

**UMM AL-QURA UNIVERSITY STRATEGIC PLAN
1439-1441 AH. / 2018-2020**

**IN THE NAME OF GOD
THE MOST GRACIOUS THE MOST MERCIFUL**

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THE PHASES OF DESIGNING THE STRATEGIC PLAN

- The First Phase: Analysis of the internal and external environment (SWOT, PESTLE, Stakeholders, Blue Ocean)
- The Second Phase: Formulating the University identity, values, vision and mission
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ABOUT THE UNIVERSITY

Umm Al-Qura University has gone through three periods of development since its establishment.

The First Phase: 1369 to 1391 H.

The beginning of Umm Al-Qura University dates back to 1369 H., with the establishment of the College of Shari'a (Islamic Law) as the first establishment of higher education in modern Saudi Arabia. In 1372 H., a teachers institution was established, named the Teachers College, which continued up to 1379 H. At that time, the training and qualification of teachers was entrusted to the College of Shari'a. In 1381 H., it was renamed the College of Shari'And Education. In 1382 H., the College of Education was founded in Makkah Al-Mukarramah as an independent college.

The Second Phase: 1391 to 1401 H.

During this period the College of Shari'And the College of Education were annexed to King Abdul Aziz University in Jeddah, as its branch in Makkah Al-Mukarramah. At the end of this period, a separate College of Education was established in Taif, new science departments were opened and a number of science centers were established.

The Third Phase: 1401 to present

Umm Al-Qura University was established in 1401 H. as an independent university by a royal decree, issued by the late King Khaled Bin Abdul Aziz. This led to the establishment of a number of colleges by way of extending the departments that already existed in the College of Shari'And the College of Education, along with the Arabic Language Institute. Over time, five additional colleges were established: the College of Da'wa (Islamic Call) and Fundamentals of Religion; the College of Arabic Language; the College of Applied Sciences; the College of Social Sciences, and the College of Engineering and Islamic Architecture, in addition to the College of Education at Taif, which had already been established in 1400 H. With the establishment of the College of Medicine and Medical Sciences in 1416 H. in Makkah, and the change of the Deanship of Social Services to the College of Community Services, the number of the colleges of the Umm Al-Qura University totalled twelve. In addition, to the Arabic

Language Institute for Non-Native Speakers, the Hajj Research Institute, and the Community College in the city of Al-Baha were also established, and all of them are were under the administration of Umm Al-Qura University.

The university came to offer a variety of degrees in different majors, including bachelors of arts, bachelors of sciences, as well as masters and doctoral diplomas in certain fields. Accordingly, a new site for the university campus was established in the Abdiyyah district, southeast of Makkah Al-Mukarramah, overlooking the Mount of Arafat. The cornerstone for this great project was laid by the late King Fahd Bin Abdul Aziz in 1406 H.

In 1414 H., three colleges - the College of Shari' And Islamic Studies, the College of Engineering and Islamic Architecture, and the College of Arabic Language - were moved to new buildings at Abdiyyah. The physical location of Umm Al-Qura University was now distributed over five sites in Makkah: Aziziyyah, Abdiyyah, Zaher, Mansour Street, and Shishah, in addition to university branches of Makkah in Al-Jamoom, Leith, Qunfidah and Adham.

UNIVERSITY VICE RECTORS

University Vice Rectors

- Vice Rector
- Vice Rector of Educational Affairs
- Vice Rector of Graduate Studies and Scientific Research
- Vice Rector of Development and Entrepreneurship
- Vice Rector of University Campuses
- Vice Rector of Female Students Affairs

Colleges of the University in Makkah Al-Mukarramah

Shari'a (Islamic Law) Colleges:

- College of Shari'And Islamic Studies
- College of Da'wAnd Fundamentals of Religion
- College of Judicial Studies and Systems

Administration Colleges:

- College of Islamic Economic and Financial Sciences
- College of Business Administration

Medical Colleges:

- College of Medicine:
- College of Public Health and Health Information
- College of Applied Medical Sciences
- College of Dentistry
- College of Pharmacy
- College of Nursing

Science and Engineering Colleges:

College of Engineering and Islamic Architecture

College of Applied Sciences

College of Computer and Information Systems

Humanities and Education Colleges

College of Education

Community College

College of Social Sciences

College of Community Service and Continuous Education

College of Arabic Language

College of Design

University Branches Outside of Makkah Al-Mukarramah

Leith Branch

University College
College of Engineering
College of Computer
College of Health Sciences

Al-Qunfidah Branch

University College
College of Engineering
College of Computer
College of Medicine
College of Health Sciences

Al-Jamoom Branch

University College

Adham Branch

University College

SUPPORTING DEANSHIPS

Deanship of Students Affairs
Deanship of Admission and Registration
Deanship of Academic Development and Quality
Deanship of Postgraduate Studies
Deanship of Scientific Research
Deanship of Female Students University Studies
Deanship of Preparatory Year
Deanship of Library Affairs
Deanship of E-learning and Distance Education
Deanship of Information Technology

INSTITUTES

Higher Institute for Promotion of Virtue and Prevention of Vice
The Custodian of the Two Holy Mosques Institute for Hajj and Umrah Research
Institute of Research and Consultative Studies
Arabic Language Institute for Non-Native Speakers
Institute of Manuscripts and Revival of Islamic Heritage
Institute of Innovation and Entrepreneurship

CENTERS

English Language Center

University Medical Center
 Social Activities Center
 Documentation and Administrative Communications Center
 Contact Center

Benchmarking

Five national, regional, and international universities have been selected for their distinction in the fields of university education, scientific research, community service, and entrepreneurship. These universities were visited by some leaders of Umm Al-Qura University, which in turn received their delegations. Here are the universities:

Location	University	Comparison Aspect
Local	King Abdul Aziz Univ. KSA	Education
Regional	Cairo University, Egypt	Responsibility toward community
International	University College of London, UK.	Scientific research
International	Queensland University, Australia	Scientific research
International	Massachusetts University, USA	Entrepreneurship

Strategic Analyses

Twenty workshops were held at Umm Al-Qura University involving 500 of its staff and students, including male and female teachers, employees and students. The workshops were designed to analyse the external environment, by using the *Pestle Analysis*. This involved the analysis of political, economic, cultural, social, technical, legal, and environmental factors of higher education in general, and Umm Al-Qura University in particular.

Subsequently, two external and internal environment analyses were conducted by means of *SWOT Analysis*, which analysed the internal weaknesses and strengths of the university, as well as the opportunities and potential internal and external threats to the university.

Also, an analysis using the so-called “Blue Ocean technique” was conducted to define the factors that should be raised, created , reduced, or eliminated.

Finally, an analysis was done of stakeholders and beneficiaries and their needs. A questionnaire solicited suggestions from the teaching staff, technical and administrative support staff, students, as well as employers in the public, private, and volunteer sectors of the community.

The following tables give a brief illustration of the main points concluded from the above strategic analyses.

External Factors' Analysis

Economic Factors	Political Factors
<ul style="list-style-type: none"> • Decreasing dependence on oil financial resources and introducing other financial resources. • Aiming at privatizing high education. • Aiming at self-financing and knowledge economy. • Reducing the universities' budget. • E-commerce. • 2030 vision implies no financial waste in addition to the rationalization of consumption. • There are many large projects such as expanding the Holy Mosque in Makkah, building tunnels, trains, airports, Neom, and Qiddiya. • Value added tax. • Increased prices of some services such as Electricity and fuel. 	<ul style="list-style-type: none"> • 2030 vision and the national transformation programs 2020. • Aiming at religious moderation and fighting terrorism. • Women political participation in the Consultative Council as well as in municipal councils. • Establishing many new universities and expanding existing ones. • Attracting distinguished scholarship students. • Increasing the number of visitors for both Hajj and Umrah throughout the year.
Cultural Social Factors	Technical Factors
<ul style="list-style-type: none"> • Aiming at empowering women in many sectors. • The spread out of the social media. • The spreading culture of entertainment, and the introduction of cinema halls and other entertaining activities. • Taking care of local heritage and establishing museums. • The societal need for the active participation of the university in increasing public awareness and knowledge by offering training courses, conferences, symposiums, and scientific and educational forums. • The increasing demand for high education. 	<ul style="list-style-type: none"> • The increasing demand for specialties in Information Technology, Artificial Intelligence, Information Security and Cyber Security. • Educational platforms. • Decrease the dependency on human workers. • The three-dimensional printers. • The progressive International technology growth. • Aiming at E-learning, distance learning and self-study. • The spreading use of technology, electronic devices, and social media.

<ul style="list-style-type: none"> • The increasing demand for postgraduate studies. • Population growth in the kingdom, in general, and in Makkah, in particular, and the increase of the youth, in particular. • The increasing demand for high education for females. 	
<p>Environmental Factors</p>	<p>Legal Factors</p>
<ul style="list-style-type: none"> • The geographical location of the university and the need to invest in Hajj and Umrah. • Historical and archaeological areas. • The necessity of offering programs, training courses and university departments that study crowds and their management. • The spread out of some environmental diseases in the western area such as Dengue fever, Rift Valley fever, and Scabies. 	<ul style="list-style-type: none"> • Allowing women to drive. • Policies for fighting corruption. • Teaching physical sports to females. • The possibility of issuing new legislations for higher education. • Aiming at institutional and program accreditation both locally and internationally. • International classifications of universities. • The necessity of having some job classification before opening any new study program. • Accreditation of the present job classification of so many specialties.

SWOT Analysis

Strengths	Weaknesses	Available Opportunities	Possible Threats
Staff members are graduates of diverse local, regional, and international universities.	The absence of a clear mechanism according to which department heads, college deans and University's vice rectors are appointed.	Investing Makkah's location in religious tours and archeological visits.	Decreasing the budget
Institutes and deanships of innovation and creativity.	Full dependence on governmental funds. No investment of self-resources.	Focusing on research that is economically feasible and cognitively oriented.	The transfer of competent people to the private sector.
Powerful religious and Arabic specialties.	The weakness of university databases.	Competing in tourism.	Decreasing chances of getting international scholarships.
Distinguished leaders, both males and females.	Some study programs are outdated. The job market is no longer in need for their graduates.	Opening paid postgraduate studies programs and accepting non-Saudis there.	Competition with new universities in contracting distinguished staff because of the financial incentives provided by new universities.
Wadi Makkah for Technology	The duality of certain specialties.	Investing the university's different buildings and strategic locations in Azizia, Kudai, Rei Zakher, Mansour street and Shisha.	E-universities

