KSU Strategic Plan

Second Edition
1443 H

Cotenants

The University History

King Saud University is an independent university located in the city of Riyadh It was established in 1957 three years after opening the Ministry of Education. The Custodian of the Two Holy Mosques the late King Fahd (the Minister of Education at the time) stated in 1376 H that the Ministry of Education was seriously considering putting a Saudi University into effect. A year later, King Saud University was established, by issuing the Royal Decree No. 17 on 21-4- 1377 H.

In 1977 Studies at the University began with the opening of the College of Arts in. The University's administrative organization has received great attention, the basic rules related to its system were established through the issuance of (3) royal decrees. The opening of faculties in the University followed successively, with the establishment of the College of Science in 1978, followed by the establishment of the College of Commerce (College of Business Administration) and the College of Pharmacy in 1979. Subsequently, various faculties and institutes were opened until they reached 24 colleges that offered various degrees, as well as professional programs and diplomas. The University includes an elite group of qualified faculty members, distinguished researchers, and a distinguished administrative and health cadre.

KSU have a group of distinguished university hospitals, endowments and investment companies that support the University's orientation in investment and financial independence. In addition to public and specialized libraries, a publishing house, a translation center, a large number of research centers and laboratories, a center for innovation and entrepreneurship, and distinct financial capabilities and infrastructure. KSU is one of the first Saudi and regional universities to achieve advanced positions in the international rankings, as well as in local and international academic accreditations, as it contains the largest number of accredited programs. The University likewise pays great attention to scientific research and innovation, and there are large and diverse databases of research and publications in various specialties. KSU contributes significantly to community service by providing professional and development diplomas and certificates to various segments of society. Besides supporting all occasions and events and participating in crisis resolution.

King Saud University enjoys the support and encouragement of the wise leadership, as it was chosen as one of the three universities that will be the first among Saudi universities. The Crown Prince, His Royal Highness Prince Muhammad bin Salman stated in April 2021 that by supporting the future and vision of higher education King Saud University will become among the top ten international universities in the foreseeable future.

The University President Speech

King Saud University pays great attention to strategic planning, as it is keen to follow the scientific frameworks that enhance its role in supporting the country development efforts. In addition to, contributing clearly in the advancement of society role through the implementation of the tasks entrusted to it in the axes (education, scientific research, and community service). As well as an effective contribution to achieving the goals of higher education in the Kingdom. Therefore, in 2010, the University took the lead in building the first strategic plan in Saudi universities, which is the KSU2030 plan. The University has many goals set by this plan, and the university's employees have made distinguished efforts in this regard.

Under the leadership of the Custodian of the Two Holy Mosques King Salman bin Abdulaziz and his trusted Crown Prince, His Royal Highness Prince Muhammad bin Salman bin Abdulaziz, the Kingdom is witnessing rapid development in all areas. In order to achieve the renaissance and prosperity of society by achieving the vision of Saudi Arabia 2030. Moreover, the aspiration of KSU to distinguish its role in achieving this blessed vision; The University has worked on developing its strategic plan, making maximum use of the programs of the Saudi Vision 2030, and the strategic directions of the state. Furthermore, the University followed the serious scientific methodology that would ensure the soundness and future foresight of the (KSU2030 Plan). The plan expresses of the reality and aspirations of all stakeholders who benefit from the University.

We pray for the success in attaining the developed strategic plan of KSU2030, and for achieving the vision of our wise leadership in reaching advanced positions at the international university rankings, and to bless and empower our homeland.

President of King Saud University

Prof. Badran A. ALOmar

The Vice Rector for Planning and Development Speech

King Saud University occupies a prominent position at the local and international universities level. This position was cemented for being the first Saudi university to be established in 1957. It was able to achieve many educational, research and societal achievements; In addition to the university's human and material capabilities and gains, KSU is committed to a clear roadmap to achieve global leadership and excellence in building a knowledge society as designed by its strategic plan KSU2030.

The University has also enjoyed the continuous support and guidance of our wise government to achieve more excellence and advancement. This requires more diligent work, and continuous development of the University's strategy to ensure the quality of educational programs and their outputs, enhance spending efficiency, support aspects of investment, achieve financial sustainability and support research and innovation. Moreover, by optimally investing in all opportunities and capabilities as a result of the unlimited support for higher education institutions by our rational government under the leadership The Custodian of the Two Holy Mosques, King Salman bin Abdulaziz, and his trusted Crown Prince, His Royal Highness Prince Muhammad bin Salman bin Abdulaziz.

The University has been keen to develop its strategic plan KSU2030, in order to ensure a real and distinguish participation in achieving Saudi Vision 2030 goals and its strategic directions. In addition, to support the efforts of the country in upgrading society and enhancing its opportunities for excellence. Attained by many parties inside and outside KSU; which will result in the continued realization of achievements that further consolidate the University's position and role in serving the educational, research and societal aspects.

Vice Rector for Planning & Development

Prof. Ali M. Masmali

Summary

Strategic planning is one of the most important elements for success, as well as vision and long-term sustainability. With the support of the wise leadership as well as the University administration KSU is a pioneer in this. The KSU 2030 strategic plan was one of the first strategic plans prepared years ago that achieved many of the ambitions and goals that were set during that period and brought the University to its current distinguished institutional position and reputation.

KSU administration is adamant in keeping pace with the rapid development and change in the external and internal environment. KSU represented by the University vice Rector for Planning and Development, responded to the developments of the stage and in order to keep pace with global requirements to achieve leadership and excellence, has updated the strategic plan to align with the plan internal and external factors. It identified with the strategic plan most important pillars, represented in: scientific research, education and learning, community service, institutional work environment, self-revenue, investment diversification, financial balance and spending efficiency.

The current situation has also been studied and analyzed; therefore, the most prominent strengths and places for necessary improvement were identified. The external environment, the opportunities that the University can benefit from, and the challenges that may face has been studied. It was necessary to identify the University's position in relation to international and local universities by making reference comparisons aimed at exploring the best practices found in universities similar to KSU, including the top ten international universities. Accordingly, a gap analysis was conducted to identify the type of issues that needs to be addressed to ensure the achievement of the strategic plan objectives.

The strategic objectives in the first strategic plan of KSU2030 were aligned with the updated objectives to ensure that they are comprehensive of the basic nature of the University's work, namely: scientific research, education, learning, and community service. Along with expanding the financial goals of self-revenue and investments in proportion to the University independence and its future direction. To ensure financial sustainability, it was necessary to take into account raising the efficiency of spending and to reduce waste. The strategic plan included alignment with the Saudi Vision 2030 to contribute in achieving our dear country goals. All this lead to identifying many initiatives that varied in nature to include all strategic objectives and contributing in achieving them with the highest quality commensurate with the role and history of KSU.

Finally, the plan presented an initial assessment of the risks that might encounter its implementation and presented solutions and proposals for them in order to reach a solid plan, sound implementation and achieve the target.

Vision, Mission, Values and Strategic Objectives

For years, King Saud University has worked on preparing the KSU2030 strategic plan to be a comprehensive strategy that contains all future axes that guarantee the mechanism work progress of the University. In addition to, progress in its academic and research precession and community service, leading to excellence in all fields. Achieving this vision stems from the values it believes in, as represented in the following: For this reason, the University has developed a future vision that it's aspires to, a mission that leads to achieving it, which stems from the values it believes in, as represented:

Vision

International leadership and excellence in building a knowledge society.

Mission

Providing distinguished education and producing innovative research that serves the community. Moreover, it contributes in building a knowledge economy by creating an environment that stimulates learning, intellectual creativity, optimal use of technology, and effective local and global partnership.

Values

- Quality and Excellence
- Leadership and teamwork
- Academic Freedom
- Justice and Integrity
- Accountability Transparency
- Continuous Learning

Updated Strategic Objectives

- Creativity and innovation in scientific research
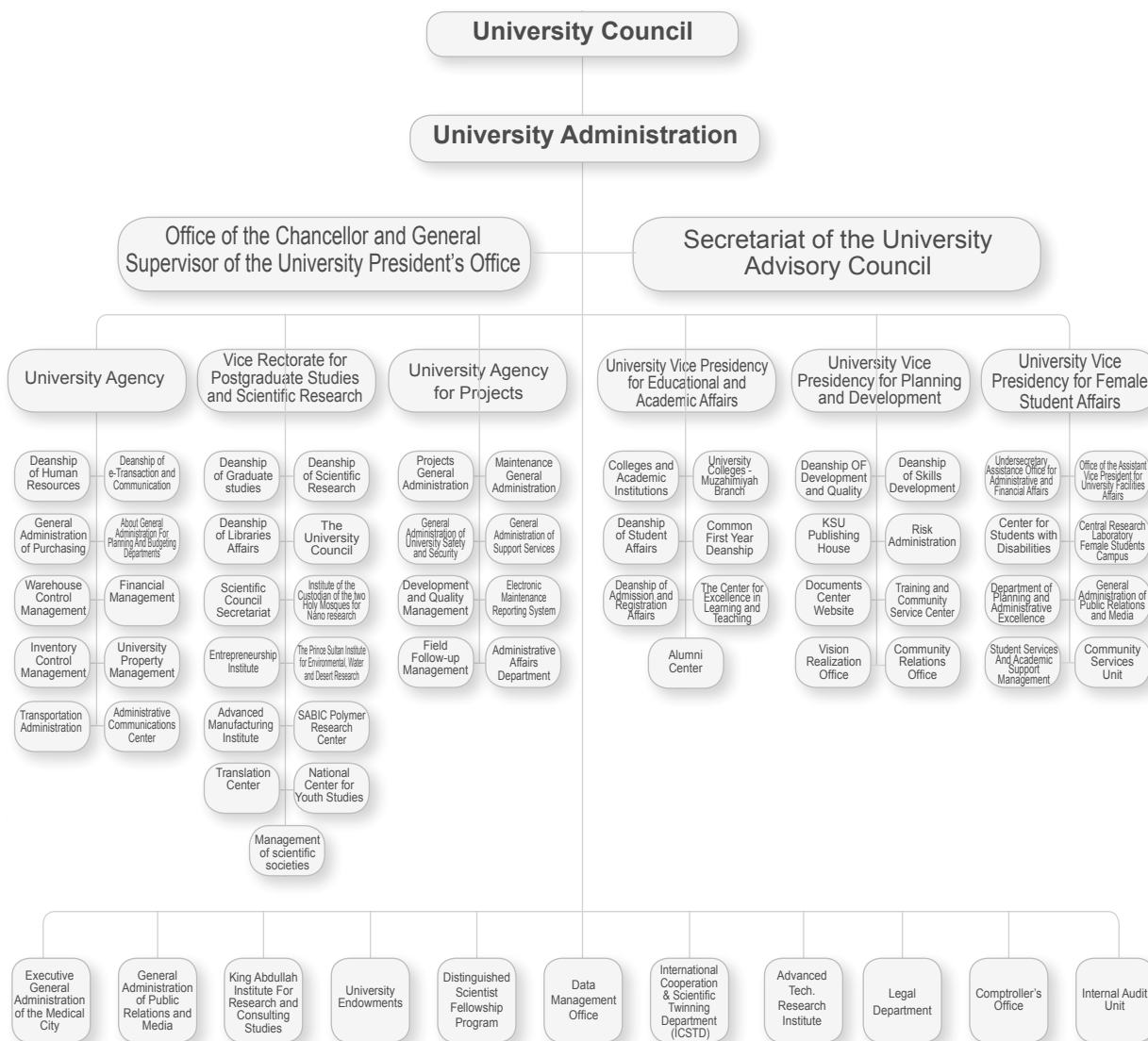- Proficiency in academic programs and their outputs
- Contributing to community service and improving the quality of life
- Supportive and enabling governance of the University
- Raising the efficiency of human resources at the University
- Self-revenue development
- Investment diversification and asset growth
- Increasing spending efficiency for a sustainable financial future

The University Approved Organizational Structure

The approved organizational KSU

According to the administrative entities 1442 H

جــامــعــة
الملك سعود
King Saud University

University Council

University Administration

Office of the Chancellor and General Supervisor of the University President's Office

Secretariat of the University Advisory Council

University Agency	Vice Rectorate for Postgraduate Studies and Scientific Research	University Agency for Projects	University Vice Presidency for Educational and Academic Affairs	University Vice Presidency for Planning and Development	University Vice Presidency for Female Student Affairs

Deanship of Human Resources	Deanship of e-Transaction and Communication	Deanship of Graduate studies	Deanship of Scientific Research	Projects General Administration	Maintenance General Administration	Colleges and Academic Institutions	University Colleges - Muzahimiyah Branch	Deanship OF Development and Quality	Deanship of Skills Development	Undersecretary Assistance Office for Administrative and Financial Affairs	Office of the Assistant Vice President for University Facilities Affairs
General Administration of Purchasing	About General Administration For Planning And Budgeting Departments	Deanship of Libraries Affairs	The University Council	General Administration of University Safety and Security	General Administration of Support Services	Deanship of Student Affairs	Common First Year Deanship	KSU Publishing House	Risk Administration	Center for Students with Disabilities	Central Research Laboratory Female Students Campus
Warehouse Control Management	Financial Management	Scientific Council Secretariat	Institute of the Custodian of the two Holy Mosques for Nano research	Development and Quality Management	Electronic Maintenance Reporting System	Deanship of Admission and Registration Affairs	The Center for Excellence in Learning and Teaching	Documents Center Website	Training and Community Service Center	Department of Planning and Administrative Excellence	General Administration of Public Relations and Media
Inventory Control Management	University Property Management	Entrepreneurship Institute	The Prince Sultan Institute for Environmental, Water and Desert Research	Field Follow-up Management	Administrative Affairs Department	Alumni Center		Vision Realization Office	Community Relations Office	Student Services And Academic Support Management	Community Services Unit
Transportation Administration	Administrative Communications Center	Advanced Manufacturing Institute	SABIC Polymer Research Center								
		Translation Center	National Center for Youth Studies								
		Management of scientific societies									

Executive General Administration of the Medical City	General Administration of Public Relations and Media	King Abdullah Institute For Research and Consulting Studies	University Endowments	Distinguished Scientist Fellowship Program	Data Management Office	International Cooperation & Scientific Twinning Department (ICSTD)	Advanced Tech. Research Institute	Legal Department	Comptroller's Office	Internal Audit Unit

Vice Rector for Planning and Development

University's President

Prof. Ali M. Masmali

Badran A. ALomar

Work Methodology

As King Saud University is keen to keep pace with internal and external changes and development in all its inputs, as well as the diversity of its outputs and the safety of operations; KSU represented by the University Vice Rector for Planning and Development, has formed a team to work on reviewing the current strategic plan KSU 2030 by preparing an integrated report on the plan's progress and achievement regarding to the objectives, initiatives and main indicators of performance. This was halfway through the time period of the plan. Along with determining the extent of update the plan needed and what can be added or modified in line with changes in all areas.

