



King Abdulaziz University

FACULTY OF ENGINEERING - RABIGH STRATEGIC PLAN 2025-2030

تعليم يسهم في دفع عجلة الاقتصاد



CONTENT

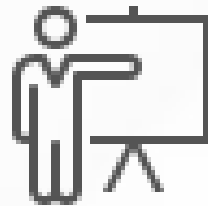
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- 4 Strategy evaluation and analysis models
- 5 Faculty of Engineering Perspectives
 - 5.1 Financial Perspective
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 - 5.3 Internal Processes Perspective
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- 6 Responsibility Assignment Tool
- 7 Risk and Crisis Management Plan

FACULTY OF ENGINEERING - RABIGH

In Numbers



869 Students



56 Faculty members



23 Administrative staff



15 Scholarships



7 Lab technicians



6 Departments



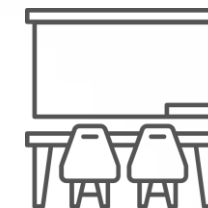
6 Bachelor programs



3 G. Master programs



2 E. Master programs



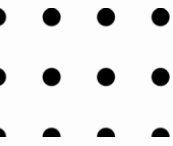
6 Classrooms



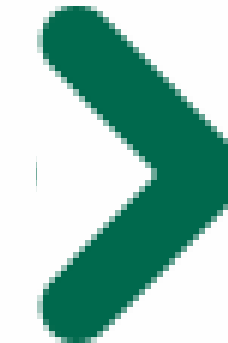
30 Labs



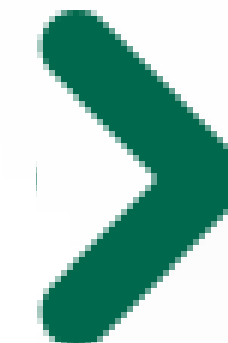
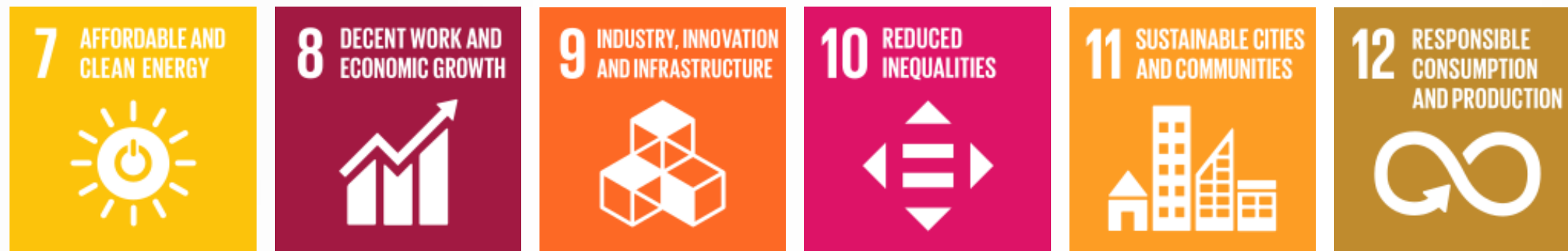
3 Engineering buildings



