جامعة أم القرى
UMM AL-QURA UNIVERSITY

UQU STRATEGY 2027

University Vice Presidency of Business Development and Community Partnerships - Strategy Management Office

رؤية VISION 2030 المملكة العربية السعودية KINGDOM OF SAUDI ARABIA

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UMM AL-QURA UNIVERSITY

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In the Name of Allah, the Most Gracious, the Most Merciful

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PART ONE

" UQU 2027 STRATEGY "

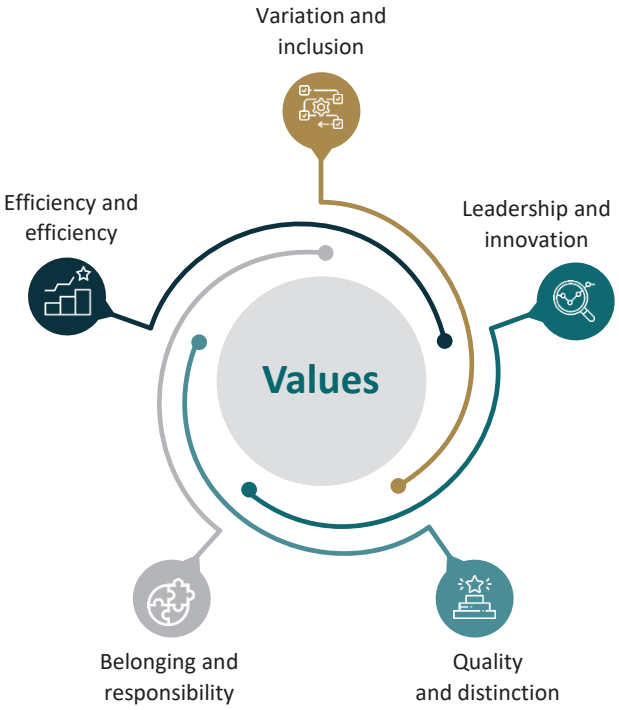
- Vision
- Mission
- Values
- Strategic Objectives

Vision

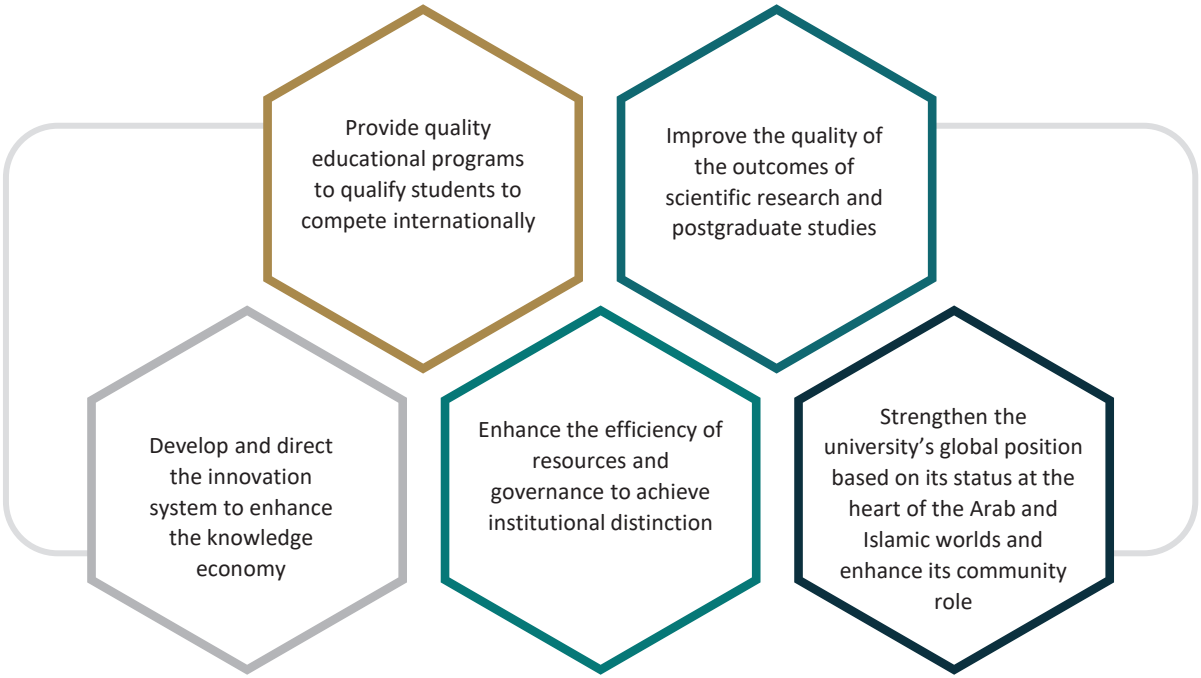
An educational environment with international standards, attractive to distingueshed students and scientists

Mission

Distinction in education, research and innovation to develop the knowledge economy and serve the community based on our status as the heart of the Arab and Islamic worlds



Strategic Objectives



The Connection between Umm Al-Qura University Objectives and the Ministry of Education Objectives and the Overarching Objectives of Saudi Vision 2030

Saudi Vision 2030 General Objectives	4. Increase employment	4. Increase employment	3.Grow and diversify the economy	1. Strengthen Islamic and national identity 2. Offering a fulfilling and healthy life 5. enhance government effectiveness	1. Strengthen Islamic and national identity 2. Offering a fulfilling and healthy life 6. Enable social responsibility
Ministry of Education Objectives	2. Improving learning outcomes and the educational system's position globally	6. Ensuring education for all and promoting lifelong learning opportunities. 8. Raising the quality and effectiveness of scientific research and innovation	4. Developing the capabilities of the education cadres 9. Developing the university system and educational and training institutions	7. Empowering the private and non-profit sectors and raising their participation to improve the financial efficiency of the education sector	1. Promoting values and National belonging 5. Enhancing community participation in teaching and learning
Umm Al-Qura University Objectives	1. Provide quality educational programs to qualify students to compete internationally	2. Improve the quality of the outcomes of scientific research and postgraduat e studies	3. Develop and direct the innovation system to enhance the knowledge economy	4. Enhance the efficiency of resources and governance to achieve institutional distinction	5. Strengthen the university's global position based on its status at the heart of the Arab and Islamic worlds and enhance its community role