The Custodian of The Two Holy Mosque's Institute for Hajj and Umrah researches	There is no manual/ booklet for the university's different policies and procedures.	Providing public Facilities (restaurants, clubs, malls)	The inability of the university to accommodate the growing number of high school graduates.
Many students on scholarships are still studying abroad and there is a great possibility that they come back after graduation.	Decision-making takes a very long time.	The distinguished geographic location of the city of Makkah	Full dependence on governmental funds. No investment of self-resources.
Starting the procedures that lead to local academic accreditation for the programs and institution.	Weak sense of belonging	The Ministry of Education supports universities in getting institutional academic accreditation, and colleges in getting program accreditation.	The general weakness of High school graduates in terms of abilities and learning skills.
Some colleges got international academic accreditation	Shortage of financial incentives.	There are opportunities to make agreements, partnerships and twinning programs between the university and prestigious universities.	Limited work opportunities in the job market for some graduates.
Approving some scientific chairs	The infra-structures of some colleges and deanships are not complete yet.	The growing demand for the programs offered by the university at both: the BA level and the higher studies level.	Difficulty in coping with the fast progress in technological growth in terms of software and hardware.
The center of Distinctiveness in Crowd Management	There is no university hospital	A governmental fund to support the university	

		because of its strategic geographical location.	
The availability of highly skilled specialists in Technology and Information science who have graduated from International universities.	Shortage in qualified administrators and technicians.	The availability of certain jobs that would attract distinguished scholarship students in order to get them appointed by the university later.	
The provision of local as well as international scholarship opportunities for teacher assistants, both males and females.	Rare job opportunities for researchers and researcher assistants.	The Makkan societal need for the activities provided by the university such as different conferences, events, symposiums, and training courses.	
	Rare staff in some specialties.		
	Difficulty in finding places where to train students of some specialties.		
	The little number of funded researches done by the staff		
	According to international universities' classification, Umm Al-Qura university comes has a low rating.		
	The old organizational structure of the university		

	and the absence of a clear job description		
	The communication system adopted in the university still depends on paper in most transactions.		
	Lack of knowledge of the contents of vision, mission, values and strategic objectives by most staff members and other employees at the university		
	Deficiencies in the process of linking the requirements of the contemporary job market and the educational product		
	Limited distinguished academic publications of staff members		
	Lack of training programs and workshops that conforms to contemporary training needs		
	The university's website is somewhat old and not updated		

	The high percentage of non-formally appointed employees (temporary ones) and those on contracts.		
	Some programs are neither updated nor reviewed.		
	Unequal opportunities between the main campus and the branches.		
	Delayed execution of projects		
	The absence of research centers in the branches		
	Failure to focus on employees in order to raise their efficiency through training		
	Lack of traffic organization and car parking areas near the university.		
	Lack of green spaces		
	Lack of criteria for admission in certain specialties		
	Use of traditional teaching strategies.		

Blue Ocean Analysis

Raise	Create	Reduce	Eliminate
<ul style="list-style-type: none"> • Research centers. • Training Centers. • Hajj and Umrah services. • Student services. • Attention given to English. • Contracts with maintenance and cleaning companies. • Internet improvement. • The spread of the culture of volunteering • Provision of shaded car parks. 	<ul style="list-style-type: none"> • New specialties serving the job market. • A fuel station. • Buildings for investment. • Public transport. • Inaugurate vocational postgraduate programs. • University Hospital • Green spaces. • Income resources for the university. • Allow famous restaurants to have branches inside the university. • Sport clubs. • Alumni associations. • Nurseries and schools. • Facilities and machines for (sitting, eating, and studying). 	<ul style="list-style-type: none"> • Duality of some disciplines. • Financial wastage. • Specialties that do not serve the job market. • The phenomenon of smoking. • Poor organization of schedules. • Traffic congestion 	<ul style="list-style-type: none"> • Desert spaces. • Bureaucracy. • Use of traditional methods of teaching. • Paper transactions • Bad reputation. • Old labs.

Needs Analysis

Internally (faculty, staff, employees, administrators, specialists, technicians, and students) men and women	External (Governmental, private and charitable sectors)
<ul style="list-style-type: none"> • Infrastructure development. • Increase in research Centers. • Facilitate conference attending and provide support for that. • Increase training courses. • Provide employees with opportunities of training and qualifying as well as with scholarships. • Inaugurate a transport network and improve the traffic environment. • Web optimization. • Spreading the culture of volunteering. • Increase incentives. • Establish a university hospital. • Transfer female students to Abidiyah. • Disposal of paper transactions. • Establishment of public services' centers within the University (libraries, supermarket, petrol station, nurseries, restaurants, mall, hotel, gyms and social facilities). • Adopting and implementing the outputs of distinctive scientific researches. 	<ul style="list-style-type: none"> • Programs that serve the job market. • Male and female graduates who possess the knowledge and skills in addition to professional ethics. • Programs and vocational diplomas. • Training courses. • Academic and educational forums, symposiums, and conferences. • Offering more community services. • consultations and problem solving. • Enhancing public awareness and education. • Partnerships, agreements, cooperation, and strategic alliances. • serving pilgrims and Umrah performers.

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| <ul style="list-style-type: none">• Activating student clubs and student councils and involving students in decision making.• Increase attention given to English.• Improving Curricula.• Improving the performance of the teaching staff. | |
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Strategic Decisions

From the above analyses, the following strategic decisions are concluded:

1. It is recommended to adopt a teaching/learning model that is in accordance with *learning organization theory*. This concentrates on the development of the performance of the faculty, including improving their English Language competence. Traditional teaching methods of instruction should be discontinued and, instead, the policy of active learning and student-centered teaching and problem-solving approach should be adopted. The student's personal experience of learning should be improved by focussing on promoting the leadership qualities of each student. Education should also focus on competence and on providing the student with knowledge that will help him/her to acquire the skills required for life in general, and the job market in particular. There should also be more focus on instilling good manners and positive, unshakable personal convictions. As for the teaching programs themselves, attention should be given to developing and improving them in a way that responds to the needs of the job market. Therefore, it is recommended to restructure some colleges, to remove some traditional teaching programs, and to modify certain newly introduced programs.
2. It is recommended to focus on the sustainability of scientific research and improve its output to be able to respond to the needs of the community. This goal can be achieved by means of further support for basic research, increasing publications in refereed quality international journals, and providing appropriate research settings, including equipped research labs, skilful assistant researchers, research centers, and research chairs.
3. It is recommended to reactivate the university participation in volunteer work by encouraging student participation, adding it to their lists of achievements, along with encouraging both male and female faculty members to participate actively in volunteer work. Their role in contributing to the community can be promoted by, for example, giving lectures that aim at sharpening the community's awareness of education. More importantly, the strategic competence that uniquely characterizes Umm Al-Qura University, i.e. Hajj and Umrah, should be activated in the service of pilgrims, Umrah performers, and visitors in an orderly, organized, and well-planned way.
4. It is recommended that the University provides for improvement of the general infrastructure of the University and the completion of stalled projects such as the following: the move of female students to the new University

camps in Al-Abdiyyah, the completion of the University Hospital, the development of the University Medical Center, and the establishment of the specialist clinics. More attention should be given to the maintenance of current buildings, green areas and afforestation at the University, alleviation of traffic congestion, increase of shaded car parks and opening of nurseries, schools, and sports and social clubs.

5. It is recommended to develop the performance of the University technical and administrative staff by increasing the opportunities for training, allowing them to complete their Graduate Studies, updating University job descriptions, clarifying university organizational structure, publishing a policy guidebook for procedures and ethics, designing special programs to develop leaders and a new generation of leaders, defining a mechanism for the election of University leaders, as well as making public a shared vision of the University. Adoption of the University mission, values, aims and goals may need the establishment of special offices to follow up the implementation of this strategy.
6. It is recommended to establish a complete network for the management of comprehensive quality and adoption of the quality culture in the University, with the goal of attaining national academic accreditation of the institution and colleges, and international academic accreditation for certain programs.
7. It is recommended to negotiate strategic agreements, partnerships, coljobation and pacts with different organizations, including universities and local, regional and international public, private and volunteer sectors.
8. It is recommended to promote the University's programs, services, products and training courses via the media by holding conferences, symposia, colloquia, and by updating the University website as a gate of interaction that highlights its activities and the achievements of its students, along with the introduction of other University websites on social media with the aim of making the University a recognized academic name.
9. It is recommended to increase financial self-support of the University by investing in facilities and buildings in significant strategic locations inside the borders of Al-Haram, considering the possibility of constructing tower buildings, hotels and a shopping center, along with introducing paid programs which would contribute to the knowledge economy and augment the University's budget.

Formulating the University's Identity

In the workshops held at the University, which were attended by 500 male and female members of the University staff, the identity of the University was formulated in terms of its values, vision and message. The values were selected by presenting three lists of three levels to the participants in the workshops: The first level included 30 values for individuals; the second level contained 30 values for groups; and the third level included 30 values for the organization. Having explained the differences between them, the participants were presented with a form in which each participant picked up to six values from each level, which were then narrowed down to three for each level. After collating the forms of the 500 participants, the best three values voted for from each level were chosen, as illustrated by the following table:

Umm Al-Qura University Values

Responsibility	Good Manners	Excellence
Collective work and cooperation	Planning and future vision	Competence and efficiency
Equality of opportunities, justice and equality at work	Commitment to Islamic principles	Continuous development and improvement

Statement of Values

Values are described for three levels: the individual, the group, and the institutional:

First: At the Individual Level

The male and female participants chose the three values of responsibility, good manners and excellence.

Responsibility: All staff of Umm Al-Qura University enjoy a sense of responsibility toward oneself first, then toward others.

Good Manners: Everyone who belongs to the University should treat others in a polite way.

Excellence: This quality distinguishes our University.

Second: At the Group Level

At this level, participants chose the values of collective work and cooperation, planning and future vision, and competence and efficiency.

Collective Work and Cooperation: The religion of Islam is the religion of collective work, and accordingly the University teams and committees are known for their constant cooperation and for working with the spirit of one team.

Planning and Future Vision: All groups in all sectors work in accordance with the 2030 vision.

Competence and efficiency: The basis of the work of all groups in the University is competence and efficiency.

Third: At the Institutional Level

Participants opted for the values of equality of opportunities and equality at work, commitment to Islamic discipline, and constant development and improvement.

Equality of Opportunities and Equality at Work: Everyone belonging to Umm Al-Qura University would like this value to be the characteristic feature of the University at all levels.

Commitment to Islamic Principles: This is an exalted value, chosen for the University, due to the fact that God the Almighty has given Umm Al-Qura University the honor of being associated with a holy place with the highest status.

Continuous Development and Improvement: So that Umm Al-Qura University will be a scientific guiding lamp and beacon for all, continuous development and improvement was chosen as an institutional value.

The Vision of Umm Al-Qura University

Excellence, locally and regionally, in education, scientific research, community service and entrepreneurship

Statement of Vision

The University vision has three main facets.

<u>I: Strategic location:</u>	<u>II. Strategic role:</u>	<u>III: Strategic Competancy:</u>
Excellence in location or status both locally and regionally will be reached by the University at the culmination of the three-year plan.	The University works toward achieving excellence in the fields of education, scientific research, community service, and entrepreneurship.	The University will implement its strategic roles competently in order to achieve excellence at the both the local and regional levels.

The Mission of Umm Al-Qura University

UMM AL-QURA UNIVERSITY Mission

Provision of education, quality scientific research in the service of the community, Hajj and Umrah, and contribution to the development of the knowledge economy in accordance with the 2030 Vision.

Statement of the Mission

The following points were taken into account in the formulation of the University message.

First: The mission should be simple, clear, easy to understand and short, not exceeding 20 words so that all University male and female staff including the faculty, employees and students can memorize, remember, and adopt it.

Second: The mission has to illustrate the main areas in which the University operates: education, quality scientific research in the service of the community, Hajj and Umrah, and the development of knowledge economy.

