



King Abdulaziz University

FACULTY OF ENGINEERING - RABIGH STRATEGIC PLAN 2025-2030

تعليم يسهم في دفع عجلة الاقتصاد



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- 1 Faculty of Engineering - Rabigh, In Numbers
- 2 Strategy Mapping Process
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- 6 Responsibility Assignment Tool
- 7 Risk and Crisis Management Plan

FACULTY OF ENGINEERING - RABIGH

In Numbers



860+ Students



50+ Faculty members



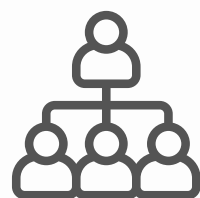
23 Administrative staff



15 Scholarships



7 Lab technicians



6 Departments



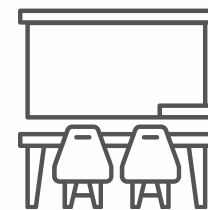
6 Bachelor programs



3 G. Master programs



2 E. Master programs



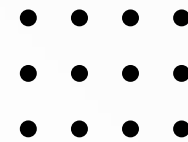
6 Classrooms



30 Labs



3 Engineering buildings



STRATEGY MAPPING PROCESS



People



Profit/Economy



Environment



STRATEGY MAPPING PROCESS



People



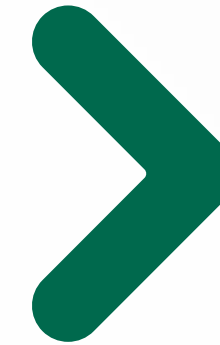
Profit/Economy



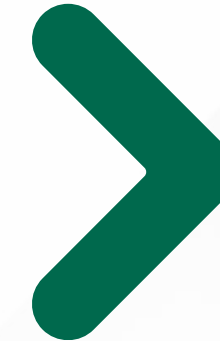
Environment



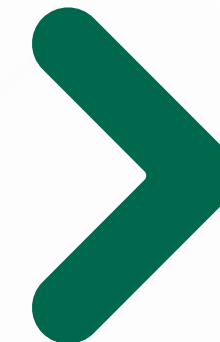
تحول نحو مستقبل واعد
Shifting towards a promising future



Vibrant society
مجتمع حيوي



Thriving economy
اقتصاد مزدهر



Ambitious nation
وطن طموح

STRATEGY MAPPING PROCESS



Vision

A leading global university contributing to the realization of the Kingdom's vision.

Mission

Promoting Society through Pioneering Educational and Research Excellence.



Academic excellence

التميز الأكاديمي



Social impact

الأثر المجتمعي



Institutional sustainability

الاستدامة المؤسسية



Research, innovation, and entrepreneurship

البحث والابتكار وريادة الأعمال

STRATEGY MAPPING PROCESS

Vision

To be a leading Faculty in engineering education, scientific research, and innovation, contributing to the achievement of the Kingdom's vision

Mission

The Faculty of Engineering in Rabigh strives for excellence by offering internationally accredited academic programs in various engineering fields that enhance best practices in engineering professions among its graduates. This contributes to achieving the Kingdom's vision, sustainable development goals, and meeting the needs of the labor market and community through scientific research, innovation, entrepreneurship, and partnerships with industrial sector institutions and government bodies.



OUR VALUES

OUR VALUES

ENHANCE

E

Excellence

Striving for the highest standards in education, research, and service.

N

Nimbleness

Being quick and flexible in responding to new challenges and opportunities.

H

Humility

Valuing teamwork and recognizing the contributions of others.

A

Accountability

Taking responsibility for our actions and outcomes.

N

Novelty

being creative and unique.

C

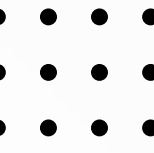
Collaboration

Working together to achieve common goals and share knowledge.

E

Evolution

The gradual development and growth.



STRATEGY EVALUATION AND ANALYSIS MODELS



**BSC
Perspectives**



**Strategic
Objectives**



KPIs



Benchmark



Targets



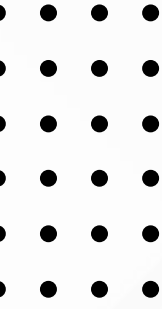
**5 years
planning**

Faculty of Engineering Perspectives	Strategic Objectives
Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
	Improve Research outcomes
	Improve Internal Operations Efficiency "IOE"
Learning and Growth Perspective	Strengthen Faculty Professional Growth
	Establish an Innovation & entrepreneurship environment
	Developing Performance and outcomes of Laboratories and research centers



FACULTY STRATEGIC OBJECTIVES

FINANCIAL PERSPECTIVE



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
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1. Financial Perspective

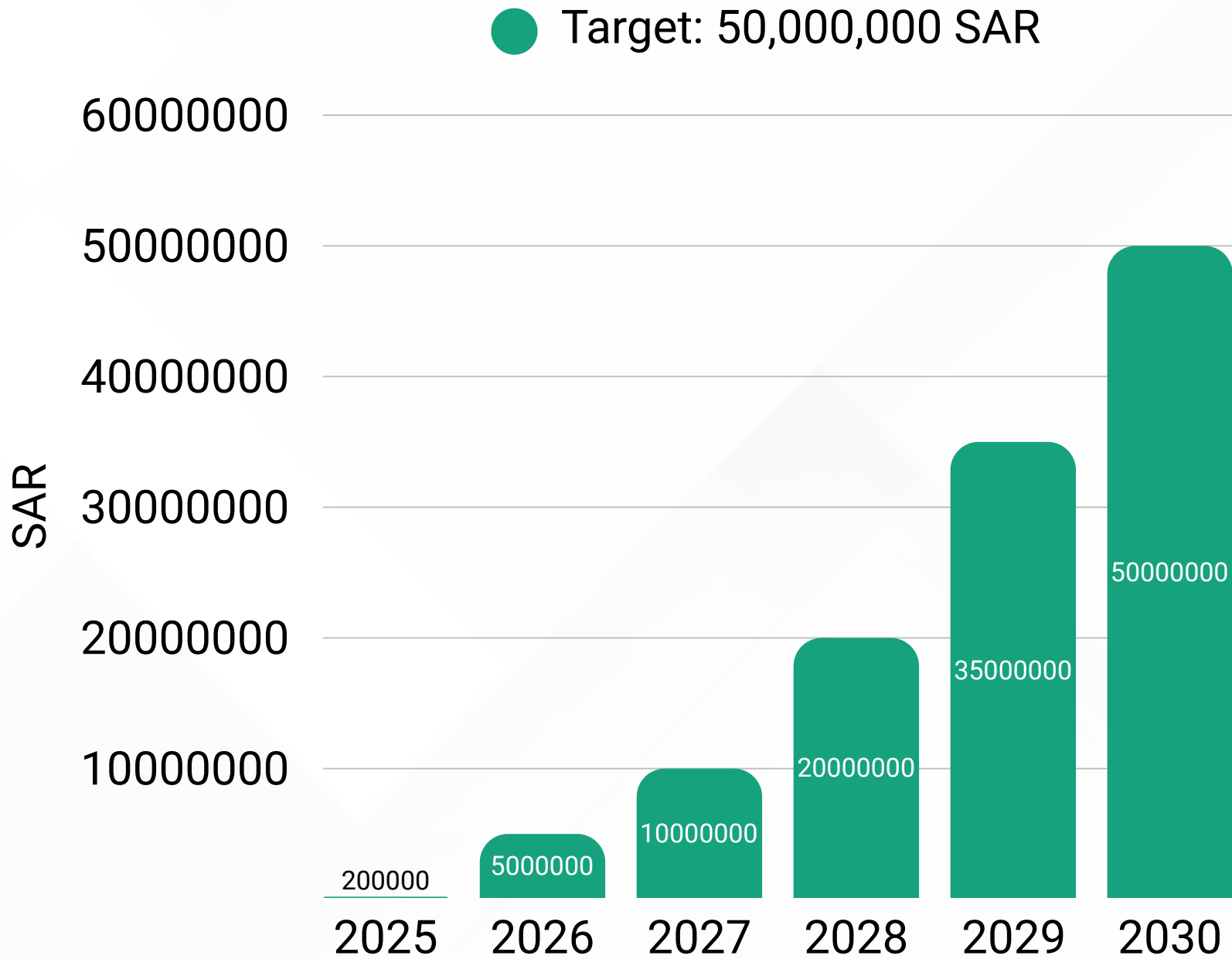
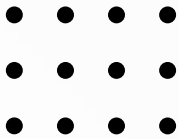


1.1 Secure Financial Sustainability and Optimize Resources



200,000 SAR

1.1.1 TOTAL REVENUE



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
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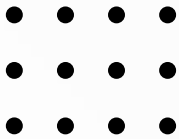


1.1 Secure Financial Sustainability and Optimize Resources

BL

2

1.1.2 COUNT OF ACTIVE FUNDS AND REVENUE STREAMS



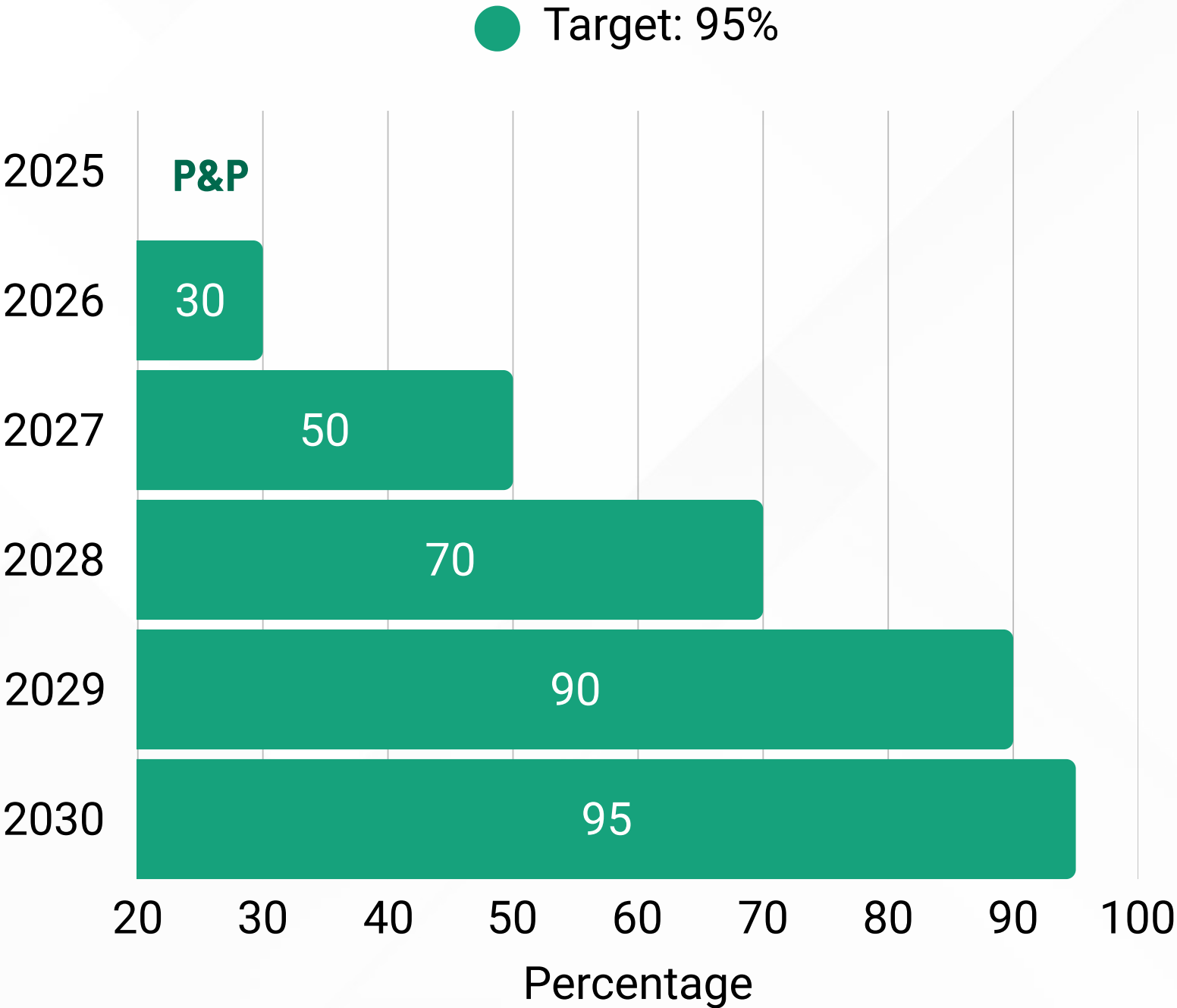
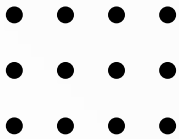
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1. Financial Perspective



1.1 Secure Financial Sustainability and Optimize Resources

1.1.3 REVENUE GENERATING FACILITIES RATIO



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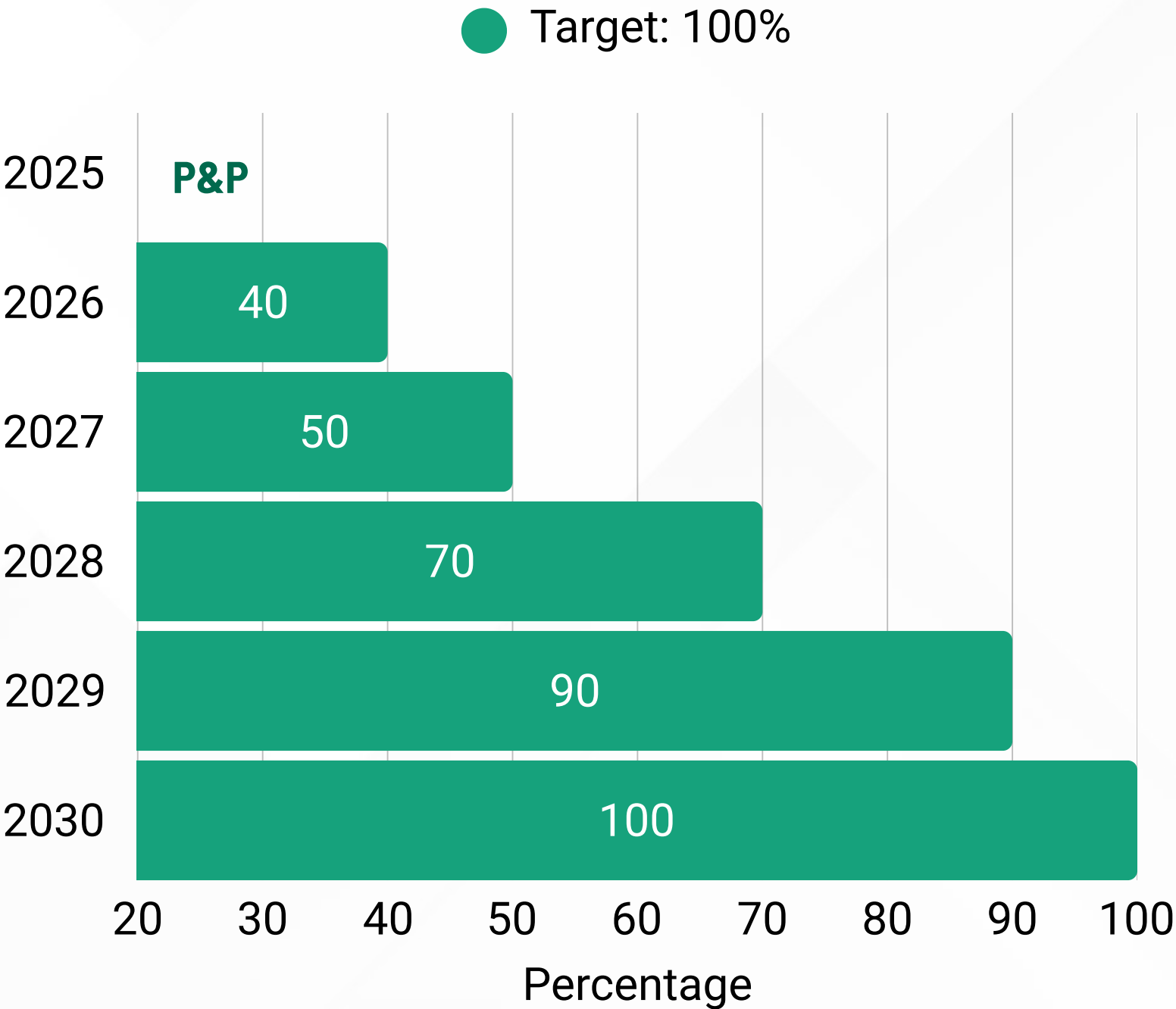


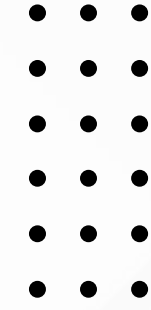
1.1 Secure Financial Sustainability and Optimize Resources

