



The Strategic Plan of Shaqa University 2021-2024

Outstanding Education, Influential Scientific Research, Vital Society.





"My primary goal is to be an exemplary and leading nation in all aspects,
and I will work with you in achieving this endeavour."



**CUSTODIAN OF THE TWO HOLY MOSQUES
KING SALMAN BIN ABDULAZIZ AL-SAUD**

رؤية VISION



المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA



" We will not rest until our nation is a leader in providing opportunities for all through education and training "



**His Royal Highness Prince
Mohammed bin Salman bin Abdulaziz
Crown Prince, Deputy Prime Minister,
and Minister of Defense**

رؤية VISION

2030

المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

An introduction

Educational organizations are among the most sensitive organizations to the changes and rapid developments taking place in the world. So, universities have worked to adopt the philosophy of strategic planning by which the vision and mission are determined and its strategic objectives. From this standpoint, Shaqra university began to prepare its strategic plan after the issuance of administrative decree No. 925553/ and its date 051442/22/ AH to form a permanent higher committee to manage the preparation of the strategic plan of the university, and the subsequent decisions to form teams and other committees to prepare and implement the organizational structure and strategic plan.

The university works within its strategic axes: "Rational management, status, distinction, and the quality of university life" stemming from its strategic orientations related to education and improving the university and practical environment from all its aspects and achieving excellence in its human resource. Shaqra university aims to be an efficient organization in society contributing to achieving the Kingdom's 2030 vision and education strategic plan. Moreover, the university aims to be able to effectively implement the new system of universities, and achieve advanced positions in global and local classifications. Therefore, it has worked on its strategic plan benefiting from the outcomes of its evaluation of its previous strategic plan, accreditation self-study, and reference comparisons. In addition, the method of quadrilateral analysis is used to find out the strengths and weaknesses in its internal environment as well as the elements of opportunities and challenges in its external environment. That was done by collecting data and

information from the stakeholders, the local community, university officials, employees, and students using standardized forms in the form of questionnaires, visits, meetings, formal contacts, workshops and personal interviews.

All of the aforementioned efforts have been carried out to work on defining the university's vision, mission, values, and its general strategic objectives as well as drawing the objectives of its detailed plan and its initiatives. Mainly, the strategic plan of the university includes six central objectives, thirty detailed objectives, and forty-five initiatives. The strategic plan was designed according to two models; Harvard model based on two stages, which is the stage of defining the vision, mission, values and building strategic goals and then the implementation phase. Furthermore, the balanced scorecard model was used, which is based on measuring performance indicators, in order to ensure that the results are measured on the the three levels in the university. That is to confirm the follow-up of the achievement of the strategic plan goals of the university. Significantly, the university believes in its national role as an educational institution that is part of the system of development and change. Therefore, in this plan, it aims to invest all the available capabilities and resources to achieve its goals and contribute to its national and global roles properly.

The Strategic Plan of Shaqra University



General strategic goals :

- Raising the efficiency and effectiveness of the regulatory, administrative and financial environment.
- Improving the efficiency and effectiveness of academic and administrative human resources.
- Achieving competitive educational outcomes that keep pace with labor market changes.
- Generating scientific research that aligns with development and societal priorities.
- Strengthening the partnership with the community and the effective contribution to its development and service.
- Improving infrastructure and support services.

The link between the strategic objectives and the strategic directions of the university

Quality of University Life



1 Strengthening partnership with the community and actively contributing to its development and service.

2 Improving infrastructure and support services.

Status and Distinction



1 Achieving competitive educational outcomes that keep pace with labor market changes.

2 Providing scientific research that keeps pace with development and societal priorities.

Rational Management



1 Raising the efficiency and effectiveness of the organizational, administrative and financial environment.

2 Improving the efficiency and effectiveness of academic and administrative human resources.

Strategic Axes

• Rational management

The university aims to achieve good management for all parts of the university through policies, mechanisms and practices based on transparency, participation, accountability, rule of law, and anti-corruption. Also, the university seeks justice, non-discrimination among employees, responsiveness to their needs, and considers efficiency to reach policies and services to the highest level of effectiveness and quality that satisfies the stakeholders.

Strategic Axes

• Status and distinction

The university realizes that its institutional position is closely linked to the standards of institutional excellence, which are based on confident strategic goals. Accordingly, clear and evaluable institutional methodologies and processes stem from those goals, working to issue data and reports that highlight their performance on the internal and external levels, foremost of which is the stakeholders' satisfaction report, and its annual achievements report.

Strategic Axes

• Quality of university life 3

The university is concerned with the quality of university life for its employees and creating the appropriate environment for work, creativity and innovation. This leads to a feeling of personal and social responsibility as well as active self-control. This contributes to the rise of internal motivation to work. So, the university works to create the good educational and practical environment of work for its employees to raise their efficiency and adequacy, supporting their psychological security, contentment and happiness while performing their work, which raises the quality of work.

University Values

Governance of
institutional work

Institutional Loyalty

Continuing Education

Teamwork and
Participation

Quality and Excellence

Governance of institutional work: The university believes that the application of Governance principles; Transparency, Accountability, and Recognition (represented by participatory, mutual and communicative principles) contributes to providing university employees with the latest methods and practices in the system of administrative thought and institutional work. It also allows the application of comprehensive quality standards and modern means of follow-up and evaluation and the ability to analyze various updates, as well as acquiring leadership skills for effective work groups towards achieving the desired goals. Moreover, governance of institutional work helps in moving towards sustainable development that inevitably passes through a common idea that makes sustainability a principle and an end, which contributes to the transformation of the method of managing public affairs from above to the bottom, i.e. from the logic of authority to the logic of governance and from central authority to a governance that ranges and balances between centralization and decentralization.