Third: The mission should identify Target audience, or the clients who benefit from the University output, that is, the community in general, and pilgrims and Umrah performers specifically.

Fourth: The mission should include the core value of the University already adopted and agreed upon, i.e., the value of excellence.

Fifth: The mission should mention the strategic issues of education, scientific research, offering services to Allah's guests, pilgrims and Umrah performers in particular, as being the distinctive feature that sets the University apart from other universities in the Kingdom, in addition to aligning the University with achieving the 2030 vision of the Kingdom.

The Strategic Goals OF UMM AL-QURA UNIVERSITY

On the basis of the strategic analyses and the subsequent conclusions of strategic decisions, nine strategic goals have been formulated for the next three years, as follows:

- (1) Learning and Teaching
- (2) Scientific Research
- (3) Responsibility towards the Community
- (4) Improvement of the Infrastructure
- (5) Leadership, Administrative, and Technical Affairs
- (6) Quality Assurance and Improvement
- (7) External Collaboration
- (8) Media and Market Promotion
- (9) Investment and knowledge economy

PRIMARY AND SECONDARY OBJECTIVES OF UMM AL-QURA UNIVERSITY

Out of the nine strategic goals of Umm Al-Qura University, nine primary objectives and 21 secondary objectives were developed as follows:

(1) Excellence in Learning and Teaching

The application of the Learning Organization Model

Developing the performance of teaching staff

Improving the student's experience

Updating the colleges' teaching programs to respond to the needs of the job market

(2) Sustainability of Scientific Research

The sustainability of scientific research and improvement of its outputs in order to respond to the needs of the community

Increasing quality scientific publications

Developing the research environment and improving scientific research output

(3) Responsibility Towards the Community

The effective participation in volunteer work and provision of services for the community, pilgrims, and Umrah performers.

Edifying and educating the community

Spreading and adoption of a volunteer work culture

(4) Improvement of the Infrastructure

The completion of the infrastructure and projects

Completing stalled projects
Starting new projects

(5) Leadership, Administration, and Technical Affairs

The development and improvement of the performance of leaders, administrators, and technicians and of their scientific, innovative, and intellectual abilities

Leadership development
Administrative development
Technical development

(6) Quality Assurance and Improvement

The establishment of an integrated quality management system

Attaining national academic accreditation
Attaining international academic accreditation of certain programs

(7) Increasing External Collaboration

Negotiating local, regional, and international agreements and partnerships with different organizations

Negotiating local agreements
Negotiating regional agreements
Negotiating international agreements

(8) Media and Market Promotion

Promoting the University and its programs and activities with the aim of making the University a recognized academic name

Improving the University image for the people concerned
Promoting the university's programs and activities

(9) Investment and knowledge economy

Developing the University's own resources

Benefiting financially from the University own facilities

Investing in knowledge economy

The First Strategic Goal: Excellence in Teaching and Learning

The first primary strategic objective: Applying the Learning Organization Model

(The leader of the first strategic objective: The University Vice Rector for Educational Affairs)

Secondary objective	Secondary objective leader	The Initiative	Initiative Executive Director
Developing the performance of the teaching staff	Dean of Academic Development and Quality	Developing teaching staff abilities in the fields of active learning and teaching, assessment methods and the English language	Dean of Academic Development and Quality
		Attracting distinguished teaching staff to join the University	College Deans
		Increasing the number of social meetings among teaching staff	Director for Teaching Staff and Employee Affairs University Vice Rector for Female Student Affairs
		Introducing annual awards for distinguished teaching staff	University Vice Rector for Educational Affairs

			University Vice Rector for Female Student Affairs
		Appointing and qualifying male and female Teaching Assistants and sending them on scholarships	College Deans
Improving the student's experience	Dean of Student Affairs	Activating student councils in all colleges	Dean of Student Affairs
		Activating student club activities in all colleges	Dean of Student Affairs
		Establishing student counselling and guidance centers in all colleges	Dean of Student Affairs
		Adopting an educational system based on student competencies in all study programs	College Deans
		Developing the students' performance in the English Language	Director for the English Language Center
		Improving student research	College Deans

		Preparing students for internal and external student competitions	Dean of Student Affairs
		Establishing of an alumni association for all colleges	Dean of Academic Development and Quality
		Improving learning resources and supporting the Deanship of Library Affairs with more books and reference books, both in print and electronically	Dean of Library Affairs
		Codifying and improving the procedures for admitting students to the BA level	Dean of Admissions and Registration
		Codifying and improving the procedures for admitting students to Graduate Studies	Dean of Graduate Studies
Updating the colleges' teaching programs to meet job market demands	University Vice Rector for Educational Affairs	Establishing new quality colleges	University Vice Rector for Educational Affairs
		Developing current BA programs	University Vice Rector for Educational Affairs

		Suspending, merging and closing certain BA programs	University Vice Rector for Educational Affairs
		Establishing new qualifying programs	University Vice Rector for Educational Affairs
		Establishing new quality graduate studies programs	Dean of Graduate Studies
		Updating certain programs and courses to be given electronically	Dean of E-learning and Distance Education
		Offering a new course supporting the culture of innovation, creativity, and entrepreneurship for all college programs	Dean of Innovation and Entrepreneurship
		Offering a new course on the issues of Hajj and Umrah as a part of all programs	College Deans.

The Second Strategic Goal: Sustainability of Scientific Research

The second primary strategic objective: The sustainability of scientific research and improvement of its outputs in order to respond to the needs of the community

(The leader of the second strategic objective: The University Vice Rector for Graduate Studies and Scientific Research)

Secondary Objective	Leader of Secondary Objective	The Initiative	Initiative Executive Director
Increasing quality scientific publications	Dean of Scientific Research	Setting research goals and priorities for the University	Dean of Scientific Research
		Increasing funded research and obtaining research grants for the University	Dean of Scientific Research
		Increasing the percentage of faculty publications in prestigious international journals and periodicals	Dean of Scientific Research
Developing the research environment and improving scientific research output	University Vice Rector for Graduate Studies and Scientific Research	Creating more jobs for researchers and assistant researchers	University Vice Rector for Graduate Studies and Scientific Research
		Increasing the number of centers for excellence and research chairs	University Vice Rector for Graduate Studies and Scientific Research

		Obtaining more patents for the University	University Vice Rector for Development and Entrepreneurship
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The Third Strategic Goal: Strengthening/Promoting Responsibility towards the Community

The third primary strategic objective: The effective participation in volunteer work and provision of services for the community, pilgrims, and Umrah performers

(The leader of the third strategic objective: The Dean of Community Services and Continuous Education)

Secondary Objective	Leader of secondary objective	The Initiative	Initiative Executive Director
Edifying and educating the community	Dean of Community Service and Continuous Education	Inaugurating innovative community service projects	Dean of Community Service and Continuous Education
		Introducing vocational training units and expert consultative groups	Dean of the Institute for Research and Consultative Studies
Spreading and adoption of the culture of volunteer work	Dean of Community Service and Continuous Education	Establishing units for volunteer work within colleges and supporting deanships	Deans of Colleges and Supporting Deanships
		Intensifying participation in volunteer works during Hajj and Umrah seasons	Dean of the Custodian of the two Holy Mosque Institute for Hajj and Umrah Research

The Fourth Strategic Goal: Improvement of the Infrastructure

The fourth primary strategic objective: The completion of the infrastructure and projects

(The leader of the fourth strategic objective: The University Vice Rector)

Secondary objective	Leader of secondary objective	The Initiative	Initiative Executive Director
Completing stalled projects	University Vice Rector for Campuses	Completing and improving colleges and supporting deanships buildings	University Vice Rector for Campuses University Vice Rector for Female Student Affairs
		Completing the university hospital	Dean of College of Medicine
		Developing the university medical center building and opening buildings for specialist clinics	University Medical Center Supervisor Specialist Clinics Buildings Supervisor

		Improving the teaching staff residences	University Vice Rector for Campuses
		Developing and improving technological networks	Dean of Information Technology
Starting new projects	University Vice Rector for Campuses	Constructing sports and social clubs	University Vice Rector for Campuses
		Constructing Umm Al-Qura University simulation hospital	Dean of College of Medicine
		Extending green areas and afforestation	University Vice Rector for Campuses
		Increasing the number of shaded car parks	University Vice Rector for Campuses
		Improving traffic services at the University	Director for University Security Administration
		Developing public transport services to the University and among its campuses	University Vice Rector for Campuses
		Opening nurseries and schools at the University campus	University Vice Rector for Campuses

			University Vice Rector for Female Student Affairs
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The Fifth Strategic Goal: Leadership, Administration, and Technical Affairs

The fifth primary strategic objective: The development and improvement of the performance of leaders, administrators, and technicians and of their scientific, innovative, and intellectual abilities

(The leader of the fifth strategic objective: The University's Vice Rector)

Secondary objective	Leader of secondary objective	The Initiative	Initiative Executive Director
Leadership development	Dean of Academic Development and Quality	Developing a mechanism for the selection of male and female leaders	University Vice Rector University Vice Rector for Female Student Affairs
		Developing leadership skills	Dean of Academic Development and Quality
		Spreading the culture of strategic planning	Dean of Academic Development and Quality
		Establishing offices for following up the implementation of the strategic plan	Dean of Academic Development and Quality

Administrative development	University Vice Rector	Redesigning the organizational structure and distribution of authority	University Vice Rector
		Publishing guidebooks of procedures and policies	University Vice Rector
		Publishing the Charter of Ethics	University Vice Rector
		Administrative training for male and female employees	University Vice Rector University Vice Rector for Female Student Affairs
Technical development	University Vice Rector	Developing technicians' skills and qualifications	University Vice Rector for Female Student Affairs
		Increasing the number of the technical staff	University Vice Rector

The Sixth Strategic Goal: Quality Assurance and Improvement

The sixth primary strategic objective: The establishment of an integrated quality management system

(The leader of the sixth strategic objective: The University's Vice Rector for Development and Entrepreneurship)

Secondary objective	Leader of Secondary Objective	The Initiative	Initiative Executive
Attaining national academic accreditation	Vice Rector for Development and Entrepreneurship	Attaining institutional academic accreditation	Dean of Academic Development and Quality
		Attaining national academic accreditation for certain programs	Dean of Academic Development and Quality
Attaining international academic accreditation for certain programs	Dean of Academic Development and Quality	Attaining international academic accreditation for the College of Medicine	Deans of Medical Colleges
		Attaining international academic accreditation for the Colleges of Engineering and Computing	Dean of College of Engineering Dean of College of Computing

		Attaining international academic accreditation for the College of Applied Sciences	Dean of College of Applied Sciences
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The Seventh Strategic Goal: (7) Increasing External Collaboration

The seventh primary strategic objective: Negotiating local, regional, and international agreements and partnerships with different organizations

(The leader of the seventh strategic objective: The University's Vice Rector for Development and Entrepreneurship)

Secondary objective	Leader of Secondary Objective	The Initiative	Initiative Executive Director
Negotiating local agreements	University Vice Rector for Development and Entrepreneurship	Negotiating agreements with local universities	University Vice Rector for Development and Entrepreneurship
		Negotiating partnerships with different public sectors	University Vice Rector for Development and Entrepreneurship
		Negotiating partnerships with different private sectors	University Vice Rector for Development and Entrepreneurship
		Negotiating agreements with the third sector	University Vice Rector for Development and Entrepreneurship

