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عجماً
جامعة أم القرى
نواة التعليم العالي


جامعة أم القرى
UMM AL-QURA UNIVERSITY

UQU STRATEGY 2027

UMM AL-QURA UNIVERSITY

جامعة أم القرى



UQU STRATEGY 2027

UNIVERSITY VICE PRESIDENCY OF BUSINESS
DEVELOPMENT AND COMMUNITY PARTNERSHIPS

STRATEGY MANAGEMENT OFFICE



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ
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Introduction to Strategy

Umm Al-Qura University has made significant progress toward achieving its 2027 Strategy goals, with an overall completion rate of 70% as measured by key performance indicators (KPIs). This includes reaching 78% of the annual targets for the KPIs of the strategic tracks, some of which exceeded expectations, and 80% of the annual targets for the initiatives' KPIs.

The strategy was updated following a comprehensive review of its progress, which showed exceptional implementation levels across numerous initiatives. The update also incorporated recommendations from the University's Total Experience Project. The revised UQU 2027 Strategy was presented to and approved by the University Council during its sixth session held on January 29, 2025.



PART ONE

UQU 2027 STRATEGY

- Vision
- Mission
- Values
- Strategic Objectives

Mission

Excellence in education, research and innovation to contribute to the development of the knowledge economy and community service, driven by our position at the heart of the Arab and Islamic world.



Vision

An educational environment of international standards that attracts distinguished students and scholars.



Values

01



Diversity
and
Inclusion

02



Leadership
and
Innovation

03



Quality
and
Excellence

04



Belonging
and
Responsibility

05

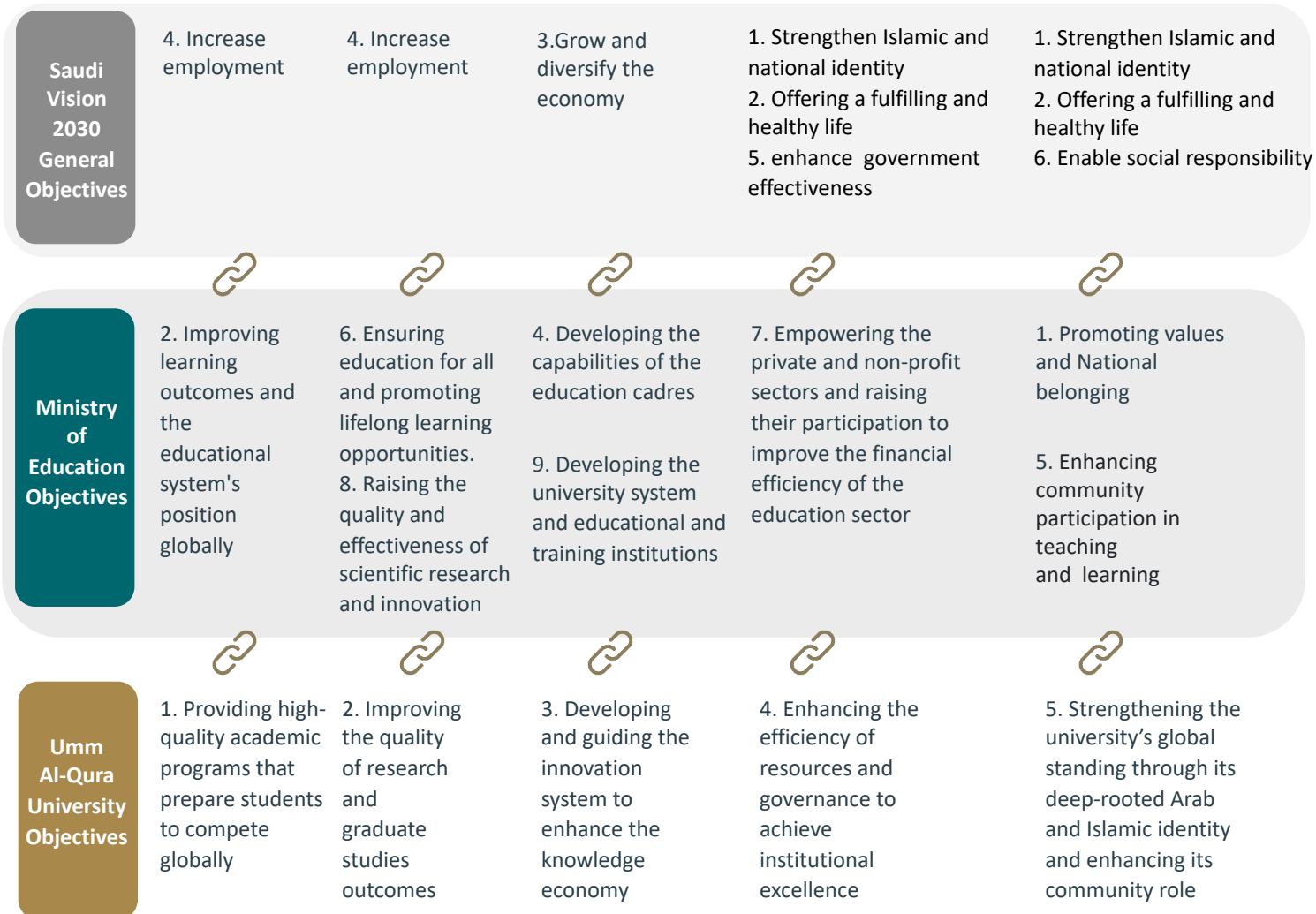


Efficiency
and
Effectiveness

Strategic Objectives



The Alignment of Umm Al-Qura University's Objectives with the Ministry of Education's Goals and the General Objectives of Saudi Vision 2030



The Alignment of Umm Al-Qura University's Objectives with the Ministry of Education's Goals and the Branch Objectives of Saudi Vision 2030.

2030 Saudi Vision Branch Objectives

4.1 Develop Human Capital in line with labor market needs
4.3 Enable job creation through SMEs and Micro-enterprises
4.4 Attract relevant foreign talents for the economy

4.1 Develop Human Capital in line with labor market needs
4.2 Ensuring equal access to job opportunities
4.3 Enable job creation through SMEs and Micro-enterprises

3.1 Grow contribution of the Private Sector to the economy
3.3 Unlock potential of non-oil sectors
3-5 Position KSA as a global logistic hub
3.6 Further integrate Saudi Economy regionally & globally
3.7 Grow non-oil exports

2-2 Promote a healthy lifestyle
2.3 Improve livability in Saudi cities
2-5 Promote Culture and Entertainment
2.6 Create an empowering environment for Saudis
5.1 Balance public budget
5.2 Improve performance of government apparatus
5.3 Engage effectively with citizens

1.1 Foster Islamic values
1.2 Serve more Umrah visitors better
1.3 Strengthen the national identity
2.2 Promote a healthy lifestyle
2.3 Improve livability in Saudi cities
2.5 Promote Culture and Entertainment
2.6 Create an empowering environment for Saudis
6.1 Enable citizen responsibility
6.2 Enable social contribution of businesses
6.3 Enable larger impact of non-profit sector

Ministry of Education Objectives

2. Improving learning outcomes and the educational system's position globally.
3. Developing the education system to meet the requirements of development and the needs of the labor market.

6. Ensuring education for all and promoting lifelong learning opportunities.
8. Raising the quality and effectiveness of scientific research and innovation.

4. Developing the capabilities of the education cadres.
9. Developing the university system and educational and training institutions.

7. Empowering the private and non-profit sectors and raising their participation to improve the financial efficiency of the education sector.