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Institutional Loyalty: The university believes in the importance of raising the loyalty of its employees and its students, and their connection with it. This means upgrading their interest and support for the university and their desire for its success and its prominence. Institutional loyalty is an important factor in promoting association with the university, where good merit, such as self-censorship is common and weakens bad ones, such as lack of functional discipline and others.

Continuing Education: The university believes that continuing education is a means to reach full capabilities and self-realization, and maintain the individual's desire to acquire new knowledge outside the formal education system, and thus his contribution to the success of individuals' working lives. That is why the university works to encourage its employees, students, staff and faculty members to acquire self-learning skills and create an appropriate and stimulating environment for them. Continuous education at the level of male and female employees contributes to knowledge management among them. The university is working to be an educated organization that cares about organizational education that continuously develops its employees, and this can be achieved by adopting continuous education as a value for the university.

University Values

Governance of
institutional work

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Teamwork and
Participation

Quality and Excellence

4 Teamwork and Participation: This value represents the most prominent values of traditions and continuity in successful institutions, including academic societies. This value means organized collective and participatory work instead of individual work that is based on the accumulation, stability and exchange of experiences and the ability of everyone who undertakes the work to do it efficiently and by benefiting from the experience and expertise in line with the university level experience.

5 Quality and Excellence: The university believes that the presence of explicit quality specifications and requirements is what guarantees operations and achieving outputs within the minimum acceptable levels of variation. Thus, it can be accepted and relied on as a basis for the pursuit of exclusivity and leadership. Accordingly, quality and specifications are among the university's values to reach institutional excellence. The university believes that quality is the path to distinction, which is to follow a clear model and criteria that obligate everyone who belongs to the university, headed by senior leaders, to achieve clear levels of performance without indulgence or slackening. That is what ensures that the university is at the fore and strives with utmost passion to see the best practices in inside and outside to achieve sustainability in outstanding performance. Also, the university believes that quality is a continuous development management strategy pursued by the university based on a set of principles, in order to graduate students at the highest level of quality in all aspects of their mental, psychological, social, and moral development. Moreover, it aims at satisfying the students by becoming desirable in the labour market after their graduation and the satisfaction of all of the society sectors that benefit from this graduate.



- Strategic Objectives



The First Strategic Axis (Rational Management)

Strategic Objective

To raise the efficiency and effectiveness of the organizational, administrative and financial environment.

Objective Number

SU - 01

Objective Description

This goal focuses on creating an integrated system for university excellence and efficiency, as it deals with the development of the university for all its components and operations: (leaderships, governance, administrative systems and policies, and financial aspects) and aims to raise spending efficiency, reduce costs, and increase funding sources.

Objective elements

Regulatory environment
administrative environment - financial environment.

The axis

Internal operations

Key strategic initiatives

- Improving administrative systems.
- Improving financial systems.
- Finding new sources of funding in line with the higher education systems and regulations.
- Developing effective mechanisms to ensure the implementation of the new system of universities.

Detailed Goals

SU0101:- Developing Effective Administrative Systems.
 SU0102:- Achieving high standards in the quality and efficiency of financial systems.
 SU0103:- Increasing funding sources.
 SU0104:-Preparing the university to implement the universities system.

Related Key Performance Indicators

- The number of administrative systems that have been introduced and developed at the university.
- Percentage of improvement in the university's financial planning.
- Percentage of annual increase in funding sources.
- The number of units that have been qualified according to university standards



The First Strategic Axis (Rational Management)

Strategic Objective

To raise the efficiency and effectiveness of the organizational, administrative and financial environment.

Objective Number

SU - 02

Objective Description

The goal describes the extent to which the university works on developing human resources, in terms of attracting the required expertise and resources, in addition to developing the skills and capabilities of the current human resources, using methods inspired by the best international practices, and then appreciating their efforts and achievements in a way that supports the methods of preserving them.

Objective elements

Faculty members/staff and female employees.

The axis

Internal operations

Key strategic initiatives

- Developing the retention and contracting system.
- Building an effective system to retain prominent faculty members.
- Developing leadership skills for university employees.
- Continuous evaluation of training and rehabilitation programs.
- Supporting the participation of faculty and staff members in conferences and scientific seminars, both internally and externally.
- Enhancing institutional loyalty and job satisfaction for faculty and staff members.

Detailed Goals

- SU0201:- Raising the efficiency of the retention and contracting system.
- SU0202:- Competitive administrative and academic leaders.
- SU0203:- Developing the capabilities of university employees.
- SU0204:- Developing and activating the faculty and staff motivation system.

Related Key Performance Indicators

- The number of administrative systems that have been introduced and developed at the university.
- Percentage of improvement in the university's financial planning.
- Percentage of annual increase in funding sources.
- The number of units that have been qualified according to university standards



The Second Strategic Axis (Status and Distinction)

Strategic Objective

Achieving competitive educational outcomes that keep pace with labor market changes.

Objective Number

SU - 03

Objective Description

The university aims to provide quality education that contributes to advancing the national economy, by focusing on developing quality academic programs, aligning existing programs with the needs of the labor market, and building distinguished scientific and educational capabilities, using the latest technical and educational means.

