

# Strategic Plan “Impact”

## Faculty of Communication and Media

م 2030 - 2024

(Updated 2026)





# Strategic Pillars, Goals, and Relative Weights





6



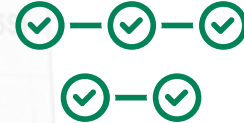
Strategic  
Pillars

6



Strategic Goals

24



Sub-Strategic  
Goals



38



Targets

38



KPIs

## Education and Learning Track

م	Strategic Goals	Relative Weight	م	Sub-Strategic Goals	Relative Weight
1	Increasing Graduate Competitiveness in the Job Market	30%	1	Achieving full academic accreditation across all programs	30%
			2	Developing and updating curricula in line with labor market requirements	20%
			3	Increasing the percentage of students enrolled in skills-based programs	10%
			4	Increasing market-oriented student projects and outputs	15%
			5	Strengthening student engagement in competitions and co-curricular activities	10%
			6	Establishing qualitative partnerships with media sectors	15%

## Scientific Research Track

م	Strategic Goals	Relative Weight	م	Sub-Strategic Goals	Relative Weight
2	Raising the efficiency and effectiveness of scientific research	30%	1	Launching and developing specialized academic programs in communication/media	20%
			2	Expanding postgraduate capacity and enrollment	10%
			3	Excellence in scientific publishing	30%
			4	Research collaboration with distinguished international universities	5%
			5	Enhancing leadership in communication and media fields through organizing research events	20%

## Scientific Research Track

م	Strategic Goals	Relative Weight	م	Sub-Strategic Goals	Relative Weight
2	Raising the efficiency and effectiveness of scientific research	30%	6	Indexing the Journal of Communication and Media in reputable databases	10%
			7	Motivating faculty members to obtain research excellence allowances	5%

## Community Responsibility, Reputation, and Positioning Track

م	Strategic Goals	Relative Weight	م	Sub-Strategic Goals	Relative Weight
3	Building effective community partnerships	5%	1	Increasing participation in volunteer activities	60%
			2	Increasing community and national participation	40%

م	Strategic Goals	Relative Weight	م	Sub-Strategic Goals	Relative Weight
4	Enhancing the institutional image of the faculty	10%	1	Increasing the faculty's presence in communication and media events	80%
			2	Increasing the number of admitted resident and international students	20%

## Administrative Capability Track

م	Strategic Goals	Relative Weight	م	Sub-Strategic Goals	Relative Weight
5	Developing performance and enhancing productivity	10%	1	Increasing the number of faculty members obtaining professional certifications and development programs	30%
			2	Increasing the number of training courses provided for administrative and technical staff	20%
			3	Obtaining ISO 9001:2015 certification and renewing it	30%
			4	Improving productivity using artificial intelligence tools	20%

## Financial Sustainability Track

م	Strategic Goals	Relative Weight	م	Sub-Strategic Goals	Relative Weight
6	Increasing self-funding sources	15%	1	Introducing paid educational programs that meet labor market needs	50%
			2	Entering media competitions	25%
			3	Attracting sponsorships and supporting services	25%



## Executive Plan of the Faculty of Communication and Media

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<b>Pillar</b>	<b>EDUCATION AND LEARNING</b>	<b>Strategic Goal</b>	<b>Increasing Graduate Competitiveness in the Job Market</b>	<b>Relative Weight</b>	<b>30%</b>
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Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Achieving full academic accreditation across all programs	1	Obtaining national accreditation for the faculty	Number of academic programs obtaining national academic accreditation	3 accredited programs until all programs are accredited	every 2 years	2	5	5	5	5	5	Dean of the Faculty	Development and Quality Unit	
Developing and updating curricula in line with labor market requirements	1	Developing and updating program courses	Number of courses updated	3 courses per department out of a total of 64	Annually	0	12	24	36	48	60	64	Vice Dean (Edu. Affairs)	Academic Departments
	2	Updating courses in English	Number of courses offered in English for each department	1 course per department out of a total of 64	Semi-annually	0	8	16	24	32	40	48	Vice Dean (Graduate Studies)	Academic Departments

