name and reputation. 2. Alfaisal is recognized both nationally & internationally as one of the top universities. 3. Highly experienced, talented, and diverse faculty and staff. 4. Awarded institutional accreditation 5. High level of international collaborations. 6. Highly ranked by prestigious international entities. 7. Strong & active affiliations with KFSHRC & KACST & international institutes 8. Availability of overseas collaboration through its international faculty 9. Establishment of research laboratories on campus 10. High research output that is well cited. 11. Alfaisal students are very dynamic, hardworking, and self-motivating.	1. Current facilities limit the University's growth and development. 2. Disparity between research outcomes and available resources. 3. Low enrolment in several programs. 4. International accreditation yet to be achieved at the program level. 5. Inadequate endowment. 6. Limited number of scholarships for graduate students. 7. Unbalanced tuition fee structure 8. Moderate research infrastructure and physical plant 9. Few established connections with industry. 10. Alfaisal University has only a recently established reputation

	Opportunities Helpful: Exploit & Expand	Threats Harmful: Avoid
External	1. Capitalize on Alfaisal University's position as the leading private non-profit research university in the Kingdom. 2. Cultivate partnerships with local, regional, and global businesses within the Kingdom. 3. Accessible research funding for private institutions. 4. Expanding number of young people in the Kingdom willing to pursue higher education. 5. Kingdom's need for technology-based small to medium enterprises (SMEs). 6. Utilize faculty expertise in establishing theme-oriented research centers & income producing workshops and training programs 7. Support commercial applications of Alfaisal patents	1. Increasing competition from public, private, and international universities within the Kingdom and the region. 2. Lengthy process to obtain required approvals to update existing programs as well as to start new ones. 3. Frequent updates to higher education rules/regulations. 4. Uneasiness about dependent fees and taxes making long-term retention and recruiting of qualified faculty more difficult 5. Recruiting and retaining western-educated faculty, especially women, is increasingly difficult in the region

2.3   Conclusions based on SWOT Analysis

1. Alfaisal must capitalize on its name and reputation.
2. Complete construction of buildings and infrastructure.
3. Attain international accreditation for graduate programs.
4. Evaluate graduate programs regularly.
5. Development of new niche fields.
6. Encourage and support research development in technology-based small to medium enterprises (SMEs).
7. Attain long-term financial stability.
8. Build more research lab space

3. Long Term Strategic Goals for Research & Graduate Studies

3.1 Establishing Goals

Seven long-term goals, denoted by Goals 1 to 7, were aligned with the four strategic themes (Figure 1) derived from the mission statement (Table 3).

Table 3. Themes and Long-Term Strategic Goals for Research & Graduate Studies

Theme 1: Student Centered
Goal 1: Increase recruitment of academically gifted graduate students
Goal 2: Graduate competitive, conscientious leaders with global entrepreneurial perspectives
Theme 2: Distinctive Graduate Programs
Goal 3: Strengthen national and international recognition.
Goal 4: Attain financial sustainability of graduate programs through diverse revenue sources.
Theme 3: Innovative Research
Goal 5: Advance cutting-edge research
Goal 6: Contribute to development of knowledge-based economy
Theme 4: Community Partnerships & Entrepreneurship
Goal 7: Strengthen community outreach & entrepreneurship activities.

3.2 Moving from Themes & Strategic Goals to Strategic Objectives

Eleven strategic objectives for Research & Graduate Studies, denoted by O-1 to O-11, were extracted and aligned with the corresponding seven long-term goals of Research & Graduate Studies at Alfaisal University (Table 4).

Table 4. Strategic Objectives aligned with corresponding Long-Term Strategic Goals & Themes

Theme 1: Student Centered	
Goals	**Strategic Objectives**
Goal 1: Enhance enrollment of academically gifted graduate students Goal 2: Graduate competitive, conscientious leaders with global entrepreneurial perspectives	O-1. Continuous improvement of graduate programs and learning environment. O-2. Provide timely and relevant world class curricula and degree programs.
Theme 2: Distinctive Graduate Programs	
Goals	**Strategic Objectives**
Goal 3: Strengthen national and international recognition. Goal 4: Attain financial sustainability of graduate programs through diverse revenue sources.	O-3. Distinguish Alfaisal through the quality of its graduate students, faculty, graduate programs, and infrastructure. O-4. Obtain and enhance national and international recognition and accreditations. O-5. Capitalize on the reputation of the graduate programs. O-6. Establish endowment and fundraising framework for graduate programs.
Theme 3: Innovative Research	
Goals	**Strategic Objectives**
Goal 5: Advance cutting-edge research Goal 6: Contribute to development of knowledge-based economy	O-7. Facilitate and support excellence in research. O-8. Encourage establishment of research centers in strategic fields. O-9. Contribute to the country's transition to a knowledge-based economy.
Theme 4: Community Partnerships & Entrepreneurship	
Goals	**Strategic Objectives**
Goal 7: Strengthen community outreach & entrepreneurship activities.	O-10. Foster lifelong learning and engagement with the community. O-11. Nurture & encourage entrepreneurship activities.