Negotiating regional agreements	University Vice Rector for Development and Entrepreneurship	Negotiating agreements with regional quality universities	University Vice Rector for Development and Entrepreneurship
		Negotiating partnerships with regional specialist training centers	University Vice Rector for Development and Entrepreneurship
Negotiating international agreements	University Vice Rector for Development and Entrepreneurship	Negotiating agreements with international quality universities	University Vice Rector for Development and Entrepreneurship
		Negotiating partnerships with international specialist training centers	University Vice Rector for Development and Entrepreneurship

The Eighth Strategic Goal: (8) Media and Market Promotion

The eighth primary strategic objective: Promoting the University and its programs and activities with the aim of making the University a recognized academic name

(The leader of the eighth strategic objective: The Director for Public Relations)

Secondary Objective	Leader of Secondary Objective	The Initiative	Initiative Executive Director
Improving the University's image for the people concerned	Director for Public Relations	Forming a Unit for Customer Relationships	Director for Public Relations
		Holding regular conferences, symposia, and colloquia	University Vice Rector for Graduate Studies and Scientific Research
Promoting the university's programs and activities	Director for Public Relations	Updating the University website	Dean of Information Technology
		Creating active accounts for the university in social media	Dean of Information Technology

The Ninth Strategic Goal: Investment and Knowledge Economy

The ninth strategic objective: Developing the university's own financial resources

(The leader of the ninth strategic objective: The University's Vice Rector)

Secondary Objective	Leader of Secondary Objective	The Initiative	Initiative Executive Director
Benefiting financially from the University's own facilities	University Vice Rector for Campuses	Investing in University buildings inside the Haram borders	University Vice Rector for Campuses
		Constructing a University shopping center	University Vice Rector for Campuses
		Building an on-campus hotel	University Vice Rector for Campuses
		Opening a series of international restaurants in the University campuses	University Vice Rector for Campuses
		Establishing an on-campus gas station	University Vice Rector for Campuses
		Reducing financial waste and adopting the concept of lean financial management	University Vice Rector

Investing in knowledge economy	University Vice Rector	Increasing investment in Wadi Makkah (Makkah Valley) Company for technology	Executive Director for Wadi Makkah Company
		Opening Umm Al-Qura oasis for consultations	Dean of Institute of Research and Consultative Studies
		Opening a training and continuing medical education building	Dean of Institute of Research and Consultative Studies
		Establishing the Umm Al-Qura Museum	Dean of Institute of Manuscripts and Islamic Heritage
		Establishing the Umm Al-Qura Center for printing, information, and publishing	University Vice Rector for Campuses
		Establishing Umm Al Qura Tourist Bus	University Vice Rector for Campuses

Designing procedural cards for initiatives

85 initiatives have emerged from the twenty-one (21) secondary strategic objectives. A table was designed for each initiative to indicate its Executive Director, key performance indicators, the target, an analysis for the current and Future Status and the beneficiaries. This is shown in the following tables.

A procedural card for the first initiative (Developing teaching staff abilities in the fields of active learning and teaching, assessment methods and the English language) in the first secondary strategic objective of the first strategic goal

Executive Director	Key Performance indicators	Current Status	Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
Dean of Academic Development and Quality	- Percentage of students' satisfaction with faculty members	3.38	3.5	3.9	4.3	- Conducting an analysis for faculty members' need for training - Providing faculty members with opportunities to participate in scientific conferences and make use of their research in	The Academic Leadership Center at the Ministry of Education	1441 AH
	- Percentage of faculty members participating in development courses	10%	20%	40%	60%			
	- Percentage of development training	5%	20%	30%	50%			

	<p>courses -on active learning, teaching methods and evaluation-offered to faculty members within the university colleges.</p> <p>-Number of English language programs specially provided to faculty members</p>	0	1	2	4	<p>developing the courses they teach.</p> <p>- Updating the colleges' page on the university website with faculty members' curriculum vitae and briefs about their courses.</p> <p>- Ensuring that all faculty members in colleges participate equally and effectively in various committees</p>		
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					<p>within their colleges.</p> <p>- Providing a personal profile for each faculty member to include his/her cv beside annual achievements such as lectures, researches, committees participated in, and the services provided to the university and college. These profiles are to be reviewed annually to</p>		
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						take into consideration when renewing contracts with non-Saudis		
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A Procedural Card for the second initiative (Attracting distinguished teaching staff to join the University) in the first secondary objective of the first strategic goal.

Executive Director	Key performance indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
College Deans	<p>-The number of the teaching faculty members</p> <p>-The percentage of teaching faculty members who got their PhDs from prestigious universities</p>	3655	5000	5300	5800	<p>-preparing a university database of the academic jobs currently available and those required in the future specifying majors and educational ranks.</p> <p>-specifying a clear mechanism for hiring and contracting candidates as staff members.</p>	<p>Saudi cultural attachés in contracting countries.</p> <p>The Ministry of Education</p>	1441AH

					<ul style="list-style-type: none">-Forming contracting committees and travelling to Target countries in order to find contract staff members. -Attracting scientifically and internationally-well known staff members and providing them with all possible incentives. -letting visiting professors from international prestigious universities		
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						<p>participate in teaching and in scientific research.</p> <p>-Forming a committee that decides on the exceptional raises in salary given to contract staff members.</p>		
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**A Procedural Card for the third initiative (Increasing the number of social meetings among teaching staff)
in the first strategic secondary objective of the first strategic goal**

Executive Director	Key performance indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Director for Faculty and Staff Affairs	-The number of annual social meetings held.	1	2	3	4	-Designing a questionnaire and distributing it to staff members to determine the places they wish to visit. -Designing an action plan determining the mechanism of running meetings, events, and visits. - Issuing a schedule of	The General Entertainment Authority	1441AH
	- Percentage of staff members participating in those meetings.	20%	25%	30%	40%			
	-The number per year of visits and trips intended	0	1	2	3			

	for staff members.					events at the beginning of each semester. -Starting executing meetings, visits, and trips.		
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**A Procedural Card for the fourth initiative (Introducing annual awards for distinguished teaching staff) in
the first strategic secondary objective of the first strategic goal**

Executive Director	Key performance indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Educational Affairs.	-percentage of honored members per year.	0%	5%	10%	15%	<ul style="list-style-type: none"> -Designing evaluation forms. -Developing a mechanism to choose winners. -Receiving nomination applications. -Choosing winners, whether males or females. -Honoring distinguished members with awards during the final annual university ceremony. 	The Ministry of Education	1441 AH

A Procedural Card for the fifth initiative (Appointing and qualifying male and female Teaching Assistants and sending them on scholarships) in the first strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for Graduate Studies and Scientific Research	- Percentage of teaching assistants enrolled in qualifying programs	30%	40%	70%	100%	- Create a database of the current and future teaching assistant jobs in the university based on academic major and degrees - Ensure teaching assistants' involvement in the academic activity of their colleges, and their participation	Saudi cultural attachés in scholarship countries The Ministry of Education	1441 AH
	- Percentage of teaching assistants who passed the required level in English language tests	10%	30%	40%	60%			
	- The percentage of teaching assistant who get an	10%	30%	40%	60%			

	admission into a postgraduate program within one year of their appointment					<p>in practical teaching, research and various committees</p> <ul style="list-style-type: none"> - Conduct qualifying programs for teaching assistants - Assist teaching assistants to obtain admission to postgraduate programs - Set minimum result for English language tests (IELTS, TOEFL) to approve scholarships for teaching assistants 		
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A Procedural Card for the first initiative (Activating student councils in all colleges) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Student Affairs	<ul style="list-style-type: none"> - The percentage of the colleges with active student councils - Number of student council meetings conducted in each college annually - The average student evaluation of the quality of the services 	10%	30%	50%	80%	<ul style="list-style-type: none"> - Set up a committee in each college concerned with student councils under the authority of the College's Vice Rectorship for Educational Affairs - Announce nomination for Student Council membership and set up council administration - Receive applications at the College's 	The University Vice Rector for Educational Affairs	1441 AH
		2	4	6	8			
		No data available	3 on a 5 point scale	3.5 on a 5 point scale	4 on a 5 point scale			

	of student councils					Vice Rectorship for Educational Affairs - Select candidates - Set up student council - Start conducting student council meetings at the rate of one meeting per month		
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A Procedural Card for the second initiative (Activating student club activities in all colleges) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Student Affairs	<ul style="list-style-type: none"> - The number of student clubs - Average student evaluation for quality of the services and activities of the student clubs 	30 No data available	40 3 on a 5 point scale	50 3.5 on a 5 point scale	60 4 on a 5 point scale	<ul style="list-style-type: none"> - Set up a committee in each college concerned with student clubs under the authority of the College's Vice Rectorship for Educational Affairs - Announce nomination for Student Club Rector and set up club administration - Receive applications at the College's Vice 	The University Vice Rector for Educational Affairs	1441 AH

						<p>Rectorsip for Educational Affairs</p> <ul style="list-style-type: none">- Select candidates- Develop a work plan and an integrated annual program for club activities- Contact the Deanship of Student Affairs to authorize club budget- Start student club activities		
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A Procedural Card for the third initiative (Establishing student counselling and guidance centers in all colleges) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Student Affairs	<ul style="list-style-type: none"> - The percentage of colleges with active counselling and guidance centers - Average reported benefit by students from faculty member individual attendance and guidance 	0%	20%	40%	70%	<ul style="list-style-type: none"> - Activate the center for academic guidance and direction in the university under the umbrella of the Deanship of Student Affairs - Develop a clear plan for the center 	The University Vice Rector for Educational Affairs	1441 AH

						- Set up centers for academic guidance and direction in all colleges		
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A Procedural Card for the fourth initiative (Adopting an educational system based on student competencies in all study programs) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
College Deans	- The percentage of colleges with which use a guide for competencies	10%	30%	50%	80%	- Design a guide for competencies in each university major	The University Vice Rector for Educational Affairs	1441 AH
	- The percentage of colleges which use electronic student achievement files	0%	10%	30%	60%	- Approve the guide by academic councils - Design an electronic achievement file for each student	International universities of various specializations and disciplines	

						<p>- Follow-up on a student's electronic file and the extent to which he/she has acquired the required competencies</p>		
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A Procedural Card for the fifth initiative (Developing the students performance in the English Language) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Director for English Language Center	- IELTS score for graduates in scientific disciplines	No data available	3	4	5	- Develop a mechanism and a plan of action to include the requirement for students in all disciplines to attend an English language course at the university's language center	The British Cultural Council English Language Institutes at British Universities	1441 AH
	- IELTS score for graduates in theoretical disciplines	No data available	3	3.5	4			
						- Conduct tests to		

						ensure that students master the English language and implement a required score that must be obtained before graduation		
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A Procedural Card for the sixth initiative (Improving student research) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
College Deans	- Number of training programs per semester that develop scientific research skills among students	1	3	4	5	- Include a course in all study programs concerned with the basics and skills of scientific research - Coordinate with the medical library to grant students access to information databases	The Ministry of Education Deanships of Student affairs in other universities	1441 AH