\*جميع مؤشرات الخطة تُقاس بصورة تراكمية ابتداءً من خط الأساس لعام 2024، ما لم يُذكر خلاف ذلك



## Executive Plan of the Faculty of Communication and Media

1

<b>Pillar</b>	<b>EDUCATION AND LEARNING</b>	<b>Strategic Goal</b>	<b>Increasing Graduate Competitiveness in the Job Market</b>	<b>Relative Weight</b>	<b>30%</b>
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Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Increasing the percentage of students enrolled in skills-based programs	1	Increasing the number of students obtaining professional certifications	Number of students obtaining professional certifications	80 students	Annually	80	160	240	320	400	480	560	Vice Dean (Edu. Affairs)	Academic Departments
Increasing market-oriented student projects and outputs	1	Increasing the number of projects participating in Media Day	Number of projects presented during Media Day	75 projects	Annually	0	75	150	225	300	375	450	Vice Dean (Edu. Affairs)	Academic Departments
	2	Increasing the number of films participating in the student film festival	Number of films presented in the student film festival	60 films	Annually	40	100	160	220	280	340	400	Dean of the Faculty	Academic Departments



## Executive Plan of the Faculty of Communication and Media

1

Pillar

EDUCATION  
AND  
LEARNING

Strategic Goal

Increasing Graduate Competitiveness in the Job Market

Relative Weight

30%

Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Strengthening student engagement in competitions and co-curricular activities	1	Rate of students participating in competitions and contests	Percentage of students participating in competitions and contests	Number of participants in competitions and contests / total number of participants	Semi-Annually	5%	10%	15%	20%	25 %	30%	35%	Vice Dean (Edu. Affairs)	Student Activities Unit
	2	Enhancing student achievement of local and international awards	Number of students winning awards	12 winners in 2025, with an increase of 2 in the following year	Annually	10	12	26	42	60	80	102	Vice Dean (Edu. Affairs)	Student Activities Unit
Establishing qualitative partnerships with media sectors		Number of qualitative partnerships (training - employment)	4 partnerships starting from 2025	Annually	2	4	8	12	16	23	27	Dean of the Faculty	Partnerships Unit	



## Executive Plan of the Faculty of Communication and Media

2

Pillar

SCIENTIFIC RESEARCH

Strategic Goal

Raising the efficiency and effectiveness of scientific research

Relative Weight

30%

Sub-Strategic Goals		Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity
Launching and developing specialized academic programs in communication/media	1	Introducing an academic postgraduate program	Number of newly introduced doctoral programs	1 newly introduced program	2025	0	1	1	1	1	1	1	Vice Dean (Graduate Studies)	Academic Departments
	2	Developing an academic postgraduate program	Number of developed master's programs	1 developed program	2025	0	1	1	1	1	1	1	Vice Dean (Graduate Studies)	Academic Departments
Expanding postgraduate capacity and enrollment	1	Increasing admission to doctoral programs	Number of students admitted to doctoral programs	48 students in 2026, with an increase of 12 students	Annually	0	0	48	60	72	84	96	Vice Dean (Graduate Studies)	Academic Departments
	2	Increasing admission to master's programs	Number of students admitted to master's programs	40 students in 2025, with an increase of 10 students	Annually	17	57	67	77	87	97	107	Vice Dean (Graduate Studies)	Academic Departments