BM

90%

1.1.4 FACULTY REVENUE CONTRIBUTION RATIO





STAKEHOLDERS PERSPECTIVE

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2. Stakeholders Perspective



2.1 Boost Students Competencies

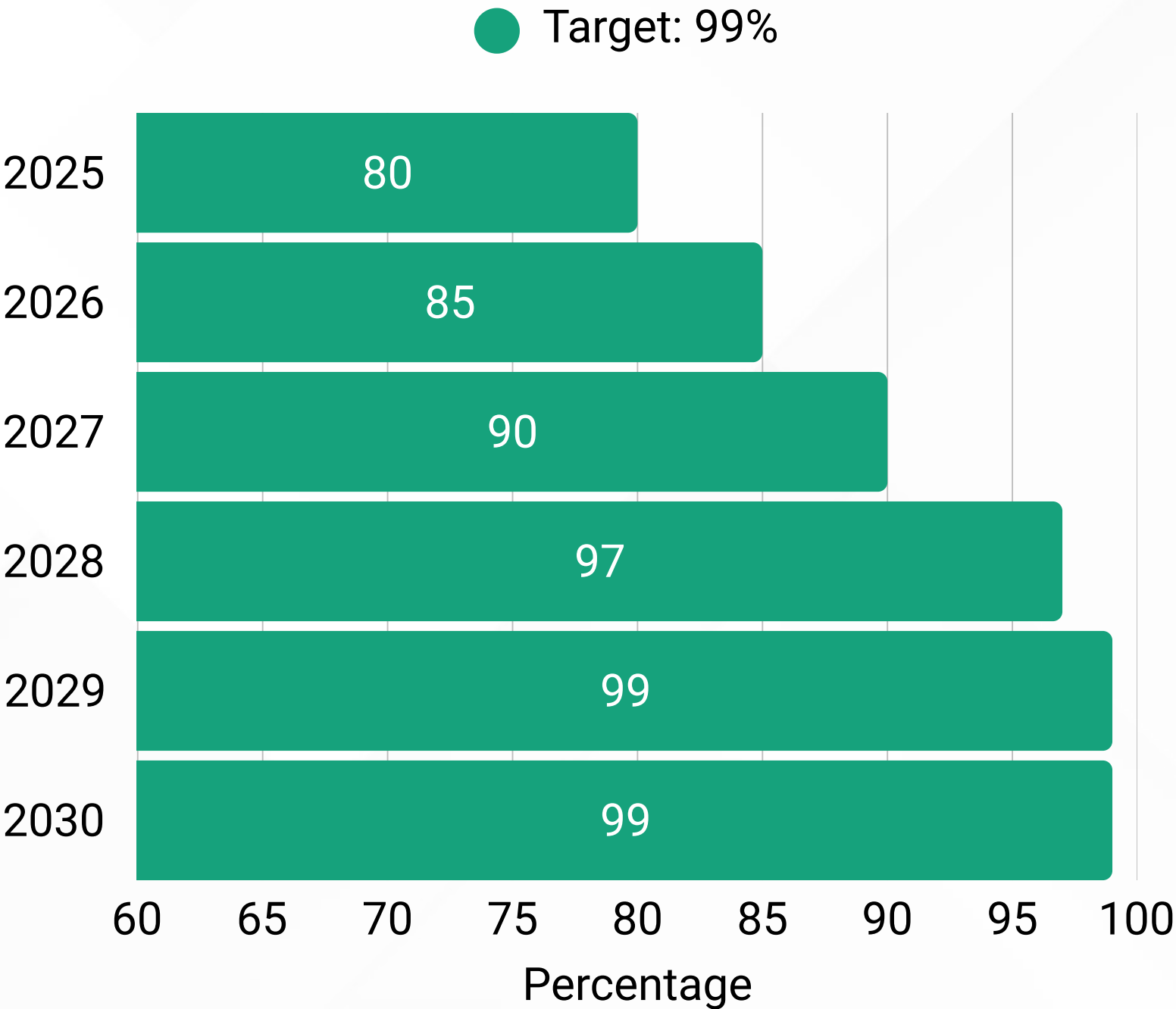
BL

79%

BM

68%

2.1.1 PERCENTAGE OF STUDENTS PASSING PROFESSIONAL EXAMS (FE/JAHIZIA/EXIT EXAM)



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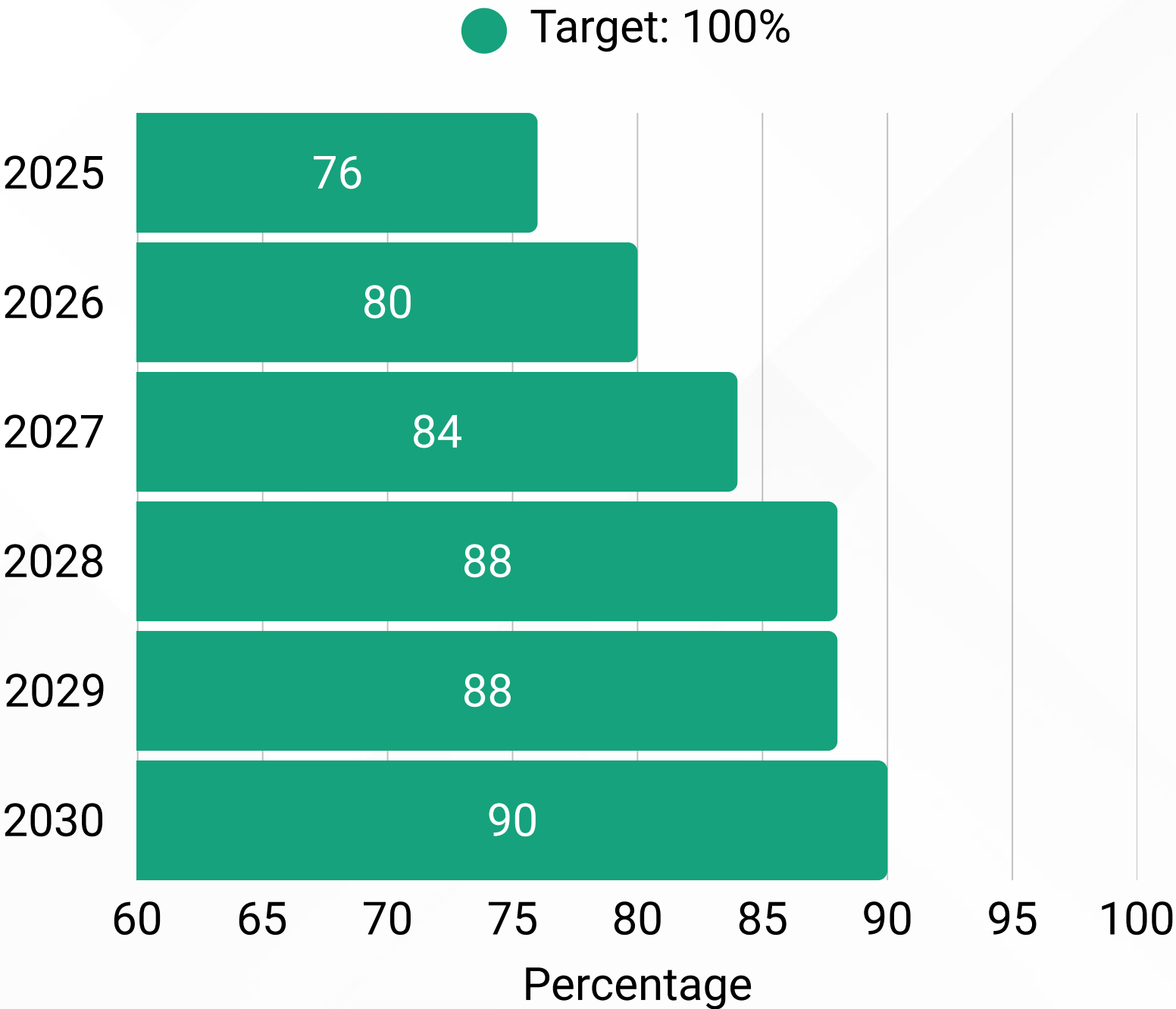
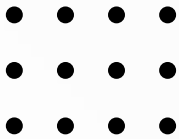


2.1 Boost Students Competencies

BL

76%

2.1.2 STUDENTS SATISFACTION RATE



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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2. Stakeholders Perspective



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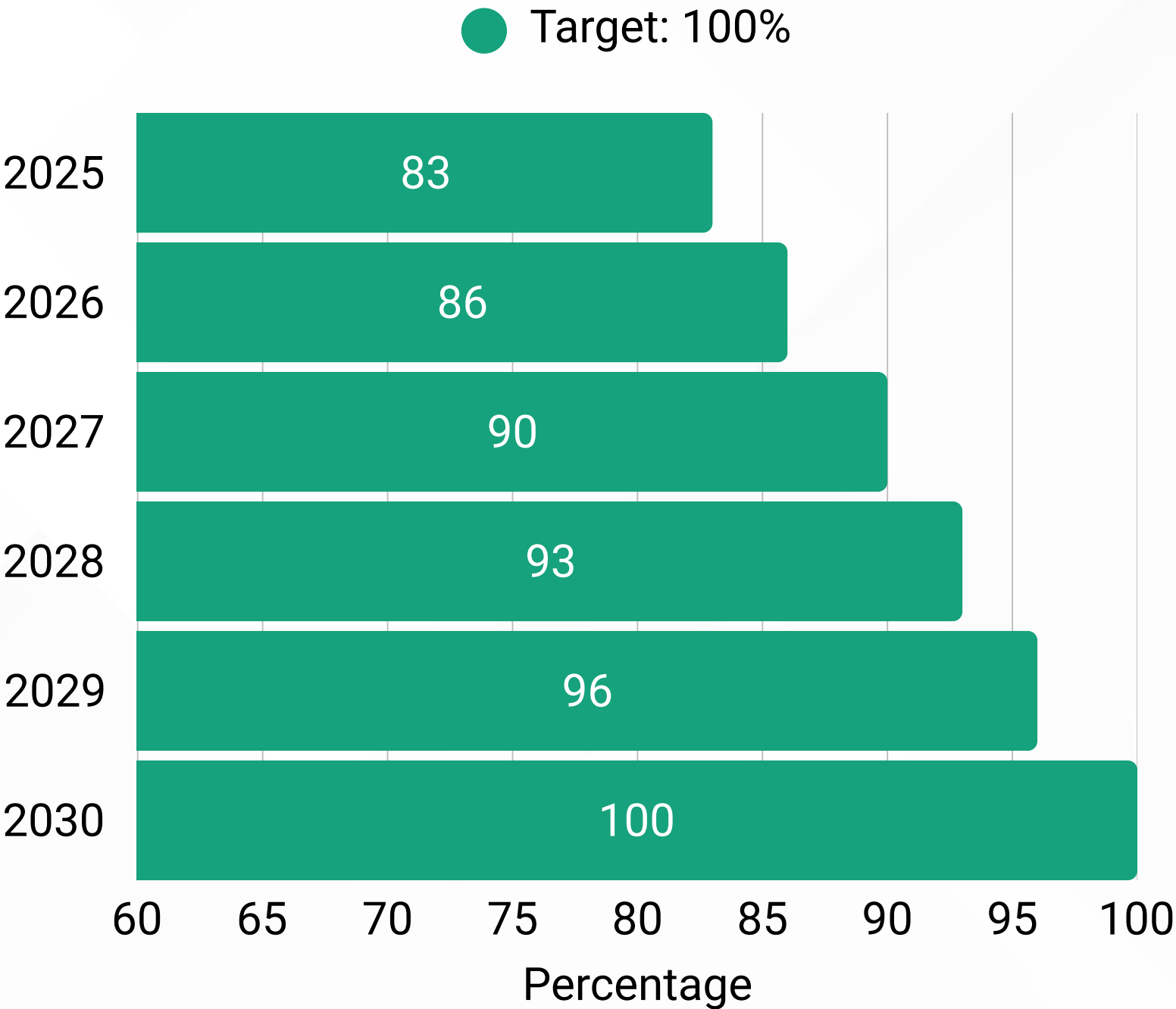
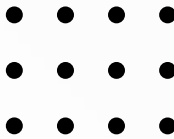
BL

80%

BM

90%

2.1.3 EMPLOYABILITY RATE



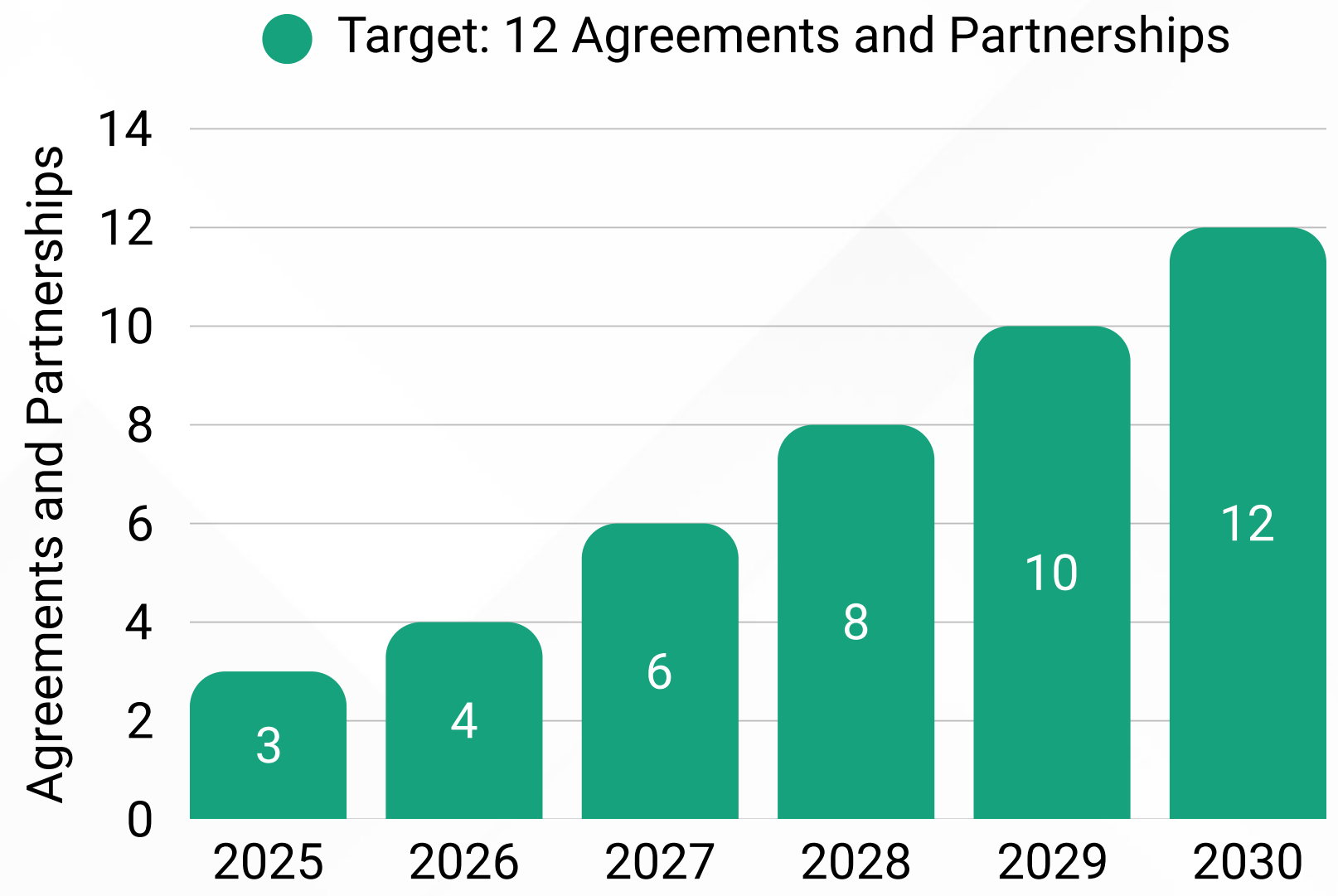
2. Stakeholders Perspective



2.2 Build long-term Strategic Partnership with Industry

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2.2.1 NUMBER OF ACTIVE AGREEMENTS AND PARTNERSHIPS



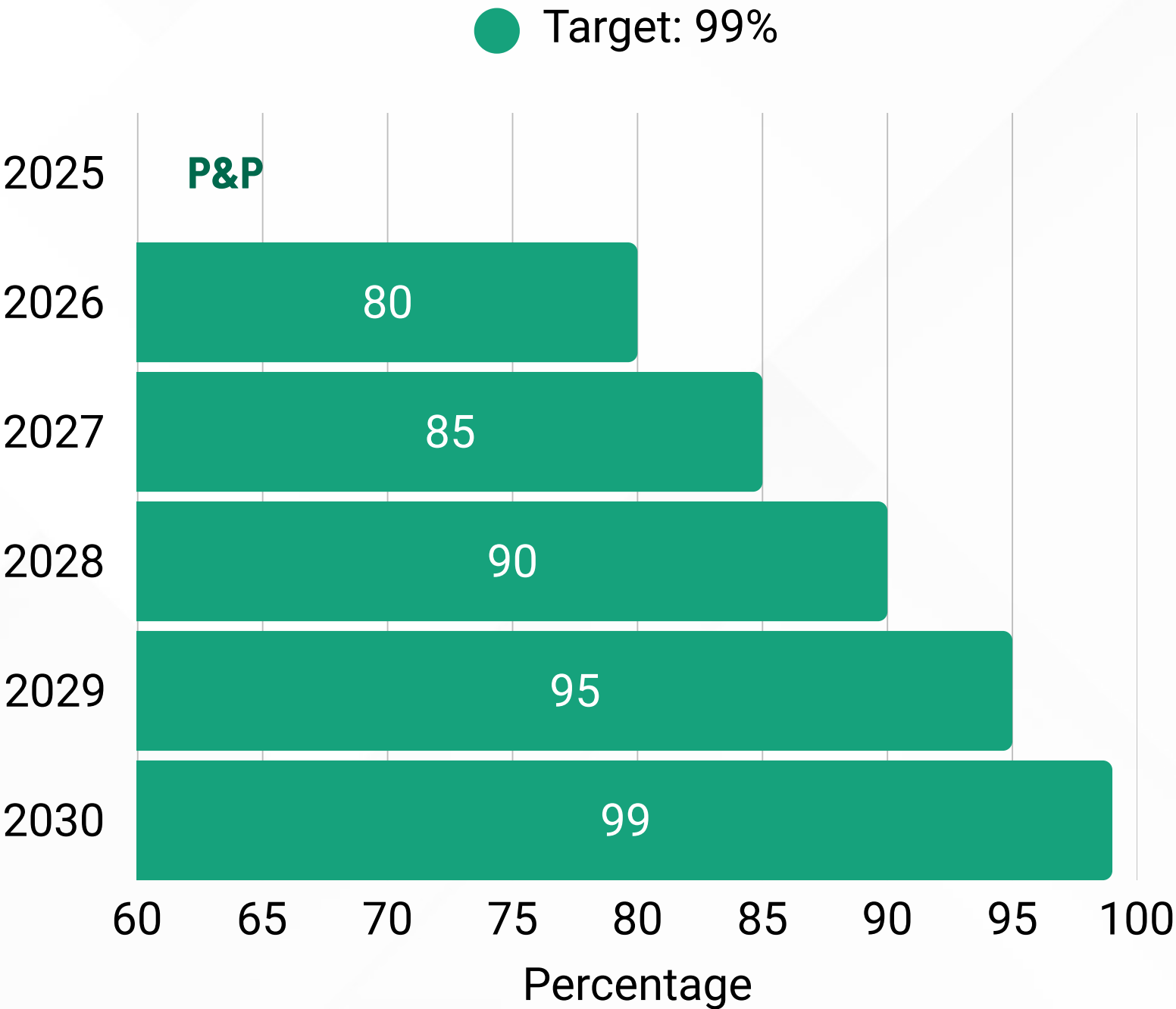
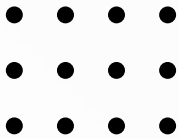
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2. Stakeholders Perspective