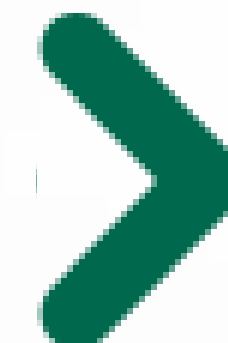
STRATEGY MAPPING PROCESS



People



Profit/Economy

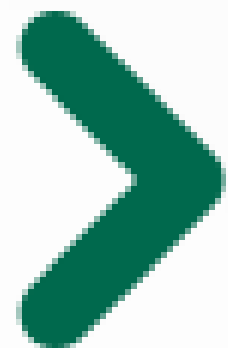


Environment

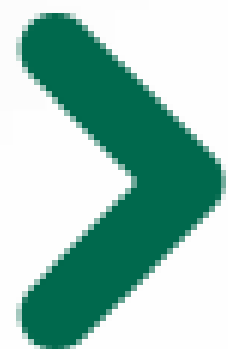
STRATEGY MAPPING PROCESS



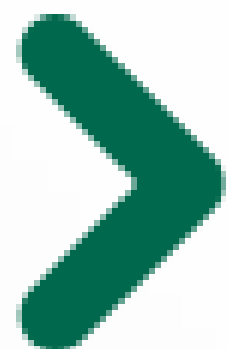
People



Profit/Economy

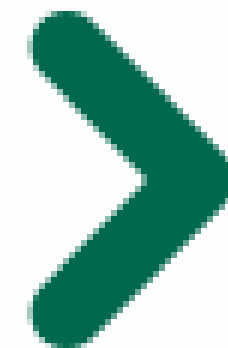


Environment



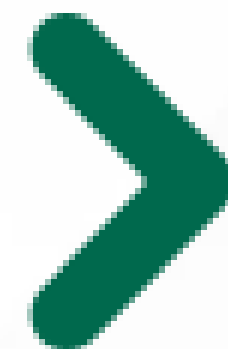
تحول نحو مستقبل واعد

Shifting towards a promising future



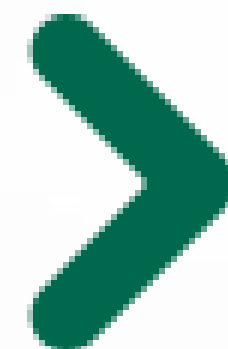
Vibrant society

مجتمع حيوي



Thriving economy

اقتصاد مزدهر



Ambitious nation

وطن طموح

STRATEGY MAPPING PROCESS

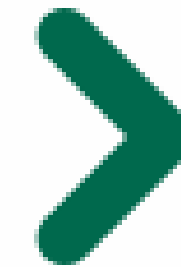


Vision

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



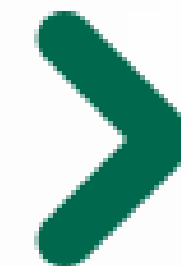
Social impact

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**



Initiatives



KPIs



Benchmark



Targets



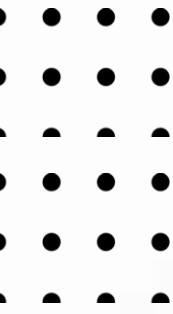
**5 years
planning**

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

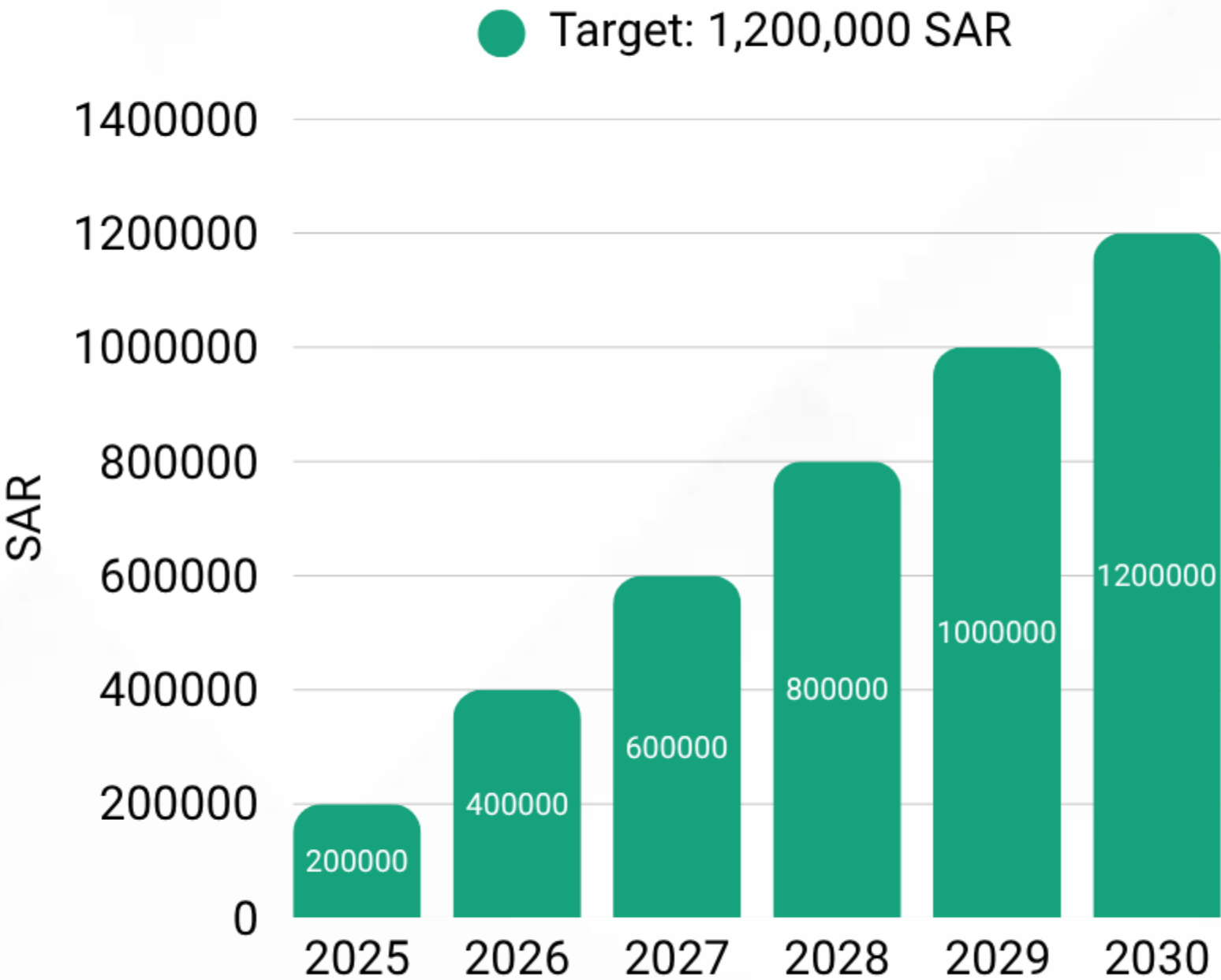


1.1 Secure Financial Sustainability and Optimize Resources



Total funds received from industry in SAR

1.1.1 DEVELOP INDUSTRY SPONSERING PROGRAMS



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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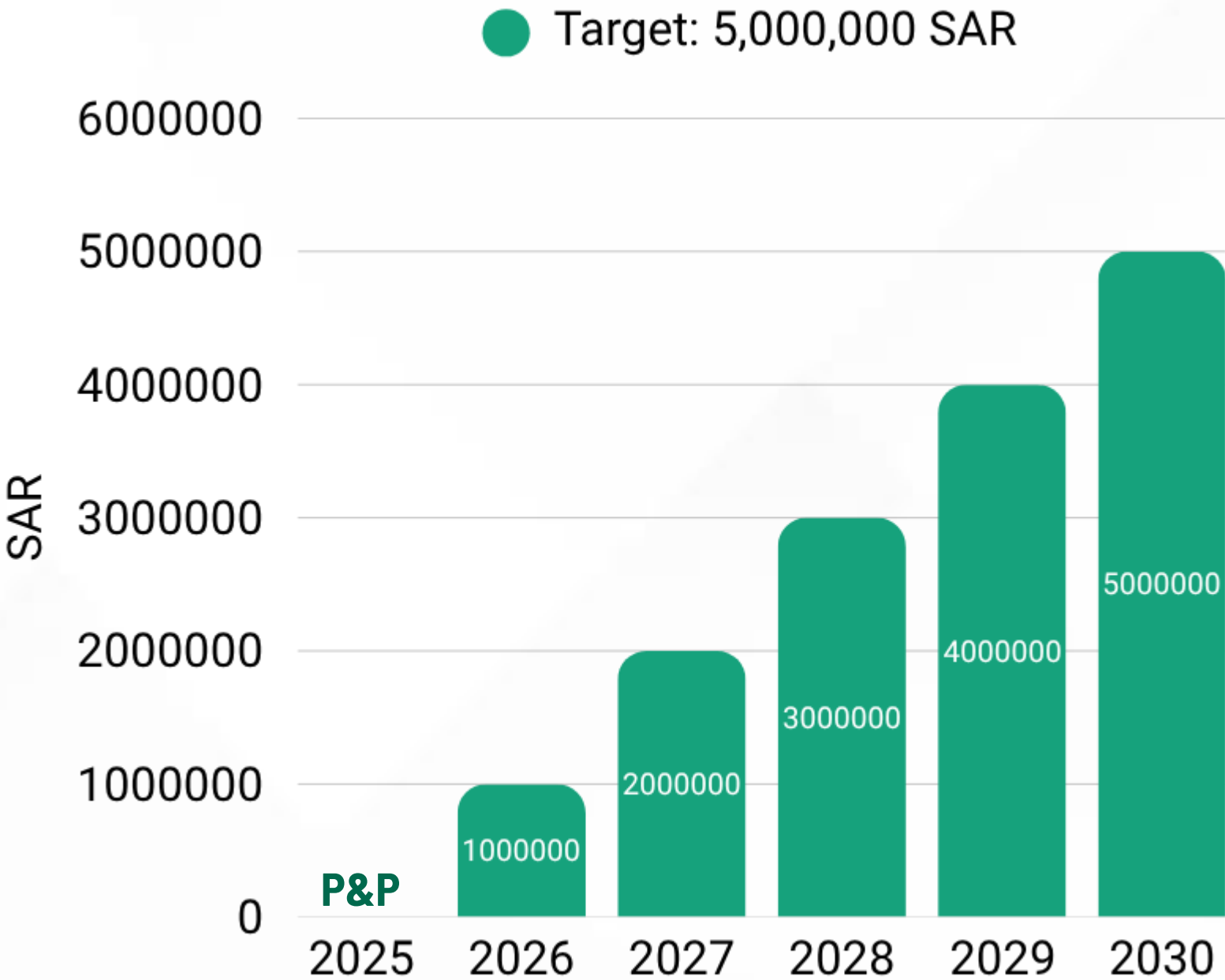


1.1 Secure Financial Sustainability and Optimize Resources



Total revenue received from services and projects in SAR

1.1.2 ENGAGE IN CONSULTATION SERVICES AND PUBLIC PROJECTS



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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1. Financial Perspective