## Executive Plan of the Faculty of Communication and Media

2

<b>Pillar</b>	<b>SCIENTIFIC RESEARCH</b>	<b>Strategic Goal</b>	<b>Raising the efficiency and effectiveness of scientific research</b>	<b>Relative Weight</b>	<b>30%</b>
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Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Excellence in scientific publishing	1	Enhancing faculty publications in high-impact journals	Number of annual high-impact publications	64 ISI/Scopus publications starting from 2025	Annually	8	64	128	192	256	320	384	Vice Dean (Graduate Studies)	Scientific Research Unit
	2	Enhancing overall faculty research output	Number of annual faculty publications	128 publications (an average of 2 per faculty member), non-ISI/Scopus, starting from 2025	Annually	32	128	256	384	512	640	768	Vice Dean (Graduate Studies)	Scientific Research Unit
	3	Enhancing research group publications within the discipline	Number of annual research group publications	9 research outputs in 2025, increasing by 3 per department	Annually	16	36	48	60	72	84	96	Dean of the Faculty	Scientific Research Unit
	4	Enhancing postgraduate student publications	Number of postgraduate student publications	10 published papers	Annually	10	20	30	40	50	60	70	Vice Dean (Graduate Studies)	Scientific Research Unit

## Executive Plan of the Faculty of Communication and Media

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Pillar	SCIENTIFIC RESEARCH	Strategic Goal	Raising the efficiency and effectiveness of scientific research	Relative Weight	30%
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Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Research collaboration with distinguished international universities		Number of international research collaborations	3 international research collaborations	Annually	0	3	6	9	12	15	18	Vice Dean (Graduate Studies)	Scientific Research Unit	
Enhancing leadership in communication and media fields through organizing research events	1	Organizing the annual Digital Communication Conference	Number of Conferences held	1 conference	Annually	0	1	2	3	4	5	6	Dean of the Faculty	Conference Committee
	2	Holding specialized research meetings in the discipline	Number of research meetings conducted	10 research meetings	Semi-annually	20	40	60	80	100	120	140	Vice Dean (Graduate Studies)	Scientific Research Unit



## Executive Plan of the Faculty of Communication and Media

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<b>Pillar</b>	<b>SCIENTIFIC RESEARCH</b>	<b>Strategic Goal</b>	<b>Raising the efficiency and effectiveness of scientific research</b>	<b>Relative Weight</b>	<b>30%</b>
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Sub-Strategic Goals		Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity
Indexing the Journal of Communication and Media in reputable databases	1	Regular publication of issues of the Journal	Number of journal issues published	1 issue	Semi-annually	2	4	6	8	10	12	14	Vice Dean (Graduate Studies)	Scientific Journals Unit
	2	Indexing the journal in Scopus databases	Percentage of meeting Scopus indexing criteria	Meeting 10% of the criteria until full compliance is achieved by 2029	Annually	30 %	40%	50%	60 %	70 %	100 %	100 %	Vice Dean (Graduate Studies)	Scientific Journals Unit
Motivating faculty members to obtain research excellence allowances			Number of faculty members receiving excellence awards	12 recipients/awardees of excellence	Annually	12	24	36	48	60	72	84	Vice Dean (Graduate Studies)	Scientific Research Unit



## Executive Plan of the Faculty of Communication and Media

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Pillar

**COMMUNITY  
RESPONSIBILITY**

Strategic Goal

**Building effective community partnerships**

Relative  
Weight

**5%**

Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Increasing participation in volunteer activities	1	Conducting training courses in the media field for the government and non-profit sectors	Number of volunteer training courses	6 training courses in 2025, increasing by 3 courses	Annually	0	6	9	12	15	18	21	Vice Dean (Graduate Studies)	HR development Unit
	2	Increasing the number of participants in volunteer activities	Number of volunteer hours	10000 volunteer hours in 2025, increasing by 5,000 hours	Annually	5000	10k	15k	20k	25k	30k	35k	Vice Dean (Edu. Affairs)	Student Activities Unit
Increasing community and national participation		Number of participations (courses, activities and events, research, international days)	100 community/ national participations	Annually	100	200	300	400	500	600	700	Vice Dean (Edu. Affairs)	Activities Unit / Training Unit / Departments	