						<ul style="list-style-type: none">- Hold an annual scientific forum for student research- Introduce an annual prize for outstanding student research- Participate in the annual scientific forum for university students		
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A Procedural Card for the seventh initiative (Preparing students for internal and external student competitions) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Student Affairs	- Number of local competitions in which students at the university achieve one of the top three positions	0	1	2	3	- Create an inventory of local, regional and international competitions throughout the implementation period of the plan - Prepare programs that qualify students to participate effectively in these competitions	Organizers of local, regional and international student competitions	1441 AH
	- Number of regional competitions in which students at the university achieve one of the top	0	1	2	3			

	<p>three positions</p> <p>- Number of international competitions in which students at the university achieve one of the top three positions</p>	0	1	2	3	- Start the qualifying programs		
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A Procedural Card for the eighth initiative (Establishing of an alumni association for all colleges) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Academic Development and Quality	<ul style="list-style-type: none"> - The percentage of colleges which have alumni associations - The number of annual events and activities held by the university for male and female graduates 	5%	15%	30%	60%	<ul style="list-style-type: none"> - Establish an alumni unit at the University - Contact colleges to request they set up a unit for the alumni association within their college and appoint a male and female coordinator - Begin holding 	International universities	1441 AH
		0	1	2	3			

						events for male and female graduates		
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A Procedural Card for the ninth initiative (Improving learning resources and supporting the Deanship of Library Affairs with more books and reference books, both in print and electronically) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Library Affairs	<ul style="list-style-type: none"> - Percentage of books and electronic references - Number of international search engines to be subscribed to annually - Beneficiaries' satisfaction with library services 	30%	40%	50%	60%	<ul style="list-style-type: none"> - Introduce positions and employ specialist technicians in the main library and sub-libraries - Contact colleges to request the Deanship be provided with an updated list of required paper and electronic references, as 	Libraries at prestigious international universities	1441 AH
		2	3	4	5			
		3 on a 5 point scale	3.5 on a 5 point scale	4 on a 5 point scale	4.5 on a 5 point scale			

					<p>well as a list of search engines and academic publishers they wish to subscribe to</p> <ul style="list-style-type: none">- Provide requested books and references in paper and electronic format- Subscribe to international search engines and publishers- Establish sub-libraries within some colleges at		
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						the main campus - Establish and update sub-libraries in Al- Jamoum, Al- Leith and Al- Qunfudhah branches		
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A Procedural Card for the tenth initiative (Codifying and improving the procedures for admitting students to the BA level) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Admission and Registration	-Issue a table with the number of students to be accepted based on academic major throughout the implementation period of the plan	There is currently no future plan stating the number of students to be accepted based on academic major		Design and approve aplan for the number of students who will be accepted and their majors		- Contact colleges to request the numbers to be accepted throughout the period of the plan - Develop an integrated plan with numbers and majors and have this approved by the required councils	Local, regional and international universities	1440 AH

						- Review and improve student acceptance procedures		
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A Procedural Card for the eleventh initiative (Codifying and improving the procedures for admitting students to Graduate Studies) in the second strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Postgraduate Studies	-Issue a table with the number of students to be accepted based on academic major throughout the implementation period of the plan for postgraduate levels	There is currently no future plan stating the number of postgraduate students to be accepted based on academic major	Design and approve a plan for the number of students who will be accepted and their majors			- Contact colleges to request the numbers to be accepted throughout the period of the plan - Develop an integrated plan with numbers and majors and have this approved by the	Local, regional and international universities	1440 AH
		Admission procedures		Finishing the updates				

	- Update admission procedural policies for postgraduate studies	need to be updated		of the admission procedural policies for postgraduate programs		required councils - Review and improve student acceptance procedures for postgraduate studies		
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A Procedural Card for the first initiative (Establishing new quality colleges) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Educational Affairs	- Number of new colleges to be opened	0	1	2	3	<ul style="list-style-type: none"> - Study the need of the job market from different disciplines - Ensure that there is a possibility to open the required colleges - View the topic on the required boards - Opening of colleges 	<p>The Ministry of Civil Service</p> <p>The Ministry of Labour</p> <p>Various ministries</p> <p>The private sector</p>	1441 AH

						- The proposed colleges are the Faculty of Tourism and Antiquities and the Faculty of Veterinary Medicine	Local, regional and international universities	
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A Procedural Card for the second initiative (Developing current BA programs) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			

The University Vice Rector for Educational Affairs	- The percentage of new bachelor programs approved by the Curricula Committee	25%	50%	100%		- Restructure the University's higher curriculum committee under the umbrella of the University's Vice Rector for Educational Affairs	The Ministry of Civil Service	1441 AH
	- Average of student rating of their knowledge of targeted learning objectives and outcomes at the beginning of a course	3.3 on a 5 point scale	3.8 on a 5 point scale	4 on a 5 point scale	4.2 on a 5 point scale		Various ministries	
	- Average of student rating of their knowledge of the evaluation criteria at the	3.46 on a 5 point scale	3.8 on a 5 point scale	4 on a 5 point scale	4.2 on a 5 point scale	- Present new bachelor programs to the university's curriculum committee	The private sector Local, regional and international universities	

	beginning of a course					<p>- Present any development of current bachelor programs to the university's curriculum committee</p> <p>- Proposed programs include cyber security, artificial intelligence, tourism and recreation</p>		
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A Procedural Card for the third initiative (Suspending, merging and closing certain BA programs) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Educational Affairs	- The Percentage of bachelor programs that have been suspended, closed or merged	0%	5%	10%	15%	- Have all current bachelor programs offered at the University undergo examination by The University Vice Rector for Educational Affairs - Suspend admission in some programs,	The Ministry of Civil Service Various ministries The private sector Local, regional and international universities	1441 AH

						<p>where there is a surplus of graduates that are not needed in the current job market</p> <ul style="list-style-type: none">- Merge some of the current bachelor programs- Close some bachelor programs that are currently no longer needed		
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A Procedural Card for the fourth initiative (Establishing new qualifying programs) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Educational Affairs	- The number of qualifying programs offered annually by the university	6	8	10	12	<p>- Form a committee to provide a comprehensive view of the qualifying programs needed in the job market</p> <p>- Design and launch modern vocational qualifying programs based on the needs of the job market</p>	<p>The Ministry of Civil Service</p> <p>Various ministries</p> <p>The private sector</p> <p>Local, regional and international universities</p>	1441 AH

A Procedural Card for the fifth initiative (Establishing new quality graduate studies programs) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Postgraduate Studies	- The percentage of colleges offering graduate programs	30%	40%	50%	60%	<ul style="list-style-type: none"> - Form a committee to provide a comprehensive view of the programs needed in the job market - Form a Higher Postgraduate Curriculum Committee - Design and launch new postgraduate programs based on the 	<ul style="list-style-type: none"> The Ministry of Civil Service Various ministries The private sector Local, regional and international universities 	1441 AH

						needs of the job market		
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A Procedural Card for the sixth initiative (Updating certain programs and courses to be given electronically) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of e-Learning and Distance Education	- The percentage of colleges offering programs with distant e-learning courses	No data available	20%	40%	60%	- Form a committee to provide a comprehensive view of the programs recommended to include distant e-learning courses - Design and activate programs with courses offered remotely through e-learning	Local, regional and international universities	1441 AH
	- The percentage of courses offered remotely through e-learning within participating programs	No data available	50%	10%	20%			

A Procedural Card for the seventh initiative (Offering a new course supporting the culture of innovation, creativity, and entrepreneurship for all college programs) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of the Institute of Creativity and Entrepreneurship	- The percentage of colleges offering programs with a course that supports the culture of innovation, creativity and entrepreneurship	0%	15%	30%	50%	<ul style="list-style-type: none"> - Form a committee to prepare an outline for the proposed course and the possibility of offering it in real/physical settings or with distant e-learning - Design the course - Start teaching the course within college programs 	Local, regional and international universities	1441 AH

A Procedural Card for the eighth initiative (Offering a new course on the issues of Hajj and Umrah as a part of all programs) in the third strategic secondary objective of the first strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of the Custodian of the Two Holy Mosques Institute for Hajj and Umrah Research	- The percentage of colleges offering programs with a course on Hajj and Umrah issues	0%	15%	30%	50%	<ul style="list-style-type: none"> - Form a committee to prepare an outline for the proposed course and the possibility of offering it in real/physical settings or with distant e-learning - Design the course - Start teaching the course within 	Local, regional and international universities The Ministry of Hajj	1441 AH

						college programs		
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A Procedural Card for the first initiative (Setting research goals and priorities for the University) in the first strategic secondary objective of the second strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Scientific Research	-The percentage of the compatibility of research carried out by faculty members with the university's scientific research priorities	0%	15%	30%	50%	- Develop ten broad research lines and prioritized research tracks within the university stemming from the needs of the community. - Establish and design an integrated research database for the	King Abdulaziz City for Science and Technology Deanships of Scientific Research in other universities	1441 AH

					<p>university, which is updated annually, containing information on all undergoing and conducted research within the colleges.</p> <p>- Commit to carrying out scientific research within colleges that adheres to the university's prioritized research</p>		
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						tracks by 70%		
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A Procedural Card for the second initiative (Increasing funded research and obtaining research grants for the University) in the first strategic secondary objective of the second strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Scientific Research	- The number of university faculty members' research studies with supported research grants by King Abdulaziz City for Science and Technology	3	5	8	10	- Hold training courses for university faculty members on how to apply for research grants	King Abdulaziz City for Science and Technology Deanships of Scientific Research in other universities	1441 AH
	- The number of training programs per semester that	4	8	10	12	- Offer three annual prizes entitled "Best Research and Best Researcher" for distinguished faculty researchers		

	develop faculty members' skills in the field of scientific research					- Establish research labs for faculty members to aid them in conducting their scientific research		
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A Procedural Card for the third initiative (Increasing the percentage of faculty publications in prestigious international journals and periodicals) in the first strategic secondary objective of the second strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Scientific Research	- The percentage of research published by university faculty members in prestigious scientific journals and periodicals appearing in international scientific search engines (with high impact rates)	20%	30%	40%	60%	- Establish and design an integrated university research database, which is updated annually, containing information on undergoing and conducted research. - In the agreed upon university	Deanships of Library Affairs in other universities Deanships of Scientific Research in other universities	1441 AH

					<p>research tracks, identify the names of prestigious scientific journals and periodicals which appear in international search engines</p> <p>- Form a university committee for the ethics of scientific research and create a templated form relating to the ethics of scientific research that can help</p>		
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						<p>researchers publish their work in journals that require approval from the scientific research committee</p> <p>- Offer three annual prizes entitled "Best Research and Best Researcher" for distinguished faculty researchers</p>		
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A Procedural Card for the first initiative (Creating more jobs for researchers and assistant researchers) in the second strategic secondary objective of the second strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for Graduate Studies and Scientific Research	- Number of job posts dedicated to researchers	0	5	8	12	Identify needed employment positions for researchers and research assistants - Advertise job posts - Appoint appropriate candidates	Global Research Centers	1441 AH
	- Number of job posts dedicated to research assistants	2	7	10	15			