A study and an evaluation was conducted of the current situation (SWOT Analysis) for the University to identify the strengths, weaknesses, opportunities and challenges for several axes. Moreover, the achievement reports from various sides of the University were viewed for the KSU2030 strategic plan. While taking into account the reference comparisons that the University relied on in preparing the strategic plan KSU2030, which included ten international universities from different countries. The focus was on the universities that made the process of transformation from a public university to an independent non-profit university. A Gap Analysis was carried out to determine which type exists between the current situation and the target situation so that the planning process can meets all aspects and to complement the analysis of the current situation and reference comparisons. Accordingly, the most important strategic alternatives suitable for KSU were identified.

Factors and changes that have a direct or indirect impact on the University's strategic plan have been identified, including: the new universities system, new trends in the labor market such as the introduction of some majors and programs, focusing mainly on scientific research and innovation, promoting women's empowerment, developing the University's own resources and self-investing. After that, the team coordinated between the objectives of the strategy in the current plan KSU2030 and the proposed future pillars to update the plan and present it to the concerned parties to come up with the main interior and exterior pillars appropriate for the future situation in KSU.

The Current Situation Study

The quadripartite analysis, with its various components, is the most important tool for building strategic plans. In the context of updating KSU strategic plan, the current situation was identified through data that cover the University main tasks, the axes were as follows:

- Education and Learning

- Scientific Research

- Graduate Studies

- Community Partnership and Community Service

- Human and Financial Resources

- Self-Revenue and Investment

Education and Learning	Scientific Research	Graduate Studies	Community Partnership and Community Service	Human and Financial Resources	Self-Revenue and Investment

In the following pages, the most important results of the quadripartite analysis (strengths and weaknesses) will be reviewed as one of the outputs of the internal environment analysis, in addition to the results of the analysis of the external environment (opportunities and challenges). The results were as follows:

Education and Learning

Internal Environment

Strength Point	Weak Points
▪ A distinguished university campus that helps provide an effective educational and research environment.	▪ Limited scientific research courses in some majors.
▪ Various Accredited Academic Programs.	▪ Lack of international exchange programs for students.
▪ The distinguished geographical location of the University as it is in the capital Riyadh.	▪ Lack of applied materials and field application in some majors as they focus on theoretical knowledge.
▪ Provides academic advising programs, extra-curricular activities, and cultural clubs.	▪ Weakness in linking some educational programs directly to the labor market needs.
▪ Academically and scientifically distinguished faculty members.	▪ Lack of creative and modern teaching methods application in some academic programs.
▪ Increasing student interest in the University.	▪ There are no libraries available in academic departments and some colleges.
▪ Classroom equipment that supports excellence in education.	▪ Weak follow-up and evaluation of academic guidance provided by the faculty.
▪ Registration and electronic admission to join the University.	
▪ Providing health services to all students.	
▪ An attractive learning environment for all KSA students.	
▪ Training students and developing their skills in preparation for the external	
▪ labor market.	

Internal Environment

Strength Point	Weak Points
▪ Taking care of disable students and allocating programs for their continuous services.	▪ Some programs do not have enough flexibility to update, develop, and keep pace with the labor market.
▪ Provides library services, photocopying, restaurants, and supporting information sources for students.	▪ Strengthening the study of the English language to help the students during their studies and prepare them for the labor market after graduation.
▪ Providing all services to university students.	▪ The Weakness of cultural educational quality among some students and faculty members.
▪ Availability of internet and information technology services and smart halls in faculties.	▪ Weak demand of some specialties in the labor market.
▪ Provides legal systems and regulations for university students.	▪ More encouragement for Inter-programs.
▪ The distinguished academic and practical reputation of the university's graduates and employees.	▪ Student's weak educational inputs and their scientific backgrounds.
▪ The presence of a large number of qualified inventors and patent owners.	▪ Lack of specialists in some specializations such as Information Technology.
▪ The presence of a large and diverse number of graduate programs.	
▪ Establishing mutual introductory programs between different programs and sectors to identify areas of cooperation and exchange of experts.	
▪ Existence of distinguished programs such as the Outstanding and Talented Students Program.	

External Environment

Opportunities	Challenges
▪ The country leadership interest to submit the university to the top ten and choose it to be among the top 10 universities in the world. ▪ The institutional reputation of the University locally and internationally. ▪ The specializations and programs graduates need continuously in the labor market. ▪ The community increasing support for the University and benefit from its services. ▪ A number of companies and business establishments are located in the Riyadh. ▪ Establishing e-learning and distance learning programs at the university. ▪ Effective communication with graduates, training agencies and employers. ▪ Cooperation with international universities. ▪ The existence of governmental and private institutions to train students in various specializations and qualify them for the labor market. ▪ Existence of financial and motivation support for educational and research projects and program development. ▪ Flexibility in the external environment and reduce bureaucracy, which contributes to partnership with the University. ▪ Employers' preference for KSU graduates in the labor market.	▪ Competing with national universities in attracting outstanding students. ▪ The difficulty of attracting faculty members in some majors. ▪ The rapid development of specific requirement at the labor market. ▪ Keeping pace with digital transformation.

Scientific Research

Internal Environment

Strength Point	Week Point
▪ Numerous University's faculty members obtained a doctorate degree from the most prestigious international universities. ▪ Faculty members have diverse research experiences. ▪ The University leaders support and encouragement for faculty members to conduct scientific research. ▪ The existence of financial support and rewards from multiple sources and channels for scientific research at the University. ▪ KSU faculty members' attendance to scientific symposiums and conferences inside and outside KSA. ▪ KSU directed to be a global research university. ▪ The University has a high-level infrastructure in scientific research. ▪ Providing a positive and attractive scientific environment for distinguished scholars to work at the University and interact with promising and competence local minds. ▪ Partnership and twinning with prestigious international universities and research centers. ▪ KSU joined an international alliance that includes the most prestigious universities and international scientific institutes in the fields of innovation and entrepreneurship.	▪ The lack in some devices, tools, research materials and equipment, the absence of maintenance contracts for the devices, and the small number of technicians, research assistants and professors in the University colleges laboratories. ▪ The numerous teaching and administrative burdens assigned to most of the University's faculty members, which negatively affects the distinguished scientific research conduct. ▪ Lack of group research due to regulations that motivate individual scientific research to get a promotion. ▪ Administrative overlap between faculties departments and the Deanship of Scientific Research at the University. ▪ The weak role of research centers and there lack of them in some university faculties. ▪ Weak marketing procedure for scientific research results conducted at KSU. ▪ A faculty member devoted to scientific research will loss significant financial advantages. ▪ The scientific research weak link with society problems and needs and the scientific and technical progress of the labor market, which led to weak community participation in supporting scientific research at the University. ▪ Research priorities are indistinct.

Internal Environment

Strength Point	Week Point
▪ KSU participation in a large number of distinguished international scientific databases. ▪ The high level of awareness among the University employees on the importance of distinguished scientific research and the quality of its outputs. ▪ KSU enormous size in terms of f faculty members' number and equipment. ▪ Encouraging studying abroad. ▪ The presence of good publishing vessels in the University. ▪ Incentives for international publication. ▪ Supporting teaching assistants and lecturers and engaging them in existing scientific research to increase their research skills.	▪ The University Insufficient support for scientific research in some majors. ▪ Directing scientific research to specific majors. ▪ Failure to make optimal use of students distinguished research work in terms of advertising, marketing and community participation. ▪ Some majors have difficulties in finding scientific publication outlets. ▪ The absence of clear agreements with companies and institutions for research cooperation to solve specific problems related to society. ▪ Inadequate adoption of applied research. ▪ Not focusing on systematic reviews and underestimating their importance.

External Environment

Opportunities	Challenges
▪ The Kingdoms leadership and decision-makers confidence in the University capabilities. ▪ The Kingdom current prevailing climate is to achieve leadership in scientific research and to move towards a knowledge-based economy. ▪ Businesspersons support of numerous scientific research chairs at KSU. ▪ Activating research partnerships with international research centers. ▪ Cooperating with entities that possess huge and rich data, such as the Ministry of Health. ▪ The possibility of establishing international universities and opening branches of international universities in the Kingdom. ▪ Increasing diverse and qualitative research and innovation programmers. ▪ The presence of governmental and private institutions to cooperate in research projects, such as SABIC, Aramco, the National Center of Wildlife and others. ▪ Encouraging inter-research between KSU and local and international universities. ▪ Cooperating with banks in supporting research. ▪ Overcoming partnership difficulties and developing a flexible system that allows faculty members to cooperate in research and travel to serve scientific research.	▪ Some distinguished researchers left the University. ▪ Community support for scientific research at KSU. ▪ The spread of local and private universities that compete to attract distinguished researchers and graduate students. ▪ The private sector awareness of the true value of the University's research outputs in the face of increasing competition. ▪ Marketing KSU knowledge and research products in the local and international setting. ▪ Linking the University research to society. ▪ Enriching Arabic content in the ISI databases.

Graduate Studies

Internal Environment

Strength Point	Week Point
▪ Originality and diversity in graduate programs. ▪ Ease of submitting applications, admission and registration, and related procedures via the Internet. ▪ The reputation enjoyed by faculty members and the diversity of their cultural affiliations. ▪ Increasing the student's acceptant numbers from inside and outside the Kingdom through enticing. ▪ Education and executive programs existence.	▪ Weakness of the exact criteria for admission to some programs. ▪ The long program of some majors at KSU. ▪ Lack of marketing for postgraduate programs to stakeholders in the public and private sectors. ▪ Weak or insufficient relations with both the public and private sectors. ▪ Lack of advertisements directed to international students outside the Kingdom. ▪ Lack of review and evaluation processes for postgraduate programs. ▪ Ineffectiveness in the periodic operation of some laboratories, and the shortage in laboratory supervisors. ▪ The absence of communication between the University and its graduate students in order to provide support to Postgraduate student. ▪ Underutilized the use of master's and doctoral theses. ▪ Lack in interstitial software. ▪ Lack of incentives for faculty members to supervise graduate students.

External Environment

Opportunities	Challenges
• Postgraduate studies admission high demand.	• Maintaining distinguished faculty members and employees.
• Expansion of external grants and joint supervision at the national and international levels.	• Earn the trust of the local community.
• Scientific partnership with universities and research institutes at the national, regional and international levels.	• Competitive scholarships and special fellowship programs offered by other universities.
• International study programs, external programs, and student exchange programs.	• Distance education resources diversity.
• Building expertise in higher education using the best practices applied worldwide.	• The presence of international universities branches in the Gulf area.
• Recruitment and scholarships for the best international students.	

Human and Financial Resources

Internal Environment

Strength Point	Week Point
▪ Work force and Finance.	▪ The lack of balance between the number of employees and the need for jobs, as there are more employees than the actual work need.
▪ Administrative leaders with long and distinguished experience.	
▪ Existence of training programs.	▪ The lack of balance between the number of employees and the jobs need, as there are more employees than the actual work need.
▪ Availability of rules and regulations.	
▪ Existence of some electronic administrative systems.	
▪ Providing support for the University's activities.	▪ Weakness of some human cadres and job placement in a way that does not match the need.
▪ Providing other sources of income for the University.	▪ Meagre emphasis on quality training.
▪ Fixed and movable investable assets.	▪ Variation in departmental performance.
	▪ Overlap and conflict in some procedures.
	▪ Lack of delegation of some authority and poor information flow and accuracy.
	▪ There is no second description of leadership positions.
	▪ Work centralization.
	▪ Weak financial incentives for an administrative faculty member.
	▪ Low basic salary and its dependence on the allowance.

External Environment

Opportunities	Challenges
▪ Benefit from international experiences and expertise. ▪ Possibility of investing in technology. ▪ Benefiting from training groups to raise KSU skill level. ▪ Easy coordination with external parties and experiences exchanging. ▪ Establishing a marketing unit to benefit from the University's human and leadership cadres.	▪ The university's independence in financial matters. ▪ The existence of strong competition in the labor market from the governmental and private sectors. ▪ The University loosing expertise. ▪ Aligning the University's projects with the spending efficiency program objectives and the existing financial regulations and policies.

Self-Revenue and Investment

Internal Environment

Strength Point	Week Point
▪ The University's knowledge, real estate and there extension assets and bonds.	▪ Weak marketing for KSU infrastructure, especially after working hours and during the summer period.
▪ Medical City (hospitals, medical laboratories, and equipment with international specifications).	▪ Unsupportive administrative procedures.
▪ The university Girls Camp with all its higher educational equipment.	▪ Supervisory regulations that are unsupportive of investment activities.
▪ KSU endowments diversity.	▪ The difficulty of dealing with the university's property and the lack of authority to dispose of assets and land.
▪ Riyadh Valley Company and its specialized companies.	▪ Lack of freedom making financial decisions.
▪ Sports City (The Arena).	▪ Wasteful practices which are unsupportive of spending efficiency.
▪ King Abdullah Institute for Research & Consulting Studies (KAI)	▪ Weakness in activating the role of colleges in the training fields and benefiting from academic expertise.
▪ Availability of specialized training centers that offer various diplomas and courses for a fee.	
▪ Student fund.	
▪ Riyadh Valley Company various investments in projects, adventurous investments and real estate investments.	
▪ Leasing and long-term investment of the University facilities.	
▪ Short-term rental of facilities and property.	

