



جامعة أم القرى
UMM AL-QURA UNIVERSITY

College of Engineering and Architecture
Department of Architecture

Operational Plan

Academic Year
2025-2026

Operational Plan

Academic Year

2025-2026

Department of Architecture Vision

Vision

Excellence in education and scientific research to creatively shape the future of architecture and urbanism.



Department of Architecture

Mission

Mission

Preparing distinguished graduates for the labour market and promoting research and innovations in architecture and urbanism to contribute to the advancement of the knowledge economy and community service, guided by our cultural identity.



Department of Architecture

Goals and Objectives



Goal 1: Academic Excellence

Objective 1: Strengthening partnerships with local, regional, and international educational institutions and accreditation bodies.

Objective 2: Continuously developing the study plans.

Objective 3: Evaluating and developing the quality of the educational process.



Goal 2: Resources and governance

Objective 1: Developing the department's facilities.

Objective 2: Developing the department staff.



Goal 3: Research and Innovation

Objective 1: Encouraging the formation of research groups.

Objective 2: Activating scientific seminars.



Goal 4: Community Engagement and Social Responsibility

Objective 1: Engaging with the local community and contributing to its development through architectural and urban projects.

Objective 2: Promoting voluntary contribution.

Program KPIs

No	KPIs Code	KPIs	Targeted Level	External Benchmark	Measurement Methods	Measurement Time
1	KPI-P-01	Students' Evaluation of quality of learning experience in the program	85%	82.6%	Final year students Survey	At the end of each semester starting from 2027/2028
2	KPI-P-02	Students' evaluation of the quality of the courses	85%	81.8%	Surveys Average	At the end of each semester
3	KPI-P-03	Completion rate	90%	89%	Student affair results	At the end of each year starting from 2027/2028
4	KPI-P-04	First-year students retention rate	80%	95%	Final exam evaluation report	At the end of each year
5	KPI-P-05	Students' performance in the professional and/or national examinations	85%	N/A	Exit Exam	At the end of each year starting from 2027/2028
6	KPI-P-06	Graduates' employability and enrolment in postgraduate programs	85% 10%	83.9%	Alumni survey	At the beginning of each year starting from 2027/2028
7	KPI-P-07	Employers' evaluation of the program	85%	83%	Employers Survey	At the end of each year
8	KPI-P-08	Ratio of students to teaching staff	1:12	1:12	Statistical analysis	Statistics are made every academic year
9	KPI-P-09	Percentage of publications of faculty members	100%	81%	Statistical analysis	Statistics are made every academic year
10	KPI-P-10	Rate of published research per faculty member	1-2 papers per faculty member		Statistical analysis	Statistics are made every academic year
11	KPI-P-11	Citations rate in refereed journals per faculty member	3 citations per faculty member		Statistical analysis	Statistics are made every academic year

KPIs Descriptions

KPI-P-01

Students' Evaluation of Quality of learning experience in the Program

Average of the overall rating of final year students of the quality of learning experience in the program, satisfaction with the various services offered by the program (restaurants, transport, sports facilities, academic, vocational, psychological guidance...), student satisfaction with the adequacy and diversity of learning sources (references, periodicals, information databases... etc.) on a five-point scale in an annual survey.

KPI-P-02

Students' evaluation of the quality of the courses

Average of students' overall rating for the quality of courses on a five-point scale in an annual survey.

KPI-P-03

Completion rate

The proportion of undergraduate students who completed the program in minimum time in each cohort.

KPI-P-04

First-year students retention rate

Percentage of first-year undergraduate students who continue at the program the next year to the total number of first-year students in the same year.

KPI-P-05

Students' performance in the professional and/or national examinations

Percentage of students or graduates who were successful in the professional and/or national examinations, or their score average and median (if any)

KPI-P-06

Graduates' employability and enrolment in postgraduate programs

Percentage of graduates from the program who within a year of graduation were:

- a. employed within 12 months,
- b. enrolled in postgraduate programs during the first year of their graduation to the total number of graduates in the same year.

KPI-P-07

Employers' evaluation of the program graduates proficiency

Average of the overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey.

KPI-P-8

Ratio of students to teaching staff

Ratio of the total number of students to the total number of full-time and full-time equivalent teaching staff in the program

KPI-P-9

Percentage of publications of faculty members

Percentage of full-time faculty members who published at least one research paper during the year to total faculty members in the program.

KPI-P-10

Rate of published research per faculty member

The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).

KPI-P-11

Citations rate in refereed journals per faculty member

The average number of citations in refereed journals from published research per faculty member in the program (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published).

Correlation between Program Goals and Objectives, and Program KPIs



Goal 1: Academic Excellence

Objective 1: Strengthening partnerships with local, regional, and international educational institutions and accreditation bodies.