4. Establishing Strategic Actions & Key Performance Indicators for Period 2020-2025

The following provides lists of recommended strategic actions & key performance indicators (KPIs) to be carried out during the lifetime of the strategic plan. Strategic actions & KPIs are aligned with their corresponding themes, goals, and strategic objectives (Tables 5-8).

Table 5: List of Goals, Strategic Objectives, Strategic Actions and KPIs for Theme 1

Theme 1: Student Centered			

Research & Graduate Studies Goals:
    Goal 1: Enhance enrollment of academically gifted graduate students
    Goal 2: Graduate competitive, conscientious leaders with global entrepreneurial perspectives			

Strategic Objectives	**Strategic Actions**	**Key Performance Indicators (KPIs)**	**Initial Target** (Details Ref. Table 9)
O-1. Continuous improvement of graduate programs and learning environment.	**A-1.** Establish teams to evaluate & improve the quality & outcomes of each graduate program	**KPI-1.** Number of graduate programs evaluated & improved	>=1
		KPI-2. Evaluation score of programs	>=3.0
		KPI-3. Students overall evaluation score of quality of their learning experiences in each graduate program	>=3.0
	A-2. Enhance & support teaching & learning	**KPI-4.** Number of activities to improve teaching & learning	>=2
		KPI-5. Course & instructor evaluation by students	>=3.0
	A-3. Continue evaluation & monitoring of learning environment	**KPI-6.** Evaluation score and assessment of each learning environment settings	>=3.0
		KPI-7. Students overall evaluation score of the quality of their learning experiences at each program	>=3.0
	A-4. Review & improve existing graduate programs & curricula	**KPI-8.** Number of graduate programs & tracks benchmarked against world-class counterparts.	≥ 2

O-2. Provide timely and relevant world class graduate curricula and degree programs.	to become more competitive with world class counterparts & establish new crucial programs	**KPI-9.** Number of newly established programs or tracks	>=1
	A-5. Monitor the relevancy of graduate programs & corresponding curricula to the market needs of Saudi Arabia	**KPI-10.** Percentage of placement of our graduates within 12 months of graduation.	>=55%
		KPI-11. Employers satisfaction score	>=3.0
		KPI-12. Alumni satisfaction score	>=3.0
	A-6. Enhance graduate students' advising & orientation opportunities	**KPI-13.** Students overall evaluation score of their advising & orientation opportunities	>=3.0

Table 6: List of Goals, Strategic Objectives, Strategic Actions and KPIs for Theme 2

Theme 2: Distinctive Graduate Programs			

Research & Graduate Studies Goals:
    Goal 3: Strengthen national and international recognition.
    Goal 4: Attain financial sustainability of graduate programs through diverse revenue sources			

Strategic Objectives	**Strategic Action**	**Key Performance Indicators (KPIs)**	**Initial Target** [Details Ref. Table 9]
O-3. Distinguish Alfaisal through the quality of its graduate students, faculty, graduate programs, & infrastructure.	**A-7.** Attract & support highly qualified graduate students	**KPI-14.** Average scores of admitted graduate students in: Qudurat, Tahseely, IELTS, & TOEFL	Qudurat Top 10% Tahseely Top 10% IELTS >= 6.0 TOEFLIBT >= 90
		KPI-15. Percentage of graduate students receiving financial aid/scholarships	>=20%
	A-8. Monitor graduate students' performance & graduation rate	**KPI-16.** Students' performance in GPA	>=3.0
		KPI-17. Graduation rates of students	>=75%
		KPI-18. Number of faculty recruited in relation to the total number of applications received/position.	>= [1:50]

		KPI-19. Number of professional development programs available for employees (teaching staff and supporting staff).	>=15
	A-9. Attract, develop, and retain qualified faculty and staff members	KPI-20. Graduate student – teaching staff ratio.	<mark><18:1</mark>
		KPI-21. Graduate student – (Teaching support staff, Admin support staff and Administrative Staff) ratio.	<mark><17:1</mark>
		KPI-22. Teaching staff – (Administrative staff) ratio.	<mark>1:1</mark>
		KPI-23. Annual turnover rate for Teaching staff	<10%
		KPI-24. Annual turnover rate for Teaching support staff	<15%
		KPI-25. Annual turnover rate for Admin. Staff	<20%
	A-10. Monitor faculty and staff members' performance	KPI-26. Improvement in faculty members' performance (Course and instructor evaluations by students)	>=3.75
		KPI-27. Number of publications per faculty member per year	>=1
		KPI-28. Citations per year/faculty member	>=20
	A-11. Enhance Library offerings and services	KPI-29. Number of electronic resourses including E-journals, E-books, and database subscriptions.	>180,000
		KPI-30. Library satisfaction score by graduate students	>=3.0
		KPI-31. Library satisfaction score by teaching & research staff	>=3.0
	A-12. Enhance IT infrastructure and services	KPI-32. Average satisfaction of survey of existing infrastructure and services	>=3.0
		KPI-33. Graduate students' overall evaluation of the quality of their learning experiences at program level	>=3.0