Objective elements

Developing teaching and academic learning methods quality and accreditation - support services - students graduates - performance of faculty members labor market - employers.

The axis

The results

Key strategic initiatives

- Integrated planning for educational programs.
- Unifying efforts in program management in programs that contain one section for males and one section for female students.
- Improving students' academic performance.
- Conducting end-of-program tests (SU exit exam)
- Developing a learning outcomes assessment system for all educational programs.
- Activating communication with graduates and their employers to know the suitability of the graduate's skills to the requirements of the labor market.
- Follow-up to check the graduates' characteristics of the program and compare them annually.

Detailed Goals

- SU-0301:- Effectively manage program structuring and planning processes.
- SU0302:- Developing academic programs that prepare graduates for the labor market.
- SU0303:- Providing education centered around improving student performance.
- SU0304:- Developing a system for evaluating educational programs to keep pace with the requirements of the labor market.
- SU0305:- Excellence in providing educational assistance services to students. (Academic, psychological, and social counseling).

Related Key Performance Indicators

- Percentage of programs that have been managed with regard to their structuring processes and plans.
- Percentage of programs that have been developed in line with the labor market.
- Percentage of improvement in students' performance.
- Percentage of programs that have identified graduates' characteristics and skills.
- The percentage of employers' satisfaction with the efficiency of graduates.
- Percentage of students' satisfaction with the educational services provided to them.
- Percentage of students' satisfaction with the efficiency of the performance of student affairs and support services.



The Second Strategic Axis (Status and Distinction)

Strategic Objective

Achieving competitive educational outcomes that keep pace with labor market changes.

Key strategic initiatives

- Activating the advisory councils for academic programs with the industrial and economic sectors.
- Developing effective systems to help students learn.
- Improving support services for teaching and learning processes.
- Activating the curricular and extracurricular activities that serve to improve the educational process.
- Developing effective mechanisms to measure the quality of teaching.
- Developing the performance of faculty members in line with global and local teaching requirements.
- Improving the postgraduate program management system.
- Encouraging students to participate in local and international competitions that encourage innovation and creativity and provide them with support.

Detailed Goals

- SU0306:- Raising the efficiency of the performance of student affairs and support services.
- SU0307:- Improving Teaching Quality.
- SU0308:- Raising the efficiency of postgraduate and diploma programs at the university.
- SU0309:- Developing students' innovation and creativity skills.

Related Key Performance Indicators

- The percentage of conformity of specific standards and indicators of the performance of the faculty members with the local and international standards.
- Number of postgraduate programs and diplomas that have been aligned to the labor market.
- Number of programs that contribute to the development of innovation and creativity among students.



The Second Strategic Axis (Status and Distinction)

Strategic Objective

Supporting scientific research that keeps pace with development and societal priorities.

Objective Number

SU - 04

Objective Description

This goal describes the role that the university plays in stimulating and supporting research and development, by providing the appropriate institutional framework and financial and human resources for research and development staff. This goal also contributes to supporting scientific publishing in high-impact scientific journals and supports translation operations. It also includes the efforts made to sustain the development of activities that are in line with development and societal priorities to contribute to supporting national development.

Objective elements

Scientific research-developmental and societal priorities.

The axis

Stakeholders

Key strategic initiatives

- Providing various resources that support and encourage scientific research.
- Improving the efficiency and effectiveness of the university's policies in scientific research.
- Determining the community's needs for applied research.
- Applying quality standards and academic accreditation in scientific research.
- Organizing scientific events (conferences, workshops, scientific symposia, ...) at the level of the university, colleges and scientific departments.
- Supporting the publication process in highly rated scientific journals.
- Supporting translation, authoring and publishing processes.

Detailed Goals

SU0401:- Providing sources of support and encouragement for scientific research.
 SU0402:- Directing scientific research towards local and global community issues.
 SU0403:- Research Achievement of Academic Accreditation Standards.
 SU0404:- Enriching local scientific production.

Related Key Performance Indicators

- The percentage of increase in the sources of information developed in the libraries of colleges and the university library.
- The percentage of increase in the university's research laboratories.
- Number of published scientific research directed towards local community issues.
- Number of published scientific research directed towards global community issues.
- Percentage of research achieving academic accreditation standards.
- Percentage of published and translated research to faculty members.
- The percentage of increase in graduate students participating in research projects.



The Third Strategic Axis (Quality of University Life)

Strategic Objective

To strengthen partnership with the community and effectively contribute to its development and service.

Objective Number

SU - 05

Objective Description

This objective focuses on managing the knowledge structure, and contributing to enriching the society with this knowledge by expanding the community's strategic partnerships with societal impact, and the impact of advanced media towards leadership in improving the university's reputation through volunteering and community service.

Objective elements

- Community partnerships
- Community service
- Community development.

The axis

Stakeholders

Key strategic initiatives

- Obtaining the support of businessmen with whom the university can have partnership.
- Strengthening interaction and cooperation with government sectors in the region.
- Strengthening interaction and cooperation with the private sectors in the region.
- Strengthening communication and partnership with the community; to achieve sustainable local development.
- Spreading culture and scientific awareness in the local community.
- Spreading the culture of volunteerism and volunteer work.
- Strengthening the university's role in spreading intellectual awareness and moderation among university employees and members of the local community.
- Working to improve the environment of the university's faculties in line with the classification of the concept of "green university".