External Environment

Opportunities	Challenges
▪ KSU ability to contribute in achieving the Vision programs and projects as well as the national economy requirements (graduates, research and leaders.) ▪ Supporting the government's direction of KSU revenue type through the new university system. ▪ Existence of a governmental orientation to develop plans to raise the efficiency of spending and reduce waste. ▪ Marketing of the University's knowledge, advisory and educational products. While taking advantage of KSU reputation and identity, and its services and outputs as required products to achieve high standards. ▪ Introducing quality paid programs to meet the labor market educational needs in cooperation with the public and private sectors. ▪ Bridging the gap between the University and the business and industry sector. In addition, increasing confidence in KSU capabilities, research qualifications and human potential through establishing partnerships with the public and private sectors. ▪ Benefiting from the university's property outside the campus (such as scholarship student housing during field training.) ▪ Promotion and marketing of external training within the University. ▪ Opening advisory centers and specialized programs.	▪ Improving the infrastructure of buildings and facilities by increasing financial resources income directed to research and innovation through marketing and investing its outputs and enhancing communication with external supporting parties. ▪ KSU necessity for financial independence and the presence of decision-making powers with regard to (administrative governance, financial resources and accountability.) ▪ Achieving clear financial regulation to facilitate disbursement procedures and calculating the budget for economical items in order to achieve the highest levels of efficiency and self-revenues growth. ▪ External competition strength in providing similar services.

Community Service

Internal Environment

Strength Point	Week Point
▪ The University has units concerned with community service, such as (Community Relations Office). ▪ Existence of many community partnerships and agreements with community institutions. ▪ KSU has initiatives to support talent and innovation, as well as the existence of an innovation center. ▪ A program for the gifted and talented students. ▪ The presence of a medical city consisting of three hospitals and a number of specialized health centers. Furthermore, the availability of numerous specialized centers to provide consultations and training that serve the community. ▪ KSU employees increase awareness of the importance of community service.	▪ The various entities responsible for community activities and the lack of unification of the entity responsible for local community partnerships. ▪ Lack of unified and specific policies and procedures for community service. ▪ The need for a diversity of community initiatives and their promotion. In addition to the diversity of volunteering fields. ▪ Weak support and advertising of community activities. ▪ Limited capabilities of some community service agencies. ▪ Not allocating credit hours for community service and volunteering, as the top ten universities in the world does.

External Environment

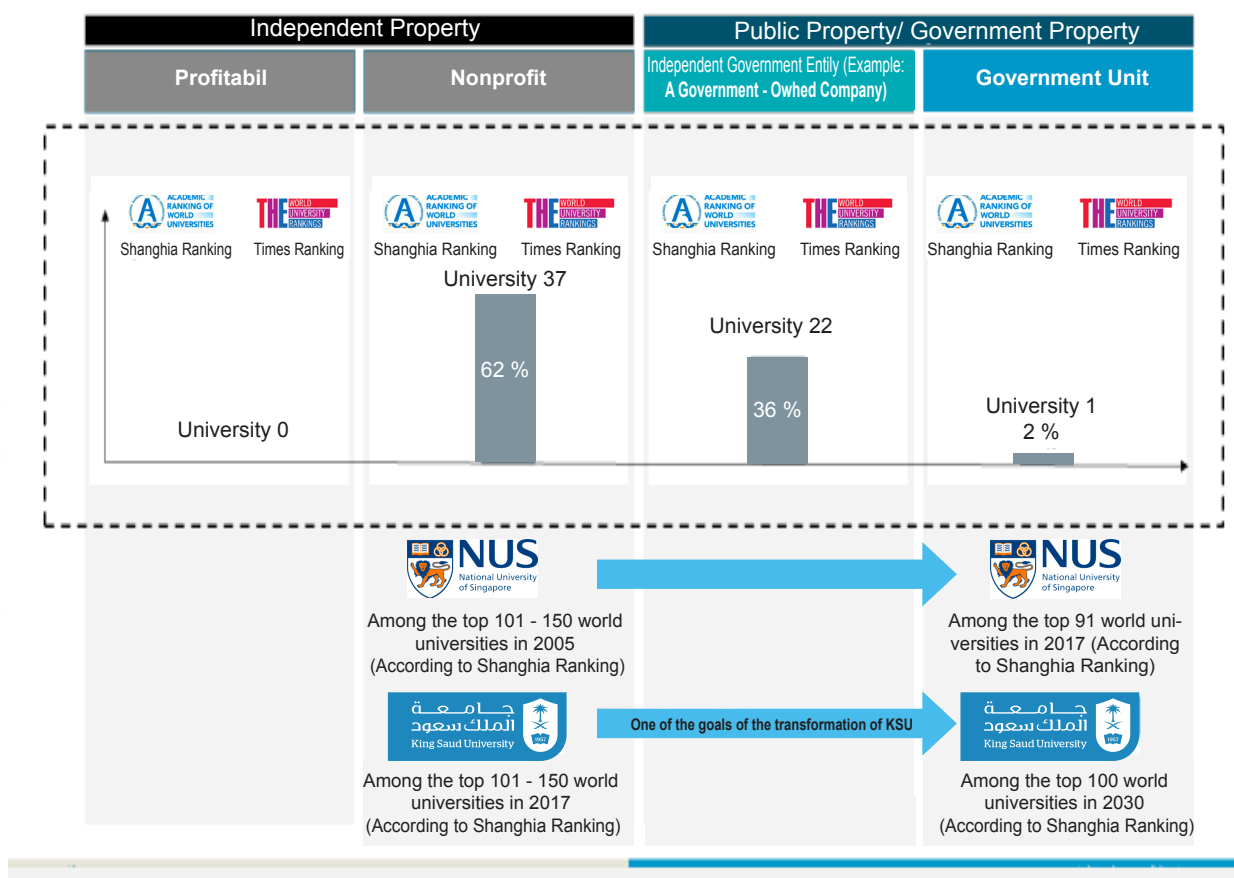| Opportunities	Challenges
- The presence of a number of Saudi Vision 0302 programs, which enhance community service. - The global and local position for community service. - Some locally supportive bodies' presence for community service and volunteering. - The local classification includes community service indicators. - A great societal orientation for establishing partnerships and developing links between society and educational institutions. - The presence of organizations from the public and private sectors that foster innovation and creativity. - Great orientation and strong presence for community activities. - Abundance of local community initiatives offered to raise the quality of life. - Encouraging faculty members to educate and serve the community using modern technology. - Community research partnerships to guide associations to focus on areas that have a positive impact on society. - Strengthening the relationship between external parties and KSU employees, including members, administrators, and students, through special programs and active committees. - Signing agreements with distinguished training organizations to provide various training courses for all segments of society and not limit them to KSU employees. - Organizing volunteer teams in various specialties to assist in all community events. - Participation in awareness seminars to educate the community.	- The strong competition from other regional universities in the field of community service. - Activating community partnerships with external parties.

Benchmarking

KSU strategic plan relied on educational and research priorities and focused on creating an educational environment nurturing these trends. The University most important focus is on becoming a regionally distinguished research university. By providing extensive scientific research fields and an adequate infrastructure. KSU made sure that its academic programs obtain national or international academic accreditation. Based on the University priorities and directions at that time, the list of universities used as benchmark consist of the most prestigious universities that came out on top of scientific research and research outputs fields, such as:

1. Massachusetts Institute of Technology (MIT)
2. Harvard University
3. University of California
4. University of Southern California
5. The University of Oxford
6. University of Cambridge
7. The University of Tokyo
8. National University of Singapore
9. Tsinghua University
10. Stanford University

The strategic plan update in 2020, and in continuation of the University's efforts to e progress in all fields, especially scientific research, education and community service, as well as KSU transformed into an independent non-profit university, based on the fact that 62% of the top 60 universities in Shanghai and Times ranking are independent non-profit educational institutions. KSU added several universities names to the list of benchmarking universities It focus was on universities that have made a successful transformation and are similar to the university in terms of size, specialties and priorities.

The Legal Structure of the Top 50 Universities According to the Times and Shanghai Rankings

(The total number is 60 universities ranked as the top 50 universities according to the Times and Shanghai rankings)
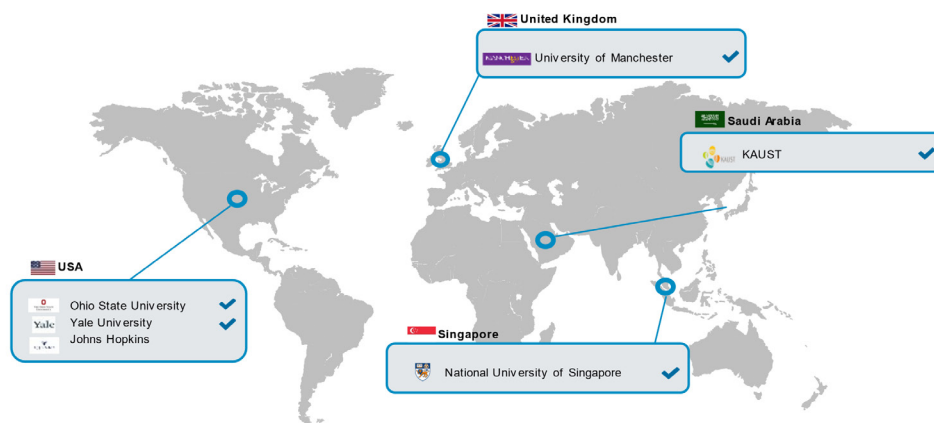
Independent Property		Public Property/ Government Property	
Profitabil	**Nonprofit**	Independent Government Entily (Example: **A Government - Owhed Company)**	**Government Unit**
Shanghia Ranking — Times Ranking	Shanghia Ranking — Times Ranking	Shanghia Ranking — Times Ranking	Shanghia Ranking — Times Ranking
	University 37	University 22	
	62 %	36 %	University 1
University 0			2 %

NUS National University of Singapore

Among the top 101 - 150 world universities in 2005 (According to Shanghia Ranking)

NUS National University of Singapore

Among the top 91 world universities in 2017 (According to Shanghia Ranking)

جامعة الملك سعود King Saud University

Among the top 101 - 150 world universities in 2017 (According to Shanghia Ranking)

One of the goals of the transformation of KSU

جامعة الملك سعود King Saud University

Among the top 100 world universities in 2030 (According to Shanghia Ranking)

Universities Added as Benchmark for the Update Phase

1- International Universities

The University of Manchester (UK)	
The Ohio State University (USA)	
Yale University (USA)	
Johns Hopkins University (USA)	
National University of Singapore (Singapore)	

2- Local Universities

King Abdullah City for Science and Technology (KAUST)	

Benchmarking Results

The benchmarks are divided into (3) three main criteria and (12) twelve sub-criteria:

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                        │     Benchmarking     │
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┌─────────────────┐    ┌──────────────────────┐    ┌─────────────────┐
│ Self-Governance │    │ Financial Independence│    │ Accountability  │
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Self-Governance
- Issuance of Regulations and Governing Activities
- Appointing Board Members
- Making Executive Decisions
- A Balanced Delegation of Authority

Financial Independence
- Asset Management
- Expense Management
- Surplus Management
- Budget Management
- Borrowing
- Revenue Department

Accountability
- External Audit
- Internal Audit

Main and subsidiary criteria for selected universities benchmarking

This part of the report takes a detailed look at each benchmarked universities separately.

1- The University of Manchester

MANCHESTER 1824
The University of Manchester

General Information

About the University	University Size	Reason for Choosing the University for Benchmarking
Independent research university	It includes 3 colleges including the Collage of Biology, Medicine and Health	Similar with KSU in terms of size and the presence of a teaching hospital
Founded in 1824 and became independent in 2004	Approximately 40,000 students	Transition to independence

The university structure and the councils and committees duties

Term	The Definition
Governing Board	The governing body that bears ultimate responsibility for the strategic direction and management of the university affairs.
Board Committees	The board delegates much of the detailed work to committees to act on its behalf.
Supreme Board	The university main academic authority.
General Assembly	The communication channel that the university presents its achievements, and receives comments and advice on matters related to its work.
Education Board	Ensures that faculty members have a voice in managing their departments.
President and Vice-Chancellor	The president bears full responsibility for the university executive management.
Senior Officials Team	It consists of the president, vice presidents and deans to manage the day-to-day university operations.
National Health Service Foundation Fund	A semi-autonomous organizational unit operating through the National Health Service.
Advisor	He presides over the General Assembly meetings.
Students Council	The Student Finance and Tuition Fees Department organizes each local student at the university and foreign students pay the university tuition fees.

Self-Governance

Sub Criterion	Details
Issuing Rules and Regulations	The Board of Governors has the power to make bylaws, recommendations, and amendments to the charter and statutes of the government. The government laws given to the university determines the Board of Directors.
Making Executive Decisions	The University of Manchester internal decisions is dictated according to external and internal regulations.
Balanced Authority Delegation	- The Board of Governors delegate's authorities to committees, councils, colleges and departments as Bylaws specified. - The president is responsible for the overall direction of academic and administrative affairs.

Financial Independence

Sub Criterion	Details
Asset Management	The university has all the powers to sell, buy and rent land and buildings.
Expense Management	The University of Manchester has the autonomy to determine the compensation structure, determine employment and dismissal. In addition to, the procurement and contracting activities are managed independently though it is subject to government rules and regulations.
Revenue Management	Tuition fees are determined by the university.
Budget Management and Operation Expenses	The university is independent in internally defining its strategic priorities and allocating its budget and expenditures as it sees fit.
Borrow	The charter gives the university broad authority in borrowing funds and allows it to lend or borrow funds under the mortgage system.
Surplus Management	The University granted far-reaching authorities to carry out any legal acts necessary, and incidental, to achieve the University's objectives.
Country Support	The university receives government support from various government entities; for example: Tuition support from Student Finance, as well as grants from the Higher Education Funding Council for England while waiving tax.

Accountability

Sub Criterion	Definition
External Audit	The government ensures external accountability through allocating funds and the universities publication of official performance data.
Internal Audit	The University of Manchester sets its strategy, main objectives, key performance indicators and targets in line with the performance measures set by the Government for allocating funds.

2. The Ohio State University

THE OHIO STATE UNIVERSITY

General Information

About the University	University Size	Reason for Choosing the University for Benchmarking
A public university in the United States	It has 15 colleges including the Collage Medicine	Similar size to KSU
Founded in 1880	Has more than 66,000 students	Has a teaching hospital
Founded by a land grant in the United States	It has approximately 7,000 faculty members	Good level of independence

The university structure and the councils and committees duties

Term	The Definition
Inter-University Council Purchasing Group of Ohio	Consist of 14 Ohio public universities; each university has its president on the committee. In order to, facilitate the development of the common interests and benefits of its members. This will help maintain the quality of public higher education.
Board of Trustees	Which includes the chair of the University's Strategic Authority. The Wexner Medical Center Board of Directors reports to the Board of Trustees, which has the primarily responsibility for setting the university's overall strategy.
Board Committees	There are seven Board Committees, which are delegated to various university areas such as finance, main planning, utilities, and others.
Supreme Board	The main authority for controlling the university policies and laws.