The Connection between Umm Al-Qura University Objectives and the Ministry of Education Objectives and Branch Objectives of Saudi Vision 2030

2030 Saudi Vision Subsidiary Objectives	4.1 Develop Human Capital in line with labor market needs 4.3 Enable job creation through SMEs and Micro-enterprises 4.4 Attract relevant foreign talents for the economy	4.1 Develop Human Capital in line with labor market needs 4.2 Ensuring equal access to job opportunities 4.3 Enable job creation through SMEs and Micro-enterprises	3.1 Grow contribution of the Private Sector to the economy 3.3 Unlock potential of non-oil sectors 3-5 Position KSA as a global logistic hub 3.6 Further integrate Saudi Economy regionally & globally 3.7 Grow non-oil exports	2-2 Promote a healthy lifestyle 2.3 Improve livability in Saudi cities 2-5 Promote Culture and Entertainment 2.6 Create an empowering environment for Saudis 5.1 Balance public budget 5.2 Improve performance of government apparatus 5.3 Engage effectively with citizens	1.1 Foster Islamic values 1.2 Serve more Umrah visitors better 1.3 Strengthen the national identity 2.2 Promote a healthy lifestyle 2.3 Improve livability in Saudi cities 2.5 Promote Culture and Entertainment 2.6 Create an empowering environment for Saudis 6.1 Enable citizen responsibility 6.2 Enable social contribution of businesses 6.3 Enable larger impact of non-profit sector
Ministry of Education Objectives	2. Improving learning outcomes and the educational system's position globally. 3. Developing the education system to meet the requirements of development and the needs of the labor market.	6. Ensuring education for all and promoting lifelong learning opportunities. 8. Raising the quality and effectiveness of scientific research and innovation.	4. Developing the capabilities of the education cadres. 9. Developing the university system and educational and training institutions.	7. Empowering the private and non-profit sectors and raising their participation to improve the financial efficiency of the education sector.	1. Promoting values and National belonging. 5. Enhancing community participation in teaching and learning.
Umm Al-Qura University Objectives	1. Provide quality educational programs to qualify students to compete internationally	2. Improve the quality of the outcomes of scientific research and postgraduate studies	3. Develop and direct the innovation system to enhance the knowledge economy	4. Enhance the efficiency of resources and governance to achieve institutional distinction	5. Strengthen the university's global position based on its status at the heart of the Arab and Islamic worlds and enhance its community role

The connection between Umm Al-Qura University Objectives and the Strategic Objectives of Saudi Vision 2030

Detailed objectives of 2030 Saudi Vision	4.1.1 Build a life-long learning journey (e.g. clear and comprehensive tracks and multileveled compatibility) 4.1.2 Improve equity of access to education (esp. in rural areas) 4.1.3 Improve fundamental learning outcomes 4.1.5 Develop our brightest minds in priority fields 4.1.6 Ensure alignment of educational outputs with labor market needs 4.1.7 Expand vocational training to provide for labor market needs 4.2.1 Improve readiness of youth to enter the labor market 4.2.3 Enable integration of people with disabilities in the labor market 4.4.3 Source relevant foreign talent effectively	4.1.1 Build a life-long learning journey (e.g. clear and comprehensive tracks and multileveled compatibility) 4.1.2 Improve equity of access to education (esp. in rural areas) 4.1.3 Improve fundamental learning outcomes 4.1.5 Develop our brightest minds in priority fields 4.1.6 Ensure alignment of educational outputs with labor market needs 4.1.7 Expand vocational training to provide for labor market needs 4.2.1 Improve readiness of youth to enter the labor market 4.2.2 increasing women's participation in the job market.	3.1.1 Enhance ease of doing business (organizational aspects mainly). 3.3.3 Localize promising manufacturing industries 3.3.6 Enable the development of the tourism sector 3.3.7 Increase localization of non-oil sectors 3.7.1 Support national champions consolidate their leadership globally 3.7.2 Develop promising local companies into regional and global leaders 4.3.1 Nurture and support the innovation & entrepreneurship culture	1.1.2 Foster values of excellence & discipline 1.1.3 Foster values of equity & transparency 2.1.1 Ease the access to healthcare services 2.2.1 Enhance effectiveness of financial planning & efficiency of government spending (5.1.1) 2.2.3 Maximize revenues from Gov. state-owned assets (like companies) (5.1.2) 2.3.2 improving the urban scene of Saudi cities. 2.3.4 Enhance traffic safety 2.4.3 Protect & rehabilitate natural landscapes 2.6.2 Enable suitable home ownership among Saudi families 2.6.4 Empower citizens through the welfare system 3.1.1 Enhance ease of doing business (organizational aspects in the main). 3.5.1 Enable financial institutions to support private sector growth (i.e. secondary market). (3.1.5)	1.2.1 facilitating hosting more Mu'tamirs (Umrah performers) and easier access to the Two Holy Mosques. 1.2.2 Improve quality of services provided to Hajj & Umrah visitors 1.2.3 Enrich the spiritual and cultural experience of Hajj & Umrah visitors 1.3.1 Instill national values and strengthen the sense of national belonging 1.3.2 Conserve & promote Islamic, Arab & National heritage of the Kingdom 1.2.2 Ease the access to healthcare services (2.1.1) 2.2.1 Increase public participation in sports and athletic activities 4.2.2 Increase women participation in the labor market 6.1.1 Promote & enable financial planning (e.g. retirement, saving, etc.). 6.1.2 Encourage volunteering 6.2.1 Enhance businesses' focus on their social responsibilities
Umm Al-Qura University Objectives	1. Provide quality educational programs to qualify students to compete internationally	2. Improve the quality of the outcomes of scientific research and postgraduate studies	3. Develop and direct the innovation system to enhance the knowledge economy	4. Enhance the efficiency of resources and governance to achieve institutional distinction	5. Strengthen the university's global position based on its status at the heart of the Arab and Islamic worlds and enhance its community role

The connection between Umm Al-Qura university Objectives and the Ministry of Education Objectives and the Human Capability Development Program Objectives.