		KPI	Target
		KPI-34. Progress towards integration of different university information systems into a unified system.	>=30%
		KPI-35. Number of specialized computer labs	>=4
O-4. Obtain & enhance national & international recognition & accreditations.	**A-13.** Comply with the requirements of national and international accreditation entities	**KPI-36.** Progress towards national and international graduate program accreditation	>10%
		KPI-37. Number of graduate programs evaluated and improved	>=2
O-5. Capitalize on the reputation of the graduate programs.	**A-14.** Strengthen and support graduate programs in all colleges	**KPI-38.** Percentage of increase of students enrolled in graduate programs	>=3%
		KPI-39. Graduate students' satisfaction	>=3.0
		KPI-40. Percentage of placement offered for graduate students	>=70%
		KPI-41. Number of publications per faculty member per year	>=1
	A-15. Attract, develop, and retain qualified faculty and staff members	**KPI-42.** Number of faculty recruited in relation to the total number of applications received/position.	>= [1:50]
		KPI-43. Annual turnover rate of teaching staff	<10%
		KPI-44. Number of professional development programs available for employees (teaching staff and supporting staff).	>=15
	A-16. Monitor faculty and staff members' performance	**KPI-45.** Improvement in faculty members' performance (Course and instructor evaluations by graduate students)	>=3.75
		KPI-46. Number of publications per faculty member per year	>=1

	A-17. Maintain up-to-date curriculum	KPI-47. Number of graduate programs and curricula benchmarked against world class counterparts	>=5
O-6. Establish endowment & fundraising framework for graduate programs	A-18. Establish endowment revenue initiatives for graduate programs	KPI-48. Number of endowment initiatives conducted	>=1
	A-19. Establish non-traditional revenue sources	KPI-49. Number of research-based revenue initiatives conducted	>=2
		KPI-50. Number of service & business-based revenue initiatives conducted	>=2

- Evaluation and Satisfaction score out of 5

Table 7: List of Goals, Strategic Objectives, Strategic Actions and KPIs for Theme 3

Theme 3: Innovative Research			

Research & Graduate Studies Goals:
    Goal 5: Advance cutting-edge research
    Goal 6: Contribute to development of knowledge-based economy			

Strategic Objectives	**Strategic Action**	**Key Performance Indicators (KPIs)**	**Initial Target** [Details Ref. Table 9]
O-7. Facilitate and support excellence in research.	A-20. Increase effort to recruit & retain research active faculty	KPI-51. Number of publications per faculty member per year	>=1
		KPI-52. Number of citations per faculty member	>=20
		KPI-53. Annual turnover rate of teaching staff	<10%
		KPI-54. Number of publications with external collaborators	>150
	A-21. Establish & strengthen in cost-effective ways core shared research facilities	KPI-55. Percentage of core research facility shared	>=5%

	A-22. Provide seed funding to spur research in multidisciplinary emerging fields	KPI-56. Total amount of funds spent on research (million SR)	>=8
O-8. Encourage establishment of research centers in strategic fields.	**A-23.** Increase efforts to develop industry partnerships and attract funding sources	**KPI-57.** Number of agreements with industry partners	>=5
		KPI-58. Total amount of funds spent on research (million SR)	>=8
	A-24. Encourage productive mutually beneficial research collaboration with incentives for faculty and students	**KPI-59.** Percentage of improvement in research performance indicators	>=2%
		KPI-60. Total value of research grants awarded annually to students (SR)	>200 K
		KPI-61. Number of research articles published by students per year	>30
		KPI-62. Number of awards granted to faculty	>50
		KPI-63. Number of awards granted to students	>100
		KPI-64. Number of conferences, workshops, symposiums, scientific meetings and seminars attended per year	>100
		KPI-65. Number of research projects and theses/dissertations completed per year	>30
	A-25. Seek support to establish research projects in strategic fields	**KPI-66.** Number of strategic research projects started	>=1
		KPI-67. Number of research events organized per year to promote research	>10
	A-26. Focus on sustainable R&D strategic fields	**KPI-68.** Percentage of improvement in research performance indicators including R&D strategic fields	>=2%
O-9. Contribute to the country's transition to	**A-27.** Promote research & dev of technology-based small to medium enterprises (SMEs).	**KPI-69.** Number of research projects and SMEs addressing community concerns.	>=1