University Attributes

- The US Department of Education provides federal funds to support student affairs, research, and capital projects.

- The Ohio Department of Higher Education provides a state fund for operating expenses based on university performance.

- The university must provide the required data and the financial audit report.

- The University's Office of Compliance and Integrity ensures that the University complies with the Federal Education Act.

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(1) Information provided here is from the university's website; University annual report. Relevant Ohio State University President's Testimonies before the State Congress; Legal Benchmarking.

- The University's Office of Compliance and Integrity ensures that the University complies with state laws.

- Ohio State University ensures quality education through regional accrediting authorities.

- The provincial accreditation authority controls the quality of education in Ohio and publicize the information to increase the university accountability.

- Ohio State University ensures quality education at departmental levels through specific accrediting authorities.

- The provincial accreditation authority controls the quality of education at the departmental level in Ohio and disseminates information publicly to increase the accountability of the university.

- Ohio State University has a governmental mandate to share performance data.

- The National Center for Education Statistics publishes official data publicly in increase transparency and competitiveness.

- The university president represents the university on the board of directors.

- The council ensures the quality of education by increasing competition between universities and asserting the rights of universities to local governments.

- Ohio State University (Public University - Ohio Land-Grant Institution):

Land Grant Institutions are state-sponsored universities funded and granted land by the Federal Corporation under the Morrill Acts of 1862 and 1890.

Self-Governance

Sub Criterion	Details
Issuing Rules and Regulations	The Board of Trustees has the power to approve the university's bylaws and the state of Ohio appoints the board of directors and determines its composition.
Appointing Board Members	Fifteen members and two student members are appointed by the Governor of Ohio, and the remaining three members (non-voting members) are self-appointed.
Making Executive Decisions	Ohio State University can make its decisions internally as long as the decisions are abiding the law.
Balanced Authority Delegation	Governance: The Board of Trustees delegates' authority to committees, councils, colleges and departments as specified in the bylaws. Administration: The president bears full responsibility for the overall direction of all administrative and academic affairs. Academic Affairs: The Supreme Council is the primary authority for academic affairs.

Financial Independence

Sub Criterion	Details
Asset Management	The university owns and manages its own assets such as buildings and endowments to generate profit through commercial and investment activities.
Expense Management	The Board of Trustees is the ultimate governing body for determining compensation structure, hiring and firing decisions.
Revenue Management	The university is not completely independent in setting tuition fees as the state legislature is involved in the process. However, the exact negotiation process between the two parties is not in the public domain.
Budget Management and Operation Expenses	The Board of Trustees sets the annual budget for the institution. However, it requires approval from the legislature. Funding from the country sources varies based on the country's general budget for higher education institutions and allocation across many public institutions.
Borrow	The Board of Trustees has the power to collect debts or issue bonds. However, the Ohio Board of Education tracks financial health, where they approve any borrowing made by the university (not related to operations).
Surplus Management	The Board of Trustees controls the University's budget, including the surplus. The country budget for higher education is controlled by the Ohio legislature, and it sets funding levels for state operating and capital budgets.
Country Support	Ohio State University receives support from federal and government sources. The government funding primarily consists of general-purpose allocations for operating expenses. The university receives most of its government funding from a single line item that provides government support for the cost of a student's education; It's called the state's share of education.

Accountability

Sub Criterion	Definition
External Audit	Ohio State University is externally responsible for federal laws such as Title IX of the 1972 US Education Amendments and the Higher Education Opportunities Act as a prerequisite for federal funding. As a non-profit entity, the university is responsible to the state government for submitting the financial audit report, student performance and audit report for activities financed by the country in return for the fund's support. The university is responsible for its accreditation by the Higher Education Commission for significant educational standing.
Internal Audit	The university has specific groups such as the Title IX Committee and the Audit Committee that work internally to ensure compliance with service quality and financial requirements. The Board of Trustees monitors the overall performance of each unit. Each department develops its own unit-level strategic plan and KPIs in line with the overall strategic vision of the university and state government.

Self-Governance

Sub Criterion	Details
Appointing Members of the Board of Directors and Senior Management	- Members of the public are selected based on these criteria; the person has a broad range of skills, experience in providing health care, work experience and was previously a member of the board of directors. - The Medical Center Board of Directors are responsible for amending the regulations, rules and medical staff regulations. - The medical center has a CEO and each medical authority has its own CEO or Executive Director
Balanced Authority Delegation	- The University's Board of Trustees retains its ultimate self-governing authority, authority, and entrusted responsibility for all aspects of the operations of the Wexner University Medical Center, Colleges of Health Sciences, and Clinical Health Care Institutions. - The Medical Center Board of Directors advises the Board of Trustees on development, strategic distribution of resources, review of strategic plans, capital and operating budgets, and recommendations for approval. - The medical center has two permanent committees: the Finance Committee and the Quality and Professional Affairs Committee. - The Finance Committee is responsible for; 1- reviewing and evaluating financial results and plans and auditing, 2- monitoring financial performance, including financial goals and objectives, 3- making recommendations on the operating budget, 4- advising on acquisition or sale of assets and partnerships. - The Quality and Professional Affairs Committee is responsible supervising, monitoring and evaluation of patient safety and quality as well as quality assurance. In addition to the accreditation and licensing requirements, review and approval of memberships. - Medical education and research programs are closely coordinated with the medical center. However, governance authority for these programs remains with the University Senate and other academic leadership structure at Ohio State University.

Financial Independence

Sub Criterion	Details
Expense Management	The university pays the funds to the medical center employees.
Revenue Management	- Total patient care revenue exceeds $3.1 billion, with Wexner Medical Center accounting for 50% of the university's total revenue of $2.6 billion and $500 million. - Generated revenue sources are from patients and third parties. - All income from Wexner Medical Center and The Ohio State University Physicians Foundation is transferred to central accounts.
Budget Management and Operation Expenses	The Wexner Medical Center Board of Directors is responsible for reviewing strategic plans, capital and operating budgets for Wexner Medical Center As well as making recommendations for approval to the university's Board of Trustees, the university's president, and the executive vice president for health sciences.

Accountability

Sub Criterion	Definition
External Audit	- Wexner Medical Center is regulated by numerous agencies including, but not limited to: the Ohio Department of Health, the U.S. Department of Health and Human Services (Centers for Medicare and Medicaid Services; Food and Drug Administration), The Drug Enforcement Administration of the US Department of Justice. - The Liaison Committee accredits the Ohio State University School of Medicine for Medical Education It is a private independent accrediting organization that reviews academic programs that award doctorate degrees.

Internal Audit	- The Ohio State University Board of Trustees authorizes the Medical Center Board of Directors to serve as the governing body in matters of quality and patient care.
	
	- The Wexner Medical Center Board of Directors is accountable to the University's Board of Trustees in:
	
	  - The Board of Directors Chairman of the Medical Center presents a summary report on his activities and procedures at each regular meeting.
	  - The Board of the Medical Center Chairman submits an annual report:
	    ▪ Annual patient quality and safety report.
	    ▪ Annual compliance report.
	    ▪ Annual financial report.

3. Yale University

Yale University

General Information

About the University	University Size	Reason for Choosing the University for Benchmarking
It is a private, non-profit and research university	It has 14 colleges, including the College of Medicine	Similar with KSU in terms of the presence of a university hospital
Founded in 1701 in the USA	It includes more than 12 thousand students It has 5.4 thousand faculty members	Successful model in autonomy

The university structure and the councils and committees duties

Term	The Definition
Board of Trustees	It is composed of academic and leadership trustees who seek to ensure that the university is guided by sound policies and practices by the academic and administrative leadership. The Board of Trustees is the final governing authority for the university.
University's President	Is responsible for the university general direction in all its academic and administrative affairs.
The Dean	Is the educational and administrative official of the university after the President. He has the authority to direct educational policies and activities.
University Academic Committees	- The Education Policy Committee advises and assists the President in academic affairs. - The Honorary Degrees Committee discusses its award recommendations and submits them to the Council - The College of Medicine Committee reviews its academic and financial affairs.
University Administrative Committees	- The Finance Committee is responsible for advising the Board of Directors on the University financial affairs. - The Audit Committee receives reports from internal and independent auditors. - The Investments Committee oversees investment activities and reports its activities regularly to the Board. - The Buildings and Lands Committee reviews and approves the Capital Plan Improvement. - The Development and Alumni Affairs Committee assists in developing alumni affairs policies

Self-Governance

Sub Criterion	Details
Issuing Rules and Regulations	The Board of Trustees is the governing and policy-making body of Yale University that sets the university's bylaws and determines the composition of the board of directors.
Appointing Board Members	<table><tr><td></td><td>**Nomination**</td><td>**Appointment**</td><td>**Approval**</td></tr><tr><td>**The Council**</td><td>The president can nominate members of the council</td><td>Ten out of seventeen appointed board members One council president</td><td></td></tr><tr><td>**The President**</td><td>-</td><td>Board of Trustees</td><td>-</td></tr><tr><td>**The Dean**</td><td>The president can nominate the dean</td><td>Board of Trustees</td><td>-</td></tr></table>
Making Executive Decisions	Yale University - as an independent, non- profit organization - is able to make its own decisions internally as long as the decisions are consistent with the law.
Balanced Authority Delegation	Governance: The Board of Trustees delegate's powers to committees, councils, colleges and departments as specified in internal bylaws. Administration: The President is responsible for directing all academic and administrative affairs. Academic Affairs: The Vice Dean for Academic Affairs reports to the Head of Academic Affairs

Financial Independence

Sub Criterion	Details
Asset Management	The University fully owns and manages its own assets and endowments to generate profit through commercial and investment activities.
Expense Management	The university fully controls its expenses, as it prepares its internal regulations such as (employees' compensations / faculty members / employment / procurement / contracting).
Revenue Management	The university enjoys complete independence in setting and reviewing its fees, pursuing new sources of funding, and participating in investment and commercial activities while maintaining its non-profit status.
Budget Management	The university enjoys complete independence to set its strategic priorities and allocate its budget and expenditures, as it deems appropriate.
Borrow	The university enjoys complete independence to borrow from the financial markets
Surplus Management	The university enjoys complete independence in keeping its revenues; Since there are no "shareholders" who share its capital.
Country Support	The university receives subsidies from the federal government, for example (Federal Student Aid, Research Funding, and Tax Credit) in exchange for (abiding by the conditions that come with the subsidy. Unlike public universities, Yale is independent from the state government operational funding).

Accountability

Sub Criterion	Definition
External Audit	- The university is externally accountable to federal laws such as Title IX of the US Education Amendments of 1972 and the Higher Education Opportunity Act. As a nonprofit condition, the university is predetermined for federal funding. As an entity, it is also responsible for complying with the restrictions of the Internal Revenue Code. - The university also reports on its performance to accrediting agencies and governments, which ensures its public accountability.
Internal Audit	The university guarantees its liability mainly internally through its general counsel, who ensures that the university's liability towards legal and regulatory risks is limited. There are also specific groups such as the Title IX Committee and the Audit Committee that work internally to ensure compliance with service quality and financial requirements.

Financial Independence

Sub Criterion	Details
Expense Management	The university pays the salaries of faculty members. As a precondition for admission to the faculty. Physicians must obtain the privileges that entitle them to get admitted to practice at the hospital.
Revenue Management	Total university revenue for the year ending in 2016 is $4.3 billion, of which $6.1 billion is the operating income of the College of Medicine, of which $573 million is from research funding. Medical income generated exceeds $800 million, of which $250 million comes from affiliation with Yale New Haven Hospital and the remainder from medical services provided by Yale University School of Medicine.
Budget Management	The parent organization has the authority to approve operating and capital budgets.

Accountability

Sub Criterion	Definition
External Audit	The health care-related activities of Yale New Haven Hospital are regulated by both state and federal agencies and include, but are not limited to: Connecticut Department of Public Health, US Department of Health and Human Services (Centers for Medicare and Medicaid Services; Food and Drug Administration), US Department of Justice and Drug Enforcement Agency
Internal Audit	The Yale New Haven Board of Trustees is accountable to the parent organization for the hospital operations. Under the affiliation agreement, Yale New Haven Hospital is responsible to the University for training medical students.

4. Johns Hopkins University

JOHNS HOPKINS
MEDICINE

General Information

About the University	University Size	Reason for Choosing the University for Benchmarking
A private non-profit research university	It has 10 colleges, including the College of Medicine	It has the same aspiration of becoming an independent university
		It has a medical city related to the university
	It has more than 20 thousand students	Successful model in independence

Self-Governance

Sub Criterion	Details
The Relationship Between the University and the Academic Medical Center	**The university has:** - Six academic and community hospitals. - Four health and surgical centers. - 39 ambulatory clinics for primary and specialized care. - John Hopkins Medicine has two holding companies: - Johns Hopkins University (educational and research) - Johns Hopkins Health System
Issuing Rules and Regulations	Each legal unit is governed by a Board of Trustees and managed by its own executive leadership, with the exception of Johns Hopkins University School of Medicine, which has its own department directors and executive leadership (Dean).
Appointing Board Members	- The University President appoints the Dean of the Johns Hopkins University School of Medicine after obtaining the approval of the Board of Trustees. - Each legal unit has its own accounts and financial manager.

Financial Independence

Sub Criterion	Details
Expense Management	Johns Hopkins University has spent more than $2 billion on research and development, making it the leading university for the 35th consecutive year.
Revenue Management	- Johns Hopkins Medicine announced that it spent $8 billion in operating revenue in 2016 - There is an agreement between the Johns Hopkins Health System and the Johns Hopkins University School of Medicine for the university services. The annual financial payment between Johns Hopkins University and its affiliated medical institutions exceeded $ 500 million in 2016, which covers the provision of administrative and educational medical services compensation. - Johns Hopkins University's total revenue exceeded $5 billion in 2016.
Budget Management	View everything related to auditing and financial accounts of the two holding companies.