Developing human potentials program objectives	5. Uphold the Arabic Language. 6. Enhance family involvement in preparing their children's future 8. Build a life-long learning journey 9. Improve equity of access to education 10. Improve fundamental learning outcomes 12. Develop our brightest minds in priority fields 13. Ensure alignment of educational outputs with labor market needs 14. Expand vocational training to provide for labor market needs 15. Improve readiness of youth to enter the job market	8. Build a life-long learning journey 9. Improve equity of access to education 10. Improve fundamental learning outcomes 12. Develop our brightest minds in priority fields 13. Ensure alignment of educational outputs with labor market needs	11. Improve ranking of educational institutions 16. Nurture and support the innovation &entrepreneurship culture	2. Foster values of excellence & discipline 3. Foster values of determination & perseverance	2. Foster values of excellence & discipline 4. Instill national values and strengthen the sense of national belonging 7. Develop positive attitude, resilience &hard-work culture among our children
Ministry of Education Objectives	2. Improving learning outcomes and the educational system's position globally 3. Developing the education system to meet the requirements of development and the needs of the labor market	6. Ensuring education for all and promoting lifelong learning opportunities 8. Raising the quality and effectiveness of scientific research and innovation	4. Developing the capabilities of the education cadres 9. Developing the university system and educational and training institutions	7. Empowering the private and non-profit sectors and raising their participation to improve the financial efficiency of the education sector	1. Promoting values and National belonging 5. Enhancing community participation in teaching and learning
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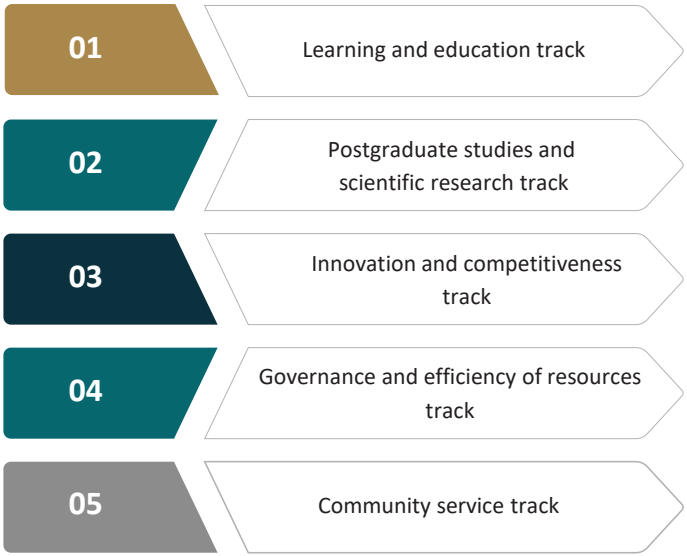
PART TWO

" UQU 2027

Strategic Tracks and Programs "

- Learning and education track
- Postgraduate studies and scientific research track
- Innovation and competitiveness track
- Governance and the efficiency of resources track
- Community service track

Tracks achieving Umm Al-Qura 2027 Strategy:



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

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

Umm Al Qura University Strategy 2027

Vision

An educational environment with international standards, attractive to distingueshed students and Scientists

Mission

Distinction in education, research and innovation to develop the knowledge economy and serve the community based on our status as the heart of the Arab and Islamic worlds

Values

1. Diversity and inclusion
2. Leadership and innovation
3. Quality and distinction
4. Belonging and responsibility
5. Efficiency and effectiveness

Strategic goals

Provide quality educational programs to qualify students to compete internationally	Improve the quality of the outcomes of scientific research and postgraduate studies	Develop and direct the innovation system to enhance the knowledge economy	Enhance the efficiency of resources and governance to achieve institutional distinction	Strengthen the university's global position based on its status at the heart of the Arab and Islamic worlds and enhance its community role
25 initiative	15 initiative	20 initiative	17 initiative	16 initiative

Strategic tracks and programs

Learning and education	Postgraduate studies and scientific research	Innovation and competitiveness	Governance and efficiency of resources	Community service
Programs				
Academic programs transformation	Enhancing the quality of scientific research	Sustainability in developing alternative revenues	Efficiency of human resources	Enhancing voluntary work and social responsibility
Digital transformation	Postgraduate studies and scholarships	Innovation and Entrepreneurship	Governance and efficiency of expenditure	Improving the quality of life
Improving the student experience	Improving knowledge environment and resources	Competetiveness and strategic partnership	Improving the facilities infrastructure	Empowering women and strengthening their status

S1 Learning and Education Track

S1.1 Academic Programs Transformation Program

Program overview

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

Program objectives

1. Developing the University academic programs to meet the international quality standards and to be consistent with the job market needs and development requirements of the Kingdom
2. Introducing new quality academic programs, with focus on interdisciplinary programs
3. Developing and updating the general courses and the mechanism of offering them to students
4. Expanding the offerings of Pre-Bachelor diplomas by activating the Applied College
5. Providing appropriate academic services to guarantee a smooth educational process

Program work scope

1. Current and newly introduced academic programs for the Bachelor level and below
2. General courses and the mechanism of offering them to students
3. Pre-Bachelor diplomas
4. The leaders and faculty members supervising academic programs for the Bachelor level and below

Program Performance indicators

1. Number of newly introduced academic programs that are consistent with the developmental need and the job market requirements
2. Percentage of professional certificate holders to the total number of graduates
3. Rate of students' satisfaction with the newly introduced academic programs
4. Rate of employers' satisfaction with student trainees

Program impact

1. Contributing to the improvement of the quality of academic programs
2. Achieving educational outcomes that meet the job market requirements