A Procedural Card for the second initiative (Increasing the number of centers for excellence and research chairs) in the second strategic secondary objective of the second strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for Graduate Studies and Scientific Research	- Number of research chairs to be established	5	8	9	11	- Benefit from the experiences of other universities in the establishment of scientific chairs and centers for research excellence. - Conduct workshops to examine the needs of the university and the	Deanships of Scientific Research in other universities	1441 AH
	- Number of centers of excellence to be established	8	9	10	11			

						community from scientific chairs and centers for research excellence - Find supporters and financiers for scientific chairs		
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A Procedural Card for the third initiative (Obtaining more patents for the University) in the second strategic secondary objective of the second strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for Development and Business Entrepreneurship	- Number of applications for patent registrations	350	400	450	500	- Hold training courses for university faculty members on how to apply for and obtain patents	Vice Rectorships for knowledge innovation in other universities	1441 AH
	- Number of registered patents	50	70	90	120			

A Procedural Card for the first initiative (Inaugurating innovative community service projects) in the first strategic secondary objective of the third strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Community Service and Continuous Education	- Number of innovative projects submitted annually	0	1	2	3	<ul style="list-style-type: none"> - Form a brainstorming committee to develop ideas for innovative projects that serve the community - Select some of these projects, approve them and create a plan of action - Implement these projects - Issue an annual report 	Prestigious universities worldwide committed to social responsibility	1441 AH

						entitled “The University is at the Community’s Service” and highlight all of these projects in the report		
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A Procedural Card for the second initiative (Introducing vocational training units and expert consultative groups) in the first strategic secondary objective of the third strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of the Institute of Research and Consultation Studies	- The number of launched expertise houses	120	180	210	250	- Create an organizational mechanism for expertise houses	Institutes of research and consultation studies in other universities	1441 AH
	- The number of launched training units	2	7	10	13	- Receive requests from faculty members to launch more expertise houses - Launch appropriate expertise houses - Develop a plan to create	Various ministries The private sector The third sector	

						more specialized training units - Launch more professional training units		
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A Procedural Card for the first initiative (Establishing units for volunteer work within colleges and supporting deanships) in the second strategic secondary objective of the third strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Deans of Colleges and Deans of Supporting Deanships	- The percentage of colleges and supporting deanships with units for volunteer work	5%	10%	30%	50%	- Create a mechanism and work plan for volunteer units - Contact colleges and supporting deanships to select a male and female coordinator for volunteer work carried out within them	The third sector	1441 AH

						- Activate these units		
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A Procedural Card for the second initiative (Intensifying participation in volunteer works during Hajj and Umrah seasons) in the second strategic secondary objective of the third strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of the Custodian of the Two Holy Mosques Institute for Hajj and Umrah Research	-The percentage of colleges participating in volunteer work during Hajj and Umrah season	5%	20%	40%	50%	<ul style="list-style-type: none"> - Develop a plan for the university's participation in volunteer work during Hajj and Umrah season - Create an organizational mechanism for the participation of colleges and supporting deanships in Hajj and Umrah 	<p>The Ministry of Hajj</p> <p>The Ministry of Health</p> <p>Government sectors participating in Hajj and Umrah</p>	1441 AH

						volunteer work - Begin volunteer work		
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A Procedural Card for the first initiative (Completing and improving the buildings of colleges and supporting deanships) in the first strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for Branches	<ul style="list-style-type: none"> - The percentage of the Completion and improvement of the buildings of colleges and supporting deanships - Average (mean) of faculty members' satisfaction with facilities and equipment 	50%	60%	70%	80%	<ul style="list-style-type: none"> - Devise an integrated plan to complete the buildings in Al-Jamoum, Al-Leith, Al-Qunfudhah and Adham branches - Construct buildings for newly instated and emerging colleges - Transfer main university administrations and all supporting 	<ul style="list-style-type: none"> The Ministry of Education The Ministry of Finance 	1441 AH

	<p>- Average (mean) of higher management's satisfaction with facilities and equipment</p> <p>- Average (mean) of students' satisfaction with facilities and equipment</p>	<p>3.1 on a 5 point scale</p> <p>3.1 on a 5 point scale</p>	<p>3.5 on a 5 point scale</p> <p>3.5 on a 5 point scale</p>	<p>4 on a 5 point scale</p> <p>4 on a 5 point scale</p>	<p>4.5 on a 5 point scale</p> <p>4.5 on a 5 point scale</p>	<p>deanships such as the Deanship of Admission and Registration, the Deanship of Student Affairs and the Deanship of Academic Development to Al-Abdiah main campus</p> <p>- Transfer female colleges to Al-Abdiah main campus</p>		
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A Procedural Card for the second initiative (Completing the university hospital) in the first strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of the College of Medicine	-The percentage of completion	40%	60%	70%	80%	<ul style="list-style-type: none"> - Restructure a specialized university committee to supervise the university hospital project - Follow up on work progress in the project to complete the construction of the university hospital 	<p>The Ministry of Finance</p> <p>Other universities which have university hospitals</p>	1441 AH

						- Equip the university hospital		
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A Procedural Card for the third initiative (Developing the university medical center building and opening buildings for specialist clinics) in the first strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Supervisor of the University Medical Center and the Supervisor of the Specialized Clinics Building	- The percentage of the completion of the renovation of the university medical center building	60%	70%	90%	100%	- Expand and develop the current university medical center building	The Ministry of Finance	1441 AH
	- The percentage of the completion of the construction and renovation of the specialized	40%	80%	100%	--	- Open new specialized clinics in it - Complete equipping the specialized clinics		

	clinics building					building in Al-Abdiah - Open the building		
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A Procedural Card for the fourth initiative (Improving the teaching staff residences) in the first strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for University Campuses	- The percentage of the completion of the project	50%	70%	90%	100%	- Coordinate with the Ministry of Finance in order to approve a budget to complete the faculty housing project - Coordinate with the university department of projects in order to follow up on building	The Ministry of Finance	1441 AH

						<p>construction progress</p> <ul style="list-style-type: none">- Hand over new housing units to faculty members following specific procedures- Open schools for boys and girls in all stages- Open restaurants, small shopping centers, public services, gas stations, laundry		
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						services, barbers and cafeterias.		
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A Procedural Card for the fifth initiative (Developing and improving technical networks) in the first strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Information Technology	- The percentage of completion of installing networks and technological connections in new buildings and renovate buildings currently being used	50%	80%	100%	--	- Install networks and technological connections in new buildings and renovate buildings currently being used	The Ministry of Finance	1441 AH
	- The percentage of switch all university transactions from paper-	30%	50%	70%	95%	- Equip colleges and supporting deanships with computers		

	based to electronic systems					and computer peripherals - Switch all university transactions from paper- based to electronic systems		
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A Procedural Card for the first initiative (Constructing sports and social clubs) in the second strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for University Campuses	-The percentage of the completion of the project	20%	40%	60%	80%	- Select locations within university campuses to establish clubs - Establish sports clubs and social clubs in both male and female campuses	The Ministry of Finance	1441 AH

A Procedural Card for the second initiative (Constructing Umm Al-Qura University simulation hospital) in the second strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of the College of Medicine	-The percentage of the completion of the project	0%	20%	40%	60%	<ul style="list-style-type: none"> - Select a location next to the college of medicine buildings in Al-Abdiah for the establishment of the hospital - Construct the building - Prepare and equip the building 	The Ministry of Finance	1441 AH

A Procedural Card for the third initiative (Extending green areas and afforestation) in the second strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for University Campuses	-The percentage of the completion of the project of a park for the University in Al-Abdiah campus and its cultivation	0%	5%	20%	50%	- Sign a contract with a company specializing in forestation	The Ministry of Finance	1441 AH
	-Percentage of green landscapes and forestation	15%	25%	50%	70%	- Allocate a piece of land for the university park in Al-Abdiah - Cultivate and equip the park		

A Procedural Card for the fourth initiative (Increasing the number of shaded car parks) in the second strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for University Campuses	- The percentage of shaded parking lots	15%	30%	50%	60%	- Allocate pieces of land to build parking lots in both male and female sections - Shade the allocated parking spaces	The Ministry of Finance	1441 AH

A Procedural Card for the fifth initiative (Improve traffic services at the university) in the second strategic secondary objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of consultation	Completion Date
			1439	1440	1441			
Director for Security Department	- Implement the plan to improve traffic services	Traffic congestion is increasing during peak times within Al-Abdiah university campus		Organize traffic inside the university campus in Al-Abdiah		- Develop a traffic plan to regulate traffic within Al-Abdiah campus - Implement this plan	The Holy Capital Traffic Department	1440 AH

A Procedural Card for the sixth initiative (developing public transport services to the University and among its campuses) in the second secondary strategic objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	-Signing a contract with a company	There are currently buses operating among venues in Al- Abediya		A contract with a specialized company for public transportation on campus and among campuses		<ul style="list-style-type: none"> - Signing a contract with the company - Carrying out the transportation plan 	The Ministry of Transportation	1440 AH

A Procedural Card for the seventh initiative (opening nurseries and schools at the University campus) in the second secondary strategic objective of the fourth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	-The number of nurseries and schools in the university	0	1	2	3	<ul style="list-style-type: none"> - Specifying the places for the nurseries - Specifying the places for public schools - Building the schools - Inaugurating the schools 	The Ministry of Education	1441 AH

A Procedural Card for the first initiative (Developing a mechanism for the selection of male and female leaders) in the first secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector	<ul style="list-style-type: none"> - Forming a secret advisory committee to select male and female leaders - Setting up the mechanism for selecting male and female leaders and approving it. 	Male and female leaders are chosen by deans, chairmen, and deputy chairs without a clear mechanism	Forming the committee	Setting and approving the procedures		<ul style="list-style-type: none"> - Forming a secret advisory committee to select male and female leaders - Designing an electronic portal on the university's website to evaluate male and female leaders and to nominate them - Setting up a 	The Ministry of Education International Universities	1440 AH

						mechanism for selecting male and female leaders		
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A Procedural Card for the second initiative (Developing leadership skills) in the first secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The Dean of Academic Development and Quality	-The number of male and female faculty members enrolled in the program of improving academic leadership skills	0	30	30	30	<ul style="list-style-type: none"> - Coordinating with the Academic Leadership Center in the Ministry of Education to design programs for developing leadership skills - Choosing 30 male and female faculty members who are below 45 years old 	The Academic Leadership Center in the Ministry of Education International Universities	1441 AH

						to join the program - Establishi ng the program		
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A Procedural Card for the third initiative (Spreading the culture of strategic planning) in the first secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The Dean of Academic Development and Quality	<ul style="list-style-type: none"> - Publishing a booklet on strategic planning - The number of male and female trainees from the staff members and the students 	<p>There is no booklet for strategic planning</p> <p>50</p>	<p>Publishing the booklet on strategic planning</p> <p>600</p>	700	1000	<ul style="list-style-type: none"> - Preparing workshops in strategic planning for male and female leaders - Preparing workshops in strategic planning for faculty members, employees, and students - Designing and publishing a pamphlet in strategic planning, - Spreading the strategic plan among all university members 	<p>The universities that have successful strategic plans</p> <p>International training centers in strategic planning</p>	1441 AH