Accountability

Sub Criterion	Definition
External Audit	- Johns Hopkins Medicine established the (Armstrong Institute for Patient Safety and Service Quality) to monitor, analyze and predict health services in order to eliminate medical practice errors. - John Hopkins Medicine is committed to providing high quality level services to patients and their families, by following 5 main criteria: ✓ Patient Experience. ✓ Infection Control. ✓ Essential Measures. ✓ Surgical Services. ✓ Quality and Care Assessment.
Internal Audit	The Johns Hopkins Medicine Board of Directors provides accountability through the Board Subcommittees, which is an Executive Board that reports on a quarterly basis.

5. National University of Singapore

NUS
National University
of Singapore

General Information

About the University	University Size	Reason for Choosing the University for Benchmarking
Founded in 1905 Singapore	It has 17 colleges, including the College of Medicine	Similar with KSU in terms of the presence of a university hospital
In 2005, it transformed from a legislative assembly into an independent, institutional university	It has 5 thousand faculty members	The government transformed it from a public university into a non-profit university that has high independence

Self-Governance

Sub Criterion	Details
Issuing Rules and Regulations	The Board of Trustees has the power to issue, revise or cancel the statutes of the university. Moreover, the Board of Trustees cannot choose the members, as the government do according to the law and the university constitution.
Appointing Board Members	<table><tr><td></td><td>Nomination</td><td>Appointment</td><td>Approval</td></tr><tr><td>The Council</td><td>-</td><td>Ministry of Education</td><td>-</td></tr><tr><td>The President</td><td>-</td><td>Board of Trustees</td><td>-</td></tr><tr><td>The Vic-President</td><td>The president</td><td>Board of Trustees</td><td>-</td></tr></table>
Making Executive Decisions	The university is free to set its own bylaws, however, major strategic decisions (such as land acquisition, loan issuance) etc., require the approval of the Minister of Education.
Balanced Authority Delegation	Governance: The Board of Trustees delegate's powers to committees, councils, colleges, and departments as specified in the bylaws. Administration: The Dean and the Supreme Council are responsible for the overall direction of all academic and administrative affairs. Academic Affairs: The vice-rector is responsible for academic affairs.

Financial Independence

Sub Criterion	Details
Asset Management	The university can own, use and dispose of land and other assets thus it is considered a legal corporate entity that is able to own and control its own assets. Although critical asset transactions are reviewed and approved by the Minister.
Expense Management	The University of Singapore is largely independent in controlling its own expenses; It can set terms of service for faculty and staff, purchase goods and services, hire and fire employees, and sign contracts.
Revenue Management	Under the University of Singapore Law 5(2)(c) Act, the University has the power pursuant to decide on setting of the fees and the generation of investment income from its endowment.
Budget Management	According to the rules and regulations of the university, the rector presents the annual budget to the board of trustees for approval, and the government exercises its university oversight through the board.
Borrow	The university has complete independence to borrow from any local or international sources and markets if approved by the Minister.
Surplus Management	As the university is a standalone company, it has complete autonomy to maintain operating surplus.
Country Support	The Ministry of Education with the approval of the House of Representatives provides operating funding for the University. The revenues of the University for the fiscal year 2016 amounted to S$3.2 billion (about US$2.3 billion), of which S$1.8 billion (about US$1.3 billion) came from government sources.

Accountability

Sub Criterion	Definition
External Audit	The Ministry of Education, as a regulator and payer, has the power to replace members of the Board of Trustees or to control the university's operational or research budget, which weakens the university's financial autonomy. The University is accountable and fully compliance to other government authorities such as the Charities Board and the Auditor General because the University - despite its status as an independent institution - relies heavily on the Government for the majority of its operating budget, and its financial statements are audited by the Ministry.

6. King Abdullah City for Science and Technology (KAUST)

King Abdullah University of Science and Technology

General Information

About the University	University Size	Reason for Choosing the University for Benchmarking
An independent non-profit organization		The university that achieved the most standards of independence in the Kingdom of Saudi Arabia. It is not subject to the regulations applied to other universities, as it enjoys financial, administrative and academic independence under the supervision of a Board of Trustees.
A research university focusing on science and technology research and graduate training programs	It has about 1,000 postgraduate students	
Founded in 2009		

Self-Governance

Sub Criterion	Details
Self-Governance	- In 2006 the university was established by a royal decree, and the Custodian of the Two Holy Mosques approved its internal regulations. - The first board of trustees and president of the university was formed and selected by the Custodian of the Two Holy Mosques. After which the selection became self-appointed by the university based on its internal regulations. - The Custodian of the Two Holy Mosques is the Honorary President of the University. - The Board of Trustees approves the appointment of faculty members. - KAUST achieved the highest standards of independence in the Kingdom in terms of self-governance. As it is not subject to the requirements of governance and approvals imposed by the internal regulations of the Ministry of Education on private universities.

Financial Independence

Sub Criterion	Details
Financial Independence	- The university has the authority to determine its own compensation structure. - The compensation structure is subject to approval by the Board of Trustees, but the university has decision-making power. - The university's budget is subject to approval by the Council, which is spent mostly on research. - The university has received a one-time $19 billion government grant in the foundation phase and is managed by external financial managers, but there is no other operational support from the government. - Research funding from the private sector is the main source of income for the university (such as the partnership with SABIC in the Red Sea project). - The university has the authority to manage its own assets, including the campus in which all faculty members live.

Accountability

Sub Criterion	Definition
Audit	- The university is subject to an external audit, and the university president signs the relevant report. - The university has received several academic accreditations for its postgraduate programs.

Benchmarking Results

This section reviews the general and detailed results of the above-mentioned benchmarks. In addition to highlighting, the ideas learned from those comparisons, divided according to the three main criteria: self-governance, financial independence, and accountability.

1. Self-governance

Self-governance criteria for benchmarked universities:

Self-governance

- Issuing Rules and Regulations
- Appointing Board Members
- Making Executive Decisions
- Balanced Authority Delegation
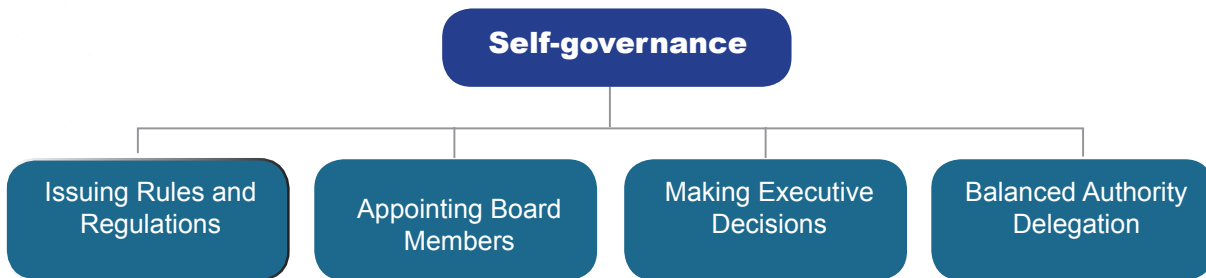
The previous drawing shows the similarities and differences between international and local universities subject to comparison regarding self-governance:

Main Criterion	Self-governance			
Sub Criterion	Issuing Rules and Regulations	Appointing Board Members	Making Executive Decisions	Balanced Authority Delegation
Yale University	●	●	●	●
The University of Manchester	●	●	●	●
The Ohio State University	●	● (yellow)	●	●
NUS National University of Singapore	● (yellow)	● (yellow)	●	●
King Abdullah University of Science and Technology	N / A	● (yellow)	●	●

● The university has the authority

● The government has full authority or strong authority over the university

N / A There is no clear information

Criterion	Comparison Result
Issuing Rules and Regulations	Most global universities—public and private—have relatively high power to set their own governing laws and regulations.
Appointing Board Members	International universities and KAUST apply a wide and varied range of practices in appointing board members, ranging from full government appointment to fully self-appointment by the university based on election.
Making Executive Decisions	Most international universities - public and private - and KAUST enjoy a high level of self-governance, and the power to make most of the strategic and operational decisions within the university.
Balanced Authority Delegation	International universities and KAUST are similar in terms of balanced delegation of powers.

2. Financial Independence

Criteria for financial independence for universities subjected to benchmarking:
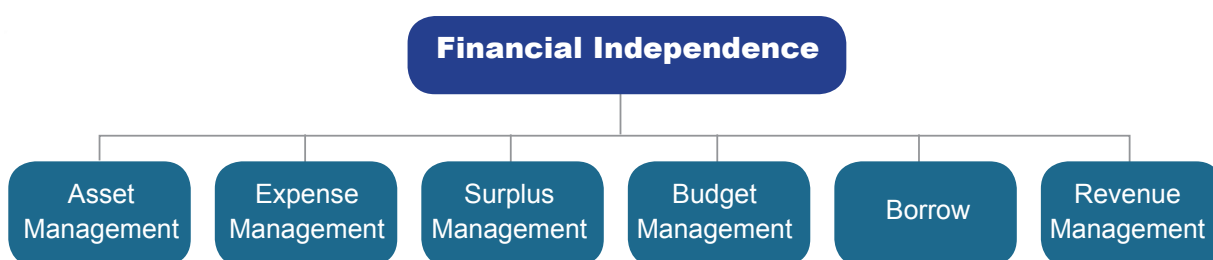
The previous graphic shows that the universities subject to comparison have a high level of financial independence in general, and here are more details:

| Main Criterion	Financial Independence					
Sub Criterion	Asset Management	Expense Management	Surplus Management	Budget Management	Borrow	Revenue Management
Yale University	●	●	●	●	●	●
The University of Manchester	●	●	●	●	●	● (gov)
THE OHIO STATE UNIVERSITY	●	●	●	●	● (gov)	● (gov)
NUS National University of Singapore	●	●	●	●	● (gov)	● (gov)
King Abdullah University of Science and Technology	N / A	●	●	●	N / A	●

● The university has the authority

● The government has full authority or strong authority over the university

N / A There is no clear information

Criterion	Comparison Result
Asset Management/ Expenses/ Surplus	International universities and KAUST enjoy a high level of independence in managing their assets, expenses and surpluses.
Budget Management	All international universities and KAUST enjoy a high level of independence in determining their operating budget.
Borrow	Applying for loans at both Ohio University and the University of Singapore requires express approval from the government.
Revenue Management	International public universities do not have complete independence in determining fees, as the government has a consistent tendency to keep public education fees within the reach of all.

3. **Accountability**

Accountability standards for benchmarked universities:
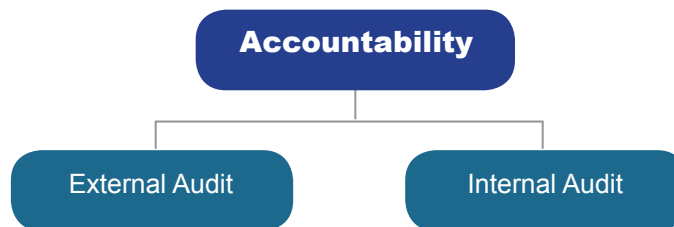
The previous drawing shows the multiple ways to enable accountability, according to its type, whether it is internal or external.

Main Criterion	Accountability	
Sub Criterion	External Audit	Internal Audit
Yale University	🟡	🟣
The University of Manchester	🟡	🟣
THE OHIO STATE UNIVERSITY	🟡	🟣
NUS National University of Singapore	🟡	🟣
King Abdullah University of Science and Technology	N / A	🟣

🟣 The university has the authority

🟡 The government has full authority or strong authority over the university

N / A There is no clear information

Benchmarking results for universities (Manchester-Ohio-Singapore):

The level of autonomy of the aforementioned universities depends on the complexity of the accountability mechanisms applied in choosing the university. Furthermore, the ultimate responsibility for the university actions and decisions rests with the university itself.

All these universities put in place various internal review mechanisms to ensure that they comply with the requirements of external review.

These universities are subject to internal review by a variety of different entities including, but not limited to, committees of the Board of Directors, Office of General Counsel, Inter-University Council, Office of Quality Assurance, and Division of Internal Audit.

The following are some of the detailed points of the previously mentioned universities regarding accountability standard:

	The University of Manchester	The Ohio State University	National University of Singapore
1	The University of Manchester defines its strategy, key objectives and key performance indicators in line with government performance standards to allocate more financial resources.	The Ohio Department of Higher Education serves as a liaison between government and state universities in overseeing higher education.	The Ministry of Education has the power to appoint members of the Board of Directors. Likewise, it has a role in determining the operational or research budget, which amounts to about 55% of the university's operating budget.
2	Government institutions collect data from universities and make publicizes the results to the community. As a regulatory agency, these institutions play an important role in enabling transparency in higher education.	Universities report their data to the US Department of Education's National Center for Education Statistics, which in turn releases the data to the public.	The head of the Office of Education Quality Assurance, who evaluates curricula, programs, and other issues related to education policy and makes recommendations for modification, monitor the quality of education programs.

General Results

The universities benchmark study general results summarization:

Across the board of all the comparable universities, American private universities are the institutions that achieve the most independence standards.

The private American universities in the field of external review has the advantage of not being bound by public accountability mechanisms if they do not wish to receive any government support, but are voluntarily obligated to those mechanisms.

The appointing members of the board of directors and senior leadership methods differ greatly from one university to another. The National University of Singapore and Saudi private universities are the least independent among other universities in this aspect, as the government appoints all members of the board of directors. On the contrary, American private universities are the most independent in this field, as the board of directors is appointed according to the legal procedures specified in their internal regulations.

All the universities in the benchmark have powers formally apportioned to their various departments. However, the board has the supreme authority to appoint the CEO directly or nominate him to a higher external authority. In contrast, private Saudi universities are subject to explicit government regulations that define the roles and responsibilities of the board of directors and senior leadership.

KAUST is a unique model at the level of all universities subject to comparison, as it enjoys administrative and financial independence from the government despite the fact that most of its endowments are funded from government sources, and this is unique even at the level of international universities, since funding is from sources government in those universities is always subject to the constraints resulting from the autonomy of the university.

From all the universities subjected to comparison KAUST is a unique model, as it enjoys administrative and financial independence from the government despite the fact that most of its endowments are funded from government sources. This level of uniqueness in compatible to international universities, since government source funding in those universities is always subject to constraints resulting from the autonomy of the university.