	A-28. Develop strategic partnerships with universities, research institutions, corporations, government agencies & community organizations.	KPI-70. Number of partnership projects.	>=2
a knowledge-based economy.			
	A-29. Organize and host knowledge-based related events to serve the community and businesses	KPI-71. Number of events organized and hosted in knowledge-based related events to serve the community and businesses	>20
	A-30. Establish a Business Incubation Center.	KPI-72. Progress made towards the creation of a Business Incubation Center.	>20%
	A-31. Include sustainable development in the curriculum.	KPI-73. Proportion of curriculum that includes research and sustainable development.	>10%

- Evaluation and Satisfaction score out of 5

Table 8: List of Goals, Strategic Objectives, Strategic Actions and KPIs for Theme 4

Theme 4: Community Partnerships & Entrepreneurship			
Research & Graduate Studies Goals: 　Goal 7: Strengthen community outreach & entrepreneurship activities.			
Strategic Objectives	**Strategic Action**	**Key Performance Indicators (KPIs)**	**Initial Target** [Details Ref. Table 9]
O-10. Foster lifelong learning & engagement with the community.	**A-32.** Encourage and support university engagement through community service.	**KPI-74.** Number of events organized and hosted to serve the community	>=20
		KPI-75. Number of Schools visits and engagement	>=20
	A-33. Develop broad scope of continuing education	**KPI-76.** Number of community education programs provided.	>=10

		programs to support lifelong learners.		
	A-34. Provide diverse range of community programs & activities that are aligned with university's mission.	**KPI-77.** Number of events organized and hosted that are aligned with the university's mission	>=30
	A-35. Establish a lifelong relationship with alumni to encourage involvement, support & loyalty to university.	**KPI-78.** Number of events involving alumni	>=2
		KPI-79. Alumni satisfaction score	>=3.0
O-11. Nurture & encourage entrepreneurship activities	**A-36.** Promote research & dev of technology-based small to medium enterprises (SMEs).	**KPI-80.** Number of research projects and SMEs addressing community concerns.	>=1
	A-37. Establish a Business Incubation Center.	**KPI-81.** Progress made towards the creation of a Business Incubation Center.	>20%
		KPI-82. Number of partnership projects.	>=2

5. Timeline for the Implementation of Strategic Actions

Table 9 provides a timeline for the implementation of the Strategic Actions that have been recommended. It should be noted that some of these are ongoing, in the sense that now that Alfaisal is operational, many of the activities currently taking place will be continued and then followed by an ongoing trend analysis and benchmarking against past years. Therefore, this may lead to some review and adjustment.

Table 9: Implementation schedule of Strategic Actions and KPIs 2020-2025

Strategic Objectives	Strategic Actions	Key Performance Indicators (KPIs)		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
O-1. Continuous improvement of graduate programs and learning environment.	**A-1.** Establish teams to evaluate & improve the quality & outcomes of each graduate program	**KPI-1.**	Number of graduate programs evaluated & improved	>=1	>=2	>=3	>=4	>=5
		KPI-2.	Evaluation score of programs	>=3.0	>=3.1	>=3.2	>=3.3	>=3.4
		KPI-3.	Students overall evaluation score of quality of their learning experiences in each graduate program	>=3.0	>=3.1	>=3.2	>=3.3	>=3.4
	A-2. Enhance & support teaching & learning	**KPI-4.**	Number of activities to improve teaching & learning	>=2	>=3	>=3	>=4	>=4
		KPI-5.	Course & instructor evaluation by students	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
	A-3. Continue evaluation & monitoring of learning environment	**KPI-6.**	Evaluation score and assessment of each learning environment settings	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
		KPI-7.	Students overall evaluation score of the quality of their	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8

O-2. Provide timely and relevant world class graduate curricula and degree programs.	A-4. Review & improve existing graduate programs & curricula to become more competitive with world class counterparts & establish new crucial programs	KPI-8. Number of graduate programs & tracks benchmarked against world-class counterparts.	==2==	==3==	==3==	==4==	==4==
		learning experiences at each program					
		KPI-9. Number of newly established programs or tracks	>=1	>=1	>=1	>=1	>=1
	A-5. Monitor the relevancy of graduate programs & corresponding curricula to the market needs of Saudi Arabia	KPI-10. Percentage of placement of our graduates within 12 months of graduation.	>=55%	>=60%	>=65%	>=70%	>=75%
		KPI-11. Employers satisfaction score	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
		KPI-12. Alumni satisfaction score	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
	A-6. Enhance graduate students' advising & orientation opportunities	KPI-13. Students overall evaluation score of their advising & orientation opportunities	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8