2.2 Build long-term Strategic Partnership with Industry

2.2.2 INDUSTRY SATISFACTION RATE



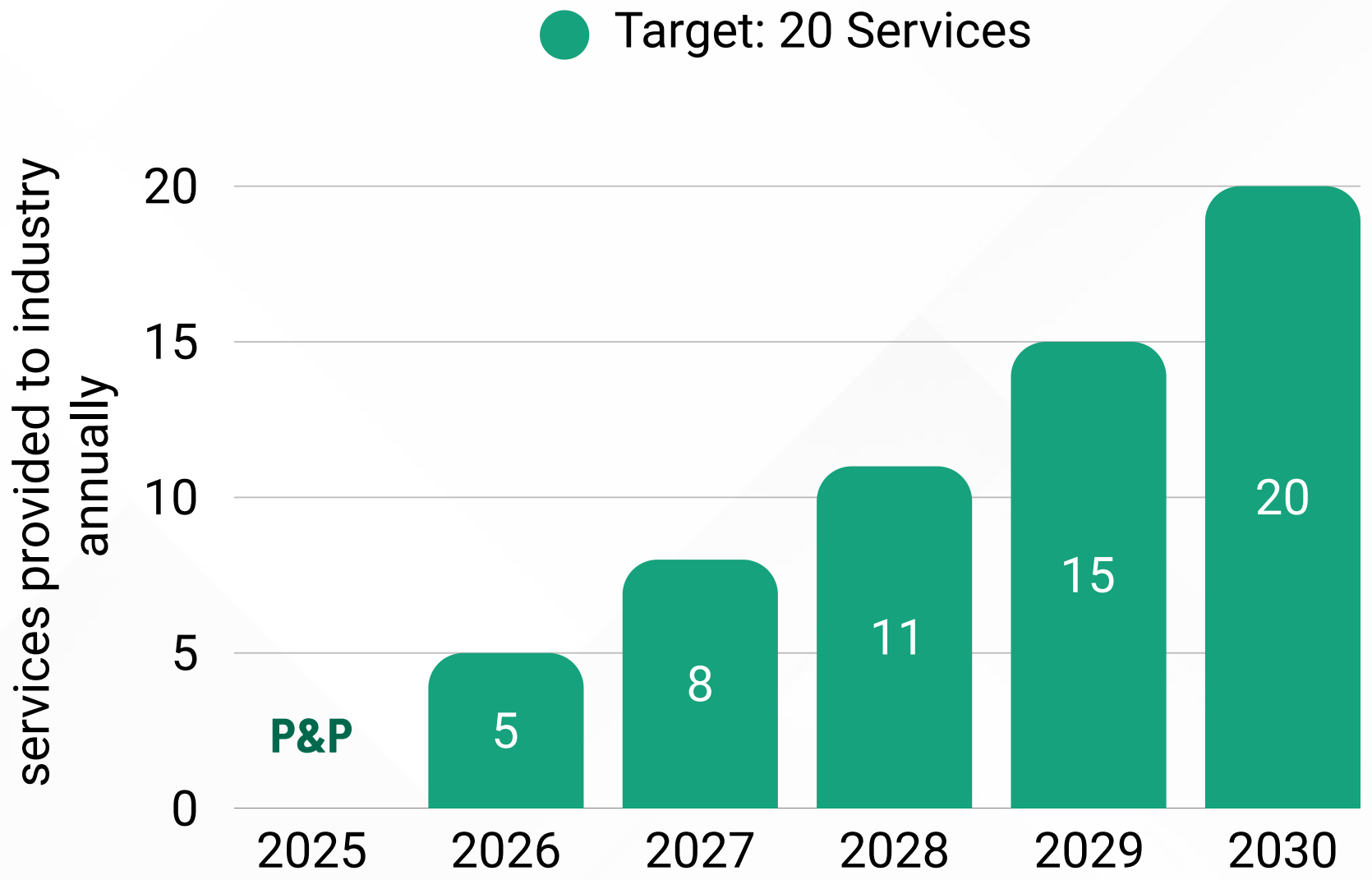
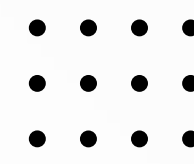
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2.2 Build long-term Strategic Partnership with Industry

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2.2.3 NUMBER OF SERVICES PROVIDED TO INDUSTRY



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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2. Stakeholders Perspective

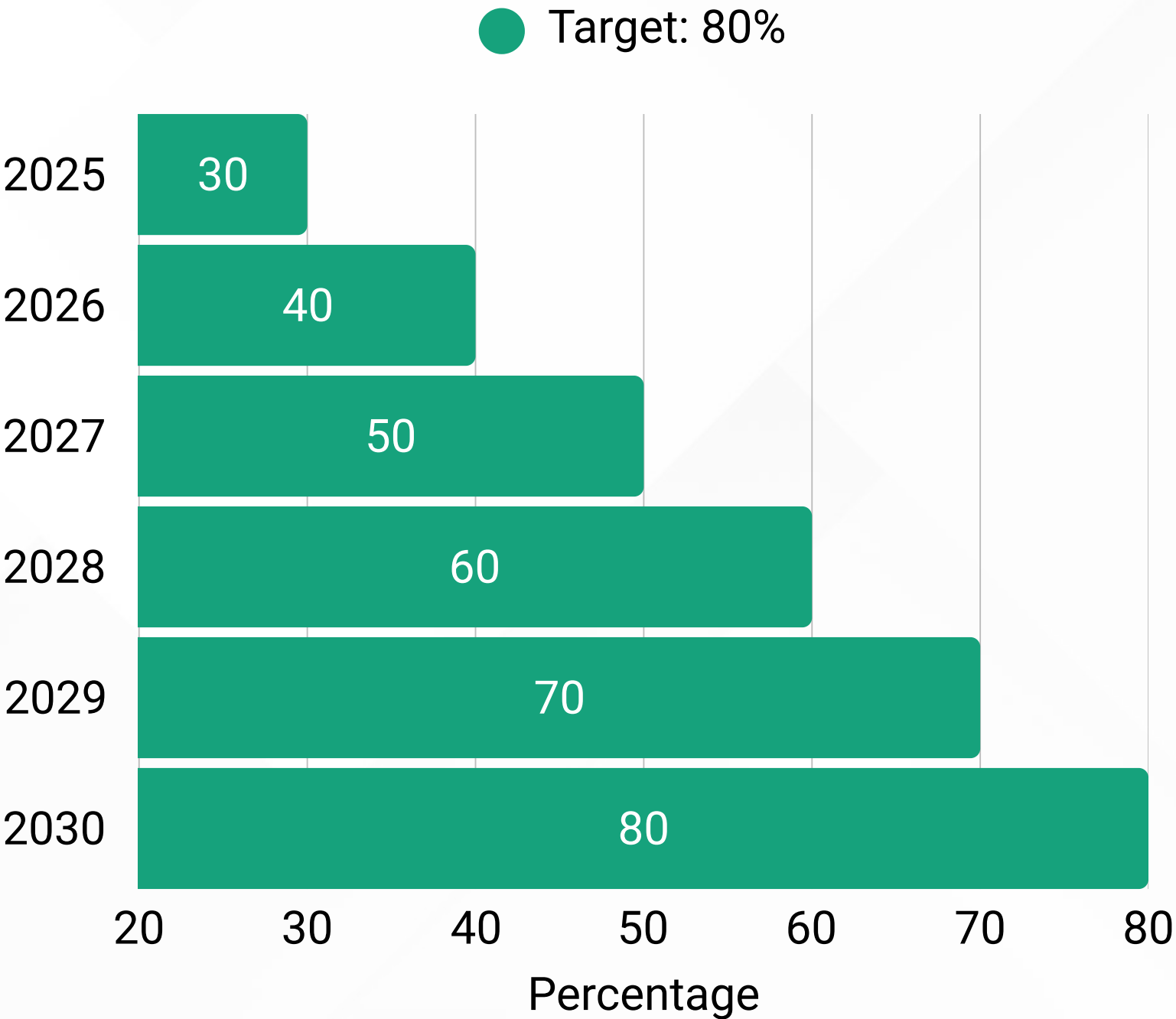


2.3 Local and International Community Engagement



30%

2.3.1 ALUMNI EVENT ATTENDANCE RATES



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2. Stakeholders Perspective

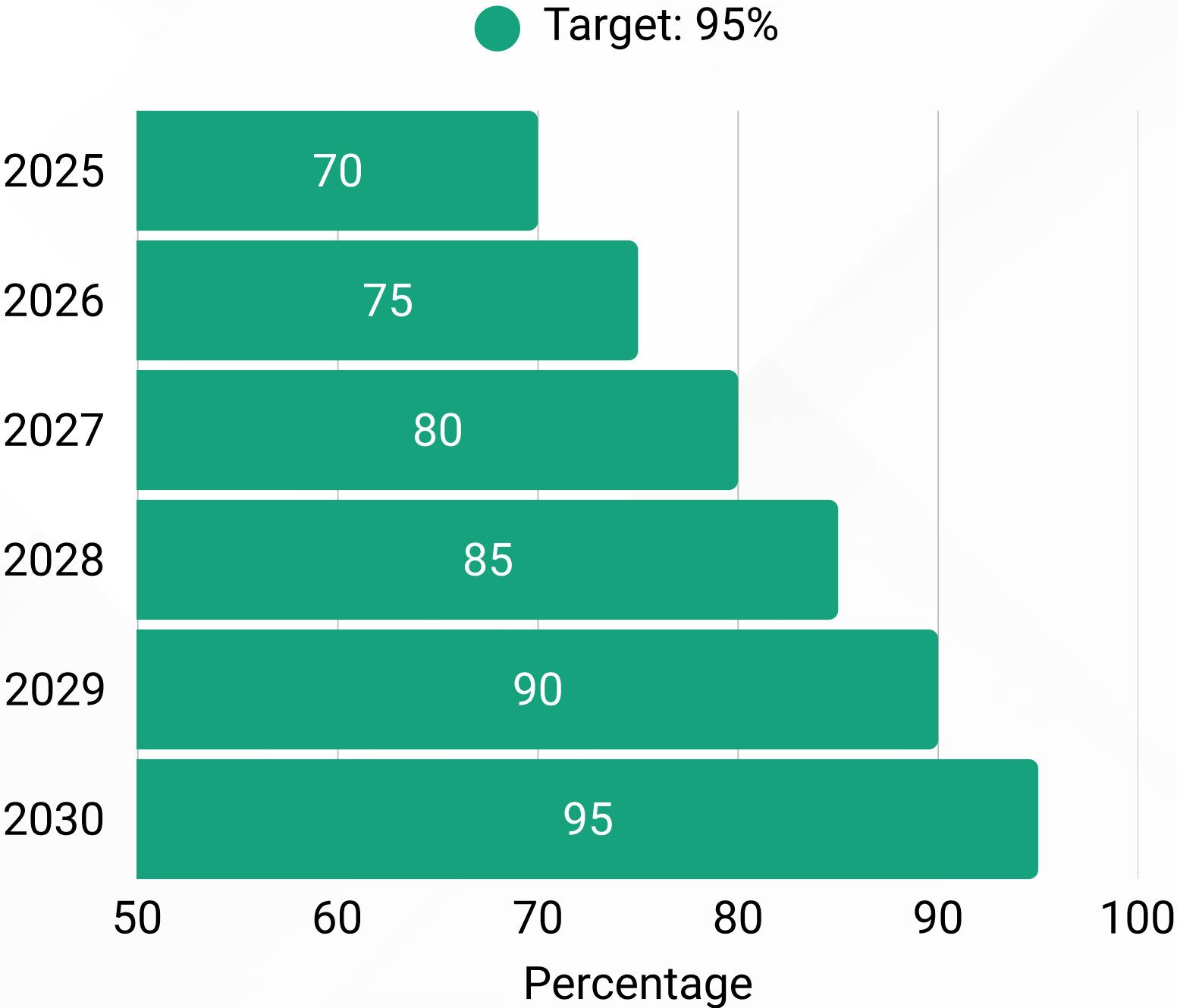
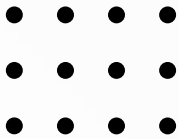


2.3 Local and International Community Engagement



70%

2.3.2 ALMUNI SATISFACTION RATE



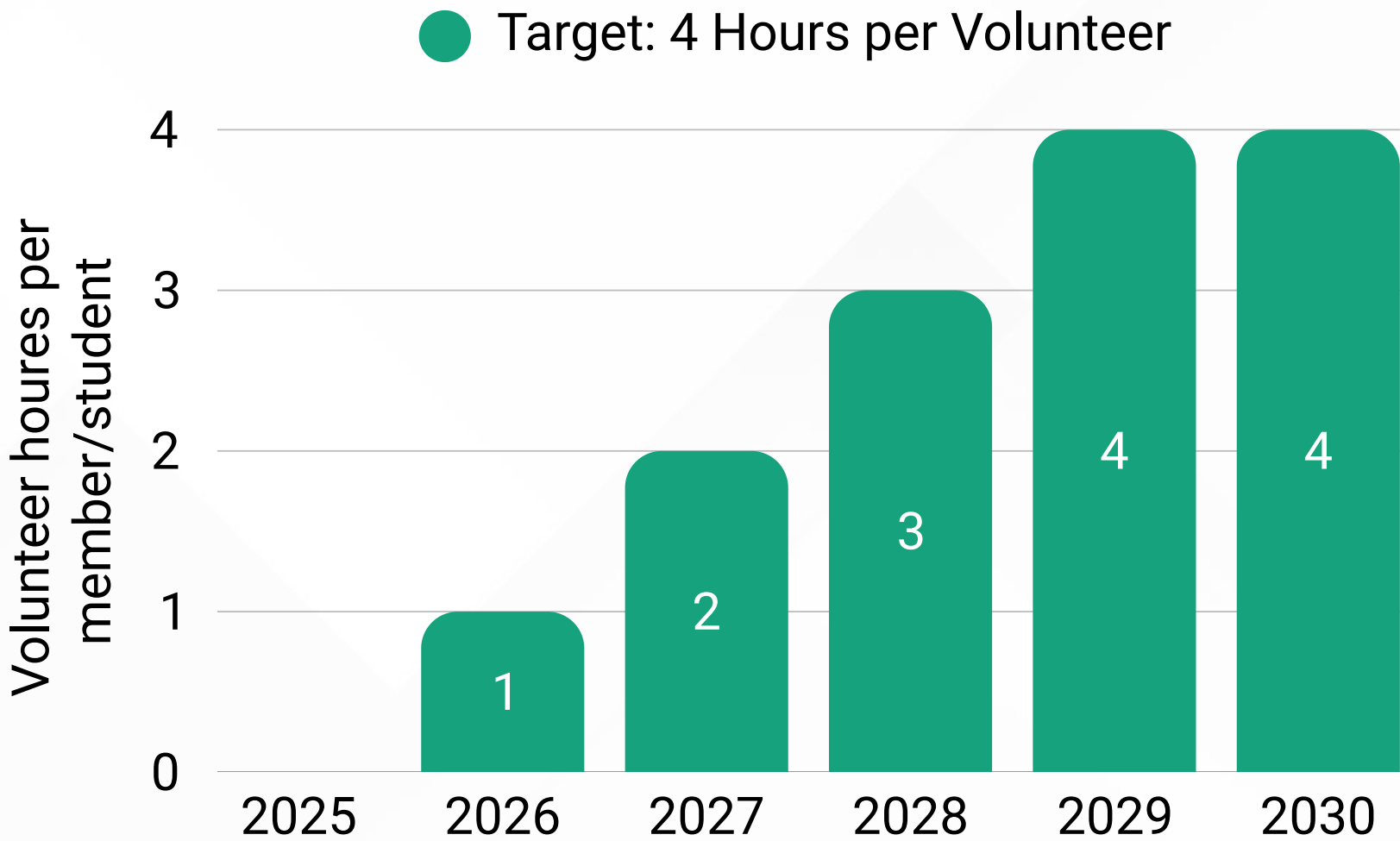
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2. Stakeholders Perspective



2.3 Local and International Community Engagement

2.3.3 ANNUAL TOTAL NUMBER OF LOCAL AND INTERNATIONAL VOLUNTEER HOURS PER MEMBER/STUDENT



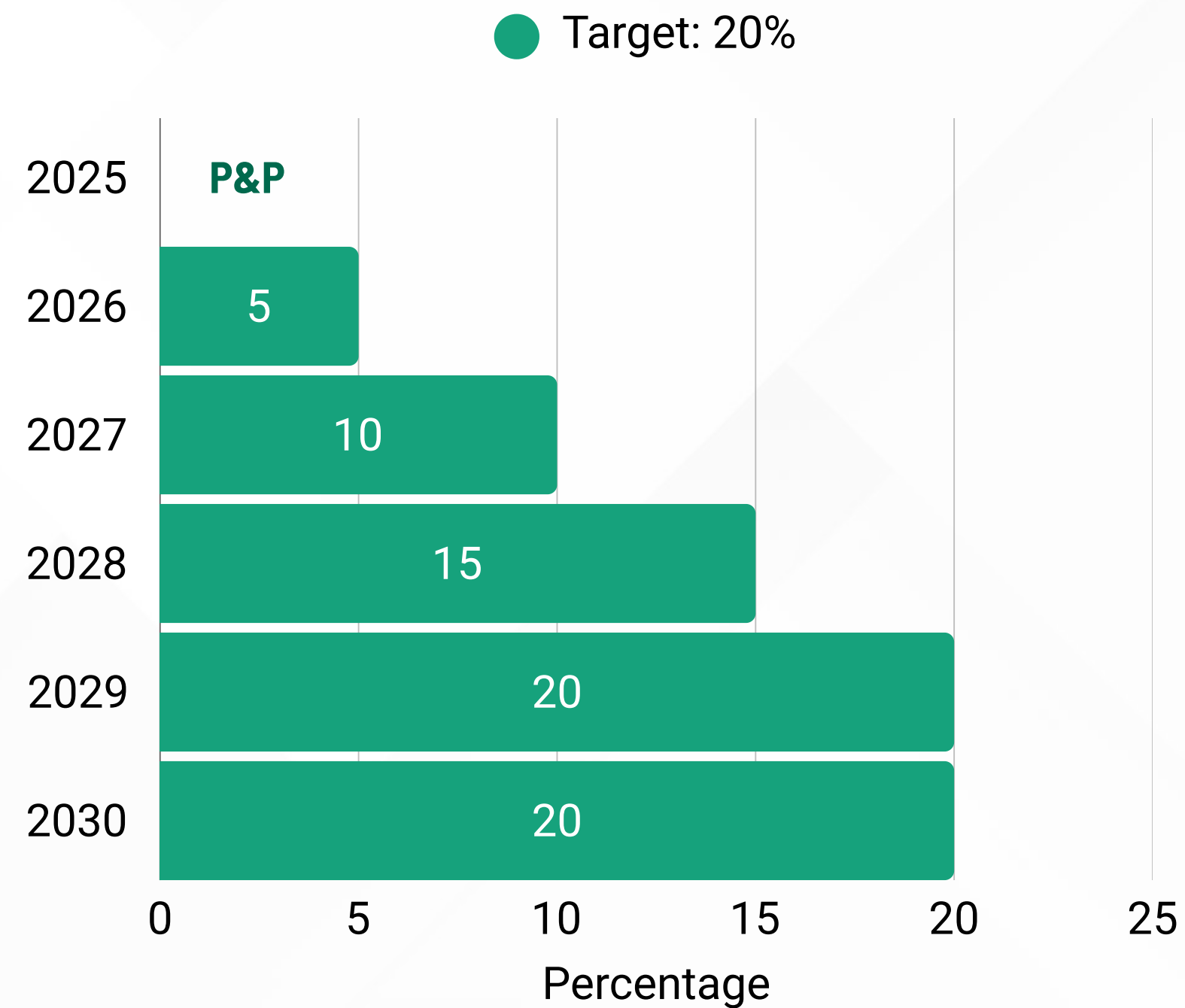
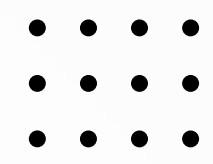
2. Stakeholders Perspective