Detailed Goals

SU0501-: Partnerships with entrepreneurs; to get their support.
 SU0502-: Establishing a partnership with government sectors in the governorates affiliated with the university's geographical scope.
 SU0503-: Establishing a partnership with the private sectors in the governorates affiliated with the university's geographical scope.
 SU0504-: Spreading culture and scientific awareness in the local community.
 SU0505-: Achieving social responsibility.

Related Key Performance Indicators

- Number of partnerships held with community notables and businessmen.
- Number of partnerships with civil society organizations to serve the community.
- Number of partnerships held with private sectors.
- The ratio of volunteers from among the university's employees to their total number.
- Number of activities and programs that enhance the national identity.

The Third Strategic Axis (Quality of University Life)

Strategic Objective

Improving infrastructure, technology and support services.

Objective Number

SU - 06

Objective Description

The university works on improving and developing the infrastructure by providing suitable spaces for students, providing all kinds of laboratories, and what is related to both academic and administrative processes, and providing facilities to suit the needs of people with disabilities. In addition, it works on providing buildings with capacities that are in line with the needs of colleges, activities and community service. The infrastructure is not limited to buildings only, but extends to the improvement and development of technical services, whether provided within the educational environment such as e-learning, or the technical services that the university needs in its administrative operations and its website.

Objective elements

- Improving infrastructure
- improving technical structures
- improving services.

The axis

Enablers

Key strategic initiatives

- Continuous improvement of equipment and networks necessary for information systems and electronic services.
- Raising the efficiency and effectiveness of information systems and electronic services
- Upgrading the information systems and electronic services that support teaching and learning in line with the teaching and learning systems locally and globally.
- Improving information systems and electronic services for scientific research.
- Expansion of e-learning programs that meet the needs of society.
- Evaluating and improving programs offered through e-learning and distance education.

Detailed Goals

SU0601:- Improvement and maintenance of university buildings.
 SU0602:- IT Infrastructure Support.
 SU0603:- Providing an effective electronic system in the educational, research and administrative aspects.
 SU0604:- Diversification of programs offered through e-learning and distance education to meet the needs of the community.

Related Key Performance Indicators

- The number of buildings, halls and laboratories that have been re-equipped, which contribute to improving the educational process.
- The number of buildings, halls and laboratories that have been re-equipped to suit the needs of people with disabilities.
- The percentage of bridging the technical gap between the university's equipment and networks and the progress that is taking place in this sector globally.
- The percentage of university employees' satisfaction with the electronic services provided to them.
- Number of e-learning programs offered that meet local and global requirements.



جامعة شنقرا
Shaqa University

- Detailed goals

Strategic Objective (SU-01): To raise the efficiency and effectiveness of the organizational, administrative and financial environment.

Objective Number	The detailed objective	Objective Description
(SU01- 01)	Developing Effective Administrative Systems.	The goal is to enable the university to achieve transparency in managing its operations and setting its policies, procedures and rules to achieve its goals efficiently.
(SU01- 02)	Achieving high standards in the quality and efficiency of financial systems.	The objective focuses on developing and modernizing the university's financial systems to contribute to the acceleration of administrative processes.
(SU01- 03)	Increasing funding sources	The goal is to find new and diversified sources of funding by exploiting the university's work in various possible systematic ways.
(SU01- 04)	Preparing the university to implement the university system	The goal focuses on qualifying the university to implement the standards of the university system

Strategic Objective (SU-02): Improving the efficiency and effectiveness of academic and administrative human resources.

Objective Number	The detailed objective	Objective Description
(SU02- 01)	Raising the efficiency of the retention and contracting system.	The goal is to build an effective system to retain distinguished faculty members.
(SU02- 02)	Competitive administrative and academic leaders.	This goal focuses on enhancing leadership skills at various administrative and academic levels, which would enable them to prepare effective leaders.
(SU02- 03)	Developing the capabilities of university employees.	The goal focuses on developing the capabilities of the university's employees in various modern ways and means that ensure its achievement.
(SU02- 04)	Developing and activating the faculty and staff motivation system.	This goal works to create an effective and highly efficient system to increase the motivation of the university's employees, including members and employees, to work in an environment that encourages creativity and innovation, and increases their motivation to work and loyalty to the university.

Strategic Objective (SU-03): Achieving competitive educational outcomes that keep pace with labor market changes.

Objective Number	The detailed objective	Objective Description
(SU03- 01)	Effectively manage program structuring and planning processes.	The goal is to create a system that contributes to managing the processes of structuring and planning programs at the university to ensure that they are compatible with the latest educational developments, and in line with quality requirements.
(SU03- 02)	Developing academic programs that prepare graduates for the labor market.	The goal is to follow up the continuous developments in the requirements of the labor market and work to update the academic programs at the university in line with them and with societal requirements.
(SU03- 03)	Providing education centered around improving student performance.	The goal is to raise the level of academic performance of students in the various faculties and departments of the university.
(SU03- 04)	Developing a system for evaluating educational programs to keep pace with the requirements of the labor market.	This goal allows the university to develop an appropriate system to know the extent to which the learning outcomes received are achieved in a way that contributes to meeting the requirements of the labor market.

Strategic Objective (SU-03): Achieving competitive educational outcomes that keep pace with labor market changes.