1. Promoting values and National belonging.
5. Enhancing community participation in teaching and learning.

Umm Al-Qura University Objectives

1. Providing high-quality academic programs that prepare students to compete globally

2. Improving the quality of research and graduate studies outcomes

3. Developing and guiding the innovation system to enhance the knowledge economy

4. Enhancing the efficiency of resources and governance to achieve institutional excellence

5. Strengthening the university's global standing through its deep-rooted Arab and Islamic identity and enhancing its community role

The Alignment of Umm Al-Qura University's Objectives with the Detailed Objectives of Saudi Vision 2030.

Detailed objectives of 2030 Saudi Vision

4.1.1 Build a life-long learning journey (e.g. clear and comprehensive tracks and multileveled compatibility)
 4.1.2 Improve equity of access to education (esp. in rural areas)
 4.1.3 Improve fundamental learning outcomes
 4.1.5 Develop our brightest minds in priority fields
 4.1.6 Ensure alignment of educational outputs with labor market needs
 4.1.7 Expand vocational training to provide for labor market needs
 4.2.1 Improve readiness of youth to enter the labor market
 4.2.3 Enable integration of people with disabilities in the labor market
 4.4.3 Source relevant foreign talent effectively

4.1.1 Build a life-long learning journey (e.g. clear and comprehensive tracks and multileveled compatibility)
 4.1.2 Improve equity of access to education (esp. in rural areas)
 4.1.3 Improve fundamental learning outcomes
 4.1.5 Develop our brightest minds in priority fields
 4.1.6 Ensure alignment of educational outputs with labor market needs
 4.1.7 Expand vocational training to provide for labor market needs
 4.2.1 Improve readiness of youth to enter the labor market
 4.2.2 increasing women's participation in the job market.

3.1.1 Enhance ease of doing business (organizational aspects mainly).
 3.3.3 Localize promising manufacturing industries
 3.3.6 Enable the development of the tourism sector
 3.3.7 Increase localization of non-oil sectors
 3.7.1 Support national champions consolidate their leadership globally
 3.7.2 Develop promising local companies into regional and global leaders
 4.3.1 Nurture and support the innovation & entrepreneurship culture

1.1.2 Foster values of excellence & discipline
 1.1.3 Foster values of equity & transparency
 2.1.1 Ease the access to healthcare services
 2.2.1 Enhance effectiveness of financial planning & efficiency of government spending (5.1.1)
 2.2.3 Maximize revenues from Gov. state-owned assets (like companies) (5.1.2)
 2.3.2 improving the urban scene of Saudi cities.
 2.3.4 Enhance traffic safety
 2.4.3 Protect & rehabilitate natural landscapes
 2.6.2 Enable suitable home ownership among Saudi families
 2.6.4 Empower citizens through the welfare system
 3.1.1 Enhance ease of doing business (organizational aspects in the main).
 3.5.1 Enable financial institutions to support private sector growth (i.e. secondary market). (3.1.5)

1.2.1 facilitating hosting more Mu'tamirs (Umrah performers) and easier access to the Two Holy Mosques.
 1.2.2 Improve quality of services provided to Hajj & Umrah visitors
 1.2.3 Enrich the spiritual and cultural experience of Hajj & Umrah visitors
 1.3.1 Instill national values and strengthen the sense of national belonging
 1.3.2 Conserve & promote Islamic, Arab & National heritage of the Kingdom
 1.2.2 Ease the access to healthcare services (2.1.1)
 2.2.1 Increase public participation in sports and athletic activities
 4.2.2 Increase women participation in the labor market
 6.1.1 Promote & enable financial planning (e.g. retirement, saving, etc.).
 6.1.2 Encourage volunteering
 6.2.1 Enhance businesses' focus on their social responsibilities

Umm Al-Qura University Objectives

1. Providing high-quality academic programs that prepare students to compete globally

2. Improving the quality of research and graduate studies outcomes

3. Developing and guiding the innovation system to enhance the knowledge economy

4. Enhancing the efficiency of resources and governance to achieve institutional excellence

5. Strengthening the university's global standing through its deep-rooted Arab and Islamic identity and enhancing its community role

The alignment of Umm Al-Qura University's Objectives with the Ministry of Education's goals and the Objectives of the Human Capability Development Program

Human Capability Development Program Objectives

5. Uphold the Arabic Language.
6. Enhance family involvement in preparing their children's future
8. Build a life-long learning journey
9. Improve equity of access to education
10. Improve fundamental learning outcomes
12. Develop our brightest minds in priority fields
13. Ensure alignment of educational outputs with labor market needs
14. Expand vocational training to provide for labor market needs
15. Improve readiness of youth to enter the job market

8. Build a life-long learning journey
9. Improve equity of access to education
10. Improve fundamental learning outcomes
12. Develop our brightest minds in priority fields
13. Ensure alignment of educational outputs with labor market needs

11. Improve ranking of educational institutions
16. Nurture and support the innovation & entrepreneurship culture

2. Foster values of excellence & discipline
3. Foster values of determination & perseverance

2. Foster values of excellence & discipline
4. Instill national values and strengthen the sense of national belonging
7. Develop positive attitude, resilience & hard-work culture among our children

Ministry of Education Objectives

2. Improving learning outcomes and the educational system's position globally
3. Developing the education system to meet the requirements of development and the needs of the labor market

6. Ensuring education for all and promoting lifelong learning opportunities
8. Raising the quality and effectiveness of scientific research and innovation

4. Developing the capabilities of the education cadres
9. Developing the university system and educational and training institutions

7. Empowering the private and non-profit sectors and raising their participation to improve the financial efficiency of the education sector

1. Promoting values and National belonging
5. Enhancing community participation in teaching and learning

Umm Al-Qura University Objectives

1. Providing high-quality academic programs that prepare students to compete globally

2. Improving the quality of research and graduate studies outcomes

3. Developing and guiding the innovation system to enhance the knowledge economy

4. Enhancing the efficiency of resources and governance to achieve institutional excellence

5. Strengthening the university's global standing through its deep-rooted Arab and Islamic identity and enhancing its community role



PART TWO

UQU 2027 Strategic Tracks and Programs

- Teaching and Learning Track
- Research and Graduate Studies Track
- Innovation and Competitiveness Track
- Governance and Resource Efficiency Track
- Community Service Track

Umm Al-Qura has set five strategic tracks to achieve its vision:



Each of these tracks is linked to one of the five strategic objectives which are achieved through fifteen strategic programs. Each group of these programs plays a role in achieving one of the five strategic objectives. Each program includes a group of targets which contribute to achieving the strategic goals of the university.

The programs are implemented through several initiatives. There are indicators to measure the outputs of the initiatives in order to guarantee the achievement of the targets of the relevant programs. This in turn will be reflected in achieving the strategic objectives.

Umm Al-Qura University strategy 2027

Vision



An educational environment of international standards that attracts distinguished students and scholars.

Mission



Excellence in education, research, and innovation to contribute to the development of the knowledge economy and community service, driven by our position at the heart of the Arab and Islamic world.

Values



- | | | | | |
|-------------------------|---------------------------|------------------------|------------------------------|------------------------------|
| 01 | 02 | 03 | 04 | 05 |
| Diversity and Inclusion | Leadership and Innovation | Quality and Excellence | Belonging and Responsibility | Efficiency and Effectiveness |

Strategic objectives

Strengthening the university's global standing through its deep-rooted Arab and Islamic identity and enhancing its community role.

Enhancing the efficiency of resources and governance to achieve institutional excellence.

Developing and guiding the innovation system to enhance the knowledge economy.

Improving the quality of research and graduate studies outcomes.

Providing high-quality academic programs that prepare students to compete globally.