2.3 Local and International Community Engagement

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2.3.4 PERCENTAGE OF PROJECTS CONTRIBUTE TO IMPROVEMENT OF LOCAL COMMUNITY



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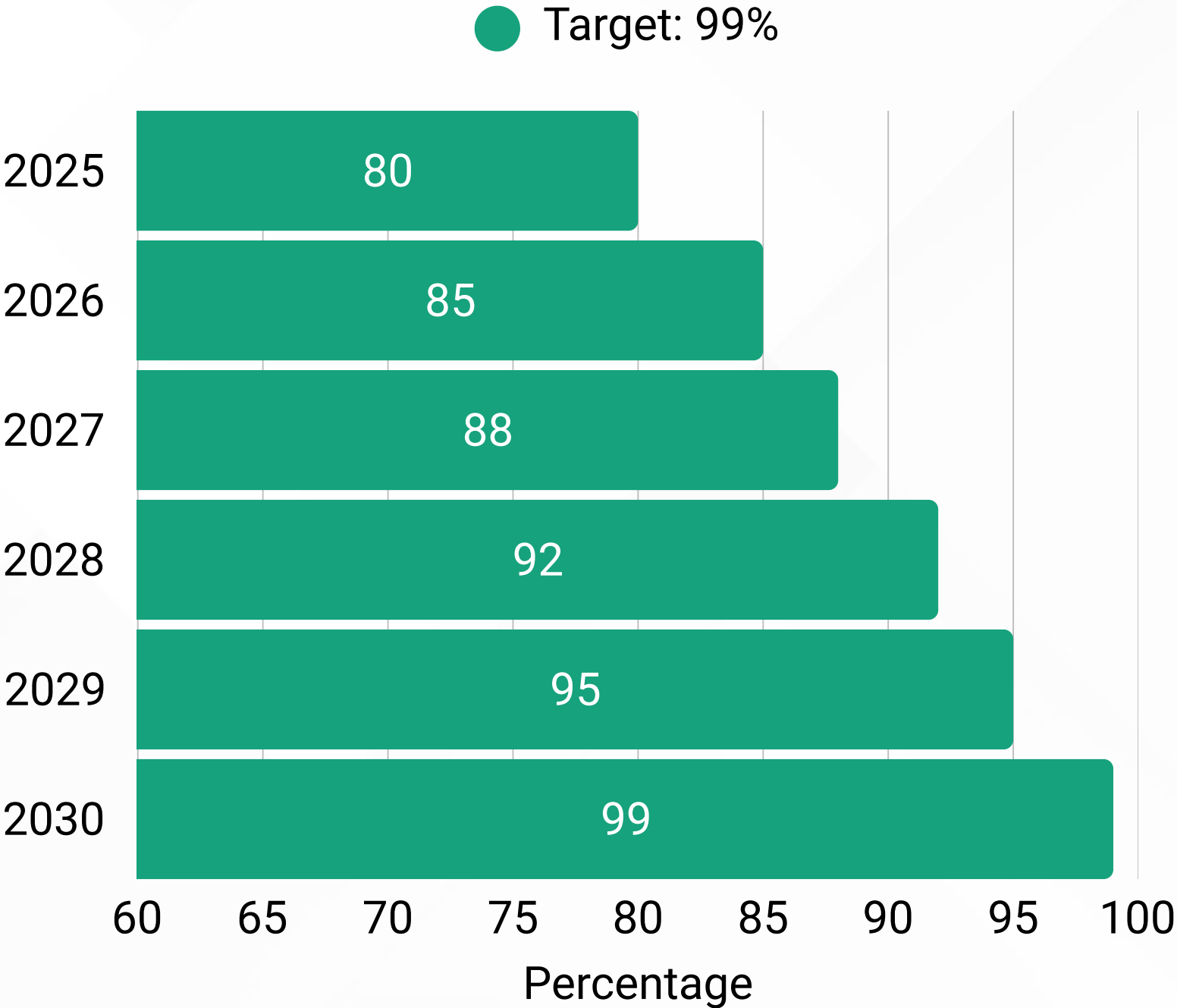
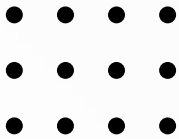


2.3 Local and International Community Engagement

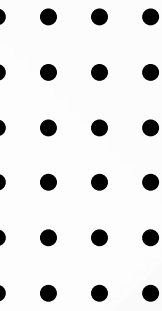


80%

2.3.5 COMMUNITY SATISFACTION RATE



INTERNAL PROCESSES PERSPECTIVE



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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3. Internal Processes Perspective

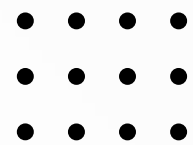


3.1 Improve Academic programs and advisory system



50%

3.1.1 PERCENTAGE OF UPDATED PROGRAMS



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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

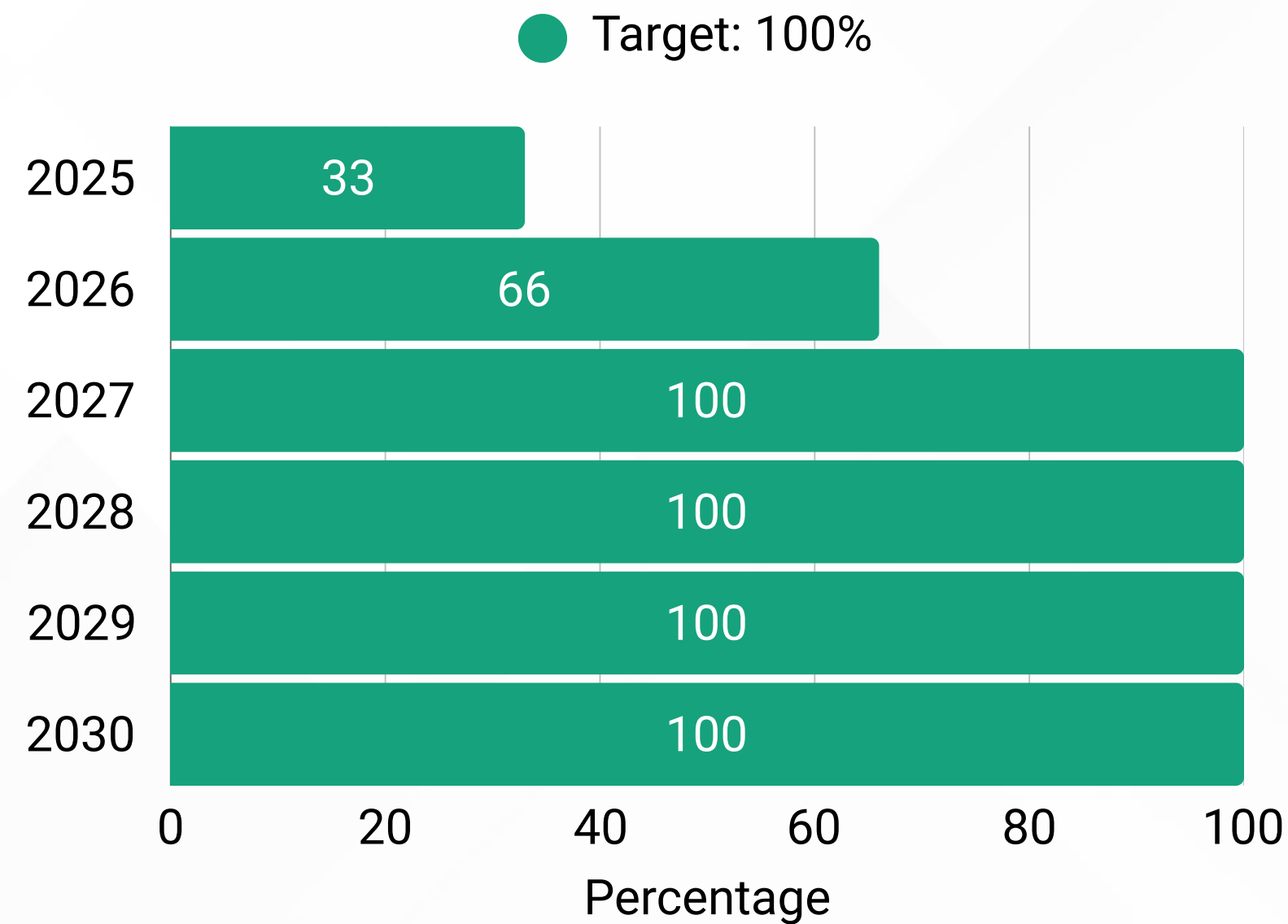
BL

33%

BM

100%

3.1.2 PERCENTAGE OF PROGRAMS AVAILABLE FOR FEMALES



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

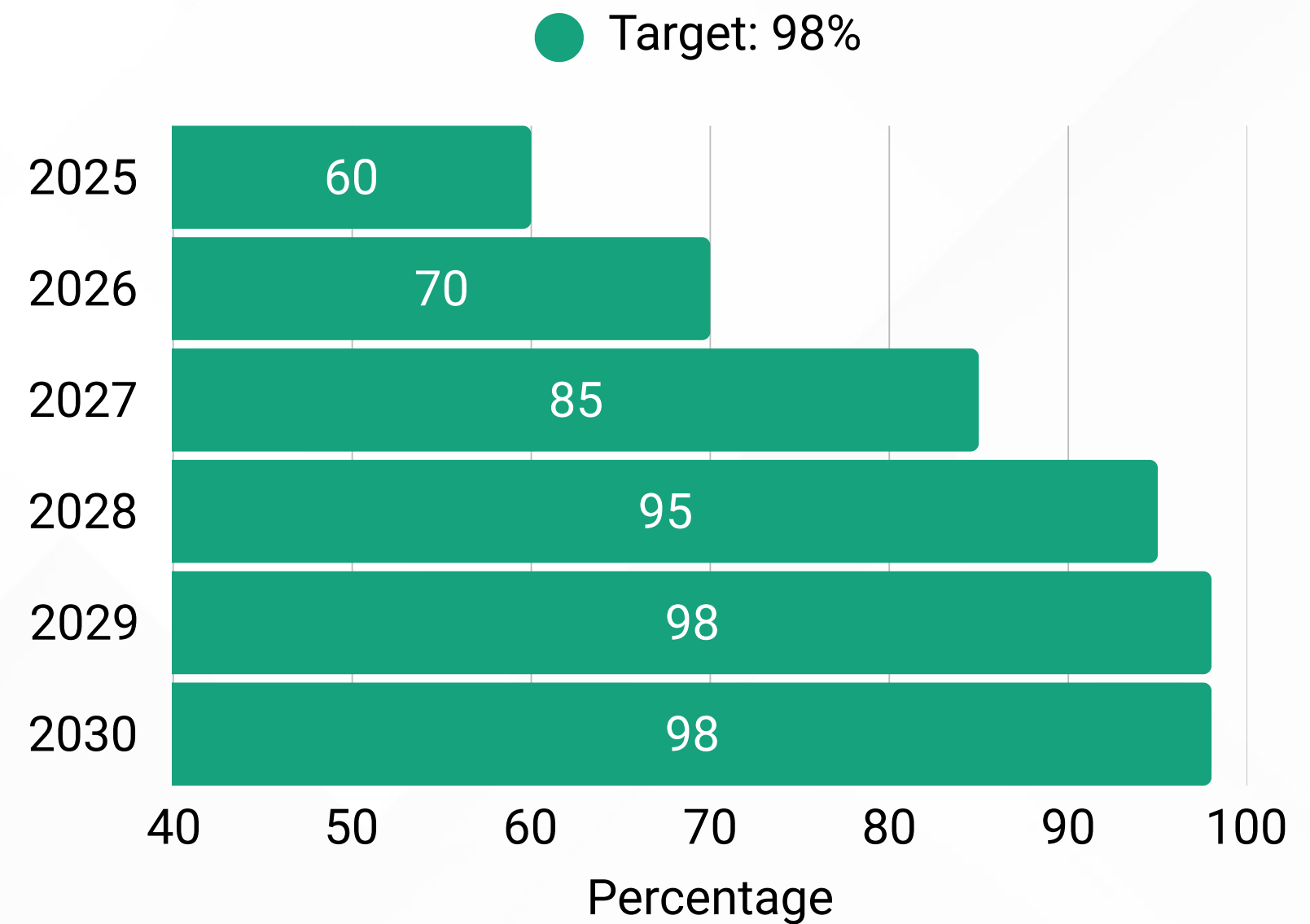
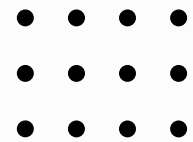
BL

60%

BM

88%

3.1.3 PERCENTAGE OF STUDENTS GRADUATING ON TIME



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

BL

(1:16)

BM

(1:10)

3.1.4 ANNUAL STUDENT FACULTY RATIO

TARGET: (1:12)

2025
(1:16)

2027
(1:15)

2029
(1:13)

2026
(1:16)

2028
(1:14)

2030
(1:12)

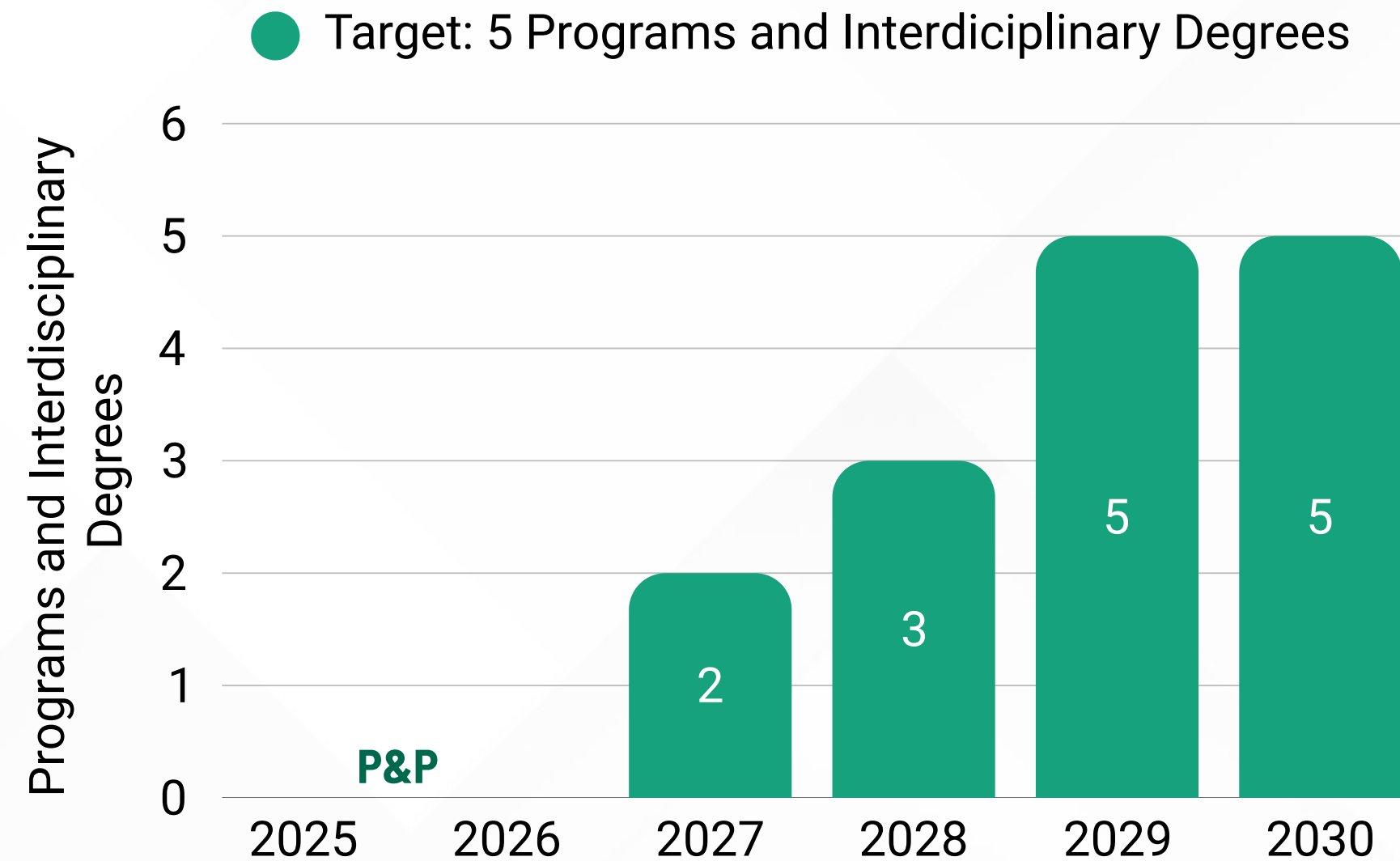
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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