Strategic Objectives	Strategic Action	Key Performance Indicators (KPIs)	2020-2021		2021-2022	2022-2023	2023-2024	2024-2025
O-3. Distinguish Alfaisal through the quality of its graduate students, faculty, graduate programs, & infrastructure.	**A-7.** Attract & support highly qualified graduate students	**KPI-14.** Average scores of admitted graduate students in: Qudurat, Tahseely, IELTS, & TOEFL	**Qudurat**	Top 10%	Top 10%	Top 10%	Top 10%	Top 10%
			Tahseely	Top 10%	Top 10%	Top 10%	Top 10%	Top 10%
			IELTS	>= 6.0	>= 6.0	>= 6.0	>= 6.0	>= 6.0
			TOEFLIBT	>= 90	>= 90	>= 90	>= 90	>= 90
		KPI-15. Percentage of graduate students receiving financial aid/scholarships	>=20%		>=30%	>=35%	>=40%	>=45%
	A-8. Monitor graduate students' performance & graduation rate	**KPI-16.** Graduate students' performance in GPA	>=3.0		>=3.1	>=3.2	>=3.3	>=3.4
		KPI-17. Graduation rates of students	>=75%		>=80%	>=85%	>=87%	>=89%
	A-9. Attract, develop, and retain qualified faculty and staff members	**KPI-18.** Number of faculty recruited in relation to the total number of applications received/position.	>= [1:50]		>= [1:55]	>= [1:60]	>= [1:65]	>= [1:70]
		KPI-19. Number of professional development programs available for employees (teaching staff & supporting staff).	>=15		>=20	>=25	>=30	>=35
		KPI-20. Graduate student – teaching staff ratio.	<18:1		<18:1	<17:1	<17:1	<16:1
		KPI-21. Graduate student – (Teaching support staff, Admin support staff and	<17:1		<16:1	<16:1	<15:1	<15:1

		Administrative Staff) ratio.					
		KPI-22. Teaching staff – (Administrative staff) ratio.	**1:1**	**1:1**	**1:1**	**1:1**	**1:1**
		KPI-23. Annual turnover rate for Teaching staff	**<10%**	**<9%**	**<9%**	**<8%**	**<8%**
		KPI-24. Annual turnover rate for Teaching support staff	**<15%**	**<14%**	**<13%**	**<12%**	**<11%**
		KPI-25. Annual turnover rate for Admin. Staff	**<20%**	**<=20%**	**<=18%**	**<=18%**	**<=16%**
	A-10. Monitor faculty and staff members' performance	**KPI-26.** Improvement in faculty members' performance (Course and instructor evaluations by students)	**>=3.75**	**>=3.75**	**>=3.75**	**>=3.75**	**>=3.75**
		KPI-27. Number of publications per faculty member per year	**>=1.0**	**>=1.1**	**>=1.2**	**>=1.3**	**>=1.4**
		KPI-28. Citations per year/faculty member	**>=20**	**>=20**	**>=25**	**>=25**	**>=30**
	A-11. Enhance Library offerings and services	**KPI-29.** Number of electronic resources including E-journals, E-books, & database subscriptions.	**>180,000**	**>180,000**	**>185,000**	**>190,000**	**>200,000**
		KPI-30. Library satisfaction score by graduate students	**>=3.0**	**>=3.2**	**>=3.4**	**>=3.6**	**>=3.8**

		KPI-31. Library satisfaction score by teaching & research staff	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
	A-12. Enhance IT infrastructure and services	**KPI-32.** Average satisfaction of survey of existing infrastructure and services	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
		KPI-33. Graduate students' overall evaluation of the quality of their learning experiences at program level	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
		KPI-34. Progress towards integration of different university information systems into a unified system.	>=30%	>=50%	>=60%	>=70%	>=80%
		KPI-35. Number of specialized computer labs	>=4	>=4	>=5	>=5	>=6
O-4. Obtain & enhance national & international recognition & accreditation	**A-13.** Comply with the requirements of national and international accreditation entities	**KPI-36.** Progress towards national & international graduate program accreditation	>10%	>20%	>30%	>40%	>50%
		KPI-37. Number of graduate programs evaluated and improved	>=2	>=3	>=4	>=5	>=7
O-5. Capitalize on the reputation of the	**A-14.** Strengthen and support graduate programs in all colleges	**KPI-38.** Percentage of increase of students enrolled in graduate programs	>=3%	>=3%	>=4%	>=4%	>=4%

graduate programs.		**KPI-39.** Graduate students' satisfaction	>=3.0	>=3.2	>=3.4	>=3.6	>=3.8
		KPI-40. Percentage of placement offered for graduate students	>=70%	>=70%	>=75%	>=75%	>=80%
		KPI-41. Number of publications per faculty member per year	>=1.0	>=1.1	>=1.2	>=1.3	>=1.4
	A-15. Attract, develop, and retain qualified faculty and staff members	**KPI-42.** Number of faculty recruited in relation to the total number of applications received/position.	>= [1:50]	>= [1:55]	>= [1:60]	>= [1:65]	>= [1:70]
		KPI-43. Annual turnover rate of teaching staff	<10%	<9%	<9%	<8%	<8%
		KPI-44. Number of professional development programs available for employees (teaching staff & supporting staff).	>=15	>=20	>=25	>=30	>=35
	A-16. Monitor faculty and staff members' performance	**KPI-45.** Improvement in faculty members' performance (Course & instructor evaluations by graduate students)	>=3.75	>=3.75	>=3.75	>=3.75	>=3.75
		KPI-46. Number of publications per faculty member per year	>=1.0	>=1.1	>=1.2	>=1.3	>=1.4