Strategic paths

Community Service

Governance and Efficiency of Resources

Innovation and Competitiveness

Research and Graduate Studies

Teaching and Learning

Programs

Volunteer Work and Social Responsibility Enhancement

Human Resources Efficiency

Sustainable Development of Alternative Revenues

Scientific Research Quality Improvement

Quality of Academic Programs

Pilgrims' Experience Enrichment

Governance and Expenditure Efficiency

Innovation and Entrepreneurship

Graduate Studies and Scholarships Quality Improvement

Digital Transformation

International Dimension Enhancement

Facilities Infrastructure Development

Competitiveness and Strategic Partnerships

Knowledge Environment and Resources Development

Total Experience Project

initiatives **13**

initiatives **16**

initiatives **15**

initiatives **13**

initiatives **22**



Teaching and Learning

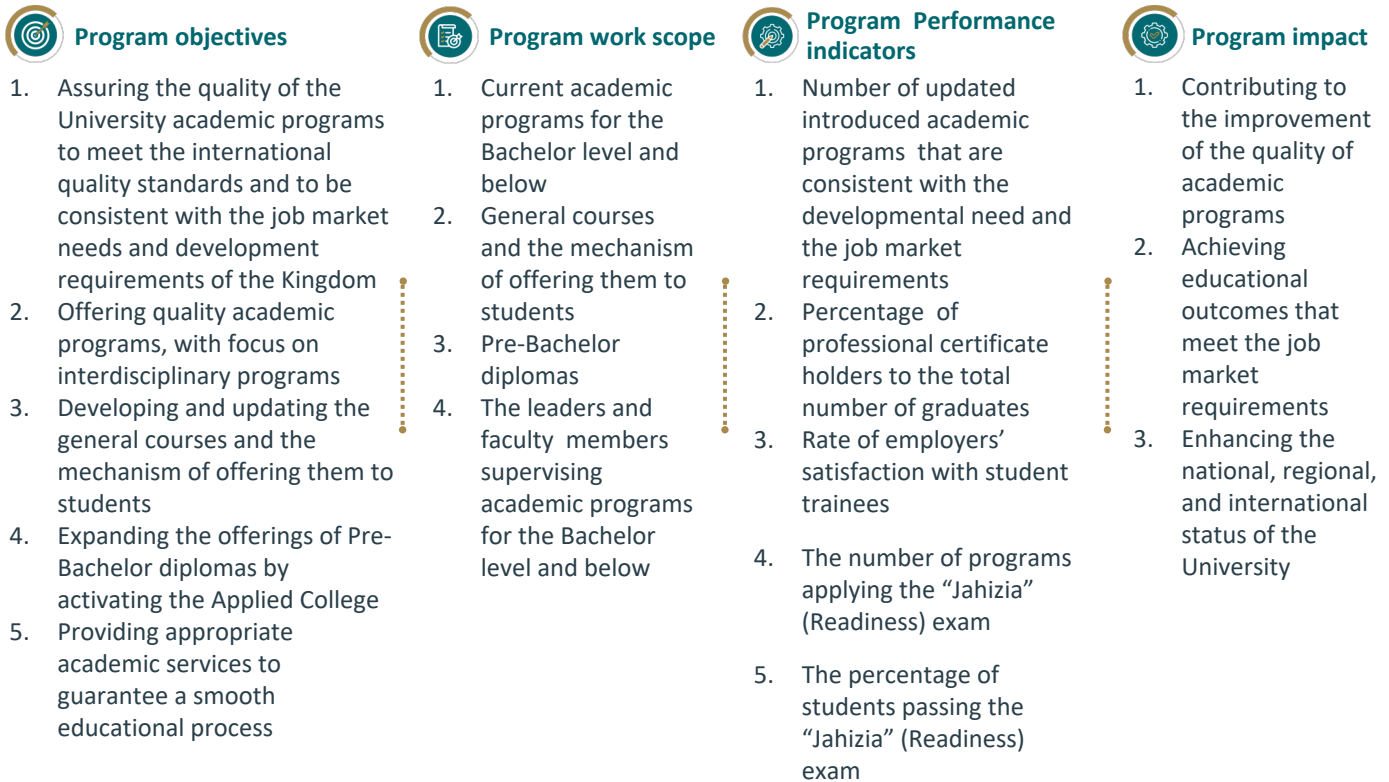
S1 Teaching and Learning Track

S1.1

Quality of Academic Programs

Program overview

This program aims to achieve effective educational outcomes, playing a role in providing the job market with qualified cadres that meet its requirements. This also fulfills the targets of the Human Capability Development Program, which is one of the programs of the Saudi Vision 2030, and it aims to ensure the alignment between the educational outcomes and the requirements of the job market. Accordingly, Umm Al-Qura University, through the Quality of Academic Programs, is working to offer quality academic programs. Its strategic tendencies are focused on preparing students for future professions and building up their abilities for creativity, innovation and entrepreneurship. This also contributes to constructing a Saudi with developmental capabilities and skills at all levels, which in turn contributes to improving the status of the Kingdom nationally, regionally, and internationally.



S1 Teaching and Learning Track

S1.2

Digital Transformation Program

Program overview

Based on the interest of the government of Saudi Arabia in digital transformation, Umm Al-Qura University has focused on digital technology to enhance its performance and accommodate the new needs in accomplishing its duties. This was accomplished by launching the Digital Transformation Program in order to digitize its administrative and educational services and to provide the required resources for the success of the educational process in line with national and international standards and policies. This also enables its students to acquire a set of skills required by both current and future job market and to achieve the targets of the national Digital Transformation Program by developing the digital infrastructure.



Program objectives

1. Developing the technological academic system to provide the requirements of the success of the academic process
2. Expanding and developing eLearning and distance education
3. Preparing a plan for digital transformation to ensure the automation automatization of all internal and external university services
4. Developing technical administrative services



Program work scope

1. The academic technological system
2. eLearning and distance education systems
3. the administrative services system
4. Available technological capabilities; to implement digital transformation plan



Performance indicators KPIs

1. Student satisfaction rate with the university admission procedures
2. Percentage of transformation in electronic services in line with the two-semester system
3. Number of smart classrooms
4. Number of electronically developed courses
5. Beneficiary satisfaction rate with the electronic services of the contact center



Program impact

1. Administrative digital services consistent with the national and international standards and policies
2. Academic digital services that align with global trends and reflect modern teaching methods