3.1.5 NUMBER OF JOINT PROGRAMS AND INTERDISCIPLINARY DEGREES (LOCALLY, REGIONALLY, AND INTERNATIONALLY)



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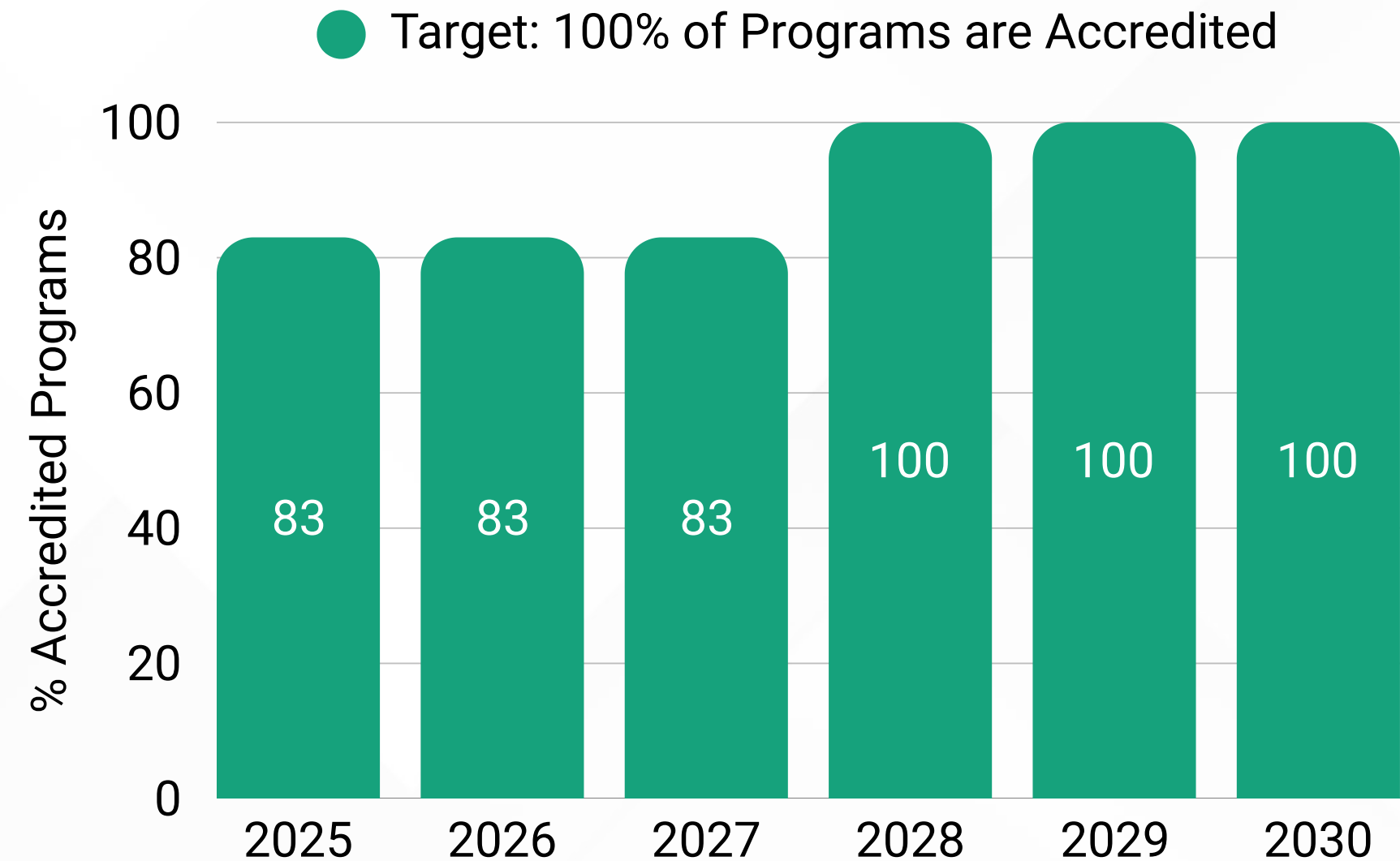


3.1 Improve Academic programs and advisory system



83% of BSc Programs are Accredited

3.1.6 PERECENTAGE OF ACCREDITED BACHELOR PROGRAMS



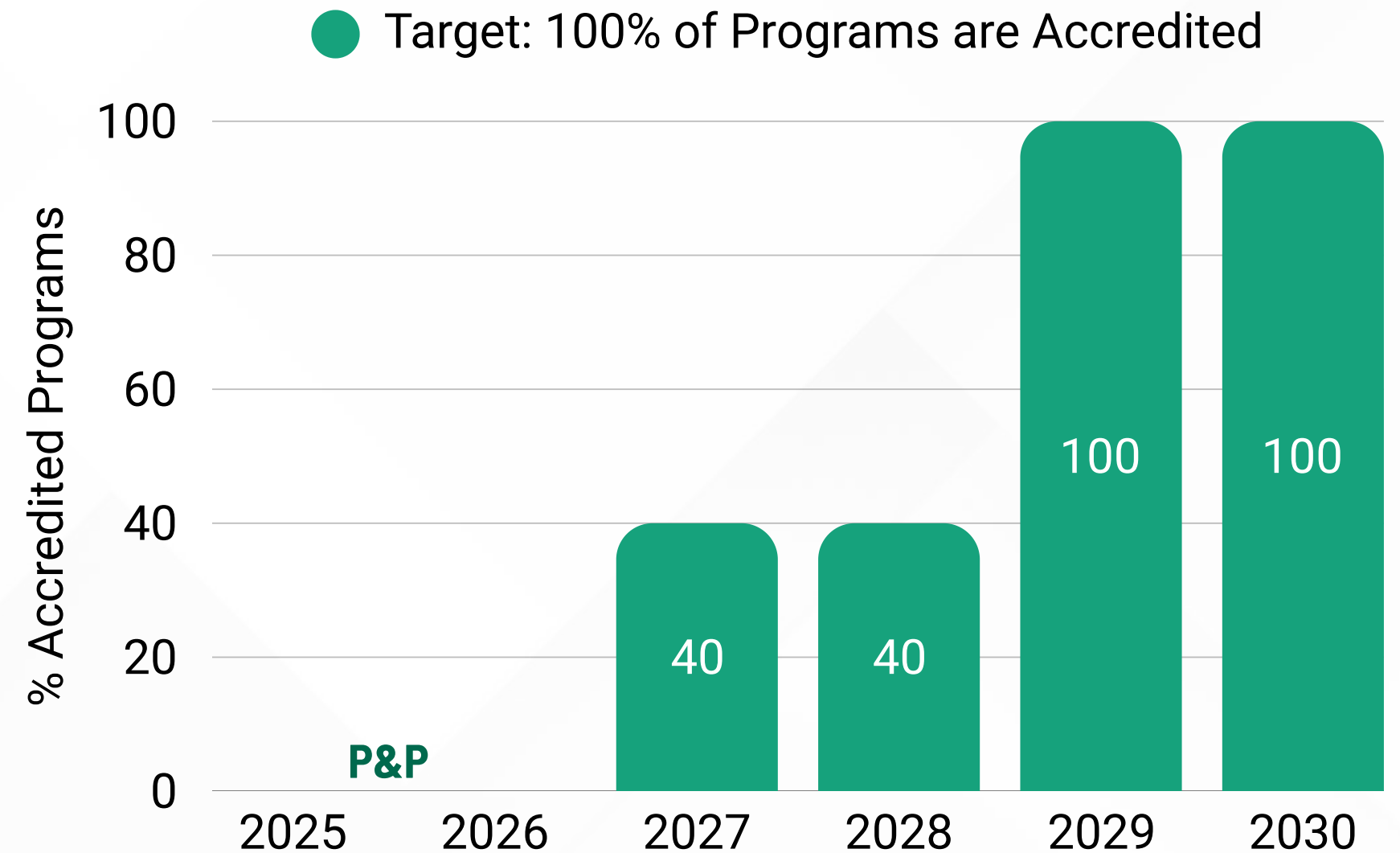
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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

3.1.7 PERCENTAGE OF ACCREDITED MASTER PROGRAMS



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	Developing Performance and outcomes of Laboratories and research centers

3. Internal Processes Perspective

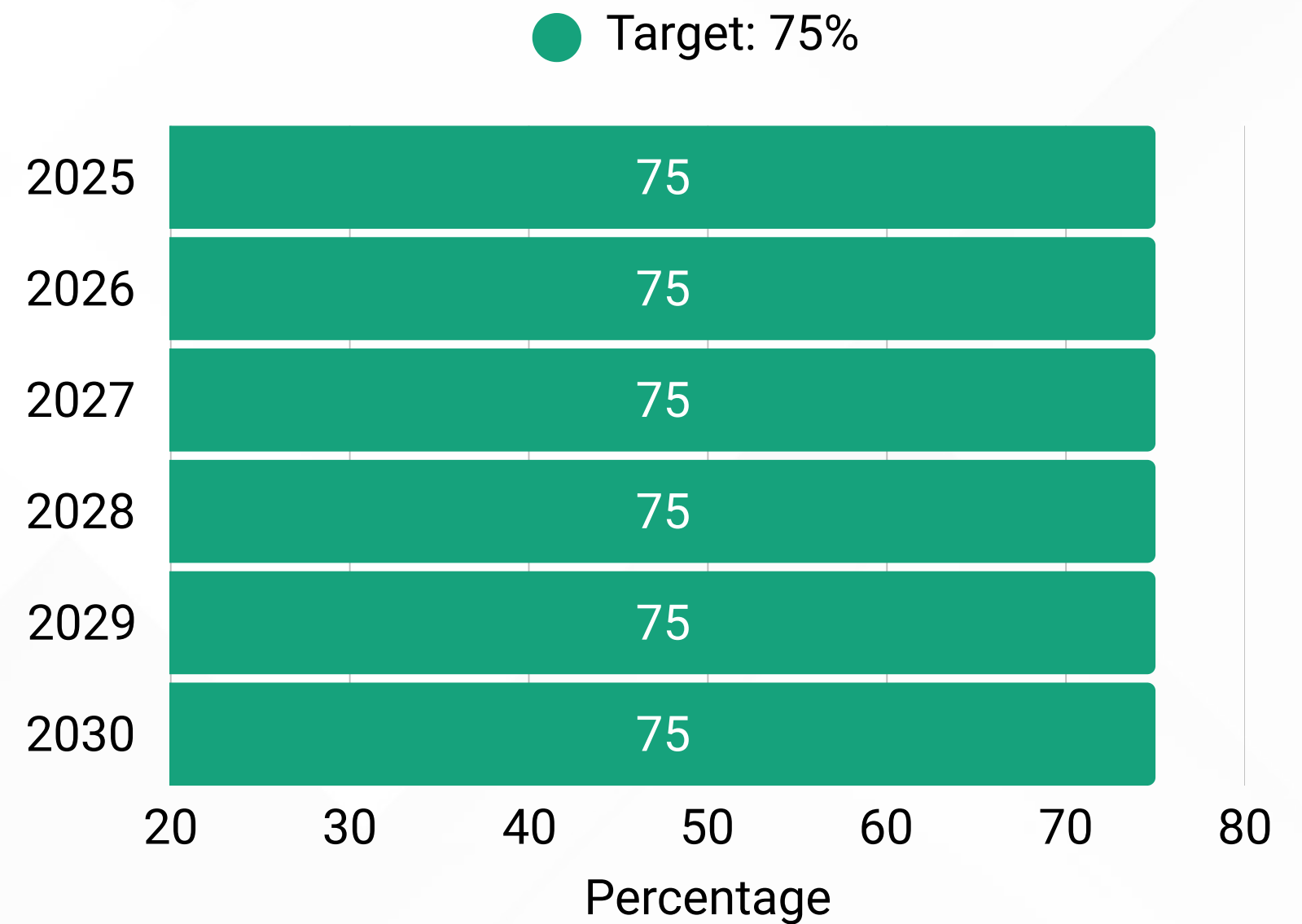


3.2 Improve Research Outcomes



60%

3.2.1 AT LEAST 75% OF PUBLICATIONS MUST BE IN WOS JOURNALS



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
	Improve Research outcomes
	Improve Internal Operations Efficiency "IOE"
Learning and Growth Perspective	Strengthen Faculty Professional Growth
	Establish an Innovation & entrepreneurship environment
	Developing Performance and outcomes of Laboratories and research centers

3. Internal Processes Perspective

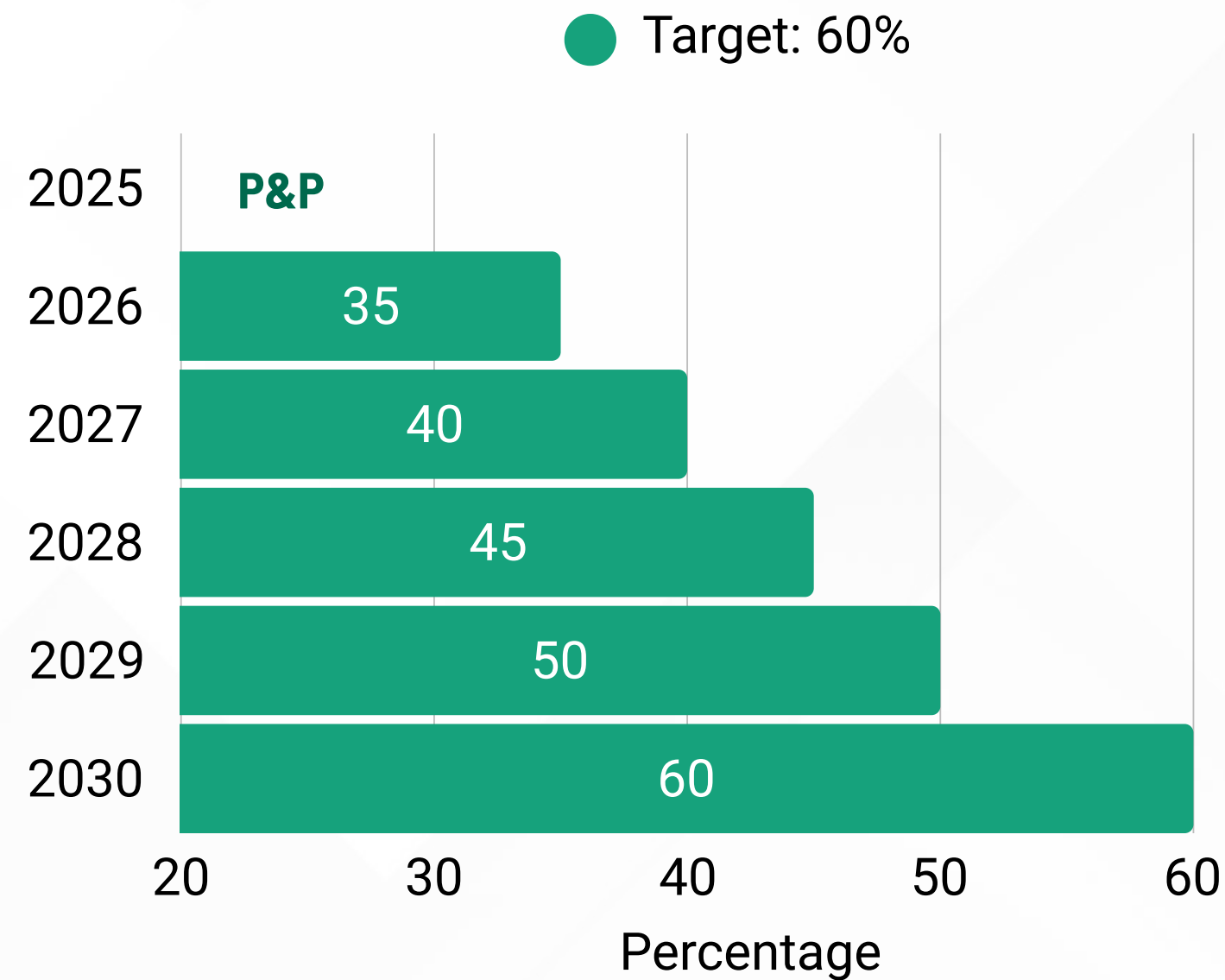


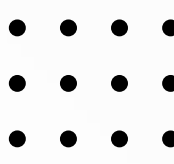
3.2 Improve Research Outcomes



60%

3.2.2 PERCENTAGE OF PUBLICATIONS ALIGNED WITH NATIONAL PRIORITY





3.2.3 AVILABILITY OF RABIGH ENGINEERING JOURNALS / PROCEEDINGS

Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
	Improve Research outcomes
	Improve Internal Operations Efficiency "IOE"
Learning and Growth Perspective	Strengthen Faculty Professional Growth
	Establish an Innovation & entrepreneurship environment
	Developing Performance and outcomes of Laboratories and research centers

3. Internal Processes Perspective

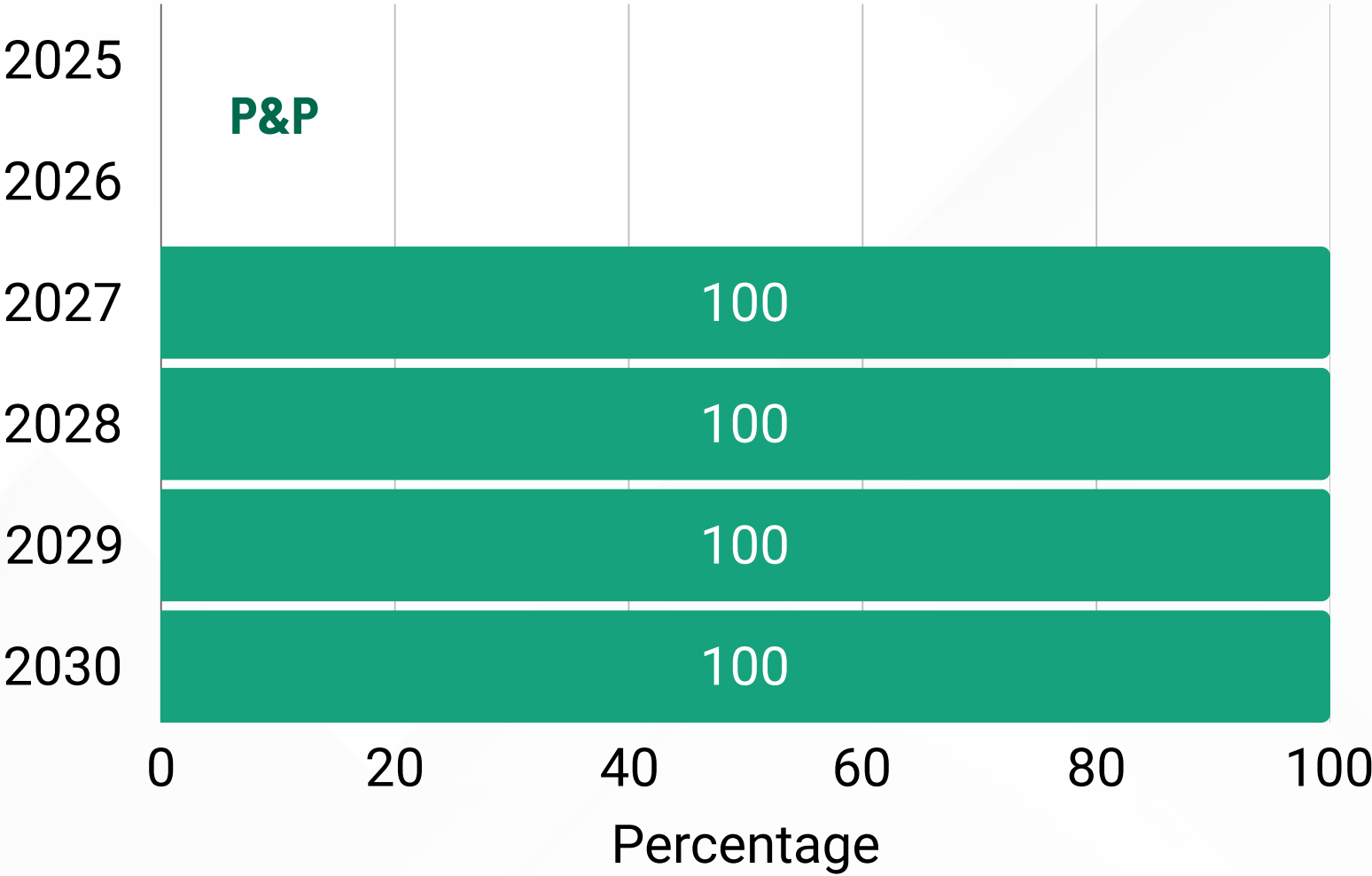


3.2 Improve Research Outcomes



100%

● Target: 100%



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
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	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
	Improve Research outcomes
	Improve Internal Operations Efficiency "IOE"
Learning and Growth Perspective	Strengthen Faculty Professional Growth
	Establish an Innovation & entrepreneurship environment
	Developing Performance and outcomes of Laboratories and research centers