Strategic Objectives	Strategic Action	Key Performance Indicators (KPIs)					
	A-17. Maintain up-to-date curriculum	**KPI-47.** Number of graduate programs & curricula benchmarked against world class counterparts	>=2	>=3	>=3	>=4	>=4
O-6. Establish endowment & fundraising framework for graduate programs	**A-18.** Establish endowment revenue initiatives for graduate programs	**KPI-48.** Number of endowment initiatives conducted	>=1	>=1	>=1	>=2	>=2
	A-19. Establish non-traditional revenue sources	**KPI-49.** Number of research-based revenue initiatives conducted	>=2	>=3	>=4	>=5	>=5
		KPI-50. Number of service & business-based revenue initiatives conducted	>=2	>=2	>=3	>=3	>=4

Strategic Objectives	Strategic Action	Key Performance Indicators (KPIs)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
O-7. Facilitate and support excellence in research.	**A-20.** Increase effort to recruit & retain research active faculty	**KPI-51.** Number of publications per faculty member per year	>=1.0	>=1.1	>=1.2	>=1.3	>=1.4
		KPI-52. Number of citations per faculty member	>=20	>=20	>=25	>=25	>=30
		KPI-53. Annual turnover rate of teaching staff	<10%	<9%	<9%	<8%	<8%
		KPI-54. Number of publications with external collaborators	>150	>160	>170	>180	>190

	A-21. Establish & strengthen in cost-effective ways core shared research facilities	**KPI-55.** Percentage of core research facility shared	>=5%	>=10%	>=12%	>=15%	>=20%
	A-22. Provide seed funding to spur research in multidisciplinary emerging fields	**KPI-56.** Total amount of funds spent on research (million SR)	>=8	>=10	>=12	>=14	>=16
O-8. Encourage establishment of research centers in strategic fields.	**A-23.** Increase efforts to develop industry partnerships and attract funding sources	**KPI-57.** Number of agreements with industry partners	>=5	>=7	>=9	>=11	>=13
		KPI-58. Total amount of funds spent on research (million SR)	>=8	>=10	>=12	>=14	>=16
	A-24. Encourage productive mutually beneficial research collaboration with incentives for faculty and students	**KPI-59.** Percentage of improvement in research performance indicators	>=2%	>=3%	>=4%	>=5%	>=6%
		KPI-60. Total value of research grants awarded annually to students (SR)	>200 K	>210 K	>220 K	>230 K	>240 K
		KPI-61. Number of research articles published by students per year	>30	>35	>40	>45	>50
		KPI-62. Number of awards granted to faculty	>50	>60	>70	>80	>90
		KPI-63. Number of awards granted to students	>100	>110	>120	>130	>140
		KPI-64. Number of conferences, workshops, symposiums,	>100	>110	>120	>130	>140

		scientific meetings and seminars attended per year					
		KPI-65. Number of research projects and theses/dissertations completed per year	**>30**	**>35**	**>40**	**>45**	**>50**
	A-25. Seek support to establish research projects in strategic fields	**KPI-66.** Number of strategic research projects started	**>=1**	**>2=**	**>2=**	**>3=**	**>3=**
		KPI-67. Number of research events organized per year to promote research	**>10**	**>12**	**>14**	**>16**	**>18**
	A-26. Focus on sustainable R&D strategic fields	**KPI-68.** Percentage of improvement in research performance indicators including R&D strategic fields	**>=2%**	**>=3%**	**>=4%**	**>=5%**	**>=6%**
O-9. Contribute to the country's transition to a knowledge-based economy.	**A-27.** Promote research & dev of technology-based small to medium enterprises (SMEs).	**KPI-69.** Number of research projects and SMEs addressing community concerns.	**>=1**	**>=1**	**>=2**	**>=2**	**>=3**
	A-28. Develop strategic partnerships with universities, research institutions, corporations, government agencies & community organizations.	**KPI-70.** Number of partnership projects.	**>=2**	**>=3**	**>=4**	**>=5**	**>=6**

	A-29. Organize and host knowledge-based related events to serve the community and businesses	KPI-71. Number of events organized and hosted in knowledge-based related events to serve the community and businesses	>=20	>=25	>=30	>=35	>=40
	A-30. Establish a Business Incubation Center.	KPI-72. Progress made towards the creation of a Business Incubation Center.	>20%	>40%	>50%	>70%	>90%
	A-31. Include sustainable development in the curriculum.	KPI-73. Proportion of curriculum that includes research and sustainable development.	>10%	>12%	>15%	>18%	>20%