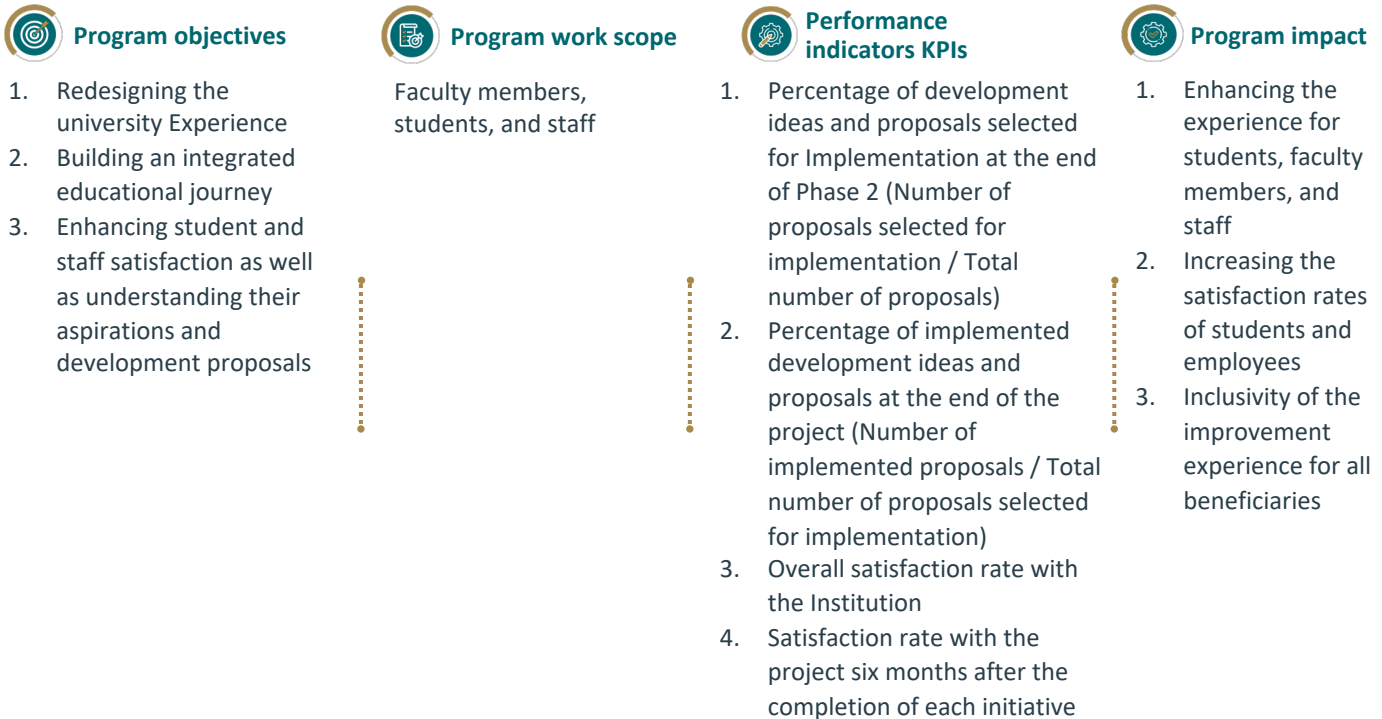
S1 Teaching and Learning Track

S1.3

Total Experience Project

Program overview

This project aims to redesign the experience of faculty members, students, and staff in order to increase their satisfaction, build a fully integrated educational journey, and create a unique, globally competitive experience. The university seeks to redefine the university experience and develop a distinctive and comprehensive educational journey that goes beyond the traditional concept of the user or customer experience. The project is centered around three key groups: faculty members, staff, and students. By examining their experiences, aspirations, and development suggestions, the university is able to craft an outstanding academic journey. The outcomes of this project are aligned with the Human Capability Development Program, contributing to the promotion of a culture of innovation and entrepreneurship, and providing high-quality knowledge for outstanding individuals across various fields. Additionally, the project aims to align educational outcomes with the needs of the labor market. The project is carried out in four main phases: Exploration, Definition, Design, and Implementation.





Research and Graduate Studies Track

S2 Research and Graduate Studies Track

S2.1

Scientific Research Quality Improvement Program

Program overview

Scientific research is a vital factor that helps achieve long-term objectives for educational institutions. Consequently, based on this great impact of scientific research, Umm Al-Qura University launched “the Scientific Research Quality Improvement Program” to achieve one of the goals of the Developing Human Capability Program – one of the programs of the Saudi Vision 2030 which aims to improve the ranking of academic institutions . This program aims to develop and improve research outcomes through motivating the production of high-quality scientific research papers published in international indexed journals, to relate research outcomes to the national needs for producing knowledge required for social and economic development, and to activate participation among different scientific specialists. Further, the program is concerned with institutional funding of scientific research, focusing on supporting projects and scientific grants/scholarships which lead to enhancing the quality and quantity of scientific publications and the scientific ranking of University journals both nationally and internationally. It also increases the impact factor of the University research papers in all majors by increasing the number of citations.



Program objectives

1. Governance of the university research infrastructure
2. Improving the efficiency of research outcomes
3. Raising the international ranking of the University's journals



Program work scope

1. Published scientific research papers
2. Scientific research papers leading to industrial products
3. National and international indexed journals
4. Research grants and projects
5. Scientific papers budget and funding
6. Research collaboration among the University's different majors
7. Research collaboration with other national and international universities
8. Professional development of research skills
9. Linking research outcomes with national needs



Performance indicators KPIs

1. Number of research papers published in ISI-indexed journals
2. Number of research papers published in SCOPUS-indexed journals
3. Number of citations
4. Percentage of international faculty members
5. Percentage of faculty members publications in UQU Journals



Program impact

1. Issuing policies and procedures which contribute to incepting and activating research centers and groups, providing distinguished community services of high international quality standards
2. Producing high quality research papers, published in internationally indexed scientific journals
3. Enlisting the University journals in international research databases

S2 Research and Graduate Studies Track

S2.2

Graduate Studies and Scholarship Quality Improvement Program

Program overview

The “Graduate Studies and Scholarship Quality Improvement Program” is concerned with improving and enhancing the quality of current and future graduate programs to promote the scientific and research status of the University. This is achieved by means of updating the current programs and introducing new specialized or interdisciplinary programs to achieve the integration between sciences and the production of knowledge and to meet the actual needs of the job market. In addition, this program focuses on developing the academic, administrative and financial policies and procedures, enhancing their standards, and developing the policies and regulations of external scholarships to ensure targeting distinguished international universities.



S2 Research and Graduate Studies Track

S2.3

Knowledge Environment and Resources Development Program

Program overview

Umm Al-Qura University is keen to support and develop scientific research at all levels to match the prospects of the Saudi Vision 2030. Hence, the University attended with utmost care to the projects of equipment and infrastructure. Therefore, it has launched the “Knowledge and Environment Resources Development Program”, which contributes to establishing a research-conductive environment equipped with specialized and research laboratories, along with technical resources required for the different scientific specialties. This program aims to promote high quality research and provide all the requirements of researchers to complete and publish their research and access information sources. It also aims to provide them with supportive technical tools and programs, develop their skills in using them, and achieve integration among the bodies concerned with scientific research at the University.



Program objectives

1. Developing environment and sources of knowledge and aligning them with the requirements of the university community
2. Automating the services of the library and the research laboratories
3. Building a competitive investment edge for the university



Program work scope

1. Specialized research laboratories
2. Central laboratories
3. Information sources and databases
4. Operational contracts to support the laboratories materials and equipment
5. Enhancing the research services offered to researchers
6. Developing the administrative procedures of scientific research



Performance indicators KPIs

1. Percentage of digitized information resources available on the UQU Knowledge Oasis Platform
2. Number of scientific references translated into Arabic
3. Growth rate in the use of knowledge resources



Program impact

1. Making knowledge sources available to respond to the university community's needs
2. Ensuring the appropriateness of knowledge environment, sources, and tools to the university community's needs
3. Preparing an incentivizing research environment that contributes to creating a competitive investment advantage for the University



Innovation and Competitiveness Track





S3 Innovation and Competitiveness Track

S3.1

Sustainable Development of Alternative Revenues Program

Program overview

The new Saudi university system has made a wide room for the universities to manage and vary their resources. It is essential to create an integrated system responsible for governing, managing and conducting the University affairs to ensure self-sufficiency and financial sustainability in an appropriate way and at high quality through variation of revenue sources, investing in the University assets and its scientific sources, and contributing to developing knowledge-based economy. Therefore, Umm Al-Qura University launched the “Sustainable Development of Alternative Revenues Program”. Through this program, the University seeks to develop the consultations system to provide specialized consultation services, develop paid quality academic programs, encourage marketable ideas and innovations, develop the University endowment, donation, and will system and direct the efforts of scientific research to directly serve innovation in industrial fields and Hajj and Umrah services.