3. Internal Processes Perspective



3.2 Improve Research Outcomes

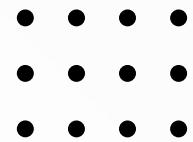


130 Published Papers



350 Published Papers

3.2.4 NUMBER OF PUBLISHED PAPERS



* 2025 is incomplete year

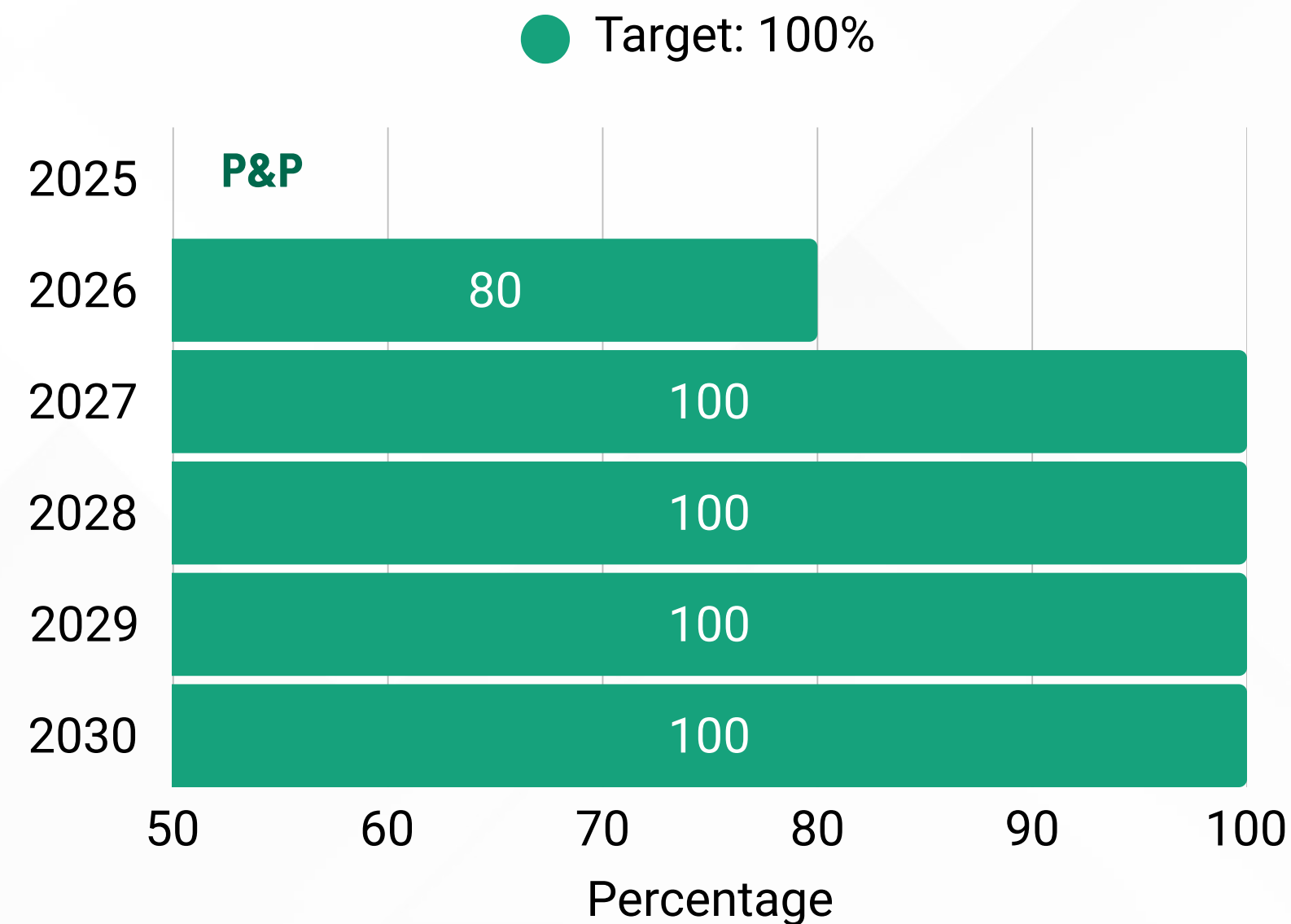
Financial Perspective	Secure Financial Sustainability and Optimize Resources
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Learning and Growth Perspective	Strengthen Faculty Professional Growth
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3. Internal Processes Perspective



3.3 Improve Internal Operations Efficiency "IOE"

3.3.1 PERCENTAGE OF USERS ACTIVELY UTILIZING THE INTERNAL PLATFORM WITHIN THE ORGANIZATION



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
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	Improve Internal Operations Efficiency "IOE"
Learning and Growth Perspective	Strengthen Faculty Professional Growth
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3. Internal Processes Perspective

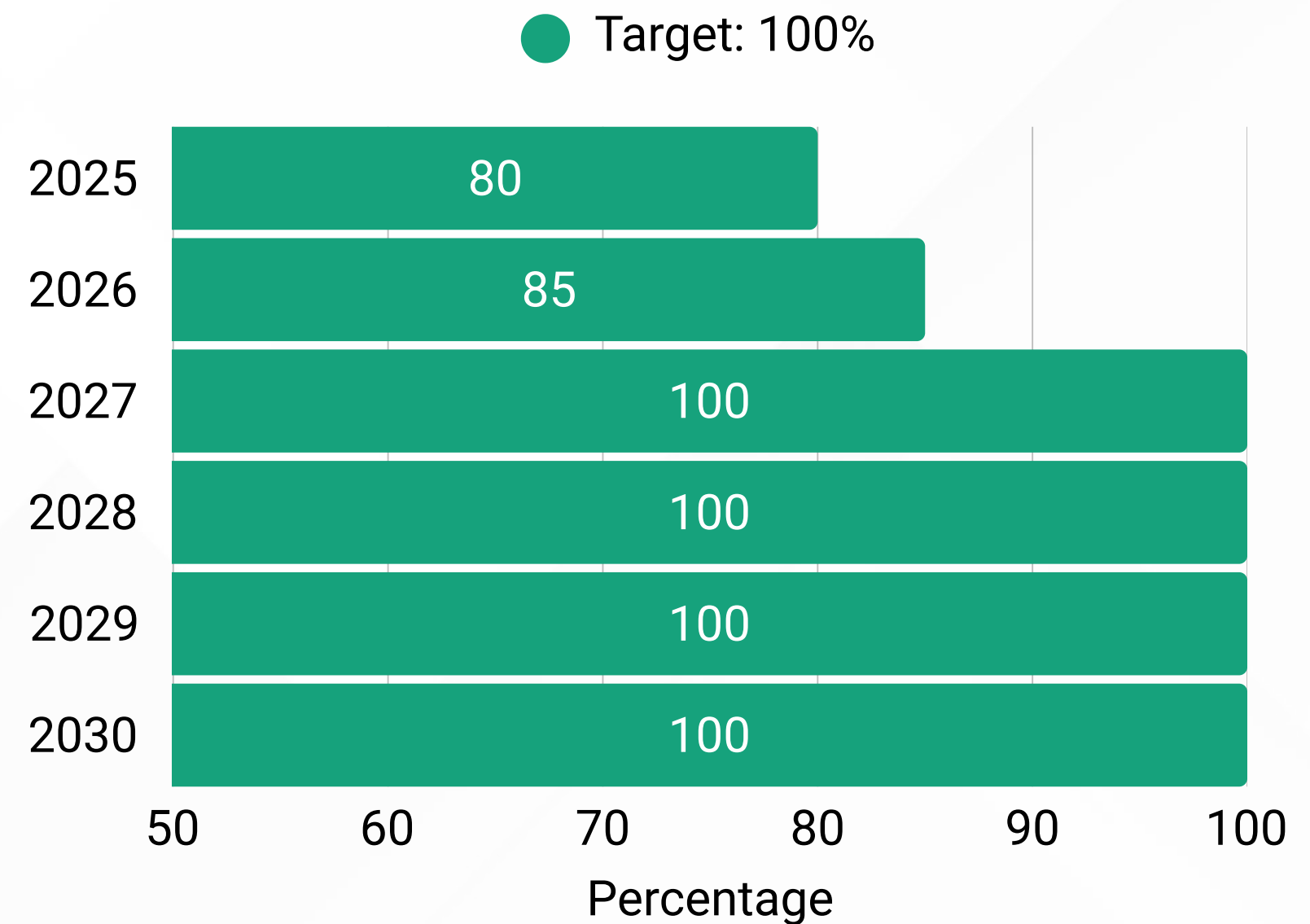


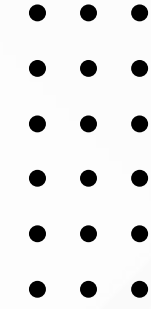
3.3 Improve Internal Operations Efficiency "IOE"



80%

3.3.2 PERCENTAGE OF DOCUMENTS AND INTERNAL OPERATIONS PROCESSED ELECTRONICALLY





LEARNING AND GROWTH PERSPECTIVE

Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
	Improve Research outcomes
	Improve Internal Operations Efficiency "IOE"
Learning and Growth Perspective	Strengthen Faculty Professional Growth
	Establish an Innovation & entrepreneurship environment
	Developing Performance and outcomes of Laboratories and research centers

4. Learning and Growth Perspective

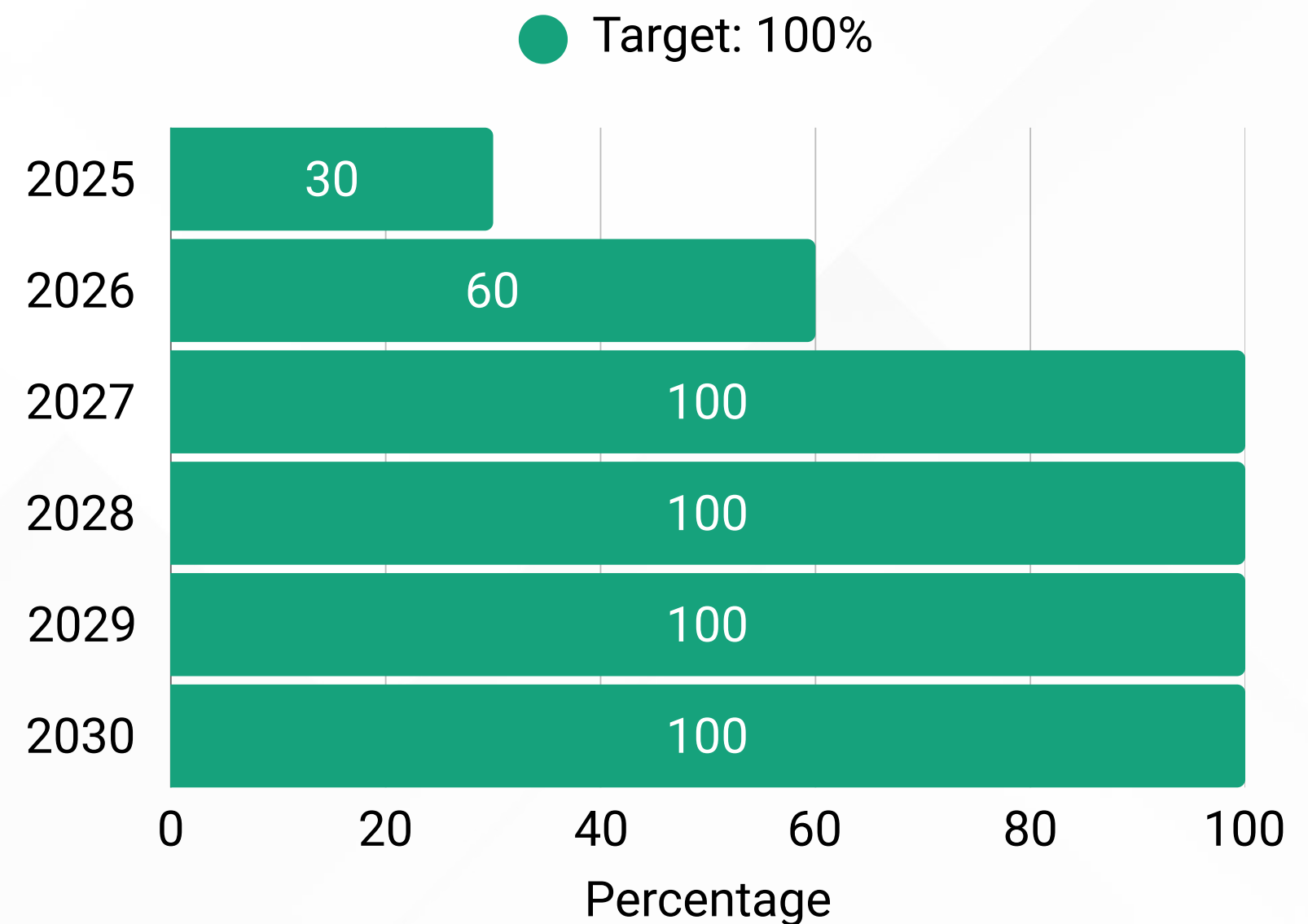


4.1 Strengthen Faculty Professional Growth

BL

30%

4.1.1 PERCENTAGE OF MEMBERS ENROLLED IN AT LEAST ONE DEVELOPMENT OPPORTUNITY IN A YEAR



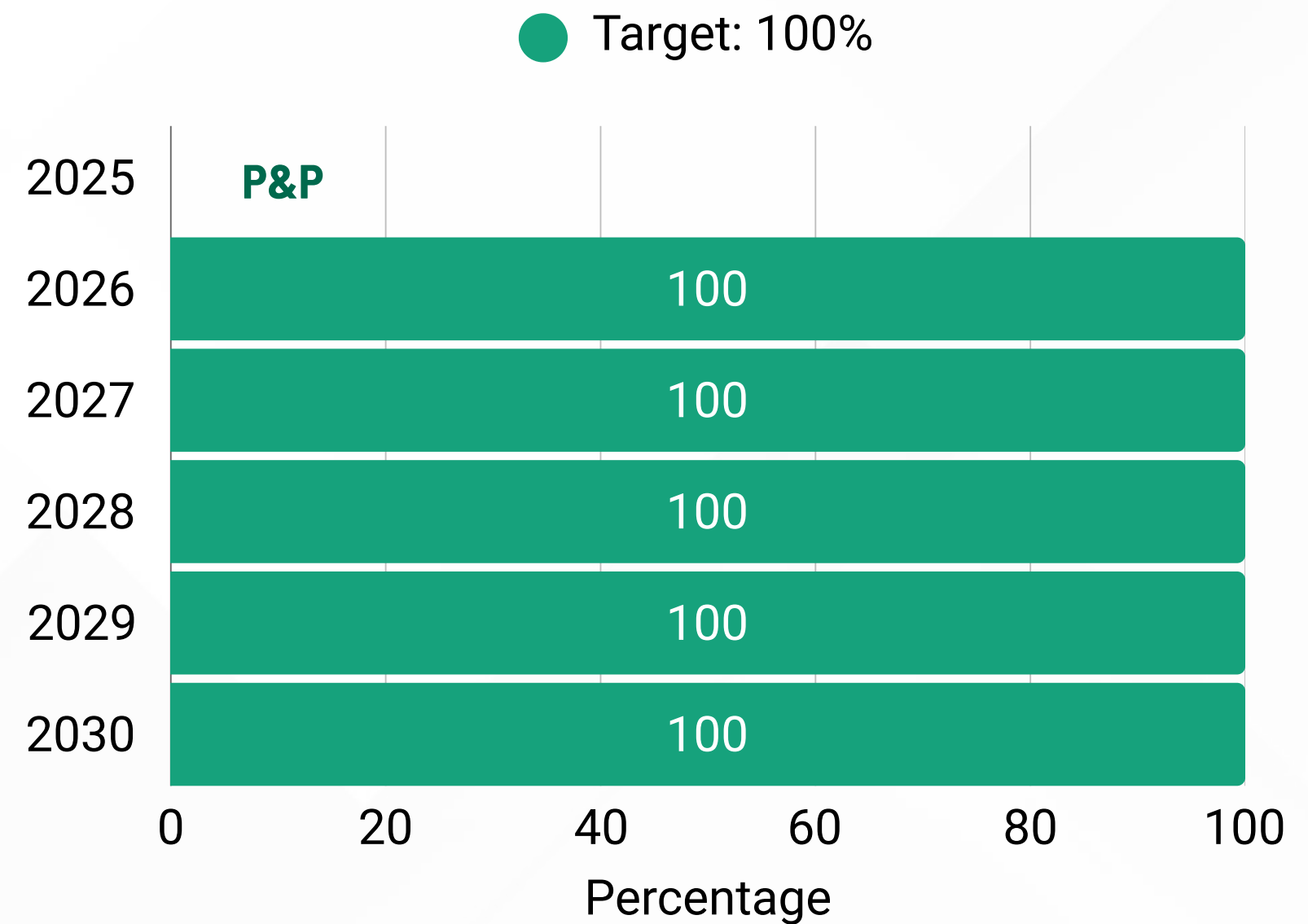
Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
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	Establish an Innovation & entrepreneurship environment
	Developing Performance and outcomes of Laboratories and research centers

4. Learning and Growth Perspective



4.1 Strengthen Faculty Professional Growth

4.1.2 PERCENTAGE OF NEW MEMBER PAIRED WITH MENTOR



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
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4. Learning and Growth Perspective