Strategic Objectives	Strategic Action	Key Performance Indicators (KPIs)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
O-10. Foster lifelong learning & engagement with the community.	A-32. Encourage & support university engagement through community service.	KPI-74. Number of events organized and hosted to serve the community	>=20	>=25	>=30	>=35	>=40
		KPI-75. Number of Schools visits and engagement	>=20	>=25	>=30	>=35	>=40
	A-33. Develop broad scope of continuing education programs to support lifelong learners.	KPI-76. Number of community education programs provided.	>=20	>=25	>=30	>=35	>=40

	A-34. Provide diverse range of community programs & activities that are aligned with university's mission.	**KPI-77.** Number of events organized and hosted that are aligned with the university's mission	**>=30**	**>=40**	**>=50**	**>=60**	**>=70**
	A-35. Establish a lifelong relationship with alumni to encourage involvement, support & loyalty to university.	**KPI-78.** Number of events involving alumni	**>=2**	**>=3**	**>=5**	**>=8**	**>=10**
		KPI-79. Alumni satisfaction score	**>=3.0**	**>=3.2**	**>=3.4**	**>=3.6**	**>=3.8**
O-11. Nurture & encourage entrepreneurship activities	**A-36.** Promote research & dev of technology-based small to medium enterprises (SMEs).	**KPI-80.** Number of research projects and SMEs addressing community concerns.	**>=1**	**>=1**	**>=2**	**>=2**	**>=3**
	A-37. Establish a Business Incubation Center.	**KPI-81.** Progress made towards the creation of a Business Incubation Center.	**>20%**	**>40%**	**>50%**	**>70%**	**>90%**
		KPI-82. Number of partnership projects.	**>=2**	**>=3**	**>=4**	**>=5**	**>=6**

6. Nature of the Future of Research & Graduate Studies at Alfaisal University, 2020-2025

6.1. Projected Student Numbers

The College plans provide the basic information needed for future Academic planning at Alfaisal University. A significant part of the statistics is the projected graduate student numbers Tables (10-11, as this in turn affects the number of teaching faculty and administrative staff. It is also used as a guide in projecting the needs for personnel in the University graduate administration. It is also crucial in estimating the future financial revenues and expenses.

Table 10: Projected Graduate (G) Student Numbers, 2020-2025

College	Master Program	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Business	Business Administration	155	180	210	230	250
Engineering	Engineering & Systems Management	30	35	40	40	40
Medicine	Biomedical Sciences	62	70	75	80	80
Medicine	Cardiac Nursing	new	10	15	20	20
Medicine	Clinical Psychology	12	20	20	25	30
Medicine	Clinical Speech-Language Pathology	new	10	15	20	20
Medicine	Genetic Counselling	20	20	20	20	20
Medicine	Public Health	38	40	40	40	40
Medicine	Radiological & Imaging Sciences	20	20	20	20	20
Medicine	Total	152	190	205	225	230
Science	Nanoscience & Nanotechnology	15	20	20	20	20
TOTAL Graduate		**352**	**425**	**475**	**515**	**540**

Table 11: Projected Overall Student Numbers (UG, G & UPP), 2020-2025

		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Total (UG, G & UPP)		**3467**	**3605**	**3730**	**3840**	**3940**

6.2. Potential Initiatives & Projects in Research & Graduate Studies

Potential Initiatives & Projects in Research & Graduate Studies are described in Table 12. This is divided into two sections: *Facilities & Campus Development* and *New Academic Programs*.

Table 12: Potential Initiatives & Projects in Research & Graduate Studies

Item	Details

Facilities & Campus Development	Priorities for anticipated construction programs:
	1. **Creation of core research laboratories**
	   a. Total area is approximately 2000 m^2
	   b. This will open venues to establish new programs and to accommodate additional 600-800 new graduate students.
	2. **Establishment of Technology Transfer Office**.
	   a. Total area approximately 100 m^2
	   b. To support further development of the entrepreneurial philosophy of the university's faculty, staff and students
	3. **Construction of Business Incubator Building**.
	   a. Total area is approximately 3000 m^2
	   b. This will open venues to establish new programs and to accommodate additional 600-800 new graduate students.