S1 Learning and Education Track

S1.2 Digital Transformation program

Program overview

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

Program objectives

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

Program work scope

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

Performance indicators KPIs

1. Average time taken to complete the admission application process
2. Percentage of the transformation to the trimester system in study plans
3. Number of smart classrooms in the university buildings (including the labs and classrooms)
4. Number of distance education academic programs licensed by the National eLearning Center
5. Number of revisions of the electronic services
6. Percentage of the services linked through the electronic linking platform to the total number services

Program impact

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

S1 Learning and Education Trach

S1.3 Enhancing the Student Experience Program

Program overview

In an effort by Umm Al-Qura University to fulfil one of the targets of the Human Capability Development Program by building a comprehensive educational journey, the university has launched the Enhancing the Student Experience Program. This is also based on the changes the world has witnessed in job markets requirements as well as the skills and knowledge required by future jobs.. This program aims to develop the integrated, balanced characters of its students and to provide them with specialized and non-specialized skills, preparing them for the job market and enabling them to compete for future jobs. This is done through preparing an educational environment which attracts creativity and stimulates innovation as well as providing constructive infrastructure, modern technology and comprehensive support services.

Program objectives

1. Introducing quality academic programs to develop future skills
2. Offering quality extra-curricular programs and activities
3. Improving the students' mental image of the University
4. Sustained communication between the students and the University

Program work scope

1. Quality academic programs offered to students to enhance their competence
2. Supportive training programs to attain the skills of future jobs
3. Teaching staff and trainers

Performance indicators KPIs

1. The number of faculty office hours available for students
2. The number of courses available for academic acceleration
3. Percentage of students attending the preparatory program of newly enrolled students (freshmen)
4. The number of distinguished students from Makkah (90% calculated score or more) accepted in Umm Al-Qura University
5. The number of target specialties in the initiative of professional supervision

Program impact

1. Improving the quality of academic services
2. Developing the students' intellectual and professional capabilities
3. Enhancing the students' competitiveness in the job market especially in relation to future jobs

S2 Postgraduate Studies and Scientific Research Track

S2.1 Enhancing the Quality of Scientific Research Program

Program overview

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

Program objectives

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

Program work scope

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

Performance indicators KPIs

1. Number of scientific papers published in internationally indexed journals
2. Number of the University journals indexed at world publishing houses
3. Number of supported research chairs
4. Number of research partnerships in scientific research areas
5. Percentage of developing the revenues of central and research labs

Program impact

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

S2 Postgraduate Studies and Scientific Research Track

S2.2 Developing Postgraduate Studies and Scholarship Program

Program overview

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

Program objectives

1. Developing the postgraduate programs to align their outcomes with the job market
2. Governing and developing the postgraduate studies work environment
3. Developing the standards and regulations of encouraging scholarships to distinguished international universities

Program work scope

1. The postgraduate studies programs offered at the University
2. External scholarship programs for teaching assistants and lecturers
3. Aligning graduates with the job market
4. Focusing on scientific majors of special importance based on national requirements
5. Professional development of research skills for postgraduate studies
6. The postgraduate studies contribution to scientific publishing

Performance indicators KPIs

1. Percentage of accredited postgraduate programs to the total number of postgraduate programs at the university
2. Percentage of interdisciplinary postgraduate programs to the total number of postgraduate programs at the university
3. Employment rate of of graduates of postgraduate programs
4. Percentage of scholarships to the top 200 world universities
5. Number of scholarship partnerships with national and international universities
6. Percentage of students who graduate in the standard time

Program impact

1. Increasing the employment opportunities of graduates
2. Attracting distinguished postgraduate students seeking accredited and quality programs
3. Automatizing postgraduate studies and scholarship services to ensure the governance of the work environment
4. Preparing scholarship standards targeting distinguished world universities

S2 Postgraduate Studies and Scientific Research Track

S2.3 Enhancing the Environment and Sources of Knowledge Program

Program overview

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

Program objectives

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

Program work scope

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

Performance indicators KPIs

1. Rate of beneficiaries' satisfaction with the sufficiency and variation of knowledge services and sources
2. Rate of beneficiaries' satisfaction with the integration of the environment of the smart library
3. Rate of beneficiaries' satisfaction with services and information sources at Umm Al-Qura Oasis knowledge platform
4. Number of translated resources, including textbooks, scientific references and cultural books.
5. Number of conferences and partnerships in the field of translation and Arabization
6. Number of conferences and participations on scientific, cultural, and national days.

Program impact

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

S3 Innovation and Competitiveness Track

S3.1 Sustainability in Developing Alternative Revenues Program

Program overview

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

Program objectives

1. Developing and governing the investment system to achieve financial sustainability for the University
2. Providing specialized consultation services for different sectors
3. Supporting professional development and professional certificates in applied majors
4. Developing paid quality postgraduate programs
5. Establishing and developing innovation centers in vital areas like artificial intelligence and the Fourth Industrial Revolution technologies
6. Supporting innovation in Hajj and Umrah services
7. Developing the University endowment, donation, and will system
8. Directing research and development efforts to the service of industrial areas

Program work scope

1. Investment and assets growth
2. University endowment, donation, and will revenues
3. Consultation contracts
4. Paid postgraduate studies
5. Professional development contracts
6. Entrepreneurship projects
7. Industrial sector solutions
8. Hajj and Umrah sector products
9. Governance of the Company of Wadi Makkah

Performance indicators KPIs

1. Percentage of the contribution of alternative revenues to the University budget
2. percentage of the increase In provided consultation services
3. Rate of development in the governance system of alternative resources
4. Rate of beneficiaries' satisfaction with professional development services offered by the university
5. Number of marketed initiatives and their contribution to alternative revenues
6. Percentage of increase in endowments and investment revenues
7. Percentage of the contribution of alternative resources to improving the University infrastructure
8. Rate of growth in the Company of Wadi Makkah business and its profits

Program impact

1. Contributing to varying and developing the University alternative revenues
2. Achieving economic efficiency and ensuring financial sustainability
3. Enhancing the university competitiveness and its ability to generate marketable innovative ideas and solutions
4. Contributing to developing the consultation system and nationalizing it
5. Preparing students for future jobs, building their innovation potentials and contributing to the production of wealth
6. Improving the University facilities and services and providing an attractive environment