Private Saudi universities enjoy a relatively high level of independence in their authority to make financial decisions, while they do not have the liberty in governance related decisions making.

All the international universities compared show a high level of financial independence in all its sub-criteria, with the exception of the authority to manage tuition fees or large capital projects in public universities. In addition, all universities - whether public or private - have a high level of independence in defining their own strategic priorities and determining its operating budget.

Benchmarking results for the strategic plan development of KSU

	Benchmark Results	Ways to Develop the University Independence Model
1	International universities have the power to set their own bylaws, but have very different mechanisms for appointing board members.	Determine the method of appointing members of the Board of Directors that is in line with the directions of stakeholders. Granting the university the authority to set its internal regulations.
2	Most of the independent public universities in the world are subjected to fee restrictions for their services.	Diverting the university's sources of income to maintain its financial independence. Establish clear and structured relationships with payers.
3	Current ministerial regulations restrict private universities independence in applying self-governance.	Overcoming the university independence limitations current internal regulations, when designing the target independence model.
4	Highly independent international universities are subject to a high degree of public accountability through the application of various internal mechanisms, more so than less independent universities.	Adopting a high level of accountability mechanisms to ensure greater independence.

Aligning the University Features Independent with its Future Directions

	Principles to Design a Target Independence Model	Current Situation Evaluation	Benchmarking	Independent Enterprise Status
1	Allows KSU to obtain and maintain a distinct and unique corporate identity			Higher independence to determine the governance of the board of directors fate
2	It gives the university complete authority over its internal bylaws			Higher independence from government authority to set its own bylaws
3	It gives the university flexibility in choosing the methods of appointing members of the Board of Directors			Higher independence in appointing members of the Board of Directors and improving the government representation level on the Board
4	It governs the way tuition fees are determined in a way that guarantees the interests of both the university and the beneficiaries			Higher independence to set its own fees
5	Enables the university to attract the best educational, research and administrative cadres and keep them from dropping out			Higher independence to apply organizational agility and adopt innovative methods to attract the best cadres and keep them from dropping out

	Principles to Design a Target Independence Model	Current Situation Evaluation	Benchmarking	Independent Enterprise Status
6	Allows high degree of public accountability			Higher independence to create strong and sophisticated internal mechanisms to ensure public accountability
7	It allows the university to own self-financing sources (expenses, revenues, and assets).			Higher university independence to ensure agility and innovation in operations, without any back-up responsibility on the government
8	Removes the strategic and operational constraints imposed on the university			Higher autonomy as an independent entity to define and follow its own strategic priorities
9	Enables the university to develop and implement a business and investment strategy			Higher independence to manage its financial affairs
10	It is not subject to the Ministry of Education laws and regulations of applicable to universities			Higher university independence without supporting responsibility on the government

Gap Analysis

	Factors	Issues	Current	Target	The Gap	Solutions
1	**Scientific Research**	**Interdisciplinary and Applied Research**	Limited interdisciplinary and applied research	Increasing interdisciplinary research in important subjects such as health, environment, technology, tourism...	Lack of interdisciplinary and applied research on the external environment	- Studying areas of inter-research, setting priorities, and directing agencies to those specific priorities - Strengthening companies with industry and business to support scientific research - Amendment of scientific publishing controls to increase income from knowledge transfer to the business sector

	Factors	Issues	Current	Target	The Gap	Solutions
		Research Chairs	Lack of activation of some research chairs	Raising the benefit from the outputs of research chairs for the university and society and focusing on the fields diversity to raise the obtained benefit	Some chairs need evaluation, development and follow-up of all chairs so that they are commensurate with reality and provide studies and solutions to existing problems	- Developing a mechanism for establishing research chairs, conditioned on their connection to national priorities, the level of impact, and scientific publication. - Developing a mechanism for follow-up and evaluation of research chairs and their outputs
		Specialized Research	Existing research is traditional and needs more creativity	Creativity and diversification of research content, while aligning with national and local priorities	Some theoretical research - Enhancing the applied and creative side of the research	-Supporting qualitative and applied research according to national and international research priorities, affiliated with and evaluating research chairs and their outputs - Increasing the university's distinguished scientific publishing production in various databases - Providing financial and technical support for scientific research at the university to motivate university employees for scientific publishing
		Research Citation	The percentage of citations to King Saud University research is good	Reaching a citation ratio commensurate with international classification standards	Limited research citation in some disciplines	Supporting the research impact by raising the percentage of citations from university research in cooperation with distinguished researchers locally and internationally.
		Research Centers	The centers do routine work	Enabling centers to raise distinguished research productivity and increase sponsors from outside the university	Poor communication between research centers, the Deanship of Scientific Research and the community, and the limited services provided	- Developing an organization to provide grants from external parties to support qualitative research in research centers in line with research priorities - Carrying out marketing campaigns for the university's research outputs and capabilities

	Factors	Issues	Current	Target	The Gap	Solutions
2	**Academic Programs**	**Software Quality**	Interdisciplinary Programs	Quality programs compatible with the labor market	The remoteness of some programs from the needs of the labor market, as well as the presence of specializations (occupations) in the labor market that need to be offered as programs	- Evaluation and development of all programs and the establishment of programs compatible with the requirements of the labor market - Activating the advisory councils in the colleges, to let the appropriate authorities know the current and future needs of the labor market -Accepting students of any age group in some majors with simple conditions for a fee
2		**Faculty Members and Students**	-The number of international faculty members is low -The number of students is high compared to international standards - The number of international students is low compared to international standards	-Reaching global percentages regarding faculty members -Achieving international ratios regarding national and international number of students	- The imbalance between the numbers of faculty members and students, which affects the global ranking ratios -Lake of international exchange students	- Studying the appropriate numbers of students for admission to the university to achieve distinguished quality in education - Attracting international distinguished faculty members -Expanding the admission of international students
		Skills	The theoretical part prevails over the competent part in some specialties	Focusing on the applied and creative side of abilities	The labor market requires sit of skills to contribute to in the outputs of the programs	Study specialization skills (which may cover a range of health/science/humanities colleges)

	Factors	Issues	Current	Target	The Gap	Solutions
		Alumni	-Graduates with medio-cre skills - Semi-dis-continua-tion of the relationship with the alumni	-Graduates with globally compet-itive skills - Long-lasting relationship with alumni	-Lack of application - The ter-mination of the alumni university relationship - Limited self-develop-ment through the university	- Activating the alumni belong-ing and loyalty to the univer-sity - Reconsider field training in all programs to be a semester as a minimum and increase training periods in all subjects - Developing qualifying cours-es for graduate students for the labor market
3	**Communi-ty Service**	**Communi-cation with the Com-munity**	Limited and seasonal communi-cation	Building a long-term relationship with the commu-nity based on well-thought-out plans and set-ting guidelines and regulations to enable this	-Limited com-munication at certain times - The uni-versity place great focus on education and lack participant in other societal aspects	-Enhancing communication such as creating a domain and emails for alumni - In order to facilitate commu-nication, publish events and advertisements, and request donations for the university. -Supporting learning pro-grams for a lifetime
		Services Type	Community services focus mainly on health and education	Diversifying community services to enhance life quality	There is a distance between the university and some types of community services	- Enhancing affiliation and loyalty to the university (such as accommodations for graduates and making some facilities available to them, or issuing a KSU graduate card) - Projects in university facili-ties (walkways, playgrounds, gardens, museums, science museums, astronomical center) - Providing diverse short-term community training programs as needed - Allowing the public to enroll in different subjects without a degree in exchange for a fee
4	**Human c Resources**	**Human Ca-pabilities**	Appropri-ate abilities in specific areas	Distinctive, competitive and sufficient capa-bilities	Imbalance of quantity, quality and tasks	Promote positive competitive-ness among employees
		Specialist Competen-cies	Efficient human resources specialized in many fields	Competitive and efficient hu-man resources specialized in all fields	Lack of specialists in some modern disci-plines	Competency development courses in the professional and creative aspect of human resources

	Factors	Issues	Current	Target	The Gap	Solutions
		Specialist Skills	Great emphasis on leadership and management skills	Enhance higher-order thinking skills and leadership skills	Working on matching human resources type of skills in the university external environment	- Skills development courses for the labor market that are required and expected to be so in the future -Opening skills development courses for the public for a fee -Offering distant training courses to the public for a fee
		Leaders	First class leaders knowledge transfer programs	Develop second line leaders	Poor qualification of the second row of leaders	Establishing a leadership training center by partnering with local and international specialized agencies
5	Technology	Technical Types	Different techniques	Greater activation of modern technology	Education and technology are not closely linked	- Expanding distance education even after the end of the pandemic, especially for theoretical parts -Offering paid distant training programs to the public
		Efficient Use of Technology	The usage is appropriate, nonetheless it is not effective	Access to the optimal use of technology for digital transformation	Divide different programs for each entity in the university (efficiency of spending)	-Studying the university actual needs of technical programs to develop work at - Training a technical team in the best types of technology in partnership with specialized agencies locally and internationally
		Technical Specialists	Limited number of specialists	Self-sufficiency in specialists within the university	Poor mutual benefit in the field of technology between the university and society	Opening the door to volunteering and contributing to the technical development of the university (such as the "Develop Your University" initiative, however it is particularly open to the community and university graduates)
6	Preparations	Buildings	Suitable buildings	Buildings optimal operation	The university buildings are not available to the community	-Holding community and national events within the university facilities such as the stadium and the arena (book fair, various international exhibitions) - Develop a clear and appropriate mechanism for renting university facilities to third parties outside working hours

	Factors	Issues	Current	Target	The Gap	Solutions
		Laboratories and Equipment	Equipped and suitable laboratories	Developing laboratories into smart laboratories	Unavailability of university laboratories and laboratories to the community	Opening the door for scientific voluntary training within the university during the summer period and the evening period during the semester - the private sector Contribution in processing laboratories
7	Processes	Policy Guide	A manual of internal policies and regulations is in place	Flexible and updated guide to policies and procedures	The need for a flexible and updated policy guide for implementation and follow-up inside and outside the university	- Develop a flexible guide to policies and procedures - Facilitating the usage of policies guide, clarity of procedures and time for completing operations
		Clarity of Procedures	Multiple and many procedures due to the large size of the university	Access to procedures that are commensurate with the operations and achieve efficiency and effectiveness	Application suitability / appropriateness of the procedures inside and outside the university	Facilitating the usage of policies guide, clarity of procedures and time for completing operations
		Efficiency in Completing Processes	The variation in the time required to complete the operations	Raise the efficiency of operations	The suitability of operations for customers inside and outside the university	Facilitating the usage of policies guide, clarity of procedures and time for completing operations
		Documentation and Statistics	There is a data office at the university and a good inventory of data is in place	Developing documentation and statistics processes under the supervision of the Data Office and using the latest technologies	Duplication in the inventory and documentation processes, which leads to the loss of some data or non-updating	Supporting the data office with the appropriate human and technical mechanism and equipment

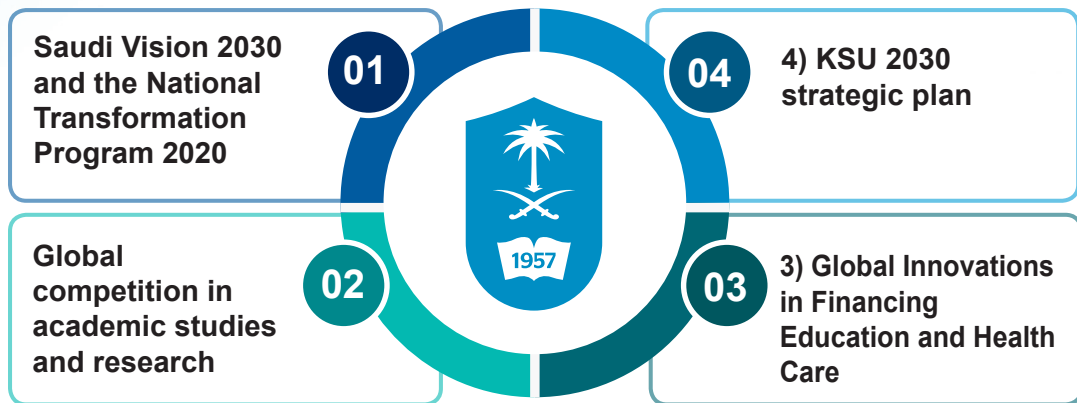|	Factors	Issues	Current	Target	The Gap	Solutions
8	Revenues	Revenue Type	Somewhat diversified revenue	Developing self-revenues at the university various departments	There is some confusion between investment and revenue	"Erad" initiative to raise awareness among university's faculties and units, and perhaps to form a representative for them
		Revenue Sources	Limited to specific destinations	Determine and diversify sources of revenue	Unclear sources of revenue	Limiting the areas of self-revenue
		Revenue Development	Having limited revenue	Increase revenue	There is no clear mechanism for revenue development	Determine an entity to supervise and set up a mechanism to regulate entities revenue management
9	Investment	Investment Type	There is commercial investment such as: university stadium, and shops	Expanding and diversifying investment to include knowledge, cultural, health, humanitarian investments...	Not linking the university's capabilities with opportunities in the external environment	"Optimal Investment" initiative (with the concerned authorities coordination) - Determine an investment management entity
		Investment Mechanism	There are preliminary regulations	Appropriate and motivating systems	The presence of centralization and overlapping in investment systems outside the university	Marketing the university investment fields
		Investment Management	There is nothing	Forming an investment department at the university	The existence of multiple regulatory restrictions	Develop a clear and appropriate investment policy
10	Institutional Reputation	University Status	A prestigious and advanced position based on international rankings	That the university be among the top ten international universities	The university's global visibility needs more support	-Work on achieving international classification standards - Marketing KSU brand

Factors	Issues	Current	Target	The Gap	Solutions
	University Marketing	There are good efforts, nonetheless it is not enough	Activating content marketing and achievement marketing using modern marketing methods	Lack of media and advertising presence of the university	- Marketing KSU brand -Activating the university's website to display its capabilities and accumulated expertise -Making visits to the concerned authorities and presenting the university capabilities

Update Justifications

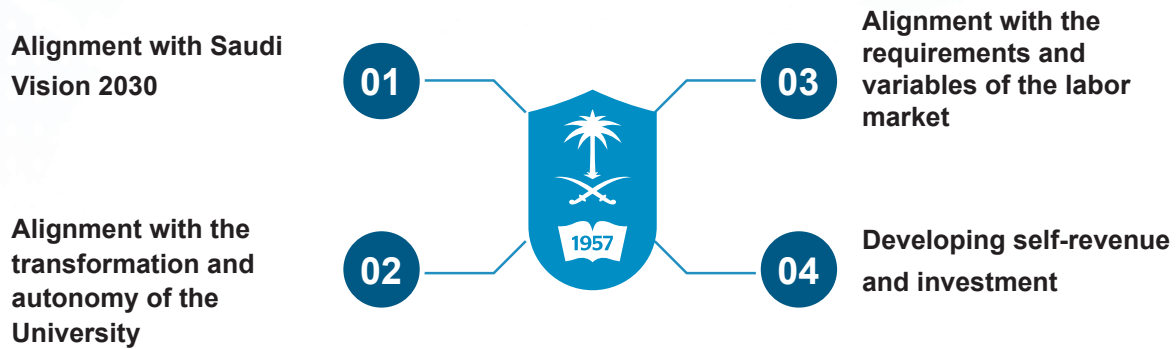**General justifications for updating the university's 2030 strategic plan**

1. KSU to be among the top ten international universities.

2. Alignment between the requirements of Saudi Vision 2030 and the requirements of sustainable national development.

3. 10 years have passed since issuing the University's Strategic Plan 2030.