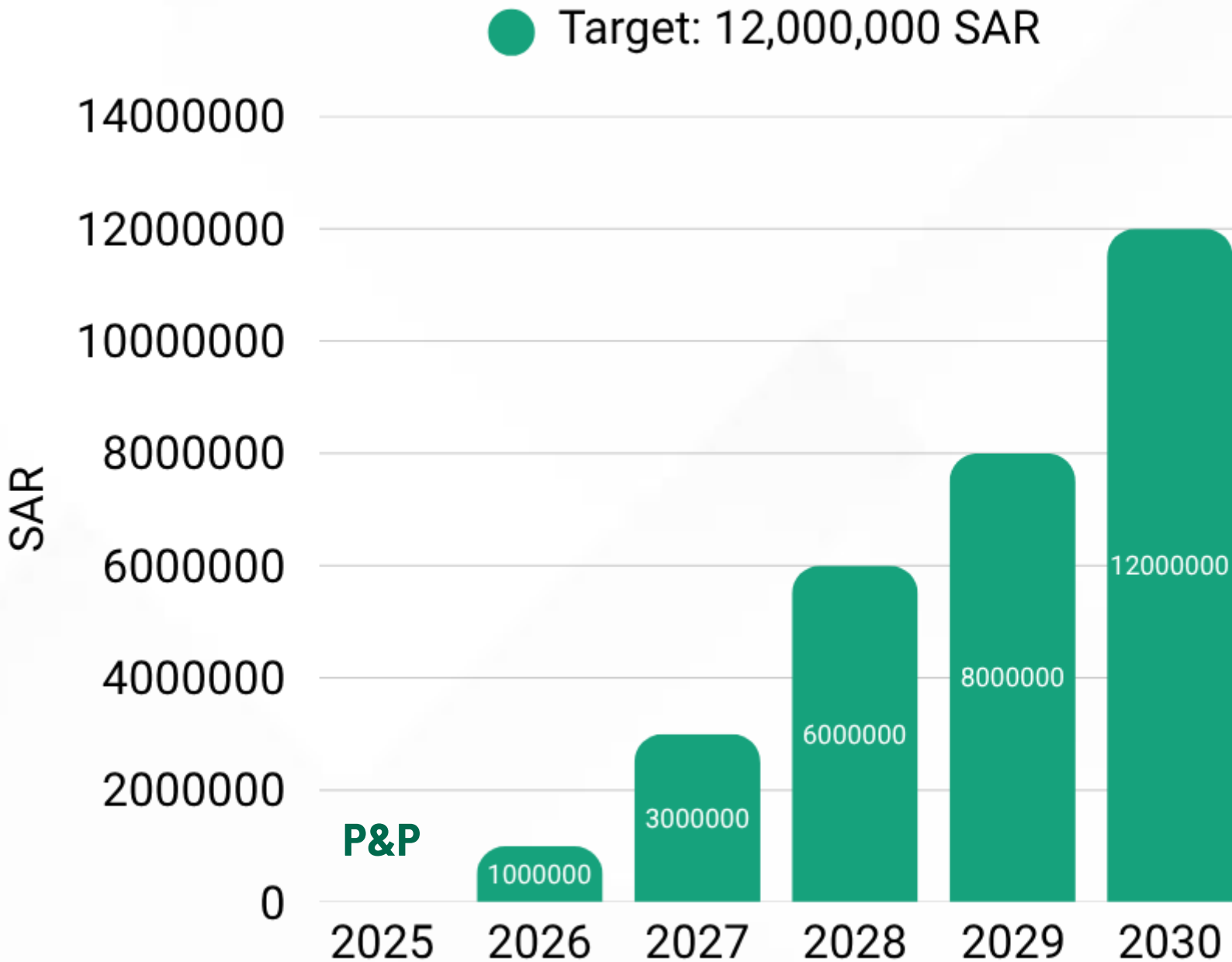


1.1 Secure Financial Sustainability and Optimize Resources



Total revenue generated by programs in SAR

1.1.3 CREATE AND RUN PAID PROGRAMS. I.E. DIPLOMA,MASTERS PROGRAMS



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1. Financial Perspective



1.1 Secure Financial Sustainability and Optimize Resources



Total funds in SAR

1.1.4 ACTIVELY PARTICIPATE IN FUNDED RESEARCH



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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1. Financial Perspective