S3 Innovation and Competitiveness Track

S3.2 Innovation and Entrepreneurship Program

Program overview

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

Program objectives

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

Program work scope

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

Performance indicators KPIs

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

Program impact

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

S3 Innovation and Competitiveness Track

S3.3 Competitiveness and Strategic Partnerships Program

Program overview

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

Program objectives

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

Program work scope

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

Performance indicators KPIs

1. Percentage of academically accredited programs
2. University ranking in one of the world ranking systems
3. Number of actual users of quality electronic systems
4. Percentage of activated national and international partnerships
5. Number of active programs offered by Umm Al-Qura International branch in other countries
6. Percentage of the staff performance improvement (measuring training impact)
7. Percentage of students passing professional certificates exams to the total of those enrolled in related training programs
8. Percentage of graduates employed in the job market, or those who joined postgraduate programs to the total number of graduates

Program impact

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

S4 Governance and the Efficiency of Resources Track

S4.1 Human Resources Efficiency Program

Program overview

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

Program objectives

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

Program work scope

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

Performance indicators KPIs

1. Rate of the decrease in of job rotation at the University
2. Percentage of employees working in departments that do not match their job title
3. Percentage of employees working in departments that don't match their academic specialty
4. Number of those registered on KAFAAT platform
5. Percentage of employees' satisfaction with the services of KAFAAT platform
6. Developing and activating faculty members appraisal system

Program impact

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

S4 Governance and the Efficiency of Resources Track

S4.2 Governance and Expenditure Efficiency Program

Program overview

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

Program objectives

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

Program work scope

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

Performance indicators KPIs

1. Percentage of departments and units with updated policies and procedures manuals and forms
2. Percentage of increase in the level of awareness of the university employees of the policies of expenditure efficiency
3. Rate of reduction in operational costs compared to previous years
4. The results of the University's assessment by the Expenditure & Projects Efficiency Authority
5. Consumption rate of electricity and water

Program impact

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

S4 Governance and the Efficiency of Resources Track

S4.3 Developing the Facilities Infrastructure Program

Program overview

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

Program objectives

1. Completing priority infrastructure works
2. Constructing service facilities that improve the University environment
3. Forming a clear future vision for the University main campus and its branches
4. Establishing, complementing, and introducing the essentials for the University main campus and other University sites
5. Developing and maintaining current buildings and providing all needs required by students
6. Enhancing the efficiency of using the University buildings
7. Preserving and improvising University buildings

Program work scope

1. Project management
2. Facilities and services management
3. Financial management
4. Security and safety services
5. Health services

Performance indicators KPIs

1. Percentage of completing and equipping the building of female student campus at Abidiah
2. Percentage of completion of the Medical City at Abidiah
3. Percentage of completion of the econd students' hub at Abidiah
4. Percentage of completion of the university campus at Qunfudah
5. Percentage of completion of the university campus at Leith
6. Percentage of completion of the university campus at Jamoom

Program impact

1. Improving the University constructional infrastructure
2. Enhancing the efficiency of the work environment
3. Providing a comfortable and attractive educational environment through developing infrastructure
4. Improving the level of operational services inside the University campus
5. Enriching the experience of the University staff and visitors

S5 Community Service Track

S5.1 Enhancing Volunteer Work and Social Responsibility Program

Program overview

Umm Al-Qura University cares about spreading the culture of volunteering based on its belief that volunteer work has an important and positive role in strengthening the community structure in all areas. Therefore, the University has launched the Enhancing Volunteer Work and Social Responsibility Program to spread the volunteering culture and encourage the different bodies of the University to exert more efforts to enhance it. Through this program, the university seeks to have an effective role in increasing the number of volunteers, training them, and transferring experience to them. This enhances their skills and leads to offering quality volunteer services in an integrated system, which is consistent with the National Transformation Program in Saudi Vision 2030, which encourages volunteer work.

Program objectives

1. Strengthening relations between the University and the community
2. Offering quality voluntary services
3. Developing an integrated system to contribute to Hajj and Umrah services

Program work scope

1. All establishments and institutions of the society
2. National and international events and occasions in all areas: educational, medical, social, economic, environmental, etc.
3. All management offices, institutions, and sectors concerned with offering services to the pilgrims

Performance indicators KPIs

1. Continuous increase in the total number of volunteers
2. Number of training programs offered to volunteers
3. Number of announced volunteering opportunities
4. Number of community events arranged by the University
5. Satisfaction rate of beneficiaries with community services
6. Number of World Days activated by the University
7. Number of trees planted on the university campuses

Program impact

1. increasing the community awareness of the importance of volunteering
2. Increasing the number of volunteers
3. Contributing to developing the services offered to the pilgrims
4. Positive interaction between the university and the community
5. Governance of volunteer work in the University

S5 Community Service Track

S5.2 Enhancing the Quality of Life Program

Program overview

This program aims to improve the quality of life at Umm Al-Qura University through constructing a University community whose individuals enjoy a balanced life-style. This is done through two focal points. The first is developing life patterns, which focusses on the issues of professional well-being. The second is improving the infrastructure, and it aims to enhance the quality of the services offered in the university locations and facilities, improving executed projects, providing security and safety, and creating an attractive and flexible environment suitable for all categories of the University community.

Program objectives

1. Developing the university environment system and providing an attractive and flexible environment suitable for all categories of the University community
2. Offering services and privileges of high value to the University and society
3. Enhancing the culture of identity and national belonging

Program work scope

1. Cultural, sports, and recreational activities held at the University
2. Health and social services available at the University
3. Projects executed at the University
4. Services offered at the University locations and facilities

Performance indicators KPIs

1. Number of specialized consultations offered through Mustashar (Consultant) platform
2. Beneficiaries' satisfaction rate with the services provided for people with disabilities at the university locations and facilities
3. Percentage of improving the projects executed at the University locations and facilities from the employees' point of view
4. Rate of the use of services and privileges offered to the University employees
5. Number of exhibitions and cultural visits held by the University

Program impact

1. Improving the life-style of the University staff and students
2. Increasing the productivity of University staff

S5 Community service track

S5.3 Enhancing Women's Role and Status Program

Program overview

This programs seeks to enhance the role and status of the woman through increasing the participation of women in the job market. The Enhancing Women's Role and Status Program aims to provide supportive job opportunities and an appropriate work environment to enhance women's participation in the knowledge economy in the Kingdom in a way consistent with the Islamic Sharia rulings and the Saudi society traditions so that they occupy prestigious leading positions.