A Procedural Card for the fourth initiative (Establishing offices for following up the implementation of the strategic plan) in the first secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The Dean of Academic Development and Quality	-Establishing an office to achieve the vision and manage the strategic plan	There is no office to achieve the vision and manage the strategic plan	Establishing offices to achieve the vision and manage the strategic plan	-	-	- Establishing an office to achieve the vision and manage the strategic plan - Establishing a managerial office to carry out the strategic initiatives	The Ministry of Education The universities that have successful strategic plans	1440 AH
	-Establishing an office to manage the implementation of the strategic initiatives	There is no office to manage the strategic initiatives		Establishing an office to manage the implementation of the strategic initiatives	-			

A Procedural Card for the First Initiative (Redesigning the organizational structure and the distribution of authority) in the second secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector	<ul style="list-style-type: none"> - Issuing the updated organizational structure of the university - Issuing the book on the delegation of powers 	<p>There is an organizational structure that is yet to be updated.</p> <p>The delegation of powers needs to be updated as well.</p>	<p>Designing an updated organizational structure</p> <p>Publishing a book on the delegation of powers and regulations in the university</p>	-	-	<ul style="list-style-type: none"> - Reviewing the current organizational structure - Designing a clear and updated organizational structure and circulating it to the university's offices to adhere to it - Publishing a book on the delegation of powers 	<p>The Ministry of Education</p> <p>The universities with which the university will collaborate</p>	1439 AH

A Procedural Card for the second initiative (Publishing the guidebooks of the procedures and policies) in the second secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector	<ul style="list-style-type: none"> - Publishing the guides of the procedures - The availability of clear job description for all university jobs 	<p>The guides on procedures need to be updated</p> <p>The job description cards need to be updated</p>	<p>Publishing guides to specify the procedures and university regulations</p> <p>updating job descriptions</p>			<ul style="list-style-type: none"> - Reviewing the guides of the procedures and the job description cards - Publishing the guides of the procedures - Updating job descriptions for all university jobs. 	<p>The Ministry of Education</p> <p>The universities with which the university will collaborate</p>	1439 AH

A Procedural Card for the third initiative (Publishing the Charter of Ethics) in the second secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector	-Designing and drafting the charter of the ethical code for male and female university members	There is no charter of the ethical code right now	Publishing a charter of the ethical code for working in the university	-	-	<ul style="list-style-type: none"> - Forming a committee for establishing the mechanism of publishing the charter of the ethical code - Having workshops to agree on the ethics - Publishing the charter of the ethical code 	<p>The Ministry of Education</p> <p>The universities that have guides for the ethical code</p> <p>The Ministry of Labour</p>	1439 AH

A Procedural Card for the fourth initiative (Administrative training for male and female employees) in the second secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector	<p>-The number of periodical meetings with Directors and their female deputies</p> <p>-The number of training and developmental workshops attended by male and female employees</p> <p>-The average rating of the stakeholders for the quality of the management</p>	<p>0</p> <p>378</p> <p>3.7 on a 5 point scale</p>	<p>1</p> <p>400</p> <p>4 on a 5 point scale</p>	<p>2</p> <p>430</p> <p>4.2 on a 5 point scale</p>	<p>3</p> <p>470</p> <p>4.5 on a 5 point scale</p>	<ul style="list-style-type: none"> - Specifying the training needs of the male and female employees - Holding periodical meetings with Directors and their female deputies to solve all administrative challenges - Sending to every administrative office, college, and supporting deanship every semester to ask them to nominate their members to attend the workshops held by the Institute of Public Administration while making 	<p>The Institute of Public Administration</p> <p>The universities with which the university will collaborate</p> <p>Specialized training centers</p>	1441 AH

	<p>-The percentage of male and female employees who are on scholarship or who are sent to complete a graduate program annually</p>	0%	3%	7%	10%	<p>sure to involve all members in this and not to focus on a certain group</p> <ul style="list-style-type: none"> - Signing a contract with a prominent training center to hold workshops on campus 		
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A Procedural Card for the first initiative (Developing technicians' skills and qualifications) in the third secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector	<p>-The number of training developmental workshops attended by male and female technicians</p> <p>-The average of the evaluation of the concerned people of the quality of the technicians' performance</p> <p>-The percentage of the male and female technicians sent abroad on</p>	<p>0</p> <p>No data available</p> <p>0%</p>	<p>20</p> <p>3 on a 5 point scale</p> <p>3%</p>	<p>30</p> <p>3.5 on a 5 point scale</p> <p>7%</p>	<p>50</p> <p>4 on a 5 point scale</p> <p>15%</p>	<ul style="list-style-type: none"> - Identifying the training needs of the male and female technician - Organizing training workshops for them - Organizing qualifying programs for them - Sending the outstanding male and female technicians abroad to pursue their higher education 	<p>The Ministry of Education</p> <p>The universities with which the university will collaborate</p> <p>Specialized training centers</p>	1441 AH

	scholarships to pursue their higher education							
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A Procedural Card for the second initiative (Increasing the number of the technical staff) in the third secondary strategic objective of the fifth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector	The percentage of the annual increase in technical jobs	There is a reasonable number of male and female technicians in the university	5%	10%	20%	<ul style="list-style-type: none"> - Creating a database detailing the number of male and female technicians in the university - Specifying the needs for male and female technicians - Creating technical jobs - Recruiting technicians based on that 	<p>The Ministry of Education</p> <p>The Ministry of Civil Service</p> <p>The Ministry of labour</p>	1441 AH

A Procedural Card for the first initiative (Attaining institutional national academic accreditation) in the first secondary strategic objective of the sixth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	-Attaining the national and institutional academic accreditation for the university	The university is not accredited, yet.		Attaining the national and institutional academic accreditation		<ul style="list-style-type: none"> - Forming a committee for academic accreditation in the university based on the eleven standards of the National Commission for Academic Accreditation and Assessment - Forming secondary committees for academic accreditation based on the secondary standards of the basic eleven standards of the National Commission for Academic Accreditation - Finishing the self-study according to the standards of the National 	The Ministry of Education The universities with which the university will collaborate	1440 AH

						<p>Commission for Academic Accreditation</p> <ul style="list-style-type: none"> - Sending the self-study report to the National Commission for Academic Accreditation - The first field study of the delegation of the National Commission for Academic Accreditation - Carrying out the modifications and improvements suggested by the delegation of the National Commission for Academic Accreditation - Preparing the final report to obtain the national academic accreditation and sending it to the National Commission for Academic Accreditation - The final visit of the National 		
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						Commission for Academic Accreditation team and obtaining the academic accreditation		
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A Procedural Card for the second initiative (Attaining national academic accreditation for certain programs) in the first secondary strategic objective of the sixth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The Dean of Academic Development and Quality	-The number of programs prepared to achieve the national academic accreditation	0	0	0	14 programs	<ul style="list-style-type: none"> - Choosing 14 programs to prepare them to achieve the national academic accreditation - Forming the quality units inside the chosen colleges - Forming committees for academic accreditation inside the chosen colleges based on the standards of the National Commission for Academic Accreditation - Writing the program descriptions based on the requirements of 	The Ministry of Education The universities with which the university will collaborate	1441 AH

						<p>the National Commission for Academic Accreditation</p> <ul style="list-style-type: none"> - Writing the course descriptions based on the requirements of the National Commission for Academic Accreditation - Writing the course reports based on the requirements of the National Commission for Academic Accreditation - Conducting a self-study based on the requirements of the National Commission for Academic Accreditation for the chosen colleges - Conducting questionnaires to obtain the students' 		
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						<p>opinions on the courses and the faculty members' performance annually</p> <ul style="list-style-type: none"> - Preparing the program and course reports - Sending the self-study report to the designed committee inside the university to review it and modify it - Receiving the major representatives from the Academic Development and quality assurance during their inspecting calls of the colleges offering these programs - Reviewing internally these programs by the quality committees inside the university 		
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						<ul style="list-style-type: none">- Finishing the self-study according to the standards of the National Commission for Academic Accreditation- Sending the self-study reports to the National Commission for Academic Accreditation- The first field visit by the delegation of the National Commission for Academic Accreditation- Carrying out the modifications and improvements suggested by the delegation of the National Commission for Academic Accreditation- Preparing the final report to obtain the national		
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						<p>academic accreditation for academic programs and sending it to the National Commission for Academic Accreditation</p> <ul style="list-style-type: none">- The final visit of the National Commission for Academic Accreditation team and obtaining the academic accreditation		
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A Procedural Card for the first initiative (Attaining international academic accreditation for the College of Medicine) in the second secondary strategic objective of the sixth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
Deans of Medical Colleges	-Attaining the international academic accreditation for the rest of the medical colleges in Makkah achieving	The colleges of pharmacy, medical sciences, and applied medical sciences are accredited by a German accreditation body	Obtaining the German and international academic accreditation for the Medical, dental, and pharmacy schools			<ul style="list-style-type: none"> - Getting in touch with the Accreditation Agency in Health and Social Sciences in Germany which accredits medical schools internationally - Designing a plan of Procedural steps according to standards of the Accreditation Agency in Health and Social Sciences in Germany - The initial visit of the Agency to the colleges - Carrying out the modifications 	The Ministry of Education The universities with which the university will collaborate	1439 AH

						<p>and improvements suggested by the delegation of the Agency</p> <ul style="list-style-type: none">- The final visit of the Agency to the colleges- The Medical Colleges obtaining the international academic accreditation from the Accreditation Agency in Health and Social Sciences		
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A Procedural Card for the Second Initiative (Attaining international academic accreditation for the Colleges of Engineering and Computing) in the Second Secondary Strategic Objective of the Sixth Strategic Goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
Deans of the Colleges of Engineering and of Computer Sciences	-Attaining the international academic accreditation for the colleges of engineering and of computer sciences in Makkah	Only some programmes of the college of engineering are internationally accredited.	Attaining the international academic accreditation for the colleges of engineering and of computer science	-	-	<ul style="list-style-type: none"> - Getting in touch with the agencies which accredit engineering and computer science colleges internationally - Finding a recognized international agency which accredits the colleges internationally - Designing a plan of Procedural steps according to the standards of the accreditation agency which accredits 	<p>The Ministry of Education</p> <p>The universities with which the university will collaborate</p>	1439 AH

						<p>these colleges internationally</p> <ul style="list-style-type: none">- The initial visit of the international agency to the colleges- Carrying out the modifications and improvements suggested by the delegation of the agency- The final visit of the agency to the colleges <p>The colleges of engineering and of computer sciences obtaining the international academic accreditation</p>		
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A Procedural Card for the third initiative (Attaining international academic accreditation for the College of Applied Sciences) in the second secondary strategic objective of the sixth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
Dean of the College of Applied Sciences	-Attaining international accreditation for the college of applied sciences	The college of applied sciences has not attained the international academic accreditation yet	Attaining the international academic accreditation for the college of applied sciences	-	-	<ul style="list-style-type: none"> - Getting in touch with the agencies which accredit colleges of applied sciences internationally - Finding a recognized international agency which accredits the colleges internationally - Designing a plan of Procedural steps according to the standards of the accreditation agency which accredits 	The Ministry of Education The universities with which the university will collaborate	1439 AH