1.1 Secure Financial Sustainability and Optimize Resources

KPI

Cost per student in SAR

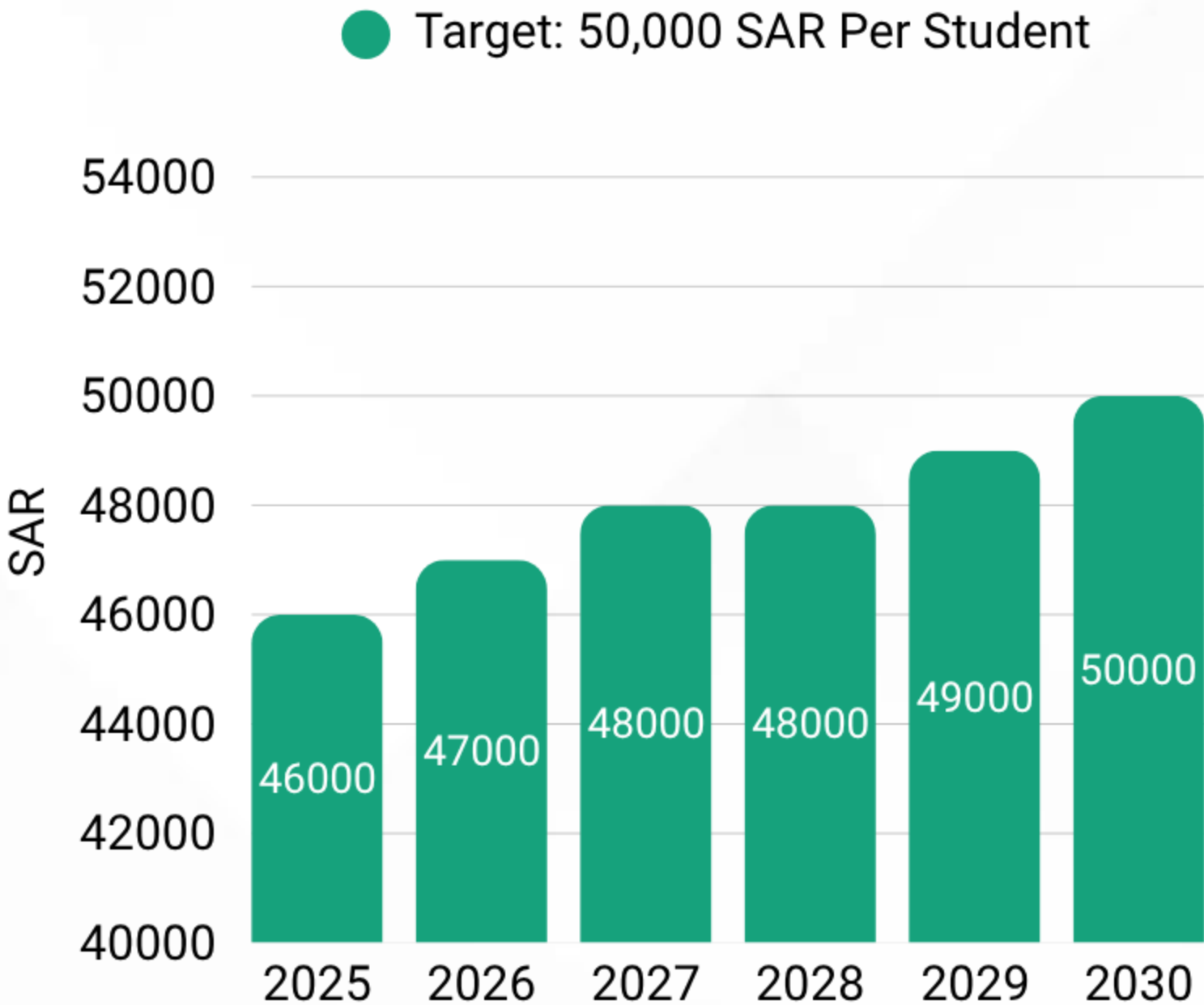
BL

44,500 SAR

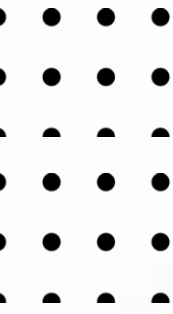
BM

40,000 - 90,000 SAR

1.1.5 ENSURE ANNUAL COST PER STUDENT REMAINS BALANCED



STAKEHOLDERS PERSPECTIVE



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



2.1 Boost Students Competencies

KPI

Percentage of students passing Jahizia/Exit Exam

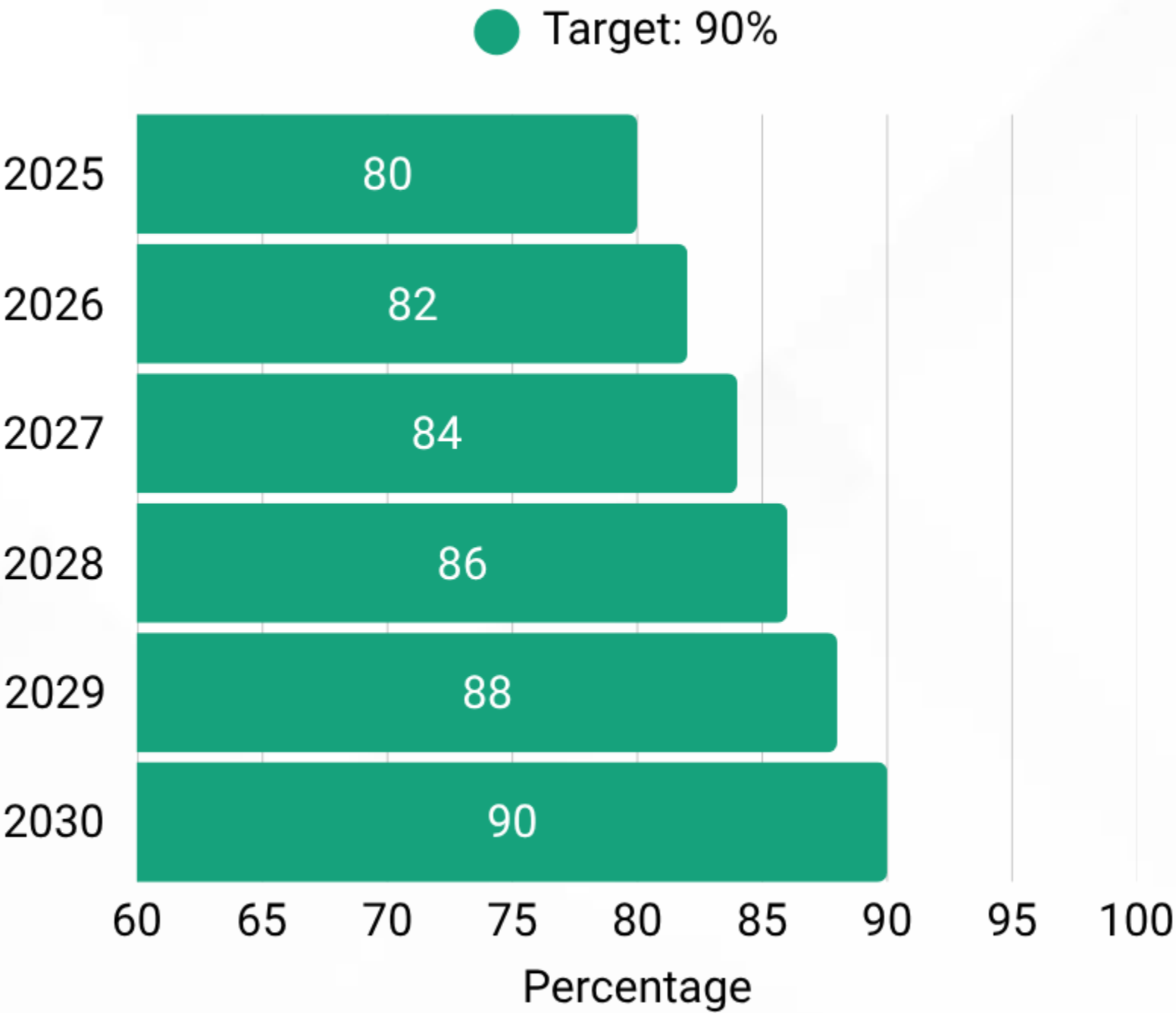
BL

79%

BM

68%

2.1.1 ENHANCE GRADUATING STUDENT PERFORMANCE "GSP"



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2. Stakeholders Perspective



2.1 Boost Students Competencies

KPI

Employment rate within 1st year of grad.

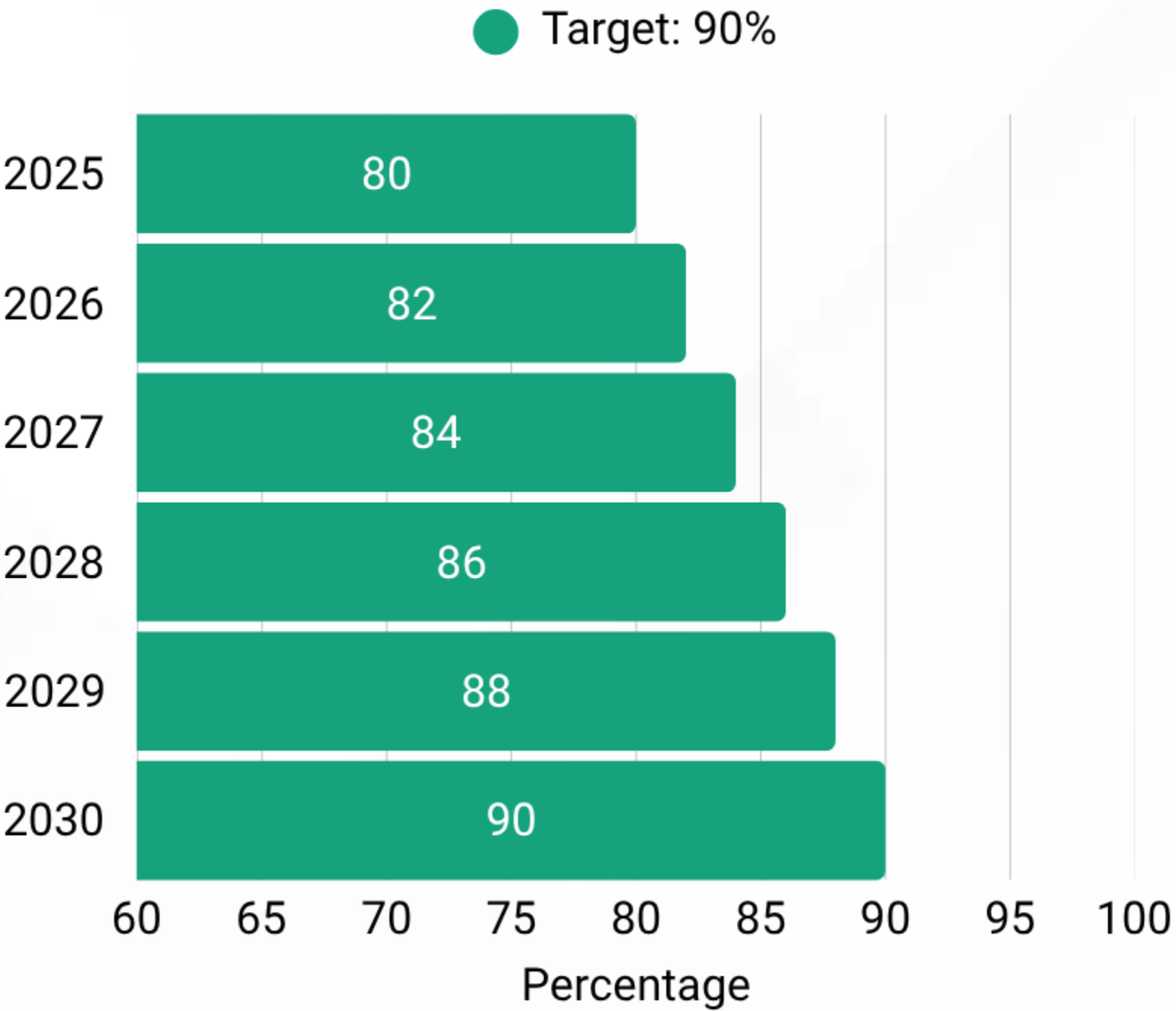
BL

80%

BM

90%

2.1.2 ORGANIZE CAREER FAIRS TO CONNECT STUDENTS WITH EMPLOYERS



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2. Stakeholders Perspective



2.1 Boost Students Competencies

KPI

Annual Student faculty ratio

BL

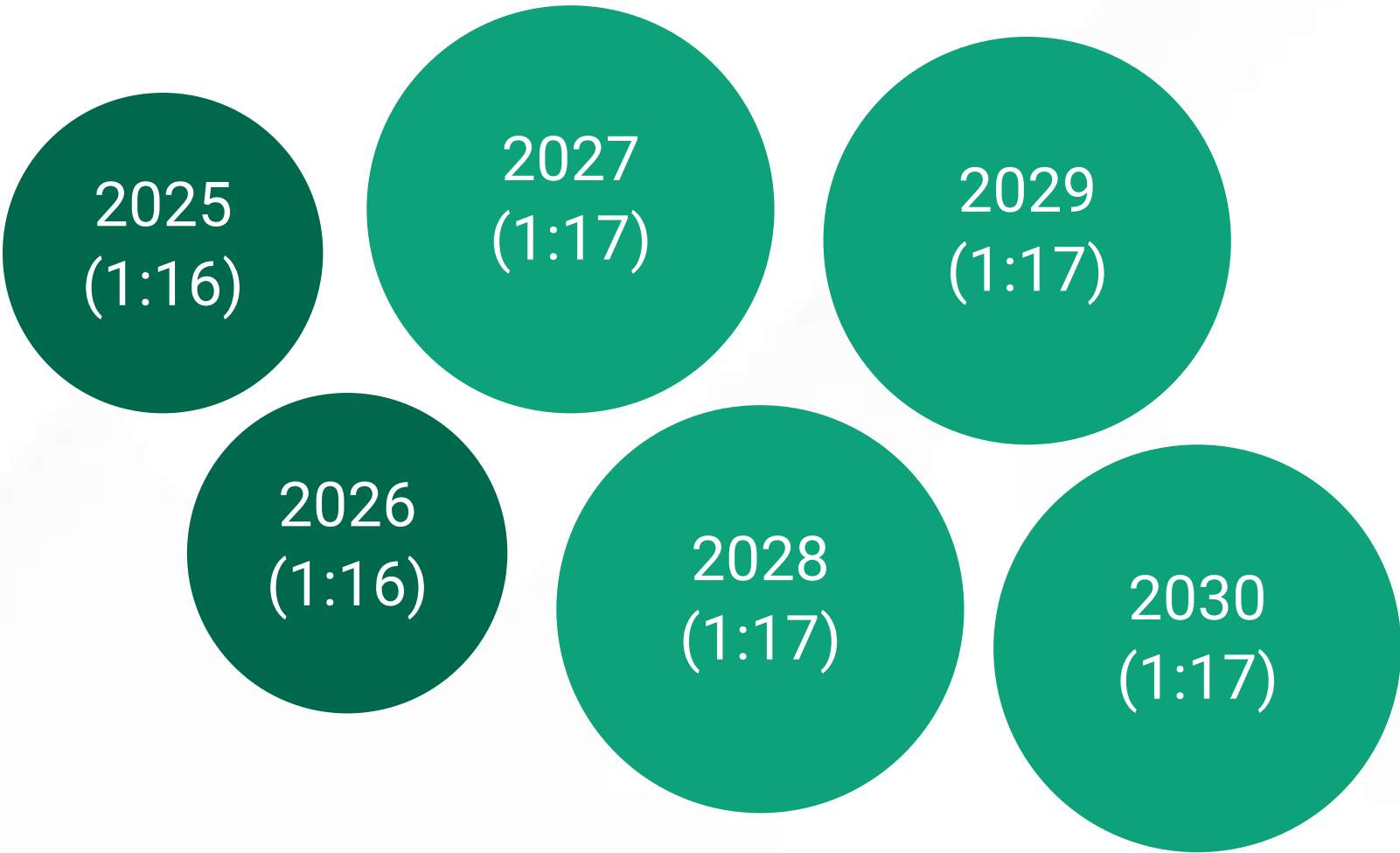
(1:16)