Program objectives

1. Enhancing women's role in community contributions
2. Providing an attractive and appropriate environment for women's university and community work
3. Empowering promising female leaders in career and entrepreneurship areas

Program work scope

1. The appropriate environment for women's work
2. Job opportunities made available to women
3. Employment areas that women can contribute to
4. Women's leading positions

Performance indicators KPIs

1. Rate of participation of female employees in community works
2. Rate of supporting and empowering women leaders
3. Number of University female employees with local and international achievements
4. Rate of female employees' awareness of laws and regulations of woman's rights
5. Number of artistic and cultural products made by the University talented female employees

Program impact

1. Increasing the rate of women's participation in entrepreneurship
2. Qualifying and developing female leader and empowering them to compete nationally and internationally
3. Increasing women's awareness of the regulations and bylaws of women's rights

PART THREE

" GOVERNANCE AND PERFORMANCE MANAGEMENT TO ACHIEVE UQU 2027 STRATEGY "

- **Methodology of Strategy Management**
- **The Organizational Levels of the Strategy Management**
- **Assessment and Follow-up of Performance**

Methodology of Strategy Management

Reviewing the strategy regularly through the strategy management organizational levels

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

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

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

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

The Organizational Levels of the Strategy's Management

Three organizational levels with specific tasks and responsibilities have been approved for the management of the strategy. The first level is the Supervisory Committee, the second level is the trategic committees, and the third level is the executive committees.

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

The Supervisory Committee's Responsibilities and tasks

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

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

Strategic Committee's Responsibilities and Tasks

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

- Activating follow-up and assessment system
- Activating support and incentivization system
- Making strategic decisions regarding financial, logistic or moral support
- Suggesting solutions to challenges and difficulties and finding mechanisms to activate them

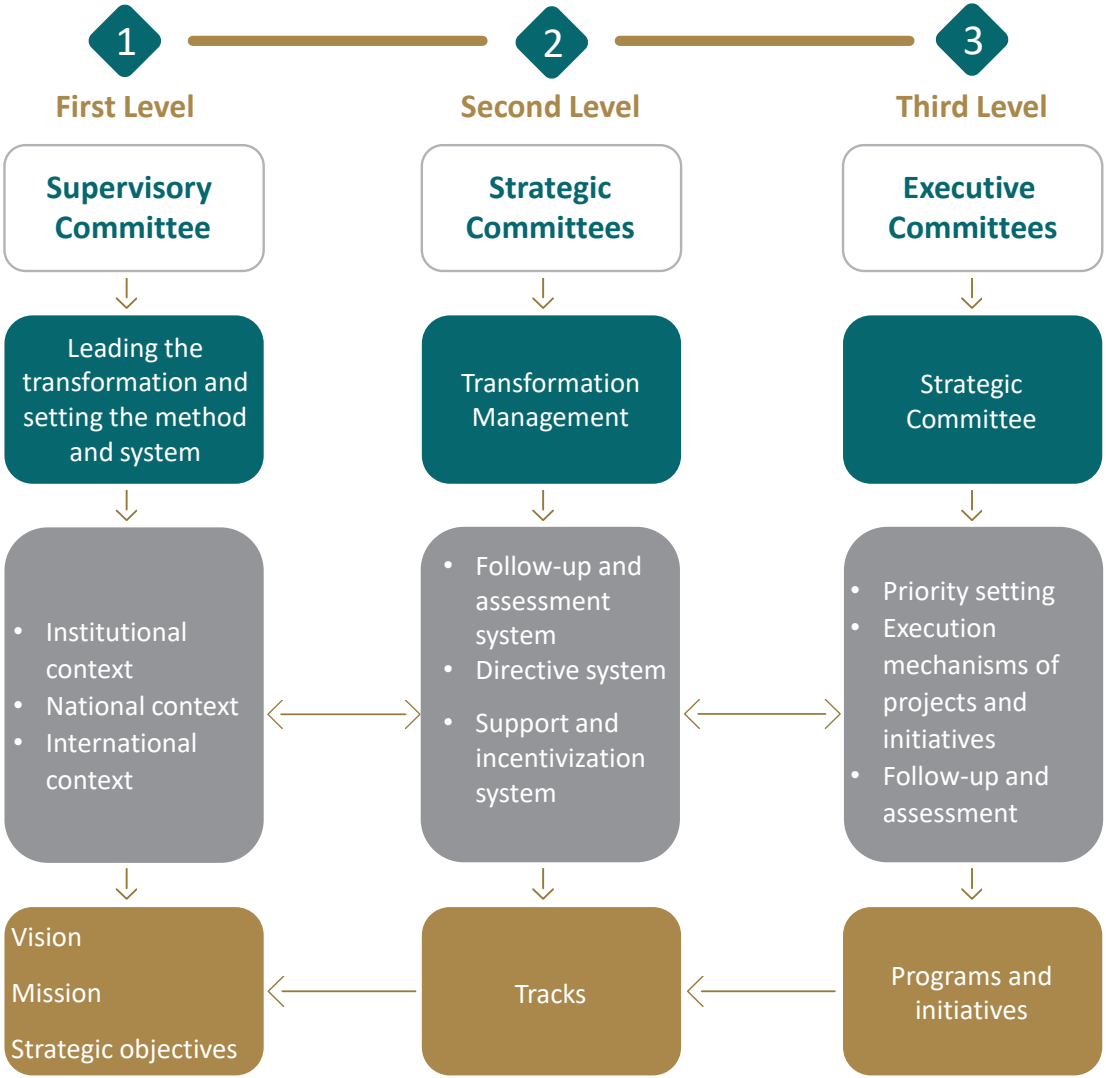
Third level: Executive committees	A committee is formed and approved for every program, chaired by the program supervisor, in addition to initiative managers as members, and one member representing the Strategy Management Office.