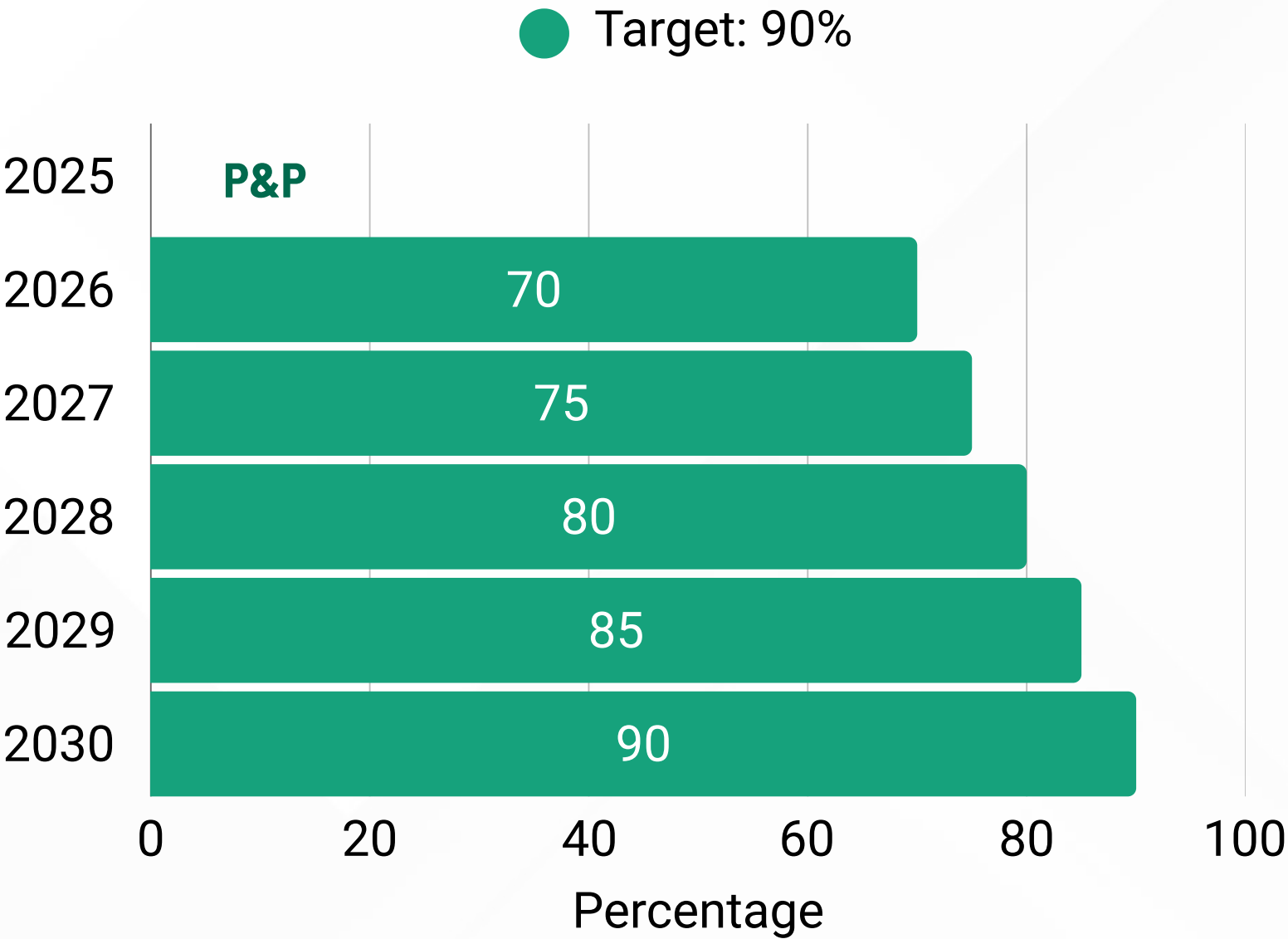
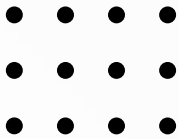


4.1 Strengthen Faculty Professional Growth



85%

4.1.3 MEMBERS PERFORMANCE RATE



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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	Establish an Innovation & entrepreneurship environment
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4. Learning and Growth Perspective

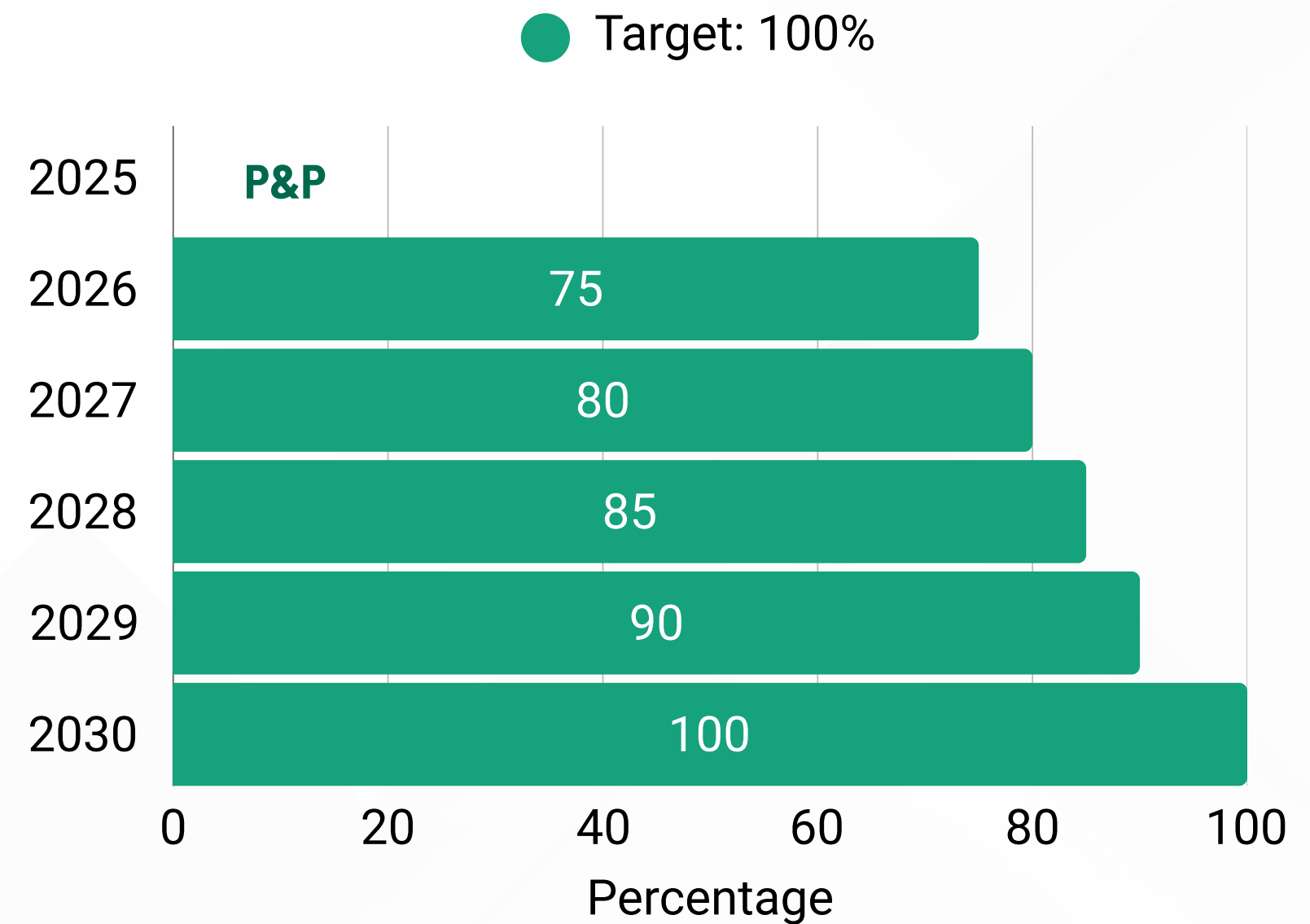
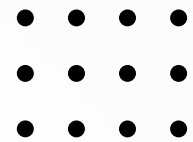


4.1 Strengthen Faculty Professional Growth

BL

68%

4.1.4 MEMBERS SATISFACTION RATE



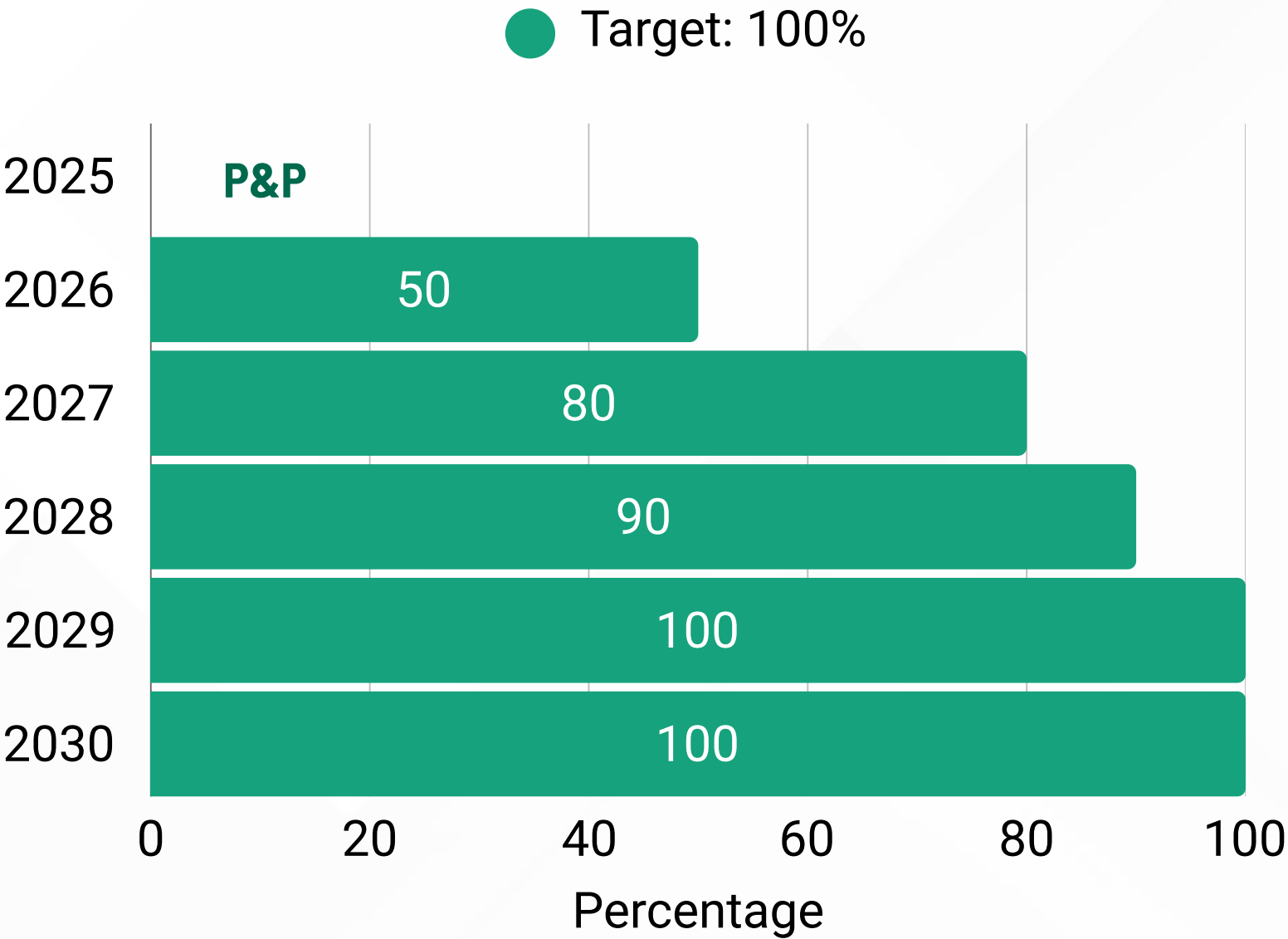
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4. Learning and Growth Perspective



4.2 Establish an Innovative & Entrepreneurship Environment

4.2.1 PERCENTAGE OF IDEAS ACHIEVE ABOVE 70% ON MARKET READINESS SCALE



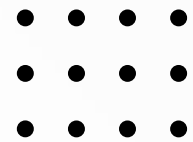
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4. Learning and Growth Perspective



4.2 Establish an Innovative & Entrepreneurship Environment

4.2.2 NUMBER OF AWARENESS EVENTS PER YEAR



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
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4. Learning and Growth Perspective



4.2 Establish an Innovative & Entrepreneurship Environment

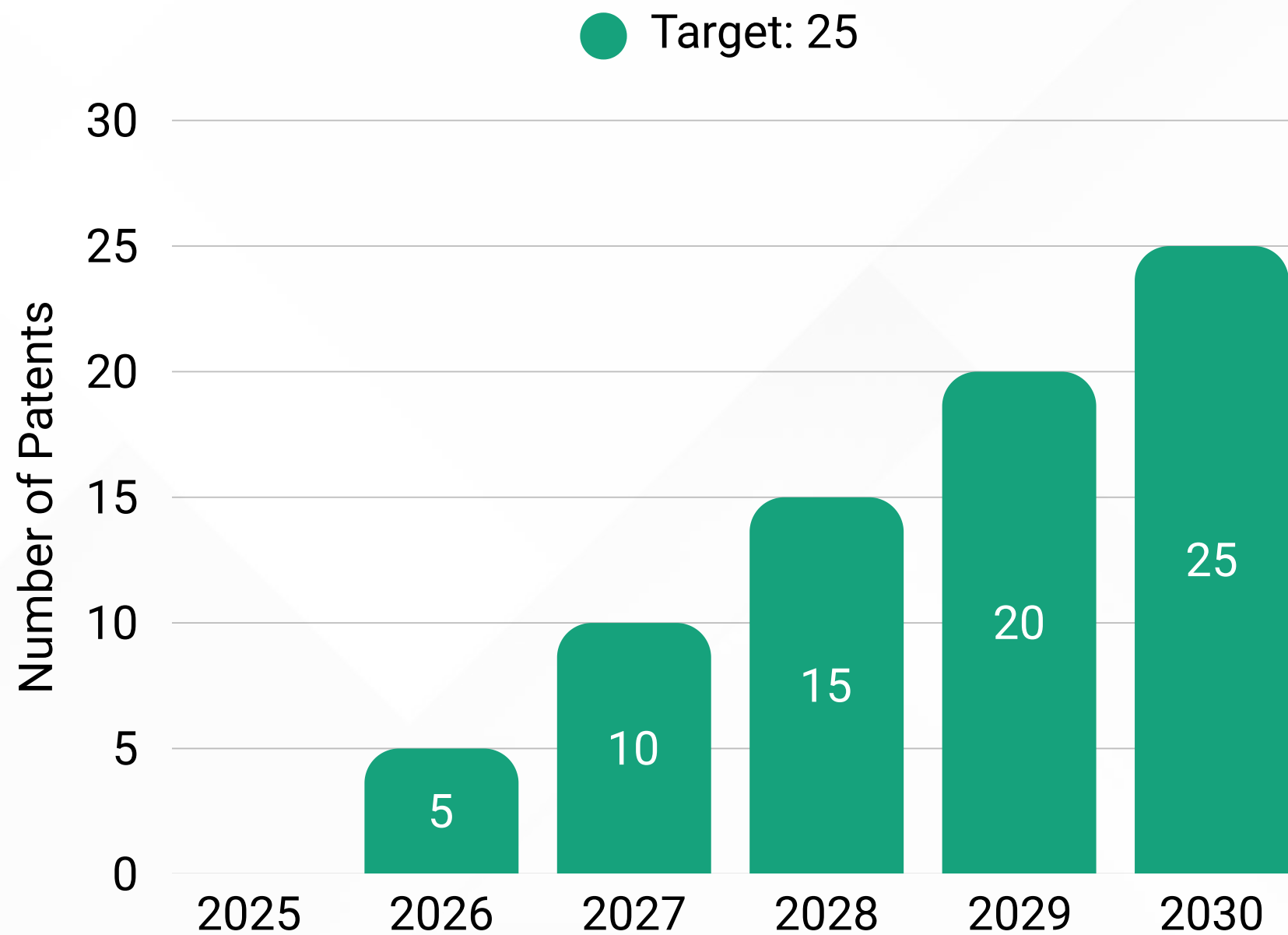
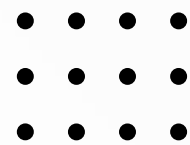
BL

0

BM

100

4.2.3 NUMBER OF PATENTS REGISTERED (PATENTS)



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
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4. Learning and Growth Perspective

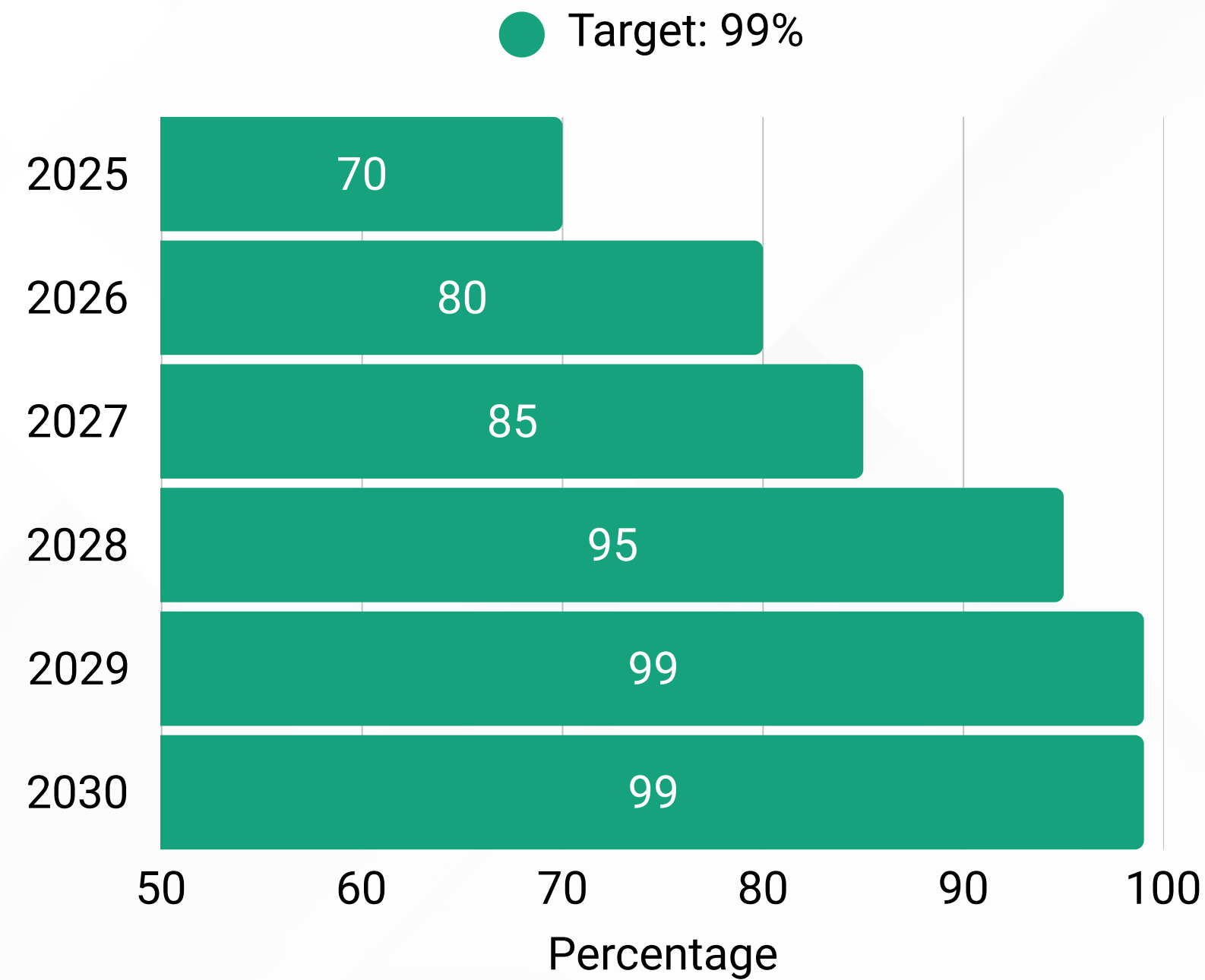
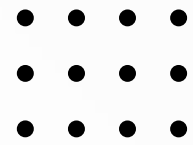