BM

(1:10)

2.1.3 MAINTAIN STUDENT FACULTY RATIO "SFR" (1:?) WITHIN APPROVED RATIO

TARGET: (1:17)



2. Stakeholders Perspective

Financial Perspective	Secure Financial Sustainability and Optimize Resources
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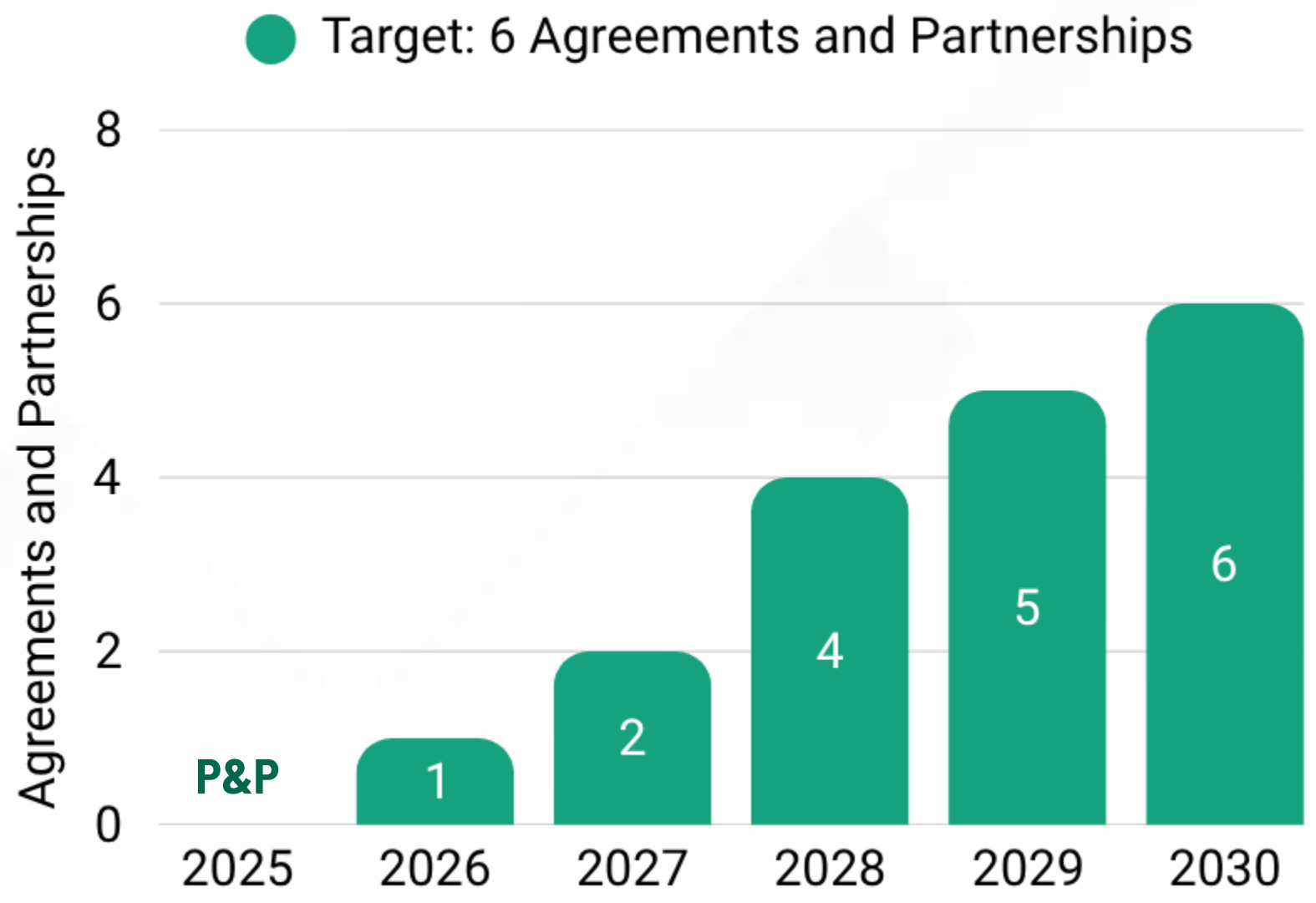