P1-1: Organizing events and inviting delegates from other colleges/universities

- **KPI:** Number of events organized annually
Benchmark: ≥ 2 events organized each academic year.
- **KPI:** Number of external delegates/participants attending
Benchmark: ≥ 2 external delegates/participants attending annually.
- **KPI:** Participant satisfaction rate (through post-event surveys)
Benchmark: ≥ 85% participant satisfaction rate.
- **KPI:** Participation in events arranged by other colleges/universities outside UQU
Benchmark: 50% of faculties participate in events arranged by other universities

P1-2: Inviting external examiners from various architecture colleges in the Kingdom to evaluate the department's studio projects

- **KPI:** Number of external examiners engaged per academic year.
Benchmark: ≥ 4 external examiners engaged each academic year.
- **KPI:** Coverage of studio projects evaluated externally.
Benchmark: ≥ 25% of studio projects evaluated externally.

P1-3: Organize joint research seminars, workshops to share ideas and identify collaboration areas

- **KPI:** Number of events organized annually
Benchmark: ≥ 2 events organized each academic year
- **KPI:** Participant satisfaction rate (through post-event surveys)
Benchmark: ≥ 85% participant satisfaction rate

P1-4: Engage with international accreditation bodies

- **KPI:** Compliance percentage with international accreditation standards
Benchmark: 100% compliance with international accreditation standards



Goal 1: Academic Excellence

Objective 2: Continuously developing the study plans.

P2-1: Regular curriculum review and updating courses to align with market needs and accreditation standards

- **KPI:** Frequency of curriculum review meetings conducted annually
Benchmark: ≥ 1 curriculum review meetings per academic year
- **KPI:** Percentage of courses updated or revised annually
Benchmark: $\geq 10\%$ of courses reviewed/updated each academic year

P2-2: Incorporating feedback from students and alumni into study plan improvements

- **KPI:** Number of feedback surveys and consultations conducted annually
Benchmark: $\geq 80\%$ student and alumni satisfaction rate with the study plan.



Goal 1: Academic Excellence

Objective 3: Evaluating and developing the quality of the educational process.



Goal 2: Resources and governance

Objective 1: Developing the department's facilities.

Improving the quality of the existing learning sources.

KPI-P-01, KPI-P-02

Establishment of Environmental Lab.

KPI-P-01, KPI-P-02, KPI-P-07

Objective 2: Developing the department staff.

Monitoring and ensuring quality of teaching/ learning

KPI-P-01, KPI-P-02

Encouraging the training of faculty members

KPI- Ratio of training courses to faculty members



Goal 3: Research and Innovation

Objective 1: Encouraging the formation of research groups.

Encouraging the formation of research groups.

KPI-P-09, KPI-P-10, KPI-P-11

Objective 2: Activating scientific seminars.

Activating scientific seminars to faculty members and students.

KPI- Ratio of seminars to faculty members



Goal 4: Community Engagement and Social Responsibility

Objective 1: Engaging with the local community and contributing to its development through architectural and urban projects.

Encouraging projects that identify and solve real-life problems.

KPI- Ratio of real projects to overall projects annually.

Objective 2: Promoting voluntary contribution.



Promoting voluntary contribution

KPI- Number of voluntary projects annually.

Operational plan for the department/program

Goal 1	Academic Excellence
Objective 1	Strengthening partnerships with local, regional, and international educational institutions.
Executive steps/ procedures	<ul style="list-style-type: none"> • Organizing academic events with participants from other educational institutions. • Facilitate collaborative workshops in architecture and urbanism to promote knowledge sharing across institutions. • Engaging external examiners from different architecture colleges in the Kingdom for studio project evaluations. • Participation in events organized by other colleges outside UQU. • Continue collaboration with international accreditation bodies.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	<ul style="list-style-type: none"> • Department's Scientific Research Committee. • Department's Quality Assurance Committee.
KPIs	<ul style="list-style-type: none"> • Number of events organized with the participation of external figures. • Number of external participants attending. • Participant satisfaction rate (through post-event surveys). • Number of architecture/urban collaborative workshops. • Number of external examiners engaged per academic year. • Coverage of studio projects evaluated externally. • Number of participations in events arranged by other colleges/universities outside UQU. • Compliance percentage with international accreditation standards.
Target Benchmark	<p>≥ 1 event organized each academic year. ≥ 2 external participants attending annually. ≥ 85% participant satisfaction rate. ≥ 1 joint research seminar/design workshop. ≥ 4 external examiners engaged each academic year. ≥ 25% of studio projects evaluated externally. 50% of faculties participate in events arranged by other universities. 100% compliance with international accreditation standards.</p>
Notes	N/A

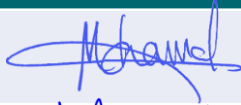

Approval of the operational plan:

Prepared by	Name: Mohamed Atef Elhamy	Signage 
Department Head	Name: Omar Adnan Osra	Signage 
Date	28 September 2025	

Operational plan for the department/program

Goal 1	Academic Excellence
Objective 2	Continuously developing the study plans
Executive steps/ procedures	<ul style="list-style-type: none"> • Gather input from faculty, alumni and external stakeholders. • Regularly update existing study plan against accreditation standards and industry needs. • Update course content, teaching methods, and references based on findings.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	<ul style="list-style-type: none"> • Department's committee for Teaching, Learning and Curriculum • Faculty members
KPIs	<ul style="list-style-type: none"> • Number of feedback surveys conducted annually. • Frequency of curriculum review meetings conducted annually. • Percentage of courses updated or revised annually.
Target Benchmark	<p>≥ 3 feedback surveys conducted annually.</p> <p>≥ 80% faculty, student and alumni satisfaction rate with the study plan.</p> <p>≥ 1 curriculum review meetings per academic year.</p> <p>≥ 10% of courses reviewed/updated each academic year.</p>
Notes	

Approval of the operational plan:

Prepared by	Name: Mohamed Atef Elhamy	Signage 
Department Head	Name: Omar Adnan Osra	Signage 
Date	28 September 2025	

Operational plan for the department/program

Goal 1	Academic Excellence
Objective 3	Evaluating and developing the quality of the educational process
Executive steps/ procedures	<ul style="list-style-type: none"> • Conduct evaluations of the educational process through student and faculty surveys. • Monitoring first-year students retention rate. • Improve student readiness for the “Jaheziya” and Saudi Council of Engineers’ architecture exams through internal preparatory tests. • Conduct an independent external review of the program. • Fulfill quality assurance requirements on a regular basis.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	<ul style="list-style-type: none"> • Department’s Quality Assurance Committee. • Faculty members. • Standardized Tests Unit (Jaheziya).
KPIs	<ul style="list-style-type: none"> • Student satisfaction rate with the educational process. • Faculty satisfaction rate with the educational process. • First-year students retention rate. • Students’ performance in internal preparatory exams. • Students' performance in the professional and/or national exams. • Readiness test (Jaheziya) results. • External reviewer report. • Percentage of quality assurance requirements met.
Target Benchmark	<ul style="list-style-type: none"> ≥ 80% faculty and student satisfaction rate with the educational process. ≥ 80% first-year student retention rate. ≥ 80% Students pass rate in internal preparatory exams. ≥ 70% student pass rate in professional and/or national exams. ≥ 80% positive evaluation in external reviewer reports. ≥ 80% faculty satisfaction rate with educational process. ≥ 90% Percentage of quality assurance documents completed.
Notes	

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Prepared by	Name: Mohamed Atef Elhamy	Signage 
Department Head	Name: Omar Adnan Osra	Signage 
Date	28 September 2025	

Operational plan for the department/program

Goal 2	Resources and governance
Objective 1	Developing the department's facilities.
Executive steps/ procedures	<ul style="list-style-type: none"> • Continuously assess the current condition of studios, labs, and classrooms. • Establishment of environmental and computer Labs. • Upgrade studios in accordance with common international studio practices. • Improve and expand spaces designated for exhibitions. • Expand the references and textbooks related to the (P47) courses. • Obtaining the electronic references from the official authorities. • Conduct an evaluation of facilities quality among students and faculty. • Ensure compliance with safety standards.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	<ul style="list-style-type: none"> • Department Administration. • Operation and Maintenance Department • UQU library.
KPIs	<ul style="list-style-type: none"> • Percentage of upgraded studios, classrooms, labs, and exhibition. • Number of new or upgraded equipment/resources installed • Number of new architectural and urban references added to the library. • Student satisfaction with facilities (survey results) • Faculty satisfaction with facilities (survey results) • Compliance rate with safety standards.
Target Benchmark	<p>≥ 80% of studios, labs, and classrooms upgraded by 2026.</p> <p>≥ 20 new or upgraded equipment/resources installed annually.</p> <p>≥ 15 new architectural/urban references added to the library annually (Plan 47 courses).</p> <p>≥ 85% student satisfaction with facilities.</p> <p>≥ 85% faculty satisfaction with facilities.</p> <p>100% compliance rate with safety standards.</p>
Notes	