 Program objectives	 Program work scope	 Performance indicators KPIs	 Program impact
<ol style="list-style-type: none">1. Developing and governing the investment system to achieve financial sustainability for the University2. Providing specialized consultation services for different sectors3. Supporting professional development and professional certificates in applied majors4. Developing paid quality graduate programs5. Establishing and developing innovation centers in areas such as artificial intelligence and the Fourth Industrial Revolution technologies6. Supporting innovation in Hajj and Umrah services7. Developing the University endowment, donation, and will system8. Directing research and development efforts to the service of industrial areas	<ol style="list-style-type: none">1. Investment and assets growth2. University endowment, donation, and will revenues3. Consultation contracts4. Paid postgraduate studies5. Professional development contracts6. Entrepreneurship projects7. Industrial sector solutions8. Hajj and Umrah sector products	<ol style="list-style-type: none">1. Percentage of the contribution of alternative revenues to the University budget2. Percentage of increase in provided consultation services3. Rate of development in the governance system of alternative resources4. Percentage of increase in investment revenues5. Number of registered endowments	<ol style="list-style-type: none">1. Contributing to varying and developing the University alternative revenues2. Achieving economic efficiency and ensuring financial sustainability3. Enhancing the university competitiveness and its ability to generate marketable innovative ideas and solutions4. Contributing to developing the consultation system and nationalizing it5. Preparing students for future jobs, building their innovation potentials and contributing to the production of wealth6. Improving the University facilities and services and providing an attractive environment

S3 Innovation and Competitiveness Track

S3.2

Innovation and Entrepreneurship Program

Program overview

Umm Al-Qura University seeks to develop a comprehensive system focused on building up innovation skills and entrepreneurship. Hence, it launched the Innovation and Entrepreneurship Program to develop the tools of scientific research and pioneering academic programs, support scientific innovations, patents and intellectual property, and develop the management and governance policies to enhance the entrepreneur performance of the educational and management sectors. This will serve innovation and entrepreneurship in order to raise the University's level in world ranking in the Global Innovation Index. Further, the program focusses on developing the innovation system in services, especially those provided for Hajj and Umrah.



Program objectives

1. Developing innovation and entrepreneurship system
2. Developing and offering pioneer academic programs
3. Supporting scientific innovations, patents, and intellectual property
4. Aligning the University outcomes with the job market requirements
5. Empowering entrepreneur projects with business incubators and accelerators



Program work scope

1. Innovation system
2. Entrepreneurship system
3. Intellectual property



Performance indicators KPIs

1. Number of the products of entrepreneur project
2. Percentage of entrepreneur projects to the number of participants in the offered programs
3. Number of innovative programs with a role in disseminating the culture and empowering innovators
4. Number of patents registered for the University



Program impact

1. Disseminating the culture of innovation and intellectual property
2. Building up the students' capabilities in entrepreneurship
3. Contributing to qualifying entrepreneur competencies for the job market
4. Contributing to developing national economy and variating resources
5. Enhancing Saudi's rank in the Global Innovation Index
6. Improving the University national and international rankings

S3 Innovation and Competitiveness Track

S3.3

Competitiveness and Strategic Partnerships Program

Program overview

The Competitiveness and Strategic Partnerships Program aims to raise the quality level of its services, enhance the University competitiveness nationally and internationally, and make quality partnerships and agreements with different universities, centers and sectors at all levels. This will increase the world ranking of the University, improve the educational process, enhance scientific research and innovation, and provide study and training opportunities for students and graduates. This is all based on distinguished partnerships in the areas of academic development, scientific research, and innovations.. This is consistent with the Kingdom's developmental plans toward constructing knowledge-based economy as a strategic priority, contributing to the development of national economy, varying its resources, as well as attracting distinguished scholars and researchers to make use of their academic knowledge and research experiences and contribute to the production, transmission, and localization of knowledge and technology.



Program objectives

1. Enhancing the University's national and international competitiveness
2. Developing the educational and research process and innovation according to approved standards
3. Recruiting distinguished scholars and researchers
4. Benefitting from the academic knowledge and research expertise in joint projects
5. Providing study and training opportunities for students and graduates nationally and internationally
6. Guaranteeing the quality of all the University operations and outcomes and spreading the concept of continuous development
7. Documenting the University quality system and automating its procedures.



Program work scope

1. Competitiveness and Institutional Excellence
2. Quality and Development
3. Developmental studies
4. Documentation and automation
5. National and international partnership contracts
6. Academic accreditation
7. Academic research
8. Concerned national and international training institutions and centers



Performance indicators KPIs

1. Percentage of academically accredited programs
2. University ranking in QS World Ranking System (descending – ranking)
3. Number of actual users of quality electronic systems
4. Percentage of activated strategic partnerships



Program impact

1. Accomplishing institutional excellence
2. Raising the level of competitiveness
3. Enhancing the quality of the knowledge services offered by the University
4. Enhancing the quality of education and improving its programs for the students to achieve excellence, creativity, and innovation
5. Creating new job opportunities for graduates
6. Spreading the culture of total quality management and continuous improvement
7. Enhancing the level of academic research
8. Improving the international University ranking
9. Supporting knowledge exchange



Governance and Efficiency of Resources Track

S4 Governance and Efficiency of Resources Track

S4.1

Human Resources Efficiency Program

Program overview

The “Human resources Efficiency Program” aims to attract distinguished human cadres with quality majors to achieve an institutional administrative efficiency, enhance the employees’ administrative competence and their employment performance, and increase their productivity. This helps to achieve the University strategic objectives in a way that meets the employees’ ambitions and leads to job satisfaction. This is done through adopting clear and effective strategies and spreading the culture of professional development in the different University sectors, which is consistent with Saudi Vision 2030, as reflected in the “Human resources Efficiency Program”, which encourages continuous development of employees’ skills.



Program objectives

1. Developing human capabilities
2. Adopting an effective strategy to enhance the efficiency through development, incentivization, and performance evaluation
3. Attracting distinguished staff to enhance the University competitiveness
4. Restructuring human resources and enhancing their capabilities in the areas the University needs to enhance
5. Improving the job satisfaction level
6. Improving the efficiency of performance levels



Program work scope

1. Faculty members
2. Employee affairs
3. Financial management
4. Security and safety services
5. Health services



Performance indicators KPIs

1. Rate of the decrease in of job rotation at the University (descending)
2. Percentage of employees working in departments that do not match their job title (descending)
3. Number of those registered on KAFAT platform
4. Preparation and launch rate of KAFAT platform



Program impact

1. Contributing to refining University staff skills
2. Enhancing the effectiveness of performance levels
3. Reducing human financial waste
4. Providing distinguished human cadres for new majors
5. promoting the culture of development at different University sectors
6. Improving University’s conventional public image

S4 Governance and Efficiency of Resources Track

S4.2

Governance and Expenditure Efficiency Program

Program overview

Umm Al-Qura University has launched the Governance and Expenditure Efficiency Program with the aim of enhancing institutional performance, contributing to the effectiveness and quality of programs and knowledge services, and achieving the University's strategic objectives. This is based on Ministry of Education strategy, the new universities system, and the guides issued by the National Center for Public Agencies Performance Measurement. This is to be done through activating the principles of accountability, transparency and liability and applying bylaws and procedures to contribute to the best possible use of resources and achieving expenditure efficiency and financial sustainability. This is in line with the Fiscal Sustainability Program in Saudi Vision 2030 program which aims at enhancing the efficiency of governmental capital and operational expenditure.