2.2 Build long-term Strategic Partnership with Industry

KPI

Number of active agreements and partnerships

2.2.1 STRENGTHEN INDUSTRY COLLABORATION AND ESTABLISH LONG TERM STRATEGIC PARTNERSHIPS



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2. Stakeholders Perspective



2.2 Build long-term Strategic Partnership with Industry

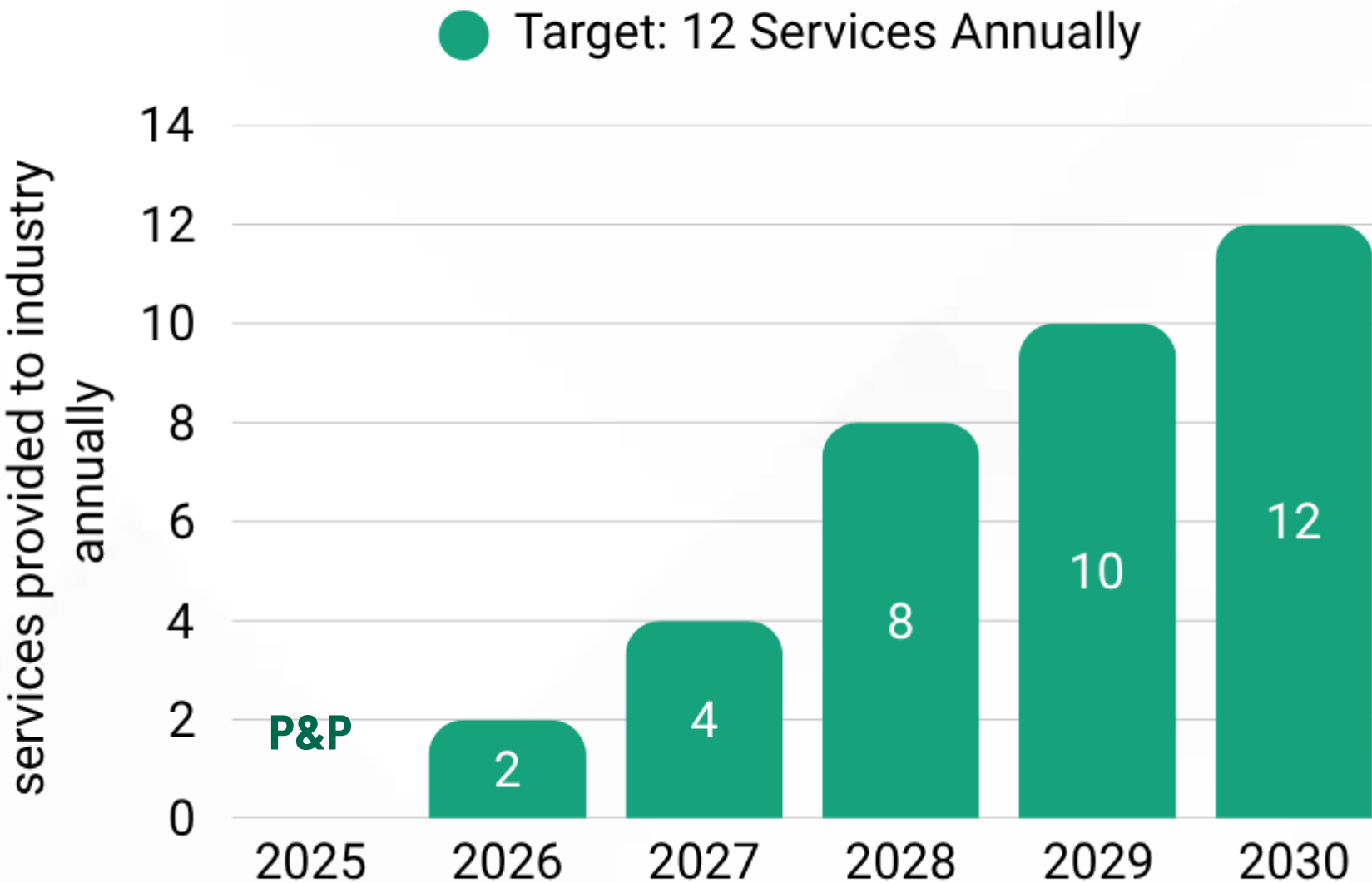
KPI

Number of services provided to industry annually

BM

10

2.2.2 EXPAND SERVICES PROVIDED TO INDUSTRY



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2. Stakeholders Perspective



2.3 Community Engagement

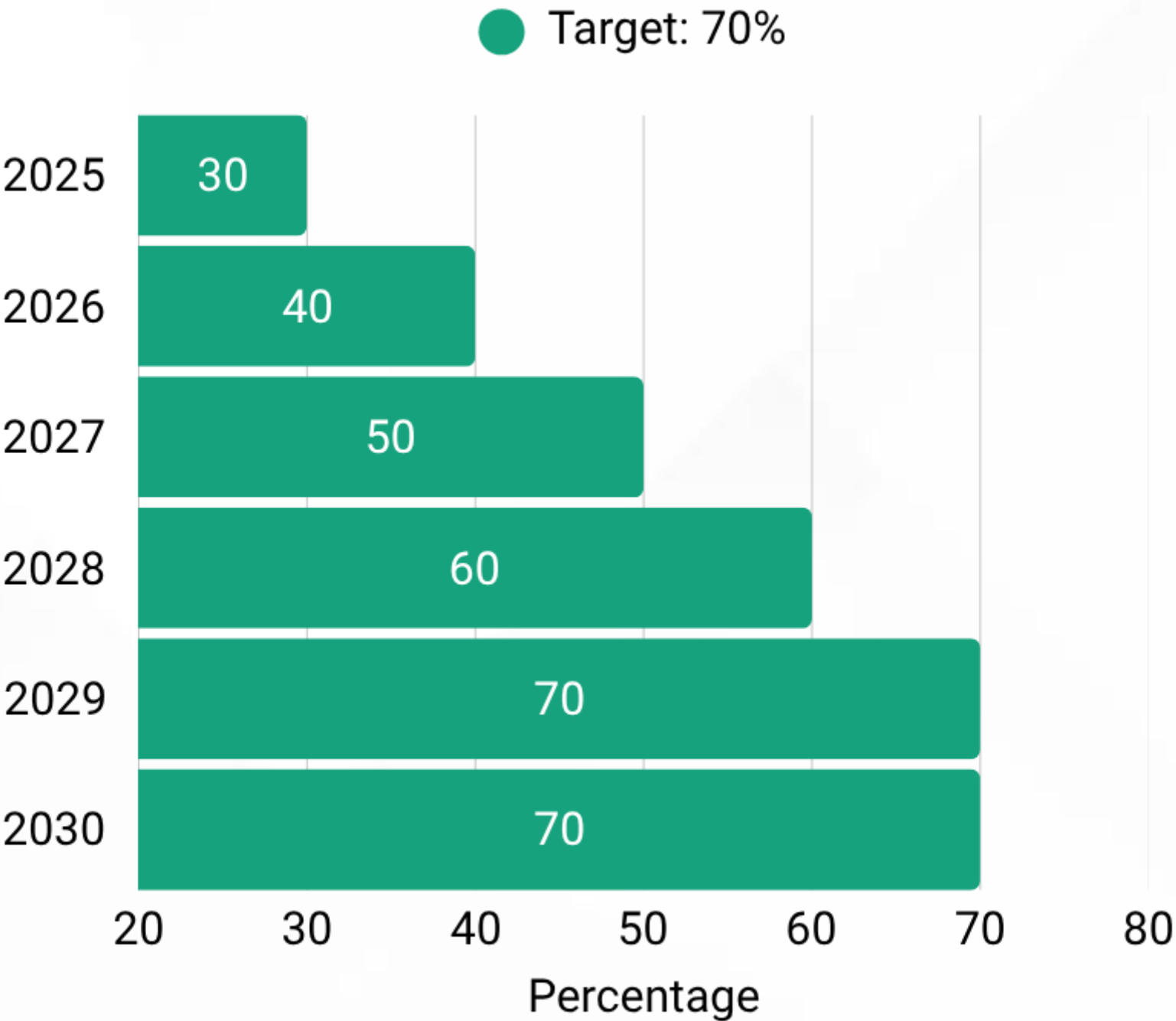
KPI

Alumni event attendance rates

BL

30%

2.3.1 ENHANCE ALUMNI RELATIONS AND NETWORKING



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



2.3 Community Engagement

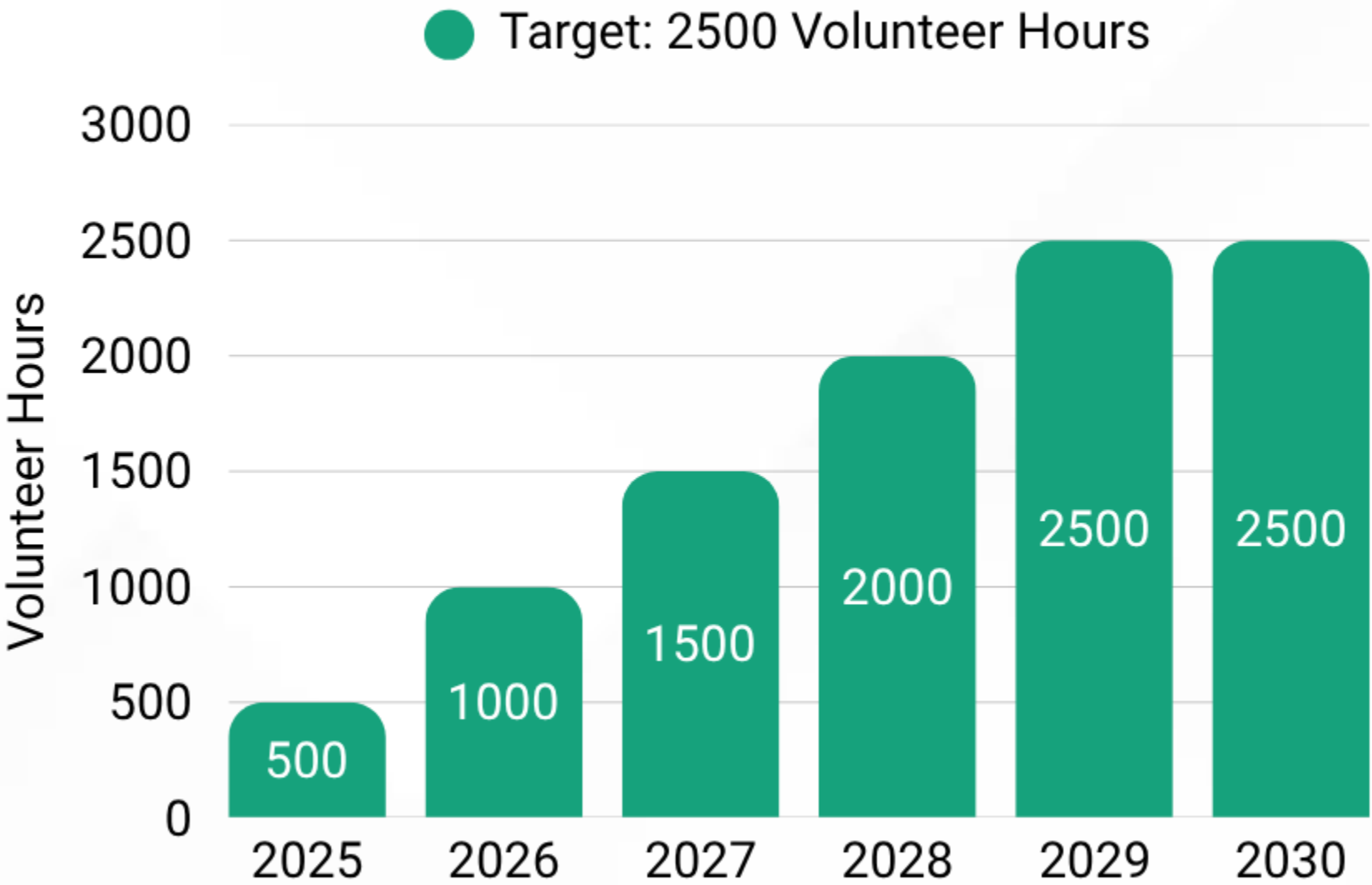