4. Aligning university outputs with local and global economic changes and labor market requirements for higher education outputs.

5. The university aspires to contribute to the scientific movement of various types of higher education available and appropriate to the knowledge society.

6. Improving the university's research and educational ranking and achieving leadership.

7. Achieving university independence, as reference studies have shown that the world's highly ranked universities (top 50) in the US Times Shanghai are independent, non-profit institutions.

8. The university's readiness to develop and provide the best in educational, research and health services with its human capabilities, infrastructure and the prestigious position it has reached.

9. There are areas for developing self-resources resulting from the university's outputs, which ensures the flow of a sustainable financial source to the university and supports its independence.

10. The university's desire to enter competitive field with local and international universities to provide the best educational, research and community outputs.

The Principles and Motives for Updating the University Strategic Plan

01 Saudi Vision 2030 and the National Transformation Program 2020

02 Global competition in academic studies and research

04 4) KSU 2030 strategic plan

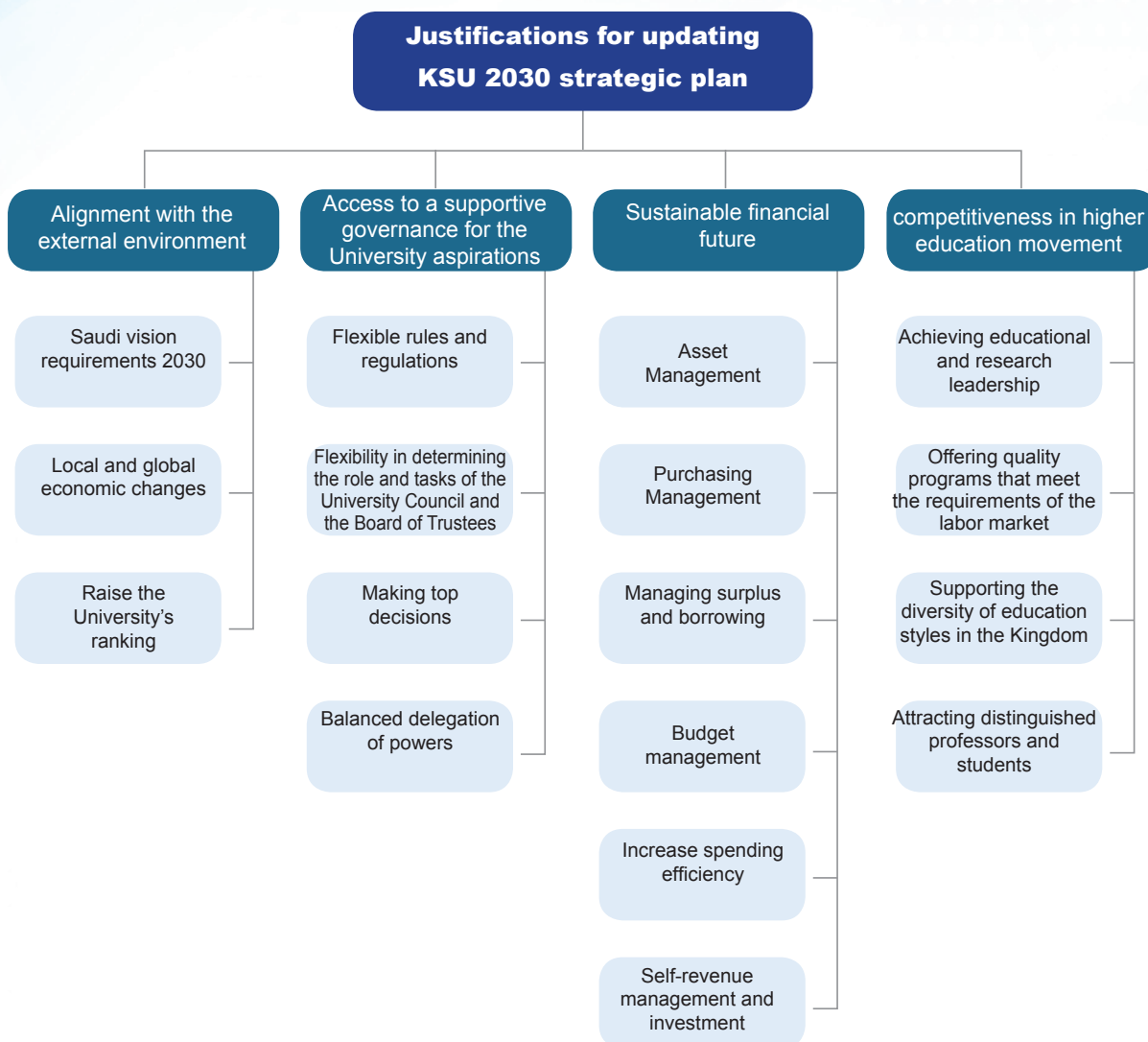**03** 3) Global Innovations in Financing Education and Health Care

- In 2010, KSU 2030 strategic plan showed the need for independence and upgrading education, health care and community services.

- Higher education institutions and hospitals worldwide face increasing financial constraints, liquidity shortages, and logistical constraints.

- Employing innovative independence models and proposing innovative strategies to generate new revenues and improve spending and cost to ease those restrictions.

- Saudi Vision 2030 and the National Transformation Program 2020 define the national policy framework for the following:

  - Increase private sector participation.

  - Improving the outcomes of education and health care services.

  - Better compatibility between labor market and the economic vision in the Kingdom.

  - Increase the efficiency of government spending.

  - The global market is becoming increasingly competitive; therefore, Saudi Arabia is launching fundamental transformation programs in higher education.

  - According to the Times Magazine report, most of the top fifty universities in the global ranking are not classified as government units, and if KSU wants to achieve a higher position in the global ranking, it needs to become an independent unit.

Executive Justification for Updating the Strategic Plan

Alignment with Saudi Vision 2030

01

03

Alignment with the requirements and variables of the labor market

Alignment with the transformation and autonomy of the University

02

04

Developing self-revenue and investment

1. Update the list of initiatives of the current strategic plan to align it with the University future requirements.

2. Lack of initiatives that support ensuring financial sustainability and managing self-revenue.

3. Lack of initiatives that support raising the efficiency of spending.

4. Benefiting from the name of and the prestigious reputation of the University to launch investment projects and develop self-revenue.

5. The need to re-plan the course of initiatives and whatever support available to them.

Justifications for updating KSU 2030 strategic plan

Alignment with the external environment

- Saudi vision requirements 2030
- Local and global economic changes
- Raise the University's ranking

Access to a supportive governance for the University aspirations

- Flexible rules and regulations
- Flexibility in determining the role and tasks of the University Council and the Board of Trustees
- Making top decisions
- Balanced delegation of powers

Sustainable financial future

- Asset Management
- Purchasing Management
- Managing surplus and borrowing
- Budget management
- Increase spending efficiency
- Self-revenue management and investment

competitiveness in higher education movement

- Achieving educational and research leadership
- Offering quality programs that meet the requirements of the labor market
- Supporting the diversity of education styles in the Kingdom
- Attracting distinguished professors and students

Main Issues

King Saud University began updating its KSU2030 strategic plan by analyzing the current situation, using various tools (data - reports - gap analysis - workshops - aspirations of the University and community leaders). In addition to, studies and technical reports supporting the update of the University strategic plan, along with analyzing the University data and reports.

In order to anticipate the future features of what was reached, it was compared with the practices and reference levels of abstracts that were drawn from reference universities studies. With the variables of the external environment of the University and its appropriate and supportive role for national development and the directions of leadership and Saudi Vision 2030. Moreover, this is the result of the use of the previous methods and tools. The resulted data and information is identifying a group of basic issues that represent the focus, interest and constitute justifications for updating the strategic plan and drawing the University's priorities and future aspirations in eight issues:

1. **Creativity and innovation in scientific research**

2. **Proficiency in academic programs and their outputs**

3. **Contributing to community service and improving the quality of life**

4. **Supportive and enabling university governance**

5. **Raising the efficiency of human resources at the University**

6. **Self-revenue development**

7. **Investment diversification and asset growth**

8. **Raising spending efficiency for a sustainable financial future**

The Foundations of the Future Strategic Direction

One of the important things when reviewing and updating the strategic plan is to assess the pillars on which the plan was built and what factors were taken into consideration when preparing it for the university. Taking that in to consideration, the pillars were reviewed and the most important pillars that determine the direction for updating the University strategic plan were identified and the occurred type of change, whether inside or outside the University. After completing the analysis of the current situation, as well as the appropriate reference comparisons, the most important pillars that determine KSU direction in the coming years were reached, which were the following.

1. Scientific Research
2. Education and Learning
3. Community Service
4. Institutional Work Environment
5. Self-Revenue and Investment Variety
6. Fiscal Balance and Spending Efficiency

Scientific Research	Education and Learning	Community Service	Institutional Work Environment	Self-Revenue and Investment Variety	Fiscal Balance and Spending Efficiency
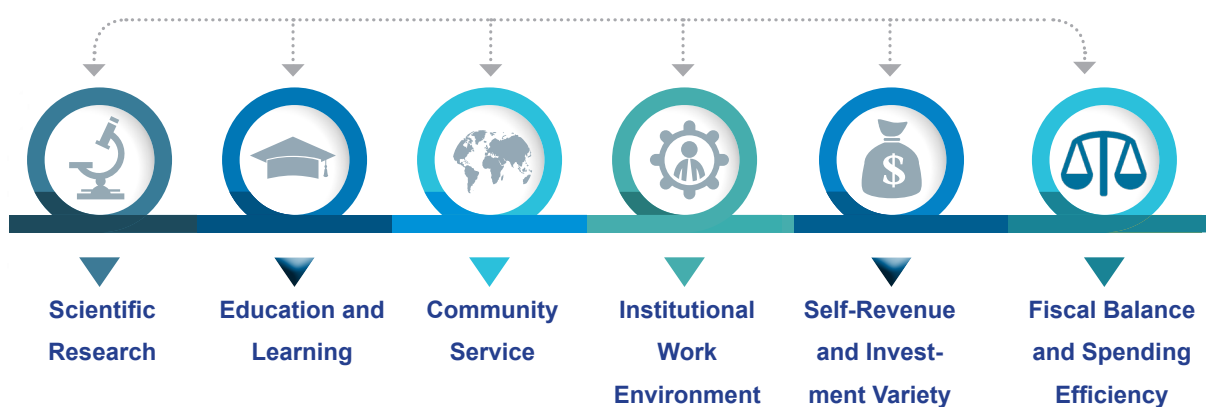
Strategic Plan

The strategic plan of KSU was based on achieving as many goals identified when building and preparing it in 2010, as the University administration was keen to reach a distinguished position through a set of goals:

1. Proficiency in all fields and excellence in specific fields
2. Distinguished faculty members
3. Quality, not quantity
4. Enhancing graduate capabilities
5. Building communication bridges
6. Supportive educational environment
7. Sustainable financial future
8. Flexibility and accountability
9. Building a supportive administrative organization
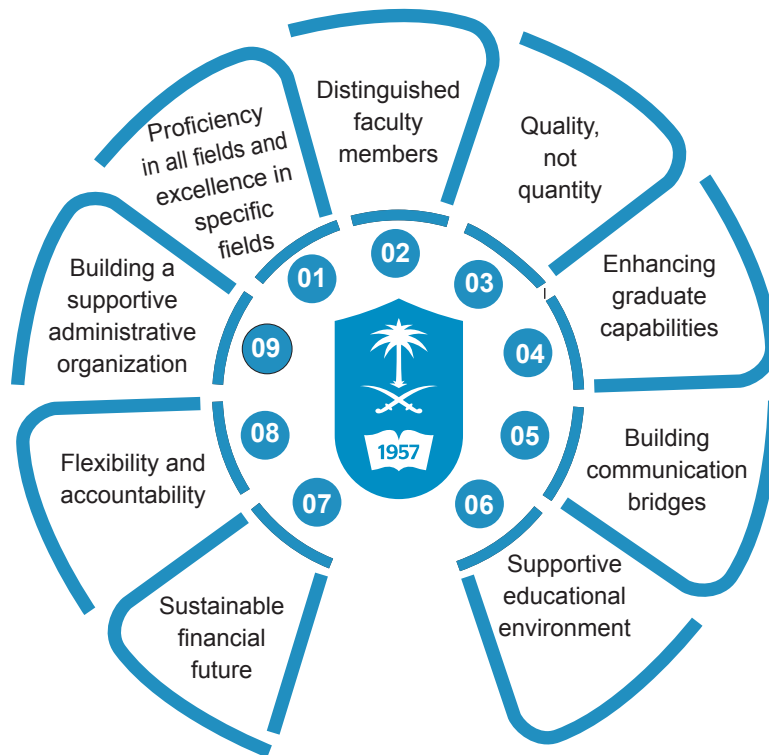
The university has worked over the past ten years to seek continuous support and provide all capabilities and resources to achieve these goals. The university was able to win many awards and advance to the first positions in many areas, the most important of them are programmatic academic accreditation and institutional academic accreditation and its renewal. The University also excelled in the field of innovations, inventions, development, digital transformation and institutional reputation. The university continuing its constant efforts for excellence and keeping pace with the internal and external changes that have been previously explained, it has become necessary to consider the strategic objectives of the University and the extent and suitability of these changes, the type of modernization and the need for it. Based on the following methodology, they reached the updated goals of the University and an alignment was made between the first goals and the updated ones so that they are comprehensive and appropriate to the University new directions. The following are the updated summary of the strategic goals:

First objective: Creativity and innovation in scientific research.