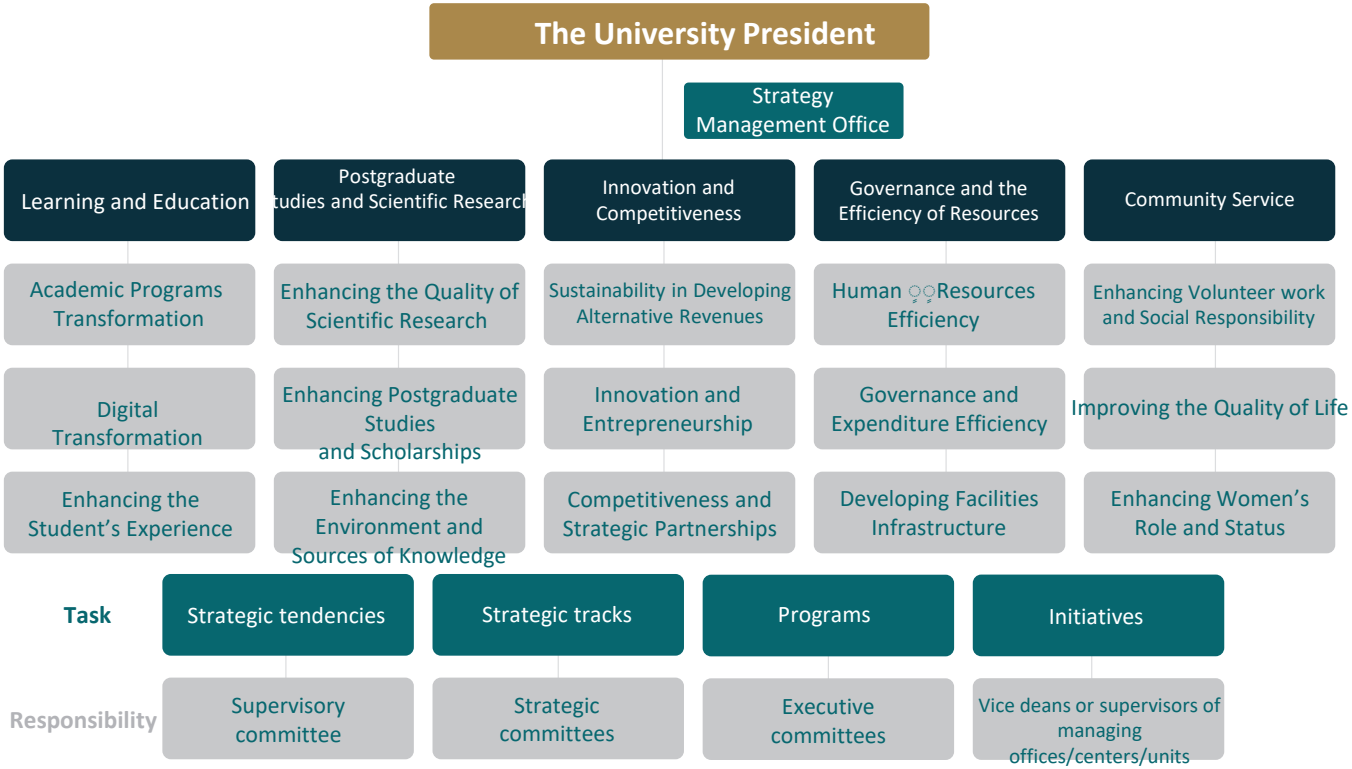
Executive Committee's Responsibilities and Tasks

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

- Defining the priorities of the programs and initiatives
- Setting the execution mechanisms
- Activating follow-up and assessment mechanisms

Organizational Levels of Strategy Management




The University President
Strategy Management Office
Learning and Education
Postgraduate tudies and Scientific Researc
Innovation and Competitiveness
Governance and the Efficiency of Resources
Community Service
Academic Programs Transformation
Enhancing the Quality of Scientific Research
Sustainability in Developing Alternative Revenues
Human Resources Efficiency
Enhancing Volunteer work and Social Responsibility
Digital Transformation
Enhancing Postgraduate Studies and Scholarships
Innovation and Entrepreneurship
Governance and Expenditure Efficiency
Improving the Quality of Life
Enhancing the Student's Experience
Enhancing the Environment and Sources of Knowledge
Competitiveness and Strategic Partnerships
Developing Facilities Infrastructure
Enhancing Women's Role and Status
Task
Strategic tendencies
Strategic tracks
Programs
Initiatives
Responsibility
Supervisory committee
Strategic committees
Executive committees
Vice deans or supervisors of managing offices/centers/units

Assessment and Follow up of Performance

In order to achieve Umm Al-Qura 2027 Strategy, some strategic indicators - Objectives and Key Results (KORs) - were specified to measure the rate of achievement of the strategic objectives. Special identification cards were prepared for each strategic objective, including strategic performance indicators and their target levels, according to which the percentage of achievement of the University strategy will be determined. Appendix (1) includes an example for the strategic objectives card.

To calculate the percentage of the objective achieved, key performance indicators were identified at the level of each program. These KPIs are used to follow up the performance of the programs of the strategy. For this purpose, special identification cards were designed for each program, including identifying performance indicators and their target levels. These performance indicators are used to follow up the performance of the programs in achieving the targets of the related strategic objective. Appendix (2) is an example for that.

To achieve the target levels of the programs, branch performance indicators were identified at the level of initiatives. These indicators are used to follow up the performance of the initiatives stemming from the strategic programs. Special identification cards were prepared for each initiative, including performance indicators and target levels to follow up the performance of initiatives in achieving the related programs' targets. Appendix (3) is an example of the initiatives card.