## Executive Plan of the Faculty of Communication and Media

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<b>Pillar</b>	<b>REPUTATION AND POSITIONING</b>	<b>Strategic Goal</b>	<b>Enhancing the institutional image of the faculty</b>	<b>Relative Weight</b>	<b>10%</b>
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Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Increasing the faculty's presence in communication and media events	1	Exhibition booth participation at events	Number of participations in events (booths)	2 booths	Annually	2	4	6	8	10	12	14	Dean of the Faculty	Saudi Media ,Forum Red Sea Festival
	2	Increasing the number of speakers at events	Number of speakers in events	10 speakers and participants	Annually	10	20	30	40	50	60	70	Dean of the Faculty	Academic Departments
Increasing the number of admitted resident and international students		Number of admitted resident and international students	5 students, increasing by 5 in the following year	Annually	78	83	93	108	128	153	183	Vice Dean (Edu. Affairs)	Vice Dean (Edu. Affairs)	



## Executive Plan of the Faculty of Communication and Media

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Pillar

ADMINISTRATIVE  
CAPABILITY

Strategic Goal

Developing performance and enhancing  
productivity

Relative  
Weight

10%

Sub-Strategic Goals	Target	Indicator	Indicator Description	Frequency	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity
Increasing the number of faculty members obtaining professional certifications and development programs		Number of professional certifications obtained	4 professional certifications for faculty members	Annually	21	25	29	33	37	40	44	Vice Deans / Departments / HR Unit	Vice Deans / Departments / HR Unit
Increasing the number of training courses provided for administrative and technical staff		Number of training courses for administrative and technical staff	2 training courses	Annually	2	4	6	8	10	12	14	Vice Dean (Graduate Studies)	HR development Unit
Obtaining ISO 9001:2015 certification and renewing it		Obtaining ISO certification	1 certification, then its renewal	Annually	1	2	3	4	5	6	7	Dean of the Faculty	Departments / HR Unit
Improving productivity using artificial intelligence tools		Percentage of reduction in time and effort after applying artificial intelligence tools	Average percentage reduction in administrative effort compared to the baseline	Annually	0	20%	22%	24%	26%	28%	30%	Dean of the Faculty	Vice Deans / Departments / HR Unit





## Executive Plan of the Faculty of Communication and Media

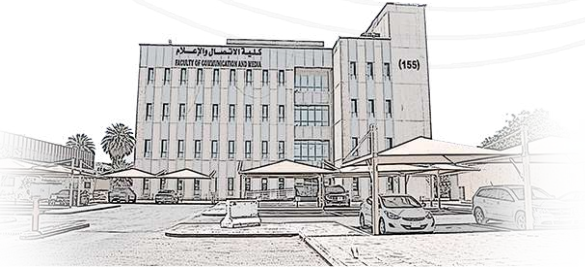
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Pillar		FINANCIAL SUSTAINABILITY	Strategic Goal	Increasing self-funding sources									Relative Weight	15%
Sub-Strategic Goals	Target	Indicator	Indicator Description	قياس المؤشر	2024	2025	2026	2027	2028	2029	2030	Responsible Entity	Executing Entity	
Introducing paid educational programs that meet labor market needs		Number of paid programs	2 programs up to the planned maximum limit	Annually	3	5	7	9	9	9	9	Vice Dean (Edu. Affairs)	Academic Departments	
Entering media competitions		Number of media competitions	6 competitions in 2025, increasing by 2 in the following year	Annually	3	6	14	24	36	50	66	Entrepreneurship Unit	Entrepreneurship Unit	
Attracting sponsorships and supporting services	1	Attracting sponsors and partners	Number of sponsors and partners	Number of sponsors and partners (technical/media/supporting, etc.) without financial cost	Semi-annually (non-cumulative)	13	13	13	13	13	13	Dean of the Faculty	Partnerships Unit	
	2	Attracting experts	Number of experts	Number of trainers, judges, and speakers without financial compensation	Semi-annually (non-cumulative)	25	25	25	25	25	25	Dean of the Faculty	Partnerships Unit	
	3	Attracting leading companies and strategic sectors	Number of companies and government entities attracted	Number of corporate brands and government entities attracted to the university	Semi-annually (non-cumulative)	8	8	8	8	8	8	Dean of the Faculty	Partnerships Unit	

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## كلية الاتصال والإعلام

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