Program objectives

1. Enhancing competitive potential and integrity in administrative and fiscal operations
2. Optimal use of the University resources
3. Enhancing the operational and fiscal efficiency
4. Spreading the culture of expenditure efficiency
5. Updating the policies, procedural manuals, and privileges
6. Adopting strategic planning as a frame for institutional operations
7. Enhancing transparency and ensuring the participation of leaders and concerned parties in decision making
8. Limiting stalling and delays in university-funded projects



Program work scope

1. Expenditure efficiency in administrative and fiscal affairs
2. Expenditure efficiency in infrastructure
3. Expenditure efficiency in educational affairs
4. Expenditure efficiency in research projects



Performance indicators KPIs

1. Percentage of preparation of policy and procedure manuals and forms for the university's Vice Presidencies and affiliated entities
2. Percentage of increase in the level of awareness of the university employees of the policies of expenditure efficiency
3. The results of the University's assessment by the Expenditure & Projects Efficiency Authority
4. Electric energy consumption rate (GWh)



Program impact

1. Helping in rationing consumption
2. Enhancing the level of expenditure efficiency
3. Enhancing the University's competitiveness
4. Development in administrative and fiscal procedures
5. Development in operational efficiency





S4 Governance and Efficiency of Resources Track

S4.3

Facilities Infrastructure Development Program

Program overview

The Developing the Facilities Infrastructure Program at Umm Al-Qura University aims to assess its buildings and facilities from an engineering and technical perspective in a methodological and scientific way to develop and complete the infrastructure works and construct new facilities. This provides an attractive educational environment which contributes to developing the University community environment in the best way possible.

 Program objectives	 Program work scope	 Performance indicators KPIs	 Program impact
<ol style="list-style-type: none">1. Completing priority infrastructure works2. Constructing service facilities that improve the University environment3. Forming a clear future vision for the University main campus and its branches4. Establishing, complementing, and introducing the essentials for the University main campus and other University sites5. Developing and maintaining current buildings and providing all needs required by students6. Enhancing the efficiency of using the University buildings7. Preserving and improving University buildings	<ol style="list-style-type: none">1. Project management2. Facilities and services management3. Financial management4. Security and safety services5. Health services	<ol style="list-style-type: none">1. Percentage of completing and equipping the building of female student campus at Abidiah2. Percentage of completion of the Medical City at Abidiah3. Percentage of completion of the econod students' hub at Abidiah4. Percentage of completion of the university campus at Qunfudah5. Percentage of completion of the university campus at Leith6. Percentage of completion of the university campus at Jamoom	<ol style="list-style-type: none">1. Improving the University constructional infrastructure2. Enhancing the efficiency of the work environment3. Providing a comfortable and attractive educational environment through developing infrastructure4. Improving the level of operational services inside the University campus5. Enriching the experience of the University staff and visitors



Community Service Track

S5 Community Service Track

S5.1

Volunteer Work and Social Responsibility Enhancement Program

Program overview

Umm Al-Qura University cares about spreading the culture of volunteering based on its belief that volunteer work has an important and positive role in strengthening the community structure in all areas. Therefore, the University has launched the Enhancing Volunteer Work and Social Responsibility Program to spread the volunteering culture and encourage the different bodies of the University to exert more efforts to enhance it. Through this program, the university seeks to have an effective role in increasing the number of volunteers, training them, and transferring experience to them. This enhances their skills and leads to offering quality volunteer services in an integrated system, which is consistent with the National Transformation Program in Saudi Vision 2030, which encourages volunteer work. This program also aims to activate community engagement and enhance partnerships with various sectors. The university plays a significant role in promoting social responsibility by directing its academic and research capabilities to serve community issues and contribute to its development. It also helps raise students' awareness of the values of giving and belonging by involving them in community activities and initiatives, while working to harness knowledge to find solutions to local challenges.



Program objectives

1. Studying and analyzing the needs of the university and the community for volunteer work and social responsibility
2. Strengthening relations between the University and the community
3. Offering quality voluntary services
4. Activating the channels of social responsibility in universities (education – scientific research – community service)



Program work scope

1. All establishments and institutions of the society
2. National and international events and occasions in all areas: educational, medical, social, economic, environmental, etc.
3. Cultural activities held at the university
4. Sports activities provided by the university
5. Recreational activities offered by the university
6. Health and social services available at the university
7. Projects implemented at the university
8. Services provided at the university's campuses and facilities



Performance indicators KPIs

1. Total number of volunteers
2. Number of training programs offered to volunteers
3. Number of announced volunteering opportunities
4. Number of community events arranged by the University
5. Number of specialized consultations provided to the community through the "Your Electronic Consultant" platform
6. Number of World Days activated by the University
7. Number of responsible community research studies



Program impact

1. Contributing to the Saudi Vision 2030, which aims to develop institutional charitable work and encourage volunteer work
2. Achieving sustainable development in the community by improving the quality of life
3. Enhancing services provided to the pilgrims
4. Enhancing the university's standing locally, regionally, and globally
5. Activating partnerships and agreements between the university and other entities in the field of volunteer work and social responsibility
6. Providing opportunities for service-learning and enabling volunteers to acquire new skills
7. Fostering a sense of responsibility and belonging among volunteers
8. Instilling national principles and values and strengthening national identity

S5 Community Service Track

S5.2

Pilgrims' Experience Enrichment Program

Program overview

Umm Al-Qura University is distinguished by its geographic location in Makkah, the holy city that welcomes millions of pilgrims and Umrah performers. This unique location has granted the university the honor of contributing to the service of the pilgrims. From this perspective, the university places great importance on supporting and providing services to them. The aim of this program is to enhance the spiritual and cultural experience of visitors, enabling them to perform their spiritual and cultural journey with ease and peace of mind. This is achieved by improving the quality of services offered, supporting the noble message of Islam, and providing the best possible facilities during their stay in Makkah and the holy sites. The program seeks to reflect the Kingdom's honorable and civilized image in its care for the Two Holy Mosques and the pilgrims.



Program objectives

1. Studying the needs of the pilgrims during the Hajj and Umrah seasons and designing appropriate initiatives and services
2. Meeting the aspirations and desires of the pilgrims
3. Providing and delivering high-quality services to pilgrims and Umrah performers in cooperation with relevant entities
4. Enriching the religious and cultural experience of pilgrims and Umrah performers



Program work scope

1. Academic colleges
2. Supporting deanships
3. Consultation institutes
4. Relevant departments



Performance indicators KPIs

1. Number of consultation services
2. Number of beneficiaries of consultation services
3. Number of research services
4. Number of innovative services
5. Number of training and qualification hours
6. Number of beneficiaries of training and qualification services
7. Number of volunteers serving the pilgrims
8. Number of volunteer hours



Program impact

1. Improving the quality of the pilgrims' experience, making their journey more comfortable, smooth, and peaceful
2. Increasing the level of satisfaction and positive perception among pilgrims and Umrah performers regarding the services provided
3. Showcasing Islamic values in hospitality and interaction, and portraying an honorable and civilized image of the Kingdom
4. Providing educational and field training opportunities for university students to enhance their practical and humanitarian skills
5. Enabling university staff to participate in projects that serve the community and support social responsibility
6. Supporting innovation and scientific research in areas related to crowd management, health, and technology
7. Strengthening the sense of belonging and pride among university members through their contribution to the university's community role
8. Contributing to the achievement of the goals of Saudi Vision 2030 in the fields of education and serving the Two Holy Mosques

S5 Community service track

S5.3

International Dimension Enhancement Program

Program overview

The program aims to teach the Arabic language and Islamic Sharia with a moderate and balanced approach through a range of academic and professional programs, offered either in-person inside and outside the Kingdom or via online platforms. The goal is to enhance the university's position at the heart of the Arab and Islamic worlds, activate its role in community engagement, reinforce the Kingdom's global standing, and strengthen its cultural presence worldwide in partnership with leading universities and educational institutions. It also seeks to present an accurate image of Islam, promote moderate values, and preserve linguistic identity. Implementation mechanisms include designing specialized programs, training educational staff, hosting international conferences, and engaging with international alumni through global forums organized by the university, aiming to reach the largest number of learners worldwide. This program aligns with Saudi Vision 2030 and reflects the Kingdom's pioneering role in serving Islam and the Arabic language, promoting peaceful coexistence and intercultural dialogue. This contributes to building cultural bridges, combating extremism, and reinforcing the global position of the Kingdom of Saudi Arabia.