The Strategy Management Office Responsibilities and Tasks

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

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

APPENDICES

Appendix (1)

Second Strategic Track Card: Postgraduate Studies and Scientific Research

Strategic track code	Strategic track
S2	Postgraduate Studies and Scientific Research
Strategic objective code	**Strategic objective**
G2	Improve the quality of the outcomes of scientific research and postgraduate studies

Program overview
Developing and enhancing the research outputs and improving the international ranking of the University journals, developing the postgraduate programs to align their outcomes with the job market, governing their procedures to create a competitive edge, and improving the guidelines and standards of scholarships to distinguished international universities,

The Body Responsible for the Track
University Vice Presidency for Postgraduate Studies, Scientific Research, and Innovation

Programs Related to the Track		
S2.1 Enhancing the Quality of Scientific Research	S2.2 Developing Postgraduate Studies and Scholarships	S2.3 Enhancing the Environment and Sources of Knowledge
Initiatives Related to Track Programs		
1. Pioneering Research 2. Research Infrastructure 3. Research Centers and Chairs 4. UQU Arabic Journals 5. UQU Scientific Journals 6. Central and Research Labs	1. Governance of Postgraduate Studies 2. Distinguished Scholarships 3. Governed Systems 4. Scholarship Partnerships with universities 5. Developing the Implementation Rules 6. Structuring Postgraduate Programs	1. The Smart Library 2. UKU Knowledge Oasis 3. Knowledge Sources and Databases 3. Translation and Arabization 5. Conferences and Events

Objectives and Key Results (OKR)

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

Appendix (2)

Enhancing the Student Experience Program Card

Strategic track code	Strategic Track	
S1	Learning and Education	
Strategic objective code	Strategic objective	
G1	Provide quality educational programs to qualify students to compete internationally	
Program code	Program	
S1.3	Enhancing the Student Experience	
Program description		
Based on the changes the world has witnessed in job markets requirements as well as the skills and knowledge required by future jobs, and in an effort by Umm Al-Qura University to fulfil one of the targets of the Human Capability Development Program by building a comprehensive educational journey, the university has launched the Enhancing the Student Experience Program. This program aims to develop the integrated, balanced characters of its students and to provide them with specialized and non-specialized skills, preparing them for the job market and enabling them to compete for future jobs. This is done through preparing an educational environment which attracts creativity and stimulates innovation as well as providing constructive infrastructure, modern technology and comprehensive support services.		
Program objective code	Program objectives	Program Impact
G1.3.1	Introducing quality academic programs to develop future skills	Improving the quality of academic services
G1.3.2	Offering quality extra-curricular programs and activities	Developing the students' intellectual and professional capabilities
G1.3.3	Improving the students' mental image of the University	Enhancing the students' competitiveness in the job market especially in relation to future jobs
G1.3.4	Sustained communication between the students and the University	

Program-related Initiatives

Number of program-related initiatives	
(8)	
Initiative	Initiative title
S1.3.1	Academic supervision
S1.3.2	Recruiting and nurturing talented and outstanding students
S1.3.3	Freshmen orientation
S1.3.4	Recruiting distinguished students
S1.3.5	Professional supervision
S1.3.6	Preparing expected graduates
S1.3.7	Distinguished list (Dean's honor list)
S1.3.8	Skills record

Program's Performance Indicators and Target Levels

KPI code	Key Performance Indicator	Description	Measurement Cycle	Baseline	Target 2023	Target 2024	Target 2025	Target 2026	Target 2027
KPI 1.3.1	The rate of faculty office hours available for students out of the weekly working hours required from faculty members (35)	The number of faculty office hours available for students	Quarterly	1	2	3	4	5	6
KPI 1.3.2	The rate of courses available for academic acceleration	The number of courses available for academic acceleration	Annually	3	15	40	90	130	150
KPI 1.3.3	Percentage of students attending the preparatory program of newly enrolled students (freshmen)	Percentage of students attending the preparatory program of newly enrolled students (freshmen)	Annually	10%	30%	50%	80%	90%	100%
KPI 1.3.4	The rate of distinguished students from Makkah (90% calculated score or more) accepted in Umm Al-Qura University	The number of distinguished students from Makkah (90% calculated score or more) accepted in Umm Al-Qura University	Annually	202	350	550	750	850	1000
KPI 1.3.5	The rate of target specialties in the initiative of professional supervision	The number of target specialties in the initiative of professional supervision	Annually	0	10	20	30	40	50

Table (3)

Volunteer Work Initiative Card

Initiative number	Initiative title
S5.1.2	Volunteer Work

1. Initiative purview

Strategic track code	Strategic track the initiative is related to
5S	Community service track

Strategic objectivecode	Strategic objective served by the initiative	Program code	The program servedby the initiative
G5	Strengthen the university's global position based on its status at the heart of the Arab and Islamic worlds and enhance its community role	S5.1	Enhancing Volunteer Work and Social Responsibility

The body responsible for executing the initiative	Initiative manager	Initiative duration (months)
University Vice Presidency for Female Students Affairs	General supervisor for voluntary work and communal responsibility management	54

2. Initiative overview

A brief account of the initiative
This initiative has the purpose of enhancing the role of the University in developing volunteer work, presenting individual and group voluntary initiatives, and constructing voluntary teams. It offers various volunteer programs, qualifies and trains volunteers, and strengthens the links between internal and external bodies it to serve our society and country.

3. Performance and targeted outcomes indicators

Performance indicators code	Performance Indicators (PI)	Measurement Cycle)	Base line	Target 2023	Target 2024	Target 2025	Target 2026	Target 2027
P1 5.1.2.1	The accumulative number of university volunteers participating in voluntary opportunities	Annually	14215	25000	35000	45000	55000	65000
P1 5.1.2.2	Number of volunteer training programs	Annually	10	20	30	40	50	60
P1 5.1.2.3	Number of announced training opportunities	Annually	20	30	50	60	80	100

| 4. The Initiative Execution Procedures | | |

جامعة أم القرى
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