Objective Number	The detailed objective	Objective Description
(SU03- 05)	Excellence in providing educational assistance services to students. (Academic, psychological, and social counseling).	The goal is to create a system that contributes to managing the processes of structuring and planning programs at the university to ensure that they are compatible with the latest educational developments, and in line with quality requirements.
(SU03- 06)	Developing academic programs that prepare graduates for the labor market.	The goal is for the university to have effective systems to help students learn through educational assistance services.
(SU03- 07)	Improving Teaching Quality.	The goal is to have advanced mechanisms that enable a good and accurate measurement of the level of teaching quality.
(SU03- 08)	Raising the efficiency of postgraduate and diploma programs at the university.	The goal is to raise the level of academic performance of students in the various faculties and departments of the university.
(SU03- 09)	Developing students' innovation and creativity skills.	The goal is to help discover the talents of students and adopt them each as appropriate.

Strategic Objective (SU-04): Generating scientific research that aligns with development and societal priorities.

Objective Number	The detailed objective	Objective Description
(SU04- 01)	Providing sources of support and encouragement for scientific research	The objective works to ensure that the university's resources, facilities and equipment are suitable for the requirements of learning and scientific research in the educational institution.
(SU04- 02)	Directing scientific research towards local and global community issues.	The goal focuses on encouraging applied research that contributes to solving societal issues.
(SU04- 03)	Research Achievement of Academic Accreditation Standards.	The goal contributes to raising the quality of university research through the application of quality standards and academic accreditation in scientific research.
(SU04- 04)	Enriching local scientific production.	The goal focuses on contributing to increasing the rate of publication of research in distinguished scientific journals locally and internationally.

Strategic Objective (SU-05): Strengthening the partnership with the community and the effective contribution to its development and service.

Objective Number	The detailed objective	Objective Description
(SU05- 01)	Partnerships with entrepreneurs; to get their support.	The goal focuses on increasing cooperation between the university and businessmen in the community whose goals and visions are consistent with the strategic directions of the university.
(SU05- 02)	Establishing a partnership with government sectors in the governorates affiliated with the university's geographical scope.	The goal is for the university to have effective systems to help students learn through educational assistance services.
(SU05- 03)	Establishing a partnership with the private sectors in the governorates affiliated with the university's geographical scope.	The goal is to have advanced mechanisms that enable a good and accurate measurement of the level of teaching quality.
(SU05- 04)	Spreading culture and scientific awareness in the local community.	The goal is to raise the level of academic performance of students in the various faculties and departments of the university.
(SU05- 05)	Achieving social responsibility.	The goal contributes to spreading community awareness and contributing to the realization of Vision 2030 in terms of responsibility and community awareness.

Strategic Objective (SU-06):
Improving infrastructure and support services.

Objective Number	The detailed objective	Objective Description
(SU06- 01)	Improvement and maintenance of university buildings.	The goal focuses on improving and developing the basic facilities in university buildings, through a well-thought-out plan, that takes into account the priorities.
(SU06- 02)	IT Infrastructure Support.	The goal is to bridge the technical gap between the university's equipment and networks and the progress that is taking place in this sector globally.
(SU06- 03)	Providing an effective electronic system in the educational, research and administrative aspects.	The university aims to achieve an efficient and quality electronic system in all university departments and units.
(SU06- 04)	Diversification of programs offered through e-learning and distance education to meet the needs of the community.	The goal contributes to providing e-learning and distance education with outstanding quality and efficiency, which contributes to providing distinguished education that improves the educational process, and contributes to meeting the needs of society.

The link between the objectives and indicators of the strategic plan and local and global goals and indicators

The Strategic objective(SU-01):

Raising the efficiency and effectiveness of the regulatory, administrative and financial environment.

KPIs: Number of administrative systems that have been created and developed at the university - Percentage of improvement in the university's financial planning - Annual increase in funding sources - Number of units that have been qualified according to university standards.

The link between the objectives and indicators of the plan and the local and global objectives and indicators

Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>THE Impact Ranking</p> <ul style="list-style-type: none"> • Good Education SDG4 • Compatible Work and Economic Growth SDG8 <p>QS Stars</p> <ul style="list-style-type: none"> • recruitment 	<p>The second area: Administrative: Indications: (2-2) Administrative Governance (2-2-2) Start preparing the university's organizational regulations in accordance with the university system</p> <p>The third area of finance: Indications: (3-5) Sustainability of own resources (3-6) Investment planning for self-resources (3-6-2) The university has a plan to manage its budget for the next five years.</p>	<p>Objectives: Improving the financial efficiency of the education and training system. MOE-0104-</p> <p>Performance indicators:</p> <ul style="list-style-type: none"> • Student per teacher rate. • The average total cost of students in higher education. 	<p>Objectives: 5/ Increasing the effectiveness of the government Second Level: Achieving balance in the general budget The third level: 5.1.1 Enhancing the effectiveness of financial planning and the efficiency of government spending. 5.1.2 Diversification of government revenues. 5.2.2 Improving the performance of government agencies. 5.2.4 Improving the productivity of government employees. 5.3.1 Enhancing transparency in all government sectors. 5.3.3 Ensuring that government agencies respond to their customers' feedback.</p> <p>Indications</p> <ul style="list-style-type: none"> • Reducing the unemployment rate from 11.6% to 7%

Related Vision 2030 Programs: Allocation Program - Human Capability Development Program
National Transformation Program 2

The Strategic objective (SU-02):
Improving the efficiency and effectiveness of academic and administrative human resources

KPIs: Percentage of compatibility of services provided by faculty members and related best practices - Number of training courses for public connection to the university - Women are preferred in leadership positions - The percentage of the university's participation in internal scientific conferences and seminars - Satisfaction rate of university employees with the incentive systems provided to them.