Program objectives

1. Activating the university's international role
2. Contributing and participating in offering a range of international educational programs to promote the Arabic language and Islamic Sharia, in recognition of the Kingdom of Saudi Arabia's charitable and pioneering role toward international communities



Program work scope

1. Promoting humanitarian values among university members
2. Enhancing the university's regional and global standing



Performance indicators KPIs

1. Total number of participants in the projects
2. Number of projects implemented
3. Number of beneficiaries from the implemented projects
4. Number of beneficiary countries



Program impact

1. Supporting the efforts of the Kingdom of Saudi Arabia in achieving the goals of Vision 2030 in the fields of education, culture, and civilizational communication
2. Supporting the Kingdom's efforts in developing local and global human capacities
3. Enhancing the status of Umm Al-Qura University as an international center for teaching the Arabic language and moderate Islamic Sharia
4. Increasing the number of international students benefiting from the university's programs
5. Promoting the values of moderation and refuting distorted stereotypes about Islam.
6. Building qualified cadres of non-Arabic speakers to serve as ambassadors of the Arabic language and Islamic culture in their countries.
7. Contributing to the development of the knowledge economy by advancing the Arabic language teaching industry
8. Enhancing religious tourism and investing in the global interest by offering educational programs in language and religion and enriching the experience of pilgrims, Umrah performers, and visitors



PART THREE

GOVERNANCE AND PERFORMANCE
MANAGEMENT TO ACHIEVE UQU
2027 STRATEGY

- Methodology of Strategy Management
- The Organizational Levels of the Strategy Management
- Performance Assessment and Monitoring

Methodology of Strategy Management

The extent to which Umm Al-Qura University succeeds in implementing its Strategy is determined by the adopted leadership style and the strategic management methodology. For this reason, a clear framework has been adopted, built on key pillars, the most important of which are:



Reviewing the strategy regularly through the strategy management organizational levels



Allowing the decentralized execution of programs and initiatives within the markers of the general framework of the strategy



Ensuring effective participation of everyone at the different levels of the University organizational structure



Adopting an integrated system for governing the components of the strategy and evaluating it regularly



To ensure achieving the objectives of the University Strategy, a number of executive programs and initiatives were introduced. Moreover, some committees at different levels with specific tasks and responsibilities were formed supporting the implementation of the strategy.

The Organizational Levels of the Strategy Management

Three organizational levels, each with specific tasks and responsibilities, have been established to manage the strategy. The first level is the Supervisory Committee, the second level is the strategic committees, and the third level is the executive committees.

First Level: Supervisory Committee

It takes the role of guidance and shaping the future. It is led by the University President and its members are the Vice Presidents and the Strategy Management Office.

The Supervisory Committee's Responsibilities and tasks

This committee is concerned with leading the transformation and setting the method and system in the light of institutional, national, and international contexts and variables. Its main tasks include the following:

Leading the transformation and setting strategic directions

Providing the necessary support to ensure achieving the vision, mission and objectives of the University Strategy

Approving programs and initiatives

Second Level: Strategic Committees

Five strategic committees responsible for managing the transformation. Each committee is chaired by one of the Vice Presidents, who are supervising the strategic tracks. The members are program managers, a representative of the Strategy Management Office, and a representative of the Deanship of Development and Quality.

Strategic Committee's Responsibilities and Tasks

Strategic committees manage the strategic tracks and follow up their programs to achieve the strategic objectives. Their most important tasks include the following:

Activating the monitoring and assessment system

Activating the support and incentivization system

Making strategic decisions related to financial, logistical or moral support

Suggesting solutions to challenges and difficulties and finding mechanisms to activate them

Third Level: Executive Committees

A committee is formed and approved for each program, chaired by the program supervisor, with initiative managers and a representative from the Strategy Management Office serving as members.

Executive Committee's Responsibilities and Tasks

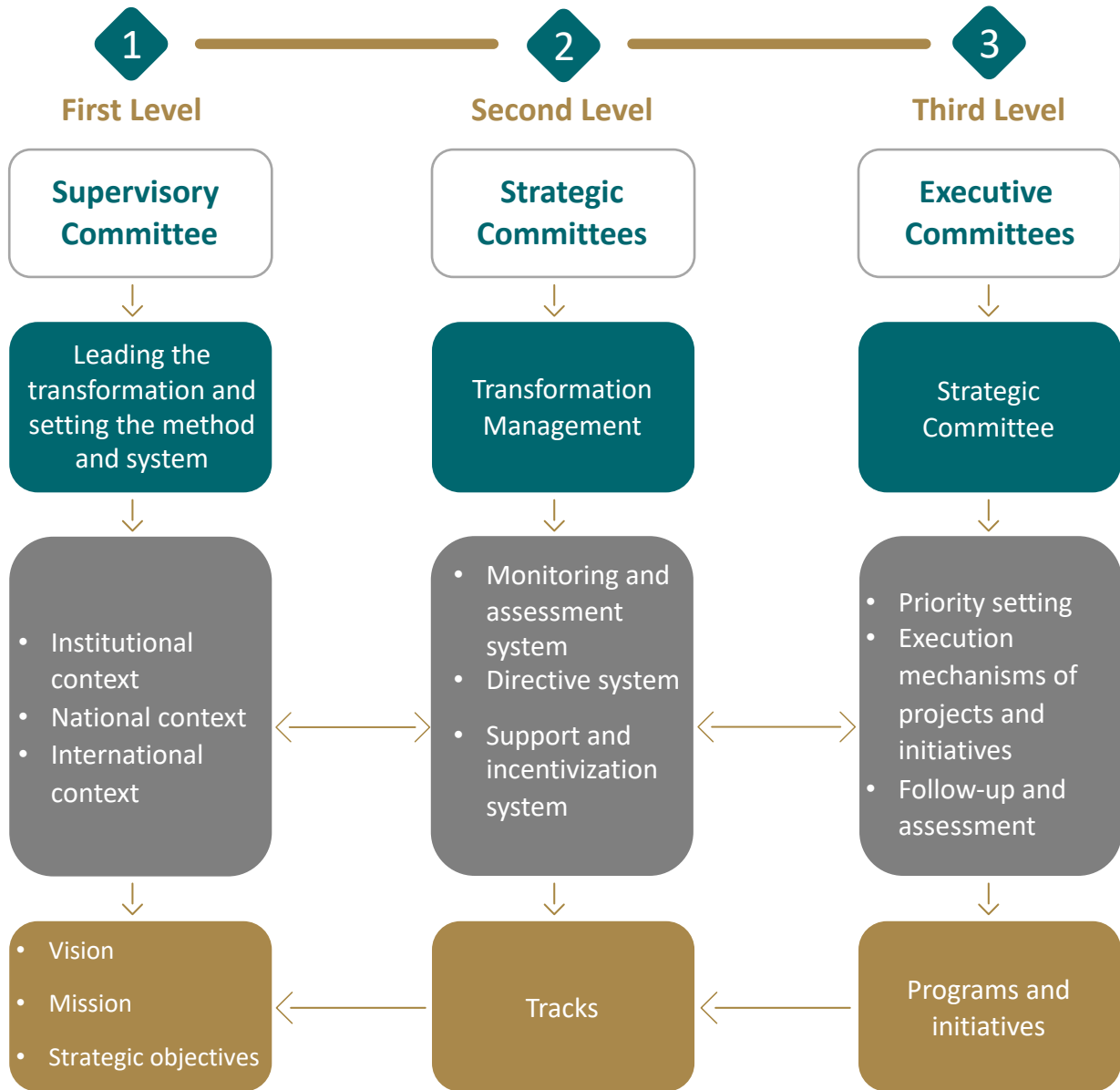
The executive committees monitor the execution of initiatives and projects. Their tasks include the following:

Defining the priorities of the programs and initiatives

Setting the execution mechanisms

Activating monitoring and assessment mechanisms

Organizational Levels of Strategy Management



The University President

Strategy Management Office



Performance Assessment and Monitoring

In order to achieve Umm Al-Qura 2027 Strategy, a set of strategic indicators - Objectives and Key Results (OKRs) - were specified to measure the progress toward the strategic objectives. Special identification cards were created for each strategic objective, including strategic performance indicators and their target levels. These indicators will be used to determine the overall achievement rate of the University's Strategy. Appendix (1) includes an example for the strategic objectives card.

To track progress toward achieving strategic objectives, key performance indicators (KPIs) were identified for each program. These KPIs are used to monitor program performance in relation to the strategy. For this purpose, special identification cards were designed for each program, including the relevant performance indicators and their target levels. These performance indicators help assess how well each program contributes to the achievement of its associated strategic objective.

To achieve the target levels of the programs, secondary performance indicators were identified at the initiative level. These indicators are used to monitor the performance of the initiatives stemming from the strategic programs. Special identification cards were developed for each initiative, including performance indicators and target levels, to follow up the performance of initiatives in achieving the related programs' targets. Appendix (2) is an example of the initiatives card.

The Strategy Management Office Responsibilities and Tasks

This office is responsible for several tasks and responsibilities, especially the following:

1. Identifying strategic objectives and tracks to be approved by the Supervisory Committee
2. Supporting planning and attaining the strategic impact
3. Supporting the efforts of executing the initiatives and projects included in the programs of the UQU 2027 Strategy
4. Coordinating with the Supervisory Committee to help overcome the difficulties and challenges of execution operations
5. Empowering the people concerned to manage the change
6. Facilitating the channels of communications among committees and related bodies
7. Contributing to identifying priorities in executing initiatives
8. Assessing the achievement levels and monitoring performance efficiency
9. Providing the Supervisory Committee with regular reports to ensure achieving the strategic objective approved in the University strategy



APPENDICES

Appendix (1)

Second Strategic Track Card: Research and Graduate Studies

Strategic Track Code		Strategic Track	
S2		Research and Graduate Studies	
Strategic Objective Code		Strategic Objective	
G2		Improve the quality of the research and graduate outputs	
Program Overview			
<p>Developing and enhancing the research outputs, improving the international ranking of the University journals, aligning the graduate program outputs with labor market needs and governing their procedures to ensure competitiveness, and improving the guidelines and standards of scholarships to distinguished international universities.</p>			
The Body Responsible for the Track			
University Vice Presidency for Graduate Studies, Research, and Innovation			
Programs Related to the Track			
S2.1 Enhancing the Quality of Scientific Research	S2.2 Developing Postgraduate Studies and Scholarships	S2.3 Enhancing the Knowledge Environment and Sources	
Initiatives Related to Track Programs			
<ol style="list-style-type: none"> Pioneering Research Research Infrastructure Research Centers and Chairs UQU Arabic Journals UQU Scientific Journals Central and Research Labs 	<ol style="list-style-type: none"> Governance of Graduate Studies Distinguished Scholarships Governed Systems Partnerships with Other Universities Developing the Implementation Rules Structuring Graduate Programs 	<ol style="list-style-type: none"> The Smart Library UKU Knowledge Oasis Knowledge Sources and Databases Translation and Arabization Conferences and Events 	

Objectives and Key Results (OKR)

Main Indicator Code (OKR)	Main Indicator (OKR)	Measurement Cycle	Baseline	Target Levels				
				2023	2024	2025	2026	2027
OKR1	Number of research papers published in internationally indexed journals	Annual	1800	2500	3000	3500	4000	4500
OKR2	Number of University journals indexed at world publishing houses	Annual	-	0	2	3	4	5
OKR3	Number of graduate programs developed	Annual	-	50	100	-	-	-
OKR4	Percentage of scholarships to the top 200 world universities	Biannual	50%	60%	70%	80%	90%	100%
OKR5	Rate of beneficiaries' satisfaction with sufficiency and variety of services and information sources	Biannual	10%	20%	30%	40%	50%	60%

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Appendix (2)

Volunteer Work Initiative Card

Initiative Number	Initiative Title
S5.1.2	Volunteer Work

1. Initiative purview

Strategic Track Code	Strategic Track the Initiative is Related to
5S	Community service track

Strategic Objective Code	Strategic Objective Served By the Initiative	Program Code	The Program Served By the Initiative
G5	Strengthen the university's global position based on its status at the heart of the Arab and Islamic worlds and enhance its community role	S5.1	Enhancing Volunteer Work and Social Responsibility

The Body Responsible for Executing the Initiative	Initiative Manager	Initiative Duration (months)
University Vice Presidency for Business Development and Community Partnership	General supervisor for voluntary work and communal responsibility management	60

2. Initiative overview

A Brief Account of the Initiative
This initiative aims to enhance the role of the University in developing volunteer work, to present both individual and group voluntary initiatives, and to construct volunteer teams. It provides diverse volunteer programs, offers training and qualification opportunities for volunteers, and strengthens coordination between internal and external bodies to serve the community and country..

3. Performance and targeted outcomes indicators

Performance Indicators Code (PI)	Performance Indicators (PI)	Measurement Cycle	Base line	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
PI 5.1.1.1	The total number of volunteers	Annual	14215	25000	35000	45000	55000	65000
PI 5.1.1.2	Number of preparatory training programs offered to volunteers	Annual	10	80	130	180	230	280
PI 5.1.1.3	Total number of announced volunteer opportunities	Annual	20	250	350	500	650	800

4. The Initiative Execution Procedures

No	Task / Activity	Responsible body	Timeline																
			First year 2022	Second year 2023	Third year 2024	Fourth year 2025	Fifth year 2026												
1	Forming a working team		█																
2	Drafting a timeplan for volunteer opportunities			█															
3	Executing the opportunities in collaboration with internal and external bodies				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
4	Assessment and reports submission					█	█	█	█	█	█	█	█	█	█	█	█	█	█

5. Execution Risks and Options for Their Reducing

Risk Description	Incidence Probability (High/Medium/Low)	Impact Level (High/Medium/Low)	Suggested Solutions
Failure to provide a budget	High	Medium	Finding sponsors and supporters
Failure to obtain official approvals from external bodies in a timely manner for the implementation of projects related to the initiative.	Medium	High	Allowing sufficient time to contact the bodies and secure approvals on time.

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