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Date	28 September 2025	

Operational plan for the department/program

Goal 2	Resources and governance
Objective 2	Developing the department staff.
Executive steps/ procedures	<ul style="list-style-type: none"> Monitor and ensure the quality of department staff. Encourage training programs and professional development courses. Encourage academic research and publication.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	Department Administration
KPIs	<ul style="list-style-type: none"> Students' satisfaction with faculty performance (student survey). Number of training and development activities attended by staff annually. Staff satisfaction with development opportunities (survey results). Number of faculty publications, projects, and conference participations.
Target Benchmark	<p>≥ 80% students' satisfaction of performance.</p> <p>≥ 2 training/workshops per faculty per academic year.</p> <p>≥ 85% staff satisfaction with professional development programs.</p> <p>≥ 2 scientific activates per faculty per academic year.</p> <p>≥ 2.5 rate of research per faculty.</p>
Notes	

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Date	28 September 2025	

Operational plan for the department/program

Goal 3	Research and Innovation
Objective 1	Fostering Thematic Research Excellence.
Executive steps/ procedures	<ul style="list-style-type: none"> Identify key research themes aligned with national priorities and architectural/urban innovations. Encourage/Invite faculties from diverse specializations to form interdisciplinary research groups. Organize regular research seminars, workshops, and brainstorming sessions.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	<ul style="list-style-type: none"> Department Administration. Faculty members. Department's Scientific Research Committee.
KPIs	<ul style="list-style-type: none"> List of publications that align with key research themes. Number of active research groups formed. Number of joint publications and research projects produced.
Target Benchmark	<p>≥ 80% of publications that align with key research themes.</p> <p>At least 2 active research groups established by 2027.</p> <p>≥ 25% increase in faculty co-authored publications.</p>
Notes	

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Date	28 September 2025	

Operational plan for the department/program

Goal 3	Research and Innovation
Objective 2	Activating scientific seminars
Executive steps/ procedures	<ul style="list-style-type: none"> • Develop an annual schedule of seminars and lectures in architecture, urban and related fields. • Encourage faculty and students to present research and projects. • Use digital platforms to broadcast seminars for wider participation. • Document and publish seminar outcomes (summaries, recordings, proceedings). • Establish partnerships with professional organizations to co-host events.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	<ul style="list-style-type: none"> • Department Administration. • Department's Scientific Research Committee. • Faculty members and student club.
KPIs	<ul style="list-style-type: none"> • Number of seminars conducted per academic year. • Attendance rate of faculty, students, and external participants. • Audience satisfaction scores from post-event surveys. • Number of seminar involving external collaboration.
Target Benchmark	<p>Minimum of 4 scientific seminars annually.</p> <p>≥ 70% faculty and students participation.</p> <p>≥ 80% satisfaction from participants.</p> <p>≥ 1 seminar involving external collaboration.</p>
Notes	

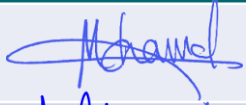

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Department Head	Name: Omar Adnan Osra	Signage 
Date	28 September 2025	

Operational plan for the department/program

Goal 4	Community Engagement and Social Responsibility
Objective 1	Engaging with the local community and contributing to its development through architectural and urban projects.
Executive steps/ procedures	<ul style="list-style-type: none"> Launch community-based design projects addressing local urban and architectural needs. Organize public workshops, exhibitions, and open lectures on architecture, urbanism and sustainability. Partner with professional associations. Establish student volunteer programs for community initiatives. Integrate community service projects into architectural and urban studios and graduation projects. Highlight the department's community contributions through media and university platforms.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	<ul style="list-style-type: none"> Department Administration. Student Club.
KPIs	<ul style="list-style-type: none"> Number of community projects and initiatives implemented annually. Participation rate of faculty and students in community engagement activities. Number of partnerships with external community stakeholders.
Target Benchmark	<p>≥ 1 community engagement projects annually.</p> <p>≥ 50% student participation in social responsibility initiatives.</p> <p>≥ 1 active partnerships with external stakeholders per year.</p>
Notes	

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Department Head	Name: Omar Adnan Osra	Signage 
Date	28 September 2025	

Operational plan for the department/program

Goal 4	Community Engagement and Social Responsibility
Objective 2	Promoting voluntary contribution.
Executive steps/ procedures	<ul style="list-style-type: none"> Establish a structured volunteering program within the department aligned with community needs. Encourage students and faculty to participate in volunteer activities. Create a database of volunteer opportunities in collaboration with local organizations and professional bodies. Recognize and reward outstanding volunteer contributions (certificates, awards). Document and publish the department's volunteer achievements annually.
Start Date	August 2025
Expected completion date	August 2026
Implementation responsibility	Department Administration Student Club.
KPIs	<ul style="list-style-type: none"> Number of volunteer programs and activities organized annually. Percentage of students engaged in voluntary work. Percentage of faculty engaged in voluntary work.
Target Benchmark	<p>≥ 2 volunteer initiatives organized each academic year.</p> <p>≥ 50% student participation in voluntary programs.</p> <p>≥ 20% faculty involvement in volunteer activities.</p>
Notes	

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Date	28 September 2025	