The link between the objectives and indicators of the plan and the local and global objectives and indicators

Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>THE Impact Ranking</p> <ul style="list-style-type: none"> Compatible work and economic growth SDG 8. Gender equality SDG 5. Reducing inequality SDG10 <p>QS Stars</p> <ul style="list-style-type: none"> recruitment. <p>The Times</p> <p>The ratio of contractors to Saudis.</p>	<p>The second area: Administrative: Indications:</p> <p>(1-1) Adequacy and efficiency of expertise.</p> <p>(2-2-3) The existence of criteria for selecting leaders at the university.</p> <p>(2-5-3) The existence of procedural evidence for operations at the level of departments and colleges.</p> <p>(2-5-4) Providing organizational guides for job descriptions for the various university authorities.</p>	<p>Objectives:</p> <p>Attracting, developing and maintaining human cadres MOE-04-02</p> <ul style="list-style-type: none"> Improving internal processes MEO-03-03 <p>Performance indicators:</p> <ul style="list-style-type: none"> Percentage of Saudis among the faculty members in public universities. Percentage of completion of developing policies and procedures manuals. 	<p>Objectives:</p> <p>4/ Increasing employment rates</p> <p>5 / Enhancing the effectiveness of the government.</p> <p>The third level:</p> <p>4.2.2 Increasing the participation of women in the labor market</p> <p>5.2.2 Improving the performance of government agencies.</p> <p>5.2.3 Improving the productivity of government employees.</p> <p>Indications:</p> <ul style="list-style-type: none"> Raising the rate of women's participation in the labor market from 22% to 30%. <p>Objectives of the National Transformation Program:</p> <ul style="list-style-type: none"> Increasing women's participation in leadership positions.

Related Vision 2030 Programs: Human Capability Development Program - National Transformation Program 2

The Strategic objective(SU-01):

Raising the efficiency and effectiveness of the regulatory, administrative and financial environment.

KPIs: Number of administrative systems that have been created and developed at the university - Percentage of improvement in the university's financial planning - Annual increase in funding sources - Number of units that have been qualified according to university standards.

The link between the objectives and indicators of the plan and the local and global objectives and indicators

Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>THE Impact Ranking</p> <ul style="list-style-type: none"> • Good Education SDG4 • Compatible Work and Economic Growth SDG8 <p>QS Stars</p> <ul style="list-style-type: none"> • recruitment 	<p>The second area: Administrative: Indications: (2-2) Administrative Governance (2-2-2) Start preparing the university's organizational regulations in accordance with the university system</p> <p>The third area of finance: Indications: (3-5) Sustainability of own resources (3-6) Investment planning for self-resources (3-6-2) The university has a plan to manage its budget for the next five years.</p>	<p>Objectives: Improving the financial efficiency of the education and training system. MOE-0104-</p> <p>Performance indicators:</p> <ul style="list-style-type: none"> • Student per teacher rate. • The average total cost of students in higher education. 	<p>Objectives: 5/ Increasing the effectiveness of the government Second Level: Achieving balance in the general budget The third level: 5.1.1 Enhancing the effectiveness of financial planning and the efficiency of government spending. 5.1.2 Diversification of government revenues. 5.2.2 Improving the performance of government agencies. 5.2.4 Improving the productivity of government employees. 5.3.1 Enhancing transparency in all government sectors. 5.3.3 Ensuring that government agencies respond to their customers' feedback. Indications</p> <ul style="list-style-type: none"> • Reducing the unemployment rate from 11.6% to 7%

Related Vision 2030 Programs: Allocation Program - Human Capability Development Program
National Transformation Program 2

The Strategic objective (SU-02):
Improving the efficiency and effectiveness of academic and administrative human resources

KPIs: Percentage of compatibility of services provided by faculty members and related best practices - Number of training courses for public connection to the university - Women are preferred in leadership positions - The percentage of the university's participation in internal scientific conferences and seminars - Satisfaction rate of university employees with the incentive systems provided to them.

The link between the objectives and indicators of the plan and the local and global objectives and indicators

Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>THE Impact Ranking</p> <ul style="list-style-type: none"> Compatible work and economic growth SDG 8. Gender equality SDG 5. Reducing inequality SDG10 <p>QS Stars</p> <ul style="list-style-type: none"> recruitment. <p>The Times</p> <p>The ratio of contractors to Saudis.</p>	<p>The second area: Administrative:</p> <p>Indications:</p> <p>(1-1) Adequacy and efficiency of expertise.</p> <p>(2-2-3) The existence of criteria for selecting leaders at the university.</p> <p>(2-5-3) The existence of procedural evidence for operations at the level of departments and colleges.</p> <p>(2-5-4) Providing organizational guides for job descriptions for the various university authorities.</p>	<p>Objectives:</p> <p>Attracting, developing and maintaining human cadres MOE-04-02</p> <ul style="list-style-type: none"> Improving internal processes MEO-03-03 <p>Performance indicators:</p> <ul style="list-style-type: none"> Percentage of Saudis among the faculty members in public universities. Percentage of completion of developing policies and procedures manuals. 	<p>Objectives:</p> <p>4/ Increasing employment rates</p> <p>5 / Enhancing the effectiveness of the government.</p> <p>The third level:</p> <p>4.2.2 Increasing the participation of women in the labor market</p> <p>5.2.2 Improving the performance of government agencies.</p> <p>5.2.3 Improving the productivity of government employees.</p> <p>Indications:</p> <ul style="list-style-type: none"> Raising the rate of women's participation in the labor market from 22% to 30%. <p>Objectives of the National Transformation Program:</p> <ul style="list-style-type: none"> Increasing women's participation in leadership positions.