						<p>these colleges internationally</p> <ul style="list-style-type: none">- The initial visit of the international agency to the colleges- Carrying out the modifications and improvements suggested by the delegation of the agency- The final visit of the agency to the colleges- The college of applied sciences obtaining the international academic accreditation		
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A Procedural Card for the first initiative (Negotiating agreements with local universities) in the first secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	-The number of agreements with local universities	0	2	4	6	<ul style="list-style-type: none"> - Increasing the number of local universities - Composing the agreement and its items - Signing the agreement 	The Ministry of Education	1441 AH

A Procedural Card for the second initiative (Negotiating partnerships with different public sectors) in the first secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	-The number of agreements with the government sectors	2	3	5	7	<ul style="list-style-type: none"> - Visiting government sectors - Composing the agreement and its items - Signing the agreement 	<p>The Ministry of Health</p> <p>The Ministry of Hajj</p> <p>The Ministry of Labour</p> <p>The other government sectors</p>	1441 AH

A Procedural Card for the third initiative (Negotiating partnerships with different private sectors) in the first secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	The number of agreements with the private sectors	0	1	2	4	<ul style="list-style-type: none"> - Visiting private sectors - Composing the agreement and its items - Signing the agreement 	Banks The Saudi Airlines Private hospitals Private companies The other private sectors	1441 AH

A Procedural Card for the fourth initiative (Negotiating partnerships with the third sector) in the first secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	-The number of agreements with the third sector	0	1	2	3	<ul style="list-style-type: none"> - Visiting charity organizations and voluntary associations in the third sector - Composing the agreement and its items - Signing the agreement 	Charity organizations Volunteer associations	1441 AH

A Procedural Card for the first initiative (Negotiating agreements with regional quality universities) in the second secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	-The number of agreements with regional universities	0	1	2	3	<ul style="list-style-type: none"> - Visiting regional universities - Composing the agreement and its items - Signing the agreement 	<p>The Ministry of Education</p> <p>The Ministry of Foreign Affairs</p> <p>Cultural Missions</p> <p>The regionally renowned universities</p>	1441 AH

A Procedural Card for the second initiative (Negotiating partnerships with regional specialist training centers) in the second secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	-The number of agreements with regional specialized training centers	0	1	2	3	<ul style="list-style-type: none"> - Visiting regional specialized training center - Composing the agreement and its items - Signing the agreement 	<p>The Ministry of Education</p> <p>The Ministry of Foreign Affairs</p> <p>Cultural Missions</p> <p>The regional specialized training centers</p>	1441 AH

A Procedural Card for the first initiative (Negotiating agreements with international quality universities) in the third secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	-The number of agreements with internationally renowned universities	1	2	3	4	<ul style="list-style-type: none"> - Visiting international universities - Composing the agreement and its items - Signing the agreement 	<p>The Ministry of Education</p> <p>The Ministry of Foreign Affairs</p> <p>Cultural Missions</p> <p>The internationally renowned universities</p>	1441 AH

A Procedural Card for the second initiative (Negotiating partnerships with international specialist training centers) in the third secondary strategic objective of the seventh strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The University Vice Rector for Development and Entrepreneurship	- The number of agreements/agreements/c with international specialized training centers	0	1	2	3	<ul style="list-style-type: none"> - Visiting international specialized training centers - Composing the agreement and its items - Signing the agreement 	The Ministry of Education The Ministry of Foreign Affairs Cultural Missions The international specialized training centers	1440 AH

A Procedural Card for the first initiative (Forming a unit for customer relationships) in the first secondary strategic objective of the eighth strategic goal

Executive Director	Key Performance Indicators	Current Status	The Future Status			Procedural steps	Places of Consultation	Completion Date
			1439	1440	1441			
The Director for Customer Relationships	-Establishing the unit	There is no unit for customer relationships	Finalizing the unit's working plan	Forming the unit		<ul style="list-style-type: none"> - Designing a complete plan of the unit - Writing the job descriptions of its employees - Launching the unit and starting its business 	The universities with which the university will collaborate and which have a unit for customer relationships	1440 AH

A Procedural Card for the second initiative (Holding conferences, symposiums and periodic meetings) in the first Secondary Strategic Objective of the eighth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
Vice Rector for Graduate Studies and Scientific Research	- The number of conferences held at the University	3	4	5	5	- Analysing social priorities and needs of scientific and educational aspects - Establishing a clear schedule for conferences, symposiums and forums to be held annually by the University in the fields of health, engineering,	The Ministry of Education Government ministries	1440 AH
	- The number of seminars, forums and international days	4	6	8	10			

					<p>education, economy, technology and science, according to the society needs.</p> <ul style="list-style-type: none">- Taking approval from higher authorities for the adoption of such meetings- Addressing different types of media such as television and radio channels, newspapers and magazines in order to cover these events		
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						and promote them. - Establishing the events		
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A Procedural Card for the first initiative (Updating the university website) in the second secondary strategic objective of the eighth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Information Technology	- The percentage of the completion of all the information related to the university departments on the website	20%	50%	100%	-	- Updating website server to become faster and larger - Addressing relevant authorities in colleges in order to provide and permanently feed the website with any required information. - Activating the website links to be available and	The Ministry of education The universities with which the university will collaborate	1440 AH

					<p>useful for the university employees, students and visitors at local, regional and global levels.</p> <ul style="list-style-type: none">- Publishing the university news on the website on a daily basis- Highlighting the students' activities on the website on a daily basis- Designing a special video about the university and make it available on the website		
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A Procedural Card for the second initiative (Creating active accounts for the university in social media) in the second secondary strategic objective of the eighth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of Information Technology	- The number of followers	200,000	300,000	500,000	1,000,000	<ul style="list-style-type: none"> - Opening a Twitter account - Opening a Facebook account - Opening of an Instagram account - Opening of Snapchat account - Permanent information feeding for accounts - Activating the accounts 	The universities with which the university will collaborate	1440 AH

						<p>links to be available and useful for the university employees, students and visitors at local, regional and global levels.</p> <p>- Publishing the university news on the accounts on a daily basis</p> <p>- Designing a special video about the university and make it available on the accounts.</p>		
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A Procedural Card for the first initiative (Investing in University buildings inside the Haram borders) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	-The percentage of sites to be invested	0%	5%	10%	25%	<ul style="list-style-type: none"> - Forming an investment committee in the university. - Developing a plan of action to invest in the university branches 	<p>The Ministry of Finance</p> <p>The Ministry of Education</p> <p>The universities with which the university will collaborate</p>	1441 AH

A Procedural Card for the second initiative (Constructing a University shopping center) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	- The project completion rate	0%	5%	10%	25%	<ul style="list-style-type: none"> - Selecting a land - Designing maps - Developing a work plan for the project - Starting project implementation. 	<p>The Ministry of Finance</p> <p>The Ministry of Education</p> <p>The universities with which the university will collaborate</p>	1441 AH

A Procedural Card for the third initiative (Building an on-campus hotel) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	- The project completion rate	0%	5%	10%	25%	- Selecting a land - Designing maps - Developing a work plan for the project - Starting project implementation.	The Ministry of Finance The Ministry of Education The universities with which the university will collaborate	1441 AH

A Procedural Card for the fourth initiative (Opening a series of international restaurants within the University campuses) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	- The project completion rate	0%	5%	10%	30%	<ul style="list-style-type: none"> - Selecting lands - Designing maps - Developing a work plan for the project - Starting project implementation. 	<p>The Ministry of Finance</p> <p>The Ministry of Education</p> <p>The universities with which the university will collaborate</p>	1441 AH

A Procedural Card for the fifth initiative (Establishing an on-campus gas station) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	- The project completion rate	0%	5%	20%	30%	- Selecting a land - Designing maps - Developing a work plan for the project - Starting project implementation.	The Ministry of Finance The Ministry of Education The universities with which the university will collaborate	1441 AH

A Procedural Card for the sixth initiative (Reducing financial waste and adopting the concept of lean financial management) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector	- The rate of financial waste reduction	20%	30%	50%	70%	- Accurate financial monitoring of financial affairs - Developing an action plan to implement the concept of lean financial management - Applying work plan	The universities with which the university will collaborate. Toyota Corporation Global companies with which partnerships will be established	1441 AH

A Procedural Card for the first initiative (Increasing investment in Wadi Makkah (Makkah Valley) Company for technology) in the second secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
Executive Director for Wadi Makkah	- The rate of the investment return to from Wadi Makkah	No data available	10%	20%	30%	- Reviewing and updating the strategic plan of Wadi Makkah - Opening up new fields of investment in the company	Universities that establish and own investment companies	1441 AH

A Procedural Card for the second initiative (Opening Umm Al-Qura oasis for consultations) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
Dean of the Institute of Research and Consultation Studies	-The project completion rate	0%	20%	60%	100%	<ul style="list-style-type: none"> - Selecting a land - Designing maps - Developing a work plan for the project - Starting project implementation 	The universities with which the university will collaborate	1441 AH

**A Procedural Card for the third initiative (Opening a training and continuing medical education building)
in the first secondary strategic objective of the ninth strategic goal**

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
Executive Director for Wadi Makkah	-The project completion rate	0%	20%	60%	100%	<ul style="list-style-type: none"> - Selecting a land - Designing maps - Developing a work plan for the project - Starting project implementation 	The universities with which the university will collaborate	1441 AH

A Procedural Card for the fourth initiative (Establishing Umm Al Qura Museum) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector	- The project completion rate	0%	5%	20%	30%	- Selecting a land - Designing maps - Developing a work plan for the project - Starting project implementation.	The universities with which the university will collaborate	1441 AH

A Procedural Card for the fifth initiative (Establishing the Umm Al-Qura Center for printing, information, and publishing) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector	- The project completion rate	0%	5%	20%	30%	<ul style="list-style-type: none"> - Selecting a land - Designing maps - Developing a work plan for the project - Starting project implementation. 	<p>The Saudi Commission for Tourism and National Heritage</p> <p>The General Entertainment Authority</p> <p>The Ministry of Transportation</p> <p>The universities with which the university will collaborate</p>	1441 AH

A Procedural Card for the sixth initiative (Establishing Umm Al Qura Tourist Bus) in the first secondary strategic objective of the ninth strategic goal

Executive Director	Key Performance Indicators	Current Status	Future Status			Procedural Steps	Places of consultation	Completion Date
			1439	1440	1441			
University Vice Rector for Campuses	-The project completion rate - number of tourist buses	0% 0 buses	5% 0 buses	20% 3 buses	30% 6 buses	- Developing a work plan for the project - Starting project implementation.	The Saudi Commission for Tourism and National Heritage The General Entertainment Authority The Ministry of Transportation The universities with which the university will collaborate	1441 AH

Alternative Plans

Strategic Goal	Strategic Initiative	Possible danger	Probability rate	Effect rate	Alternative Plan
Sustainability of scientific research	Increasing the number of centers of excellence and research chairs	inability to find funding for research chairs and centers of excellence	big	little	Finding support from self-resources
Improvement of the Infrastructure	Completing the university hospital	Being Incomplete	little	big	Coordinating with the Ministry of Health to allocate the Mina General Hospital or any of the Makkah city hospitals to become a university hospital
Investment and Knowledge Economy	Investing in University buildings inside the Haram borders	investment's faltering	little	big	Thinking of other self-supporting resources