Total number volunteer hours



200

2.3.2 EXPAND SERVICES PROVIDED TO LOCAL COMMUNITY



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

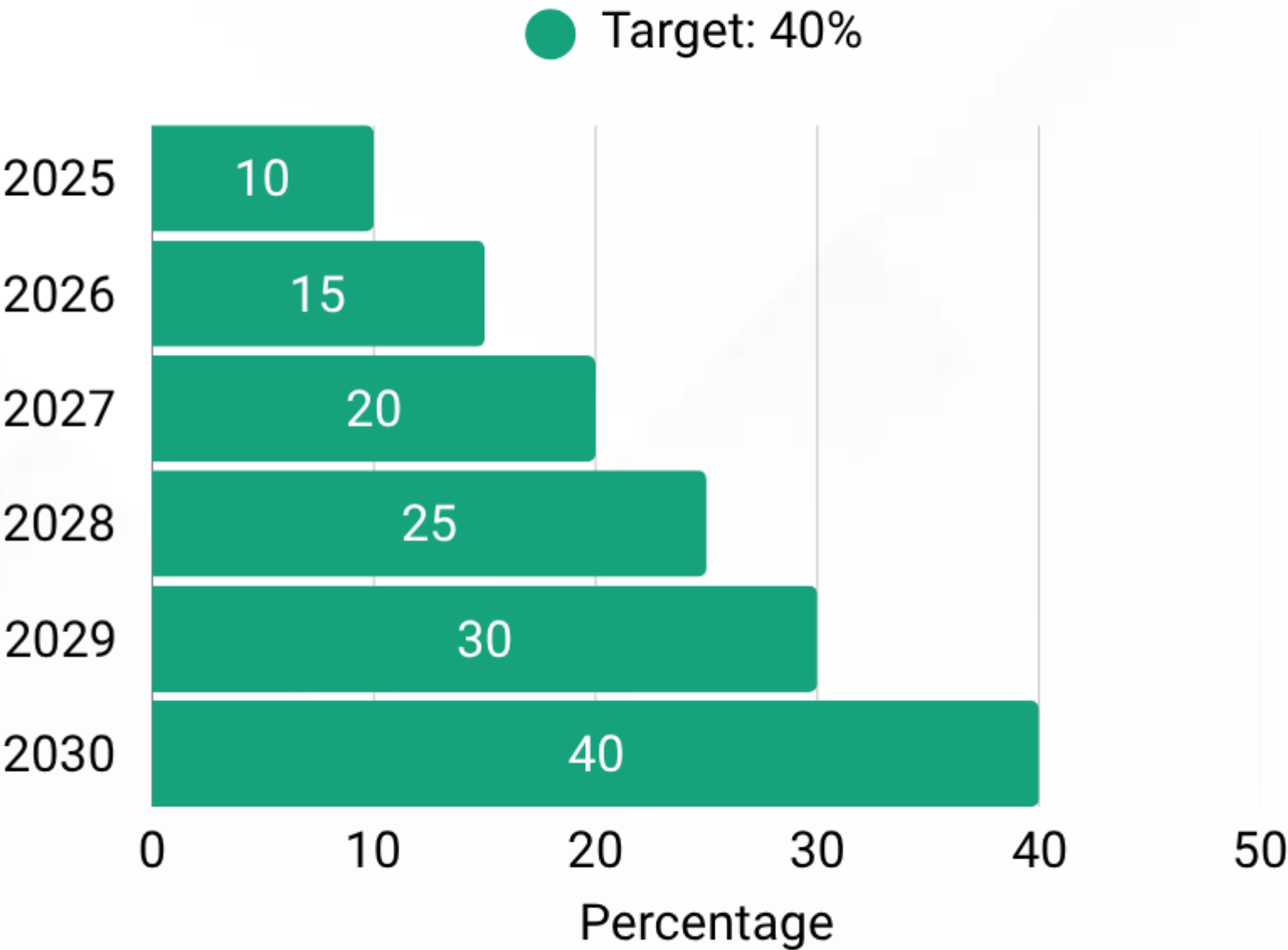


2.3 Community Engagement

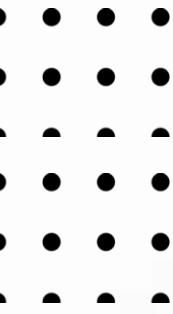


Percentage of projects contribute to improvement of local community

2.3.3 ENGAGE AND PARTICIPATE IN INITIATIVES AND PROJECTS THAT BENEFIT THE LOCAL COMMUNITY



INTERNAL PROCESSES PERSPECTIVE



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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

KPI

Percentage of updated programs

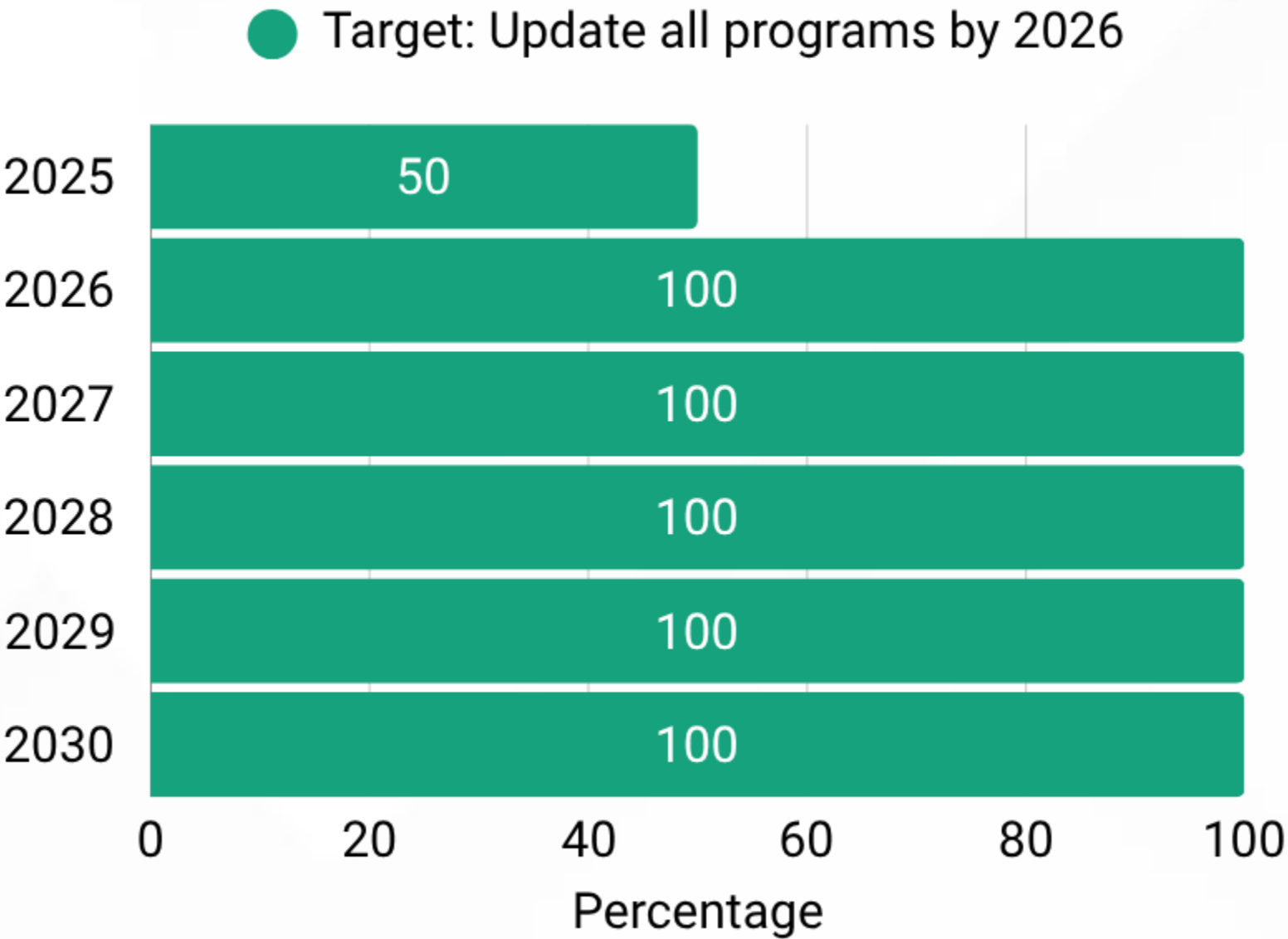
BL

Current curriculum

BM

Top 10 global engineering programs

3.1.1 REVISE AND UPDATE CURRICULUM



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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