Related Vision 2030 Programs: Human Capability Development Program - National Transformation Program 2

The Strategic objective (SU-04):

Generating scientific research that aligns with development and societal priorities

KPIs: The percentage of increase in the sources of information developed in the libraries of colleges and the university library - The percentage of increase in the university's research laboratories. -Number of published scientific research directed towards local community issues. - Number of published scientific research directed towards global community issues. - Percentage of research achieving academic accreditation standards. -Percentage of published and translated research to faculty members. - The percentage of increase in graduate students participating in research projects.

The link between the objectives and indicators of the plan and the local and global objectives and indicators

Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>THE Impact Ranking</p> <ul style="list-style-type: none"> • 4SDG Good Education • Compatible Work and Economic Growth 8SDG • Industry, Innovation and Structures 9SDG <p>Arabic classification</p> <ul style="list-style-type: none"> • Citation rate per published research • Number of researches per faculty member • International Research Collaboration Network <p>QS Stars</p> <ul style="list-style-type: none"> • Innovations <p>ARWU and The Times</p> <p>Number of research papers published in a distinguished journal</p>	<p>The first field: the academic:</p> <p>Cognitive Standard: Indications:</p> <p>(1-4) Scientific and cognitive production</p> <p>(1-4-4) University support for the movement of authorship and translation.</p>	<p>Objectives:</p> <p>Supporting Research, Innovation and Entrepreneurship</p> <p>MOE-03-04</p> <p>Performance indicators:</p> <ul style="list-style-type: none"> • Number of refereed research published by universities. • Number of research partnerships between universities and the private sector. 	<p>Objectives:</p> <p>4/ Increasing employment rates</p> <p>The third level:</p> <p>4.1.1 Building an integrated educational journey.</p> <p>4.1.5 Providing qualitative knowledge for distinguished students in priority areas.</p> <p>4.3.1 Promoting and supporting a culture of innovation and entrepreneurship</p> <p>4.3.2 Increasing the contribution of small and medium enterprises to the economy.</p>

Related Vision 2030 Programs: Human Capability Development Program

The Strategic objective (SU-05): Strengthening the partnership with the community and the effective contribution to its development and service.

KPIs :Number of partnerships held with community notables and businessmen.- Number of partnerships with civil society organizations to serve the community. - Number of partnerships held with private sectors. - The ratio of volunteers from among the university's employees to their total number. - Number of activities and programs that enhance the national identity.

The link between the objectives and indicators of the plan and the local and global objectives and indicators

Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>THE Impact Ranking</p> <ul style="list-style-type: none"> • 4SDG Good Education • Partnerships to achieve 17SDG goals <p>Arabic classification</p> <p>The focus of local and international participation: (5.3) Percentage of the educational institution's participation in community and humanitarian service.</p> <p>QS Stars</p> <ul style="list-style-type: none"> •Social responsibility. <p>The Times</p> <p>Percentage of international cooperation</p>	<p>The Seventh one: the administrative field.</p> <p>Indications:</p> <p>(2-9) The university's efforts in implementing the state's general policies. (2-9-2) Initiatives implemented by the university within the projects to achieve Vision 2030.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Promoting Islamic values and national identity 01 MOE-o1- • Increasing the participation of non-governmental sectors 03 MOE-o4- <p>Performance indicators:</p> <ul style="list-style-type: none"> • Percentage of students participating in volunteer work • Number of activities and programs that enhance the national identity. 	<p>Objectives:</p> <p>6/• Enabling social responsibility The third level: 6.1.2• Encouraging volunteer work 6.2.1• Enhancing corporate social responsibility</p> <p>Objectives:</p> <p>2/• Enhancing Islamic values and national identity The third level: •1.3.1 Instilling national principles and values, and strengthening national belonging. •1.1.1 Promote the values of moderation and tolerance.</p> <p>Indications:</p> <ul style="list-style-type: none"> • Reaching one million volunteers in the non-profit sector annually, compared to 11 thousand now. • Number of participants in volunteer activities.

Related Vision 2030 Programs: Strategic Partnerships Program- Human Capability Development Program – Allocation Program - National Transformation Program 2

The Strategic objective(SU-06):
Improving infrastructure and support services.

- KPIs:**
- The number of buildings, halls and laboratories that have been re-equipped, which contribute to improving the educational process.
 - The number of buildings, halls and laboratories that have been re-equipped to suit the needs of people with disabilities.
 - The percentage of bridging the technical gap between the university's equipment and networks and the progress that is taking place in this sector globally.
 - The percentage of university employees' satisfaction with the electronic services provided to them.
 - Number of e-learning programs offered that meet local and global requirements.