New Academic Programs	1. **New Colleges**
	   a. College of Law and International Relations
	   b. College of Applied Medical Sciences (already licensed by MoE but not started yet
	2. **Expand existing colleges with new graduate programs/tracks:**
	   a. College of Medicine
	   b. Master of Clinical Psychology
	   c. Master of Speech Pathology
	   d. Master of Cardiac Nursing
	   e. College of Engineering
	   f. Master of Architectural Engineering
	   g. Master of Electrical Engineering (Renewable Energy)
	   h. Master of Data Engineering & Cyber Security (Software Eng)
	   i. College of Business (MBA)
	   j. Entrepreneurship
	   k. Accounting
	   l. Marketing
	   m. College of Science and General Studies
	   n. Master of Nanoscience & Nanotechology (Cancer Nanoscience)
	   o. Master of Big Data Science
	   p. Master of Environmental Science & Sustainability
	3. **Develop plans to establish Ph.D. programs.** Priority for multi-disciplinary programs:
	   a. Ph.D. Biomedical Sciences
	   b. Ph.D. Finance and/or Accounting
	   c. Ph.D. Nanoscience & Nanotechnology

7. Teaching Staff Projections, 2020-2025

A university is only as good as its instructional faculty and staff. Therefore, a central part of this strategic planning exercise was to determine the number of professors, instructional staff and administrators required to meet the projected teaching needs of the university at both the undergraduate and graduate levels. In ==Table 13,== a projection is made of the required number of teaching staff needed to undertake the teaching of the expected undergraduate and graduate students.

Table 13: Teaching Staff Projections, 2020-2025

Teaching Staff (including all ranks & academic staff)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
COB	27	28	30	31	32
COE	32	36	38	41	43
COSGS	14	14	14	14	15
COM	118	120	122	125	130
COP	8	9	10	11	12
UPP	24	25	26	27	28
Total Faculty Members with UPP	**223**	**232**	**240**	**249**	**260**
Total Faculty Members without UPP	**199**	**207**	**214**	**222**	**232**

8. Administrative Support and Teaching Support Staff Projections, 2020-2025

In addition to effective teaching staff, a good university needs teaching support staff and a general administration which deals with logistical issues, organization, facilities, and the day-to-day running of the university complex. This includes research & graduate studies and its associated infrastructure. The number of teaching support staff and administrative personnel must, however, increase if the university is to provide the same level of service to its undergraduate and graduate students and support for its teaching and research faculty. It is assumed here that the teaching support staff the general administrative staff of the university presented in ==Table 14== is linked to student numbers, and therefore the growth mirrors the growth in undergraduate & graduate student numbers. The overall head count is expected to increase from 463 to 551 from 2020 to 2025.

The growth in head count per university department/office is described in ==Table 15== with the overall numbers increasing from 163 to 192 over a five-year period from 2020 to 2025. The head count in the Office of Research & Graduate Studies is expected to increase from 7 to 9 during this period.

Table 14: Projected Numbers of Teaching Support Staff and Administrative Support Staff

OVERALL HEAD COUNT	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
FACULTY	223	232	240	249	260
TEACHING SUPPORT STAFF	34	38	42	45	48
ADMIN SUPPORT STAFF - COLLEGES	43	44	46	50	51
ADMINISTRATIVE STAFF	163	170	179	186	192
Total	**463**	**484**	**507**	**530**	**551**
COLLEGE of BUSINESS					
FACULTY	27	28	30	31	32
TEACHING SUPPORT STAFF	1	2	3	3	4
ADMIN SUPPORT STAFF	16	17	17	18	18
COLLEGE of ENGINEERING					
FACULTY	32	36	38	41	43
TEACHING SUPPORT STAFF	14	15	15	16	17
ADMIN SUPPORT STAFF	6	6	7	7	8
COLLEGE of MEDICINE					
FACULTY	118	120	122	125	130
TEACHING SUPPORT STAFF	9	10	12	12	12
ADMIN SUPPORT STAFF	14	14	15	15	15
COLLEGE of PHARMACY					
FACULTY	8	9	10	11	12
TEACHING SUPPORT STAFF	3	3	4	4	5
ADMIN SUPPORT STAFF	1	1	1	2	2
COLLEGE of SCIENCE & GENERAL STUDIES.					
FACULTY	14	14	14	14	15
TEACHING SUPPORT STAFF	7	7	7	8	8
ADMIN SUPPORT STAFF	5	5	5	6	6

Table 15: Head Count per University Department/Office

DEPARTMENT	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACCREDITATION & QUALITY ASSURANCE	3	4	4	5	5
ALUMNI & PLACEMENT RELATIONS	4	4	4	5	5
DEVELOPMENT	4	4	4	4	4
EXTERNAL RELATIONS	2	2	3	3	3
FACILITIES	71	74	78	78	82
FINANCE	7	7	7	8	8
GOVERNMENT RELATIONS	6	6	6	7	7
HUMAN RESOURCES	7	7	8	8	9
IT SERVICES	13	14	15	15	15
MARKETING & PUBLIC RELATIONS	9	9	9	10	10
PRESIDENT OFFICE	4	4	4	5	5
RESEARCH & GRADUATE STUDIES	**7**	**7**	**8**	**8**	**9**
STUDENT AFFAIRS	20	21	21	22	22
LIBRARY	5	6	7	7	7
VP FINANCE & ADMIN	1	1	1	1	2
TOTAL	**163**	**170**	**179**	**186**	**192**