KPI

Number of programs available for females

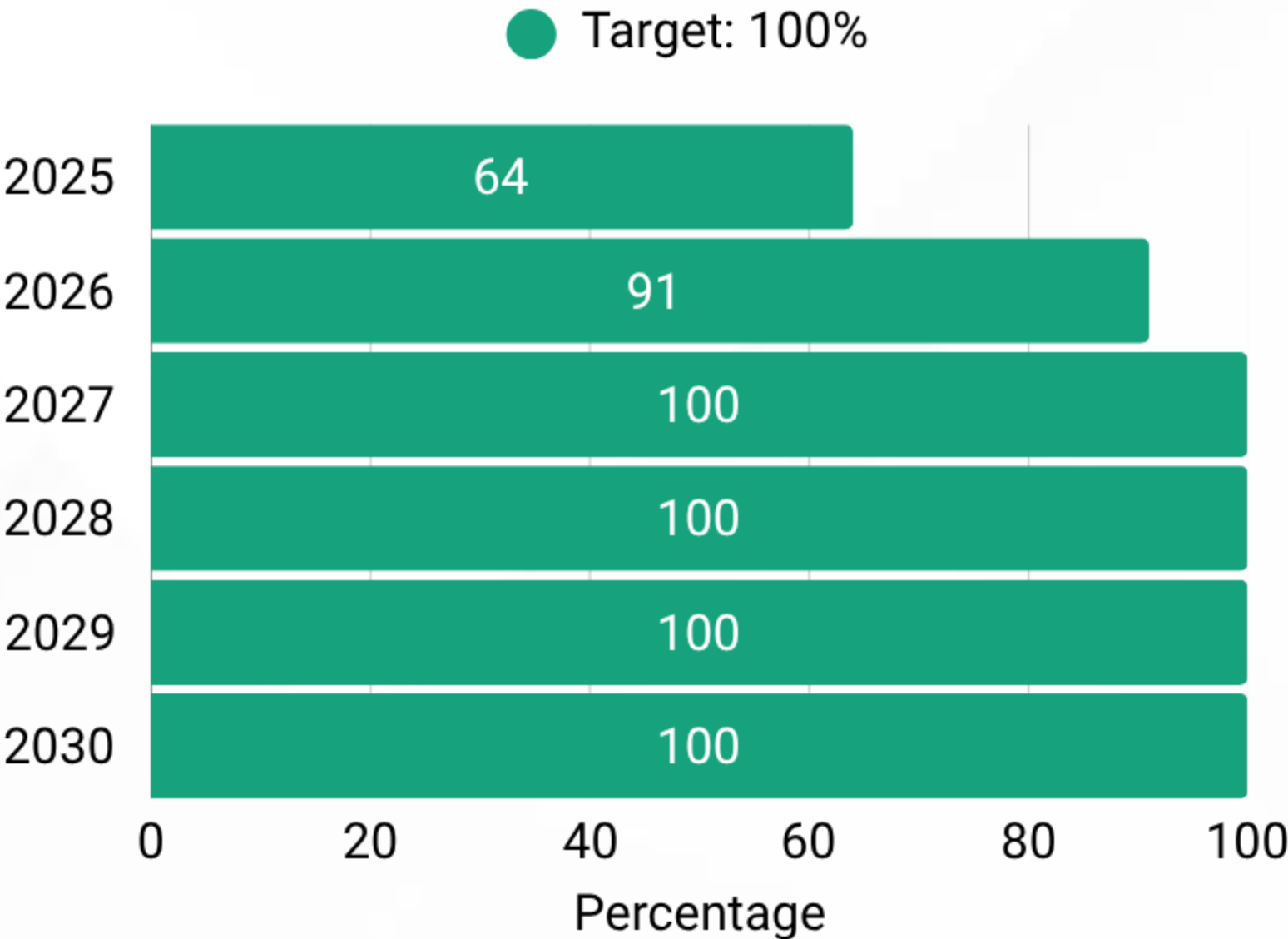
BL

33%

BM

100% of programs are available for males/females

3.1.2 BOOST DEPARTMENTAL PREPRATION AND RESOURCES TO ACCOMMDATE FEMALES IN OFFERED PROGRAMS



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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

KPI

Percentage of students graduating on time

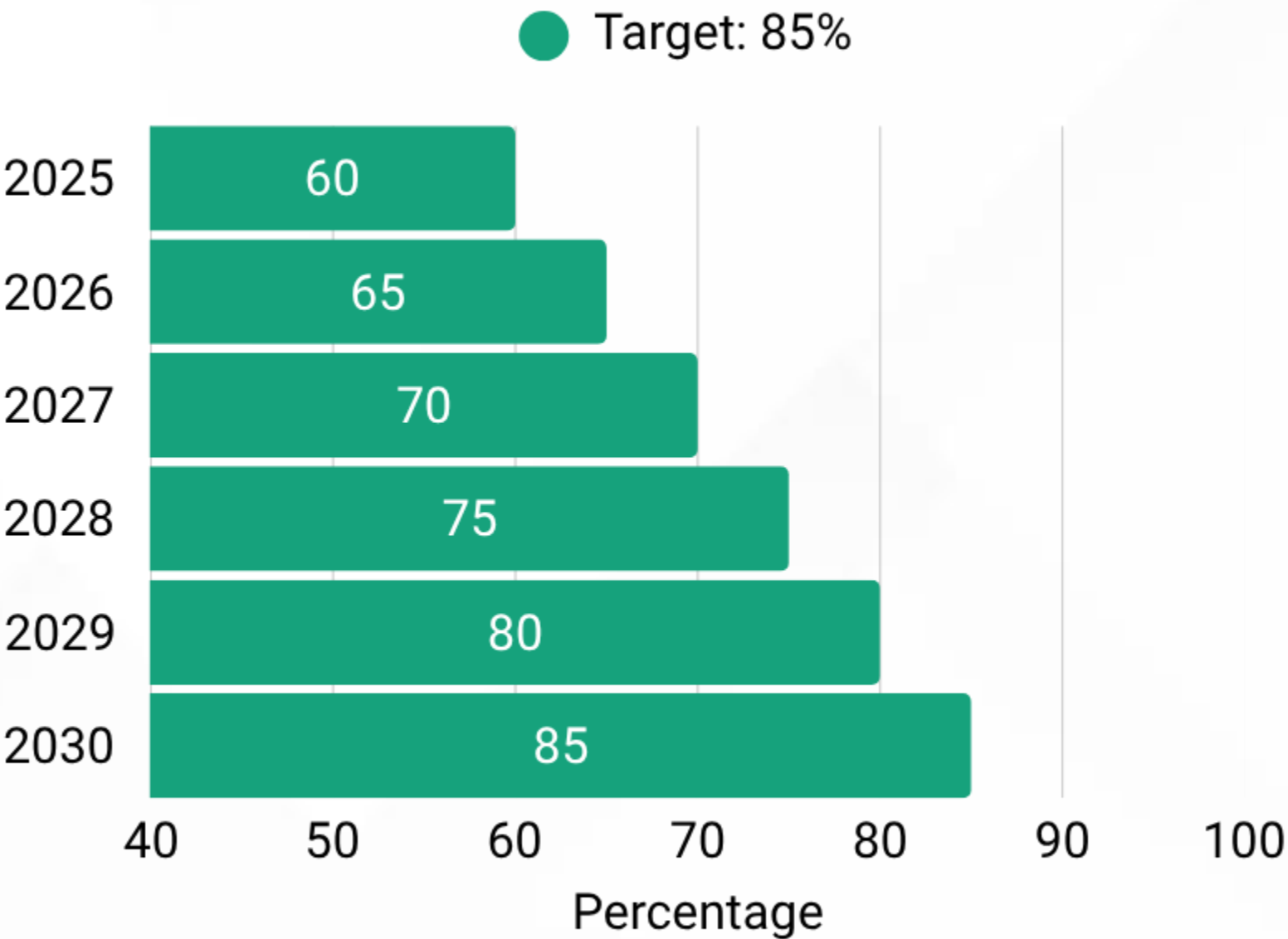
BL

60%

BM

88%

3.1.3 ANALYSE AND IMPROVE ADVISORY SYSTEM



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3. Internal Processes Perspective



3.1 Improve Academic programs and advisory system