The link between the objectives and indicators of the plan and the local and global objectives and indicators

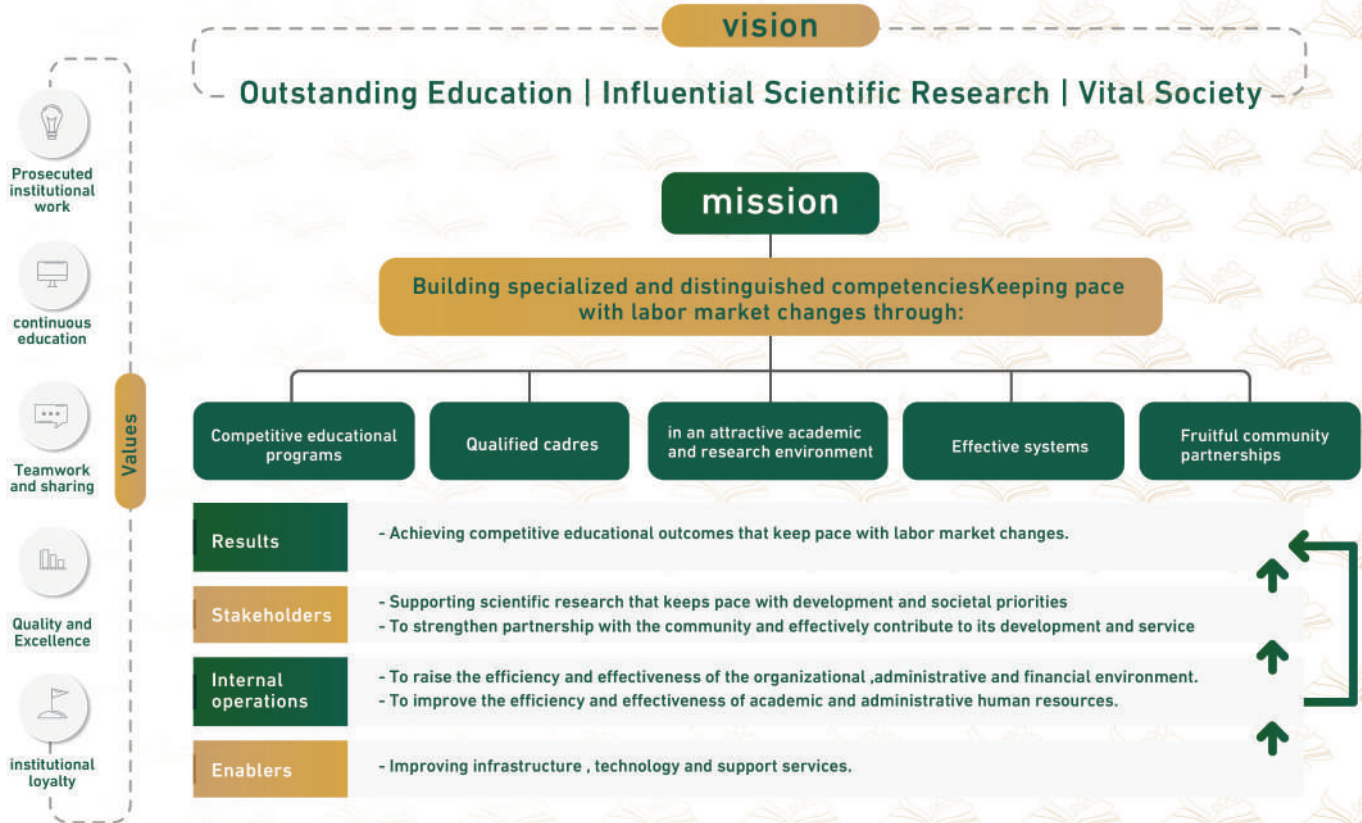
Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>THE Impact Ranking</p> <ul style="list-style-type: none"> • 11SDG Cities and Communities <p>Green Metric</p> <ul style="list-style-type: none"> • Infrastructure. <p>QS Stars</p> <p>The quality of the facilities.</p>	<p>The first field: the academic:</p> <p>Indications:</p> <p>(1-6) Automation of academic systems.</p> <p>(1-6-1) The availability of high-tech educational and academic equipment.</p> <p>(2-7-1) Completion of the university's infrastructure.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Improving the educational and training environment MOE-03-02 • Internal Process Improvement 03 MOE-03- • Activating modern technology and digitization 01 MOE-04- 	<p>Objectives:</p> <p>4 / • Increasing employment rates</p> <p>2/2 / • Enabling a full and healthy life</p> <p>The third level:</p> <p>4.1.1 • Building an integrated educational journey</p>

The Strategic objective(SU-06):
Improving infrastructure and support services.

Objectives of sustainable development and Indicators of global rankings	Criteria and indicators of the new university system	Objectives and indicators of the Ministry of Education	Objectives and indicators of the Kingdom's vision 2030
<p>Web Metric The quality and completeness of the website.</p> <p>Arabic classification The focus of local and international participation (3.2) Website quality and rating. Teaching and learning focus: (4.2) E-Learning or Blended Learning.</p>		<p>• Attracting, developing and maintaining human cadres 02 MOE-04-Indications:</p> <ul style="list-style-type: none"> • The ratio of the number of students to modern laboratories, sports and cultural facilities. • The level of satisfaction of the stakeholders with the educational services provided • Percentage of completion of developing policy and procedure manuals • The percentage of achieving goals at the sector level • The percentage of conversion of the sectors of the Ministry of Education to digital government transactions 	<p>5.2.2 Improving the performance of government agencies 5.2.4• E-Government Development 5.2.5 Improving the quality of services provided to citizens 2.4• Ensuring environmental sustainability Indications:</p> <ul style="list-style-type: none"> • Reaching from 80 to 20 in the government effectiveness index • Reaching from the 26th position to the top five positions in the e-Government Index

Related Vision 2030 Programs: Human Capability Development Program - National Transformation Program 2

The strategic map of the strategic plan of Shaqra University





Outstanding Education | Influential Scientific Research | Vital Society.