4.3 Developing Performance and outcomes of Laboratories and research centers

BL

70%

4.3.1 LABS UTILIZATION RATE



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
	Build long term strategic partnership with Industry
	Community Engagement
Internal Processes Perspective	Improve Academic programs and advisory system
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Learning and Growth Perspective	Strengthen Faculty Professional Growth
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4. Learning and Growth Perspective

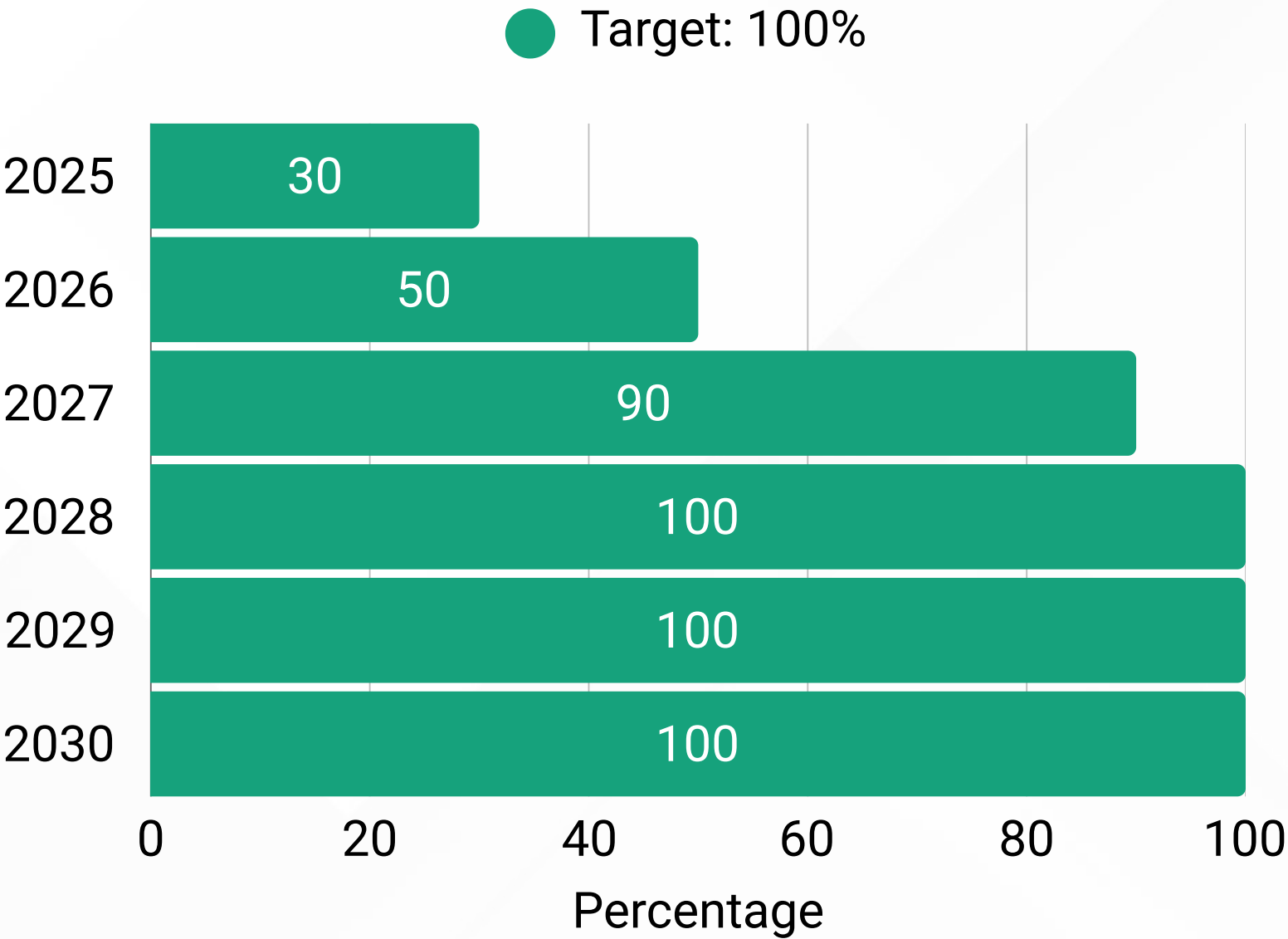


4.3 Developing Performance and outcomes of Laboratories and research centers

BL

30%

4.3.2 PERCENTAGE OF LABS SERVED BY TECHNICIANS



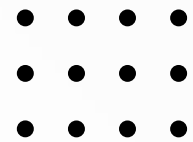
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Learning and Growth Perspective	Strengthen Faculty Professional Growth
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4. Learning and Growth Perspective



4.3 Developing Performance and outcomes of Laboratories and research centers

4.3.3 OBTAIN ISO 45001 AND ISO 17025



TARGET: ISO CERT.



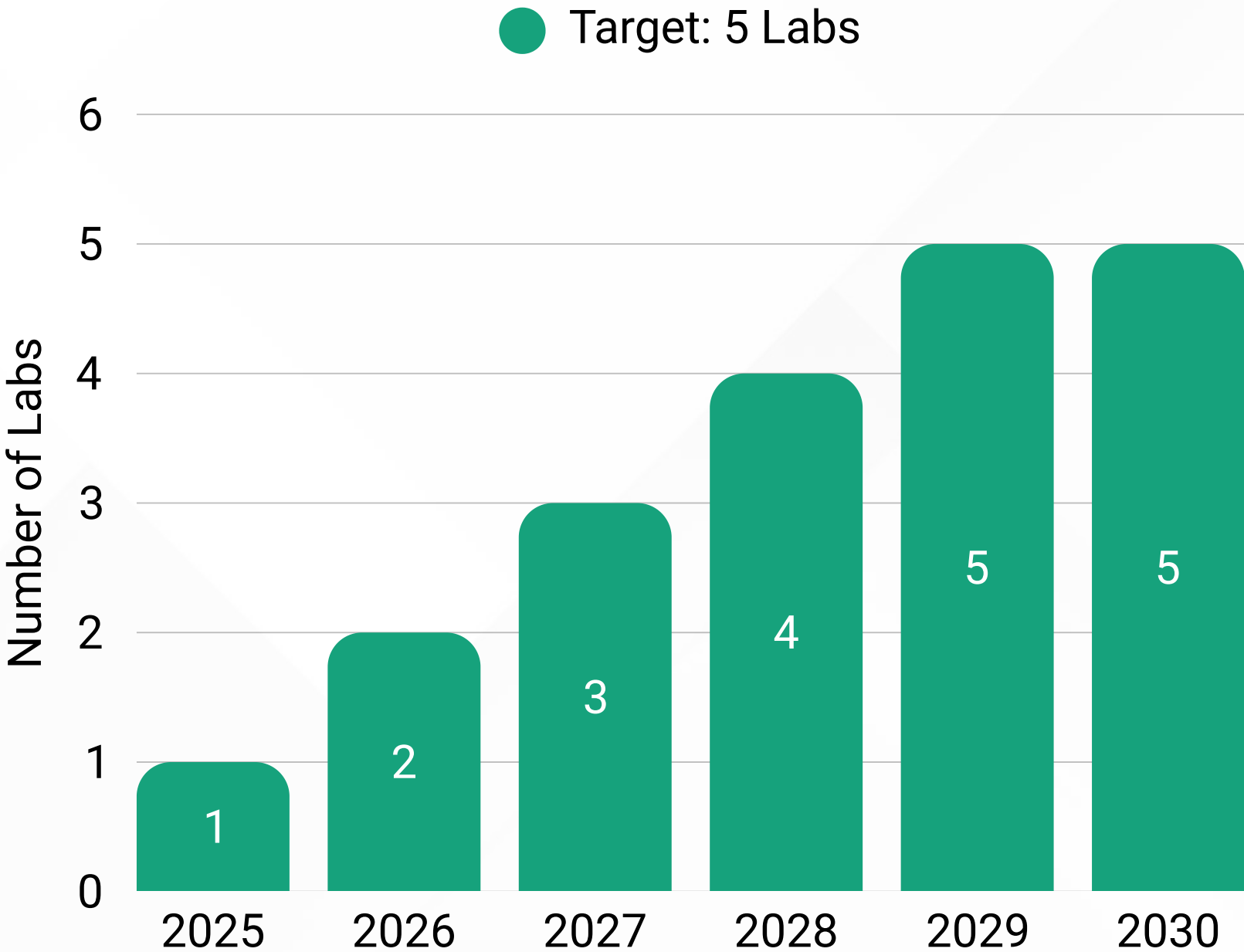
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4. Learning and Growth Perspective



4.3 Developing Performance and outcomes of Laboratories and research centers

4.3.4 NUMBER OF UPGRADED LABS AND RESEARCH CENTERS



RESPONSIBILITY ASSIGNMENT TOOL

RACI

Strategic Objective		Faculty Members	HoDs	Curriculum Unit	Labs Unit	Accred. Unit	New : IT unit	Study Plan & Scheduling Unit	Graduate exams Unit	New: Faculty Develop. Unit	Dean	VD EA	VD R&P	VD FS	Student Clubs	Training & Internship unit	New Business develop. Unit	New: Community Engagement Unit	Research & Innovation Unit	QA Unit	Admin.	Students
1	Secure Financial Sustainability and Optimize Resources	C	R	C	C	I	C	I	I	I	R	C	C	C	I	I	A	R	R	I	R	I
2	Boost Students' Competencies	C	R	R	C	R	I	R	R	I	I	A	C	C	C	C	I	I	I	I	I	C
3	Build Long-Term Strategic Partnerships with the Industry	C	R	I	I	I	I	I	I	I	R	C	R	C	I	R	A	C	C	I	C	I
4	Motivate Community Engagement	C	R	I	I	I	I	I	I	I	C	R	C	R	R	I	I	A	C	I	I	C
5	Improve Academic Programs and advisory system	R	A	R	R	R	I	I	I	I	I	I	I	I	C	C	I	I	C	R	I	C
6	Improve Research outcomes	R	R	C	C	C	I	I	I	C	I	I	A	R	I	C	R	R	R	I	I	C
7	Improve Internal Operations Efficiency (IOE)	C	R	I	I	I	R	C	I	I	C	R	R	R	C	I	C	C	I	A	R	C
8	Strengthen Faculty Professional Growth	R	R	R	C	C	R	I	I	A	I	C	C	R	I	I	I	I	C	I	I	I
9	Establish an Innovative and Entrepreneurship Environment	C	R	I	R	I	I	C	I	C	C	R	C	C	C	I	C	I	A	I	I	I
10	Developing Performance and outcomes of Laboratories and research centers	C	R	C	A	R	R	I	I	I	I	C	C	C	C	I	R	I	R	C	C	I

Responsible

Accountable

Consulted

Informed

RISK AND CRISIS MANAGEMENT PLAN

Risk/Crisis		Description	Impact	Likelihood	Priority Index	Mitigation Strategies	Response Plan
1	Funding Cuts	Reduction in government or institutional funding.	High	Low	2	Diversify funding sources; apply for grants.	Engage stakeholders; communicate the impact; seek alternative funding.
2	Faculty Turnover	Loss of key faculty members.	High	Low	2	Improve retention strategies; enhance job satisfaction.	Recruit quickly; maintain open communication with remaining faculty.
3	Accreditation Issues	Risk of losing ABET accreditation.	High	Low	2	Regularly review and update curricula; seek feedback.	Develop an action plan to address deficiencies; communicate with ABET.
4	Technological Failures	Breakdown of critical IT systems or infrastructure.	High	Medium	1	Invest in reliable technology; conduct regular maintenance.	Activate IT support; implement backup systems.
5	Weak Industry Partnerships	Limited collaboration with local industries.	Medium	High	1	Strengthen networking; organize partnership events.	Assess current partnerships; actively seek new collaborations.
6	Natural Disasters	Events like floods or earthquakes affecting operations.	High	Low	2	Develop emergency preparedness plans; conduct drills.	Activate emergency response plan; ensure safety of staff and students.
7	Negative Publicity	Poor media coverage affecting reputation.	Medium	Low	2	Maintain positive communication; engage with media.	Prepare crisis communication plan; respond swiftly to concerns.
8	Student Enrollment Decline	Decrease in student applications or enrollment.	High	Medium	1	Enhance marketing efforts; improve program offerings.	Analyze causes; implement recruitment strategies.
9	Regulatory Changes	New regulations impacting operations or funding.	Medium	Medium	2	Stay updated on regulatory changes; engage with policymakers.	Adjust policies and procedures as needed; communicate changes to stakeholders.
10	Health Crises (e.g., Pandemics)	Outbreaks affecting campus operations.	High	Low	2	Develop health and safety protocols; ensure online learning capabilities. SOP	Activate health crisis plan; communicate regularly with staff and students. SOP



High



Medium



Low

1 High Priority

2 Low Priority

SUMMARY

		Strategic Objective		KPIs		BL	BM	Target	2025	2030
1	Financial Perspective	1.1	Secure Financial Sustainability and Optimize Resources	1.1.1	Total Revenue	SAR200,000	---	SAR50,000,000	SAR200,000	SAR50,000,000
				1.1.2	Count of Active Funds and Revenue Streams	2	8	5	2	5
				1.1.3	Revenue Generating Facilities Ratio	---	---	95%	P&P	95%
				1.1.4	Faculty Revenue Contribution Ratio	---	90%	100%	P&P	100%
2	Stakeholders Perspective	2.1	Boost students competencies	2.1.1	Percentage of students passing professional exams (FE/Jahizia/Exit Exam)	79%	68%	99%	80%	99%
				2.1.2	Students Satisfaction rate	76%	---	90%	76%	90%
				2.1.3	Employability rate	80%	90%	100%	83%	100%
		2.2	Build long term strategic partnership with Industry	2.2.1	Number of active agreements and partnerships	---	---	12	3	12
				2.2.2	Industry Satisfaction rate	---	---	99%	P&P	99%
				2.2.3	Number of services provided to industry	---	---	20	P&P	20
		2.3	Local and International Community Engagement	2.3.1	Alumni Event Attendance Rates	30%	---	80%	30%	80%
				2.3.2	Almuni Satisfaction Rate	70%	---	95%	70%	95%
				2.3.3	Annual Total number of local and international volunteer hours per member/student	200	---	2300	200	2300
				2.3.4	Percentage of projects contribute to improvement of local community	---	---	20%	P&P	20%
				2.3.5	Community Satisfaction Rate	80%	---	98%	80%	99%
3	Internal Processes Perspective	3.1	Improve Academic programs and advisory system	3.1.1	Percentage of updated programs	50%	---	100%	50%	100%
				3.1.2	Percentage of programs available for females	33%	100%	100%	33%	100%
				3.1.3	Percentage of students graduating on time	60%	88%	98%	60%	98%
				3.1.4	Annual Student faculty ratio	(1:16)	(1:10)	(1:12)	(1:16)	(1:12)
				3.1.5	Number of joint programs and interdisciplinary degrees locally, regioally, and internationally	---	---	5	P&P	5
				3.1.6	Perecentage of accredited Bachelor programs	83%	---	100	83%	100%
				3.1.7	Perecentage of accredited Master programs	---	---	100	---	100%
		3.2	Improve Research outcomes	3.2.1	At least 75% of publications must be in WoS journals	60%	---	75%	75%	75%
				3.2.2	Percentage of publications aligned with national priority	---	60%	60%	---	60%
				3.2.3	Avilability of Rabigh Engineering Journals / Proceedings	---	100%	100%	P&P	100%
				3.2.4	Number of published papers	130	350	320	---	320
		3.3	Improve Internal Operations Efficiency "IOE"	3.3.1	Percentage of users actively utilizing the internal platform within the organization	---	---	100%	P&P	100%
				3.3.2	Percentage of documents and internal operations processed electronically	80%	---	100%	80%	100%
4	Learning and growth Perspective	4.1	Strengthen Faculty Professional Growth	4.1.1	Percentage of members enrolled in at least one development opportunity in a year	30%	---	100%	30%	100%
				4.1.2	Percentage of new member paired with mentor	---	---	100%	P&P	100%
				4.1.3	Members Performance Rate	---	85%	90%	P&P	90%
				4.1.4	Members Satisfaction Rate	68%	---	100%	P&P	100%
		4.2	Establish an Innovation & entrepreneurship environment	4.2.1	Percentage of ideas achieve above 70% on market readiness scale	---	---	100%	P&P	100%
				4.2.2	Number of awareness events per year	---	---	4	P&P	4
				4.2.3	Number of patents registered (Patents)	0	100	25	0	25
		4.3	Developing Performance and outcomes of Laboratories and research centers	4.3.1	Labs Utilization Rate	70%	---	99%	70%	99%
				4.3.2	Percentage of labs served by technicians	30%	---	100%	30%	100%
				4.3.3	Obtain ISO 45001 and ISO 17025	---	---	ISO cert.	P&P	ISO 45001 & ISO 17025 Certified
				4.3.4	Number of upgraded labs and research centers	---	---	5	P&P	5