Second objective: Proficiency in academic programs and their outcomes.

Third objective: Contribute to community service and improve the quality of life.

Forth objective: Supportive and enabling university governance.

Fifth objective: Raising the efficiency of the University human resources.

Sixth objective: Self-revenue development.

Seventh objective: Investment diversification and asset growth.

Eighth objective: Raising spending efficiency for a sustainable financial future.

Each strategic plan has been linked with the appropriate anchor as shown:

Main Pillars	Strategic Plan
Scientific Research	First objective: Creativity and innovation in scientific research.
Education and Learning	Second objective: Proficiency in academic programs and their outcomes.
Community Service	Third objective: Contribute to community service and improve the quality of life.
Institutional Work Environment	Forth objective: Supportive and enabling university governance.
Institutional Work Environment	Fifth objective: Raising the efficiency of the University human resources.
Self-Revenue and Investment Variety	Sixth objective: Self-revenue development.
Self-Revenue and Investment Variety	Seventh objective: Investment diversification and asset growth.
Fiscal Balance and Spending Efficiency	Eighth objective: Raising spending efficiency for a sustainable financial future.

From the previous table the University maintains its main objectives, which is scientific research, education, and community service. Similarly, it shows the University's keenness on stability and financial sustainability by developing self-resources and encouraging investment, which takes the efficiency of

spending as an essential part of all plans. The detailed objectives included in each strategic plan, which serve as a starting point for initiatives to achieve the plan, as shown:

Strategic Plans	Key Performance Indicators	Detailed Plans
First objective: Creativity and innovation in scientific research	1. University international rankings 2. The number of research published in the lists (ISI and (N&S) and reliable publishing outlets by University employees 3. The number of innovations and patents registered to the University	1. Supporting scientific research locally and internationally 2. Encouraging creativity and innovation
Second objective: Proficiency in academic programs and their outcomes.	1. Graduate employment rate within six months 2. The number of programs that have been accredited by local and international accreditation bodies 3. Percentage of beneficiaries' satisfaction with the quality of the education and learning process	1. Raise the quality of academic programs
Third objective: Contribute to community service and improve the quality of life.	1. Number of community partnerships 2. Number of community events	1. Promote community services to raise the quality of life 2. Support communication channels with the community
Forth objective: Supportive and enabling university governance.	1. The percentage of increasing the operational efficiency	1. Building the university's internal procedural system 2. Achieving efficiency and effectiveness in operations within the university
Fifth objective: Raising the efficiency of the University human resources.	1. Percentage of leadership satisfaction with human resources efficiency 2. Number of development programs for all human resources categories	1. Achieving a balance between human resources and jobs 2. Enhancing human resource skills
Sixth objective: Self-revenue development	1. The percentage of self-revenues from various services to the University total revenues 2. Percentage of donations and grants to the University's total revenue	1. Organizing self-revenue management 2. Diversification of self-revenue
Seventh objective: Investment diversification and asset growth.	1. Return to investment 2. Asset growth rate	1. Developing the university's investment system 2. Developing University assets
Eighth objective: Raising spending efficiency for a sustainable financial future.	1. The university budget growth rate 2. The University's annual income rate increase 3. Spending efficiency initiatives completion percentage	1. Raising the efficiency of financial performance 2. Raising the efficiency of operational performance 3. Enhance the role of risk management

The following table shows the most important initiatives that correspond to the detailed objectives of each strategic plan:

Strategic Plans	Key Performance Indicators	Detailed Plans	Initiatives
First objective: Creativity and innovation in scientific research	1. University international rankings 2. The number of research published in the lists (ISI and (N&S) and reliable publishing outlets by University employees 3. The number of innovations and patents registered to the University	1. Supporting scientific research locally and internationally 2. Encouraging creativity and innovation	1. Determine research and innovation priorities 2. Promote interdisciplinary research 3. Strengthening partnership and communication bridges with the public and private sectors for research and creativity 4. Reorganizing the external grants to support research 5. Marketing the University's research output 6. Attracting distinguished professors locally and internationally for the University 7. Increasing the number of Saudi postgraduate students and international students 8. Organizing the mechanism for creating research chairs and there follow up (measuring impact and research priorities)
Second objective: Proficiency in academic programs and their outcomes.	1. Graduate employment rate within six months 2. The number of programs that have been accredited by local and international accreditation bodies 3. Percentage of beneficiaries' satisfaction with the quality of the education and learning process	1. Raise the quality of academic programs	1. Creating and developing academic programs in line with the labor market 2. Achieving quality and excellence in academic programs 3. Improving distance education programs 4. Preparing qualifying courses for pre-graduation students for the labor market 5. Developing field training for programs (with no less than full semester duration)

Strategic Plans	Key Performance Indicators	Detailed Plans	Initiatives
Third objective: Contribute to community service and improve the quality of life.	1. Number of community partnerships 2. Number of community events	1. Promote community services to raise the quality of life 2. Support communication channels with the community	1. Promoting health and cultural services to the community 2. Supporting communication channels with alumni and the business community 3. Activating community partnerships 4. Enhancing the role of student clubs at the University 5. Improving the quality of the supportive educational environment by developing the infrastructure and sustaining university facilities and buildings 6. Supporting lifelong learning and continuing education programs. (Providing the community with various short-term training programs as needed) 7. Promoting volunteering culture inside and outside the University (spreading volunteering culture and diversifying its fields) 8. Developing international partnerships
Forth objective: Supportive and enabling university governance.	1. The percentage of increasing the operational efficiency	1. Building the university's internal procedural system 2. Achieving efficiency and effectiveness in operations within the university	1. University structure development 2. Improving the university's reputation locally and internationally 3. Developing internal policies and procedures to enhance competitiveness locally and globally 4. Developing financial resources systems and regulations 5. Enabled regulation for renting University facilities outside working hours
Fifth objective: Raising the efficiency of the University human resources.	1. Percentage of leadership satisfaction with human resources efficiency 2. Number of development programs for all human resources categories	1. Achieving a balance between human resources and jobs 2. Enhancing human resource skills	1. Developing human resources systems and regulations 2. Creating a center to prepare future leaders 3. Developing faculty members capabilities 4. Developing staff capabilities for global competition

Strategic Plans	Key Performance Indicators	Detailed Plans	Initiatives
Sixth objective: Self-revenue development	1. The percentage of self-revenues from various services to the University total revenues 2. Percentage of donations and grants to the University's total revenue	1. Organizing self-revenue management 2. Diversification of self-revenue	1. Building a self-management system 2. Marketing University services locally and internationally 3. Building communication bridges donors and benefactors 4. Enhancing self-revenue from educational and training services 5. Enhancing self-revenue from research services 6. Enhancing self-revenue from health services 7. Enhancing self-revenue from advisory services
Seventh objective: Investment diversification and asset growth.	1. Return to investment 2. Asset growth rate	1. Developing the university's investment system 2. Developing University assets	1. Activating a system to manage the University facilities and assets investment 2. Diversity of the investment fields 3. Marketing the University's facilities and assets investment
Eighth objective: Raising spending efficiency for a sustainable financial future.	1. The university budget growth rate 2. The University's annual income rate increase 3. Spending efficiency initiatives completion percentage	1. Raising the efficiency of financial performance 2. Raising the efficiency of operational performance 3. Enhance the role of risk management	1. Establishing a department to raise the University efficiency for spending 2. Activating enterprise risk management 3. Introducing investment and community projects in the University city to achieve a sustainable financial future

Initiatives

Based on the previous study and analysis, it was necessary to develop many initiatives that will contribute to achieving the goals thus completing the strategic plan of the University. Tin the following table are the most important initiatives included in the strategic plan:

Initiatives
1. Determine research and innovation priorities. 2. Promote interdisciplinary research. 3. Strengthening partnership and communication bridges with the public and private sectors for research and creativity. 4. Preparing an organization for external grants to support research. 5. Marketing the University's research output. 6. Attracting distinguished professors locally and internationally to the University. 7. Increasing the number of graduate students and international students. 8. Organizing the mechanism for establishing research chairs and how to follow them (measuring impact and research priorities).
1. Creating and developing academic programs in line with the labor market. 2. Achieving quality and excellence in academic programs. 3. Improving distance education programs. 4. Preparing preparatory courses for pre-graduation students for the labor market. 5. Developing field training for programs (with of no less than a full semester duration).
1. Promoting health and cultural services to the community. 2. Supporting communication channels with alumni and the business community. 3. Activating local community partnerships. 4. Enhancing the role of student clubs at the university. 5. Improving the quality of the supportive educational environment by developing the infrastructure and sustaining the University facilities and buildings. 6. Supporting lifelong learning and continuing education programs. (Providing various short-term training programs for the community as needed). 7. Promoting the volunteering culture inside and outside the University (spreading the culture of volunteering and diversifying its fields). 8. Developing international partnerships.
1. University structure development. 2. Improving the University's reputation locally and internationally and obtaining advanced positions in international rankings. 3. Developing internal policies and procedures to enhance competitiveness locally and globally. 4. Developing financial resources systems and regulations. 5. Enabled regulation for renting University facilities outside working hours.

Initiatives
1. Developing human resources systems and regulations.
2. Creating a future leadership preparation center.
3. Developing faculty members capabilities.
4. Developing staff capabilities for global competition.
1. Building a self-management system.
2. Marketing the University's services locally and internationally.
3. Building communication bridges with donors and benefactors.
4. Enhancing self-revenue from educational and training services.
5. Enhancing self-revenue from research services.
6. Enhancing self-revenue from health services.
7. Enhancing self-revenue from consulting services.
1. Activating a system for managing the University investment facilities and assets.
2. Investment fields diversity.
3. Marketing the university's facilities and assets for investment.
1. Establishing a department to raise the efficiency of spending in the university.
2. Activate enterprise risk management.
3. Developing investment and community projects in the University city to achieve a sustainable financial future for it.

Matrix of Alignment Between Saudi Vision 2030 Programs and KSU Goals

Vision Software / University Goals	Quality of Life Program	Financial Sector Development Program	Housing Program	Financial Sustainability Program	National Transformation Program	Public Investment Fund Program	customization program	National Industry Development Program and Logistics Services	The Program of Serving the Guests of the Merciful	Human Capabilities Development Program	Health Sector Transformation Program
Creativity and Innovation in Scientific Research					√			√			√
Proficiency in Academic Programs and their Outcomes					√	√		√		√	√
Contributing to Community Service and Improving the Quality of Life	√				√						√
Supportive and Enabling University Governance				√							
Raising the Efficiency of Human Resources at the University	√									√	
Developing Self-revenue		√		√							
Diversification of Investment and Growth of Assets		√		√							
Raising Spending Efficiency for a Sustainable Financial Future		√		√							

Matching Matrix Between the Objectives of the Current Plan and the Updated Objectives of KSU

Vision Software / University Goals	Proficiency in All Fields and Excellence in Specific Fields	Distinguished Faculty Members	Quality, not Quantity	Enhance Graduate Capabilities	Building Communication Bridges	Supportive Educational Environment	Sustainable Financial Future	Flexibility and Accountability
Creativity and Innovation in Scientific Research		√			√			
Proficiency in Academic Programs and their Outcomes	√		√	√		√		
Contributing to Community Service and Improving the Quality of Life	√				√			
Supportive and Enabling University Governance				√		√	√	√
Raising the Efficiency of Human Resources at the University	√	√				√		
Developing Self-revenue						√		
Diversification of Investment and Growth of Assets						√		
Raising Spending Efficiency for a Sustainable Financial Future						√	√	

Enterprise Risk Management Plan

There are some potential risks that may appear when carrying out strategic planning, it may lead to changes from the original plan. This will cause a failure or delay in achieving the plan objectives, which causes an increase in costs or waste. The expected internal or external risks may come from different sources, as shown:

No.	Risks	Expected Risk Impact	Mitigate Risks
1	Resisting change	▪ Delayed plans implementation ▪ HR leakage ▪ The impact on the institutional reputation ▪ Decreased satisfaction	▪ Spreading the culture of change ▪ Adopt the MOB style of leadership to ensure that all employees participate in the planning and implementation process ▪ Enhancing communication between the leadership and the various university entities to build a long-term trusted relationship
2	Insufficient budget to implement the plan	▪ Delay in implementing some initiatives or projects ▪ Low execution quality ▪ The University's progress in achieving the strategic plan objective is delayed, which affects the competitive nature of the labor market	▪ Work to provide sources of income for the University from self-revenue and investment ▪ Periodic follow-up of implementation to ensure the achievement of the required quality ▪ Diversifying initiatives between short, medium and long term, so that the budget varies over the strategic plan period
3	Inappropriat plan implementation of some regulations and systems	▪ Difficulty in implementation, which may lead to losing some competitive advantages ▪ Decreased satisfaction	▪ Continuous communication with the relevant authorities to participate in updating the regulations and rules, including the plan implementation. ▪ Update the University's internal regulations to support the plan implementation

No.	Risks	Expected Risk Impact	Mitigate Risks
4	Low quality of implementation due to poor human competence or non-compliance with work plans	▪ Low quality output ▪ Waste of operations and budget	▪ Existence of comprehensive implementation plans for all implementation stages with continuous follow-up. ▪ Setting clear standards and indicators for implementation ▪ Qualifying human competencies to ensure the quality of work ▪ Providing the necessary resources to ensure implementation quality
5	Rapid change in technology and software	▪ Influencing the university's digital transformation process due to the presence of advanced programs that may be costly ▪ The University's current outdated programs and technologies	▪ Building internal University systems to ensure rapid modernization and development ▪ Continuously updating the University systems in line with what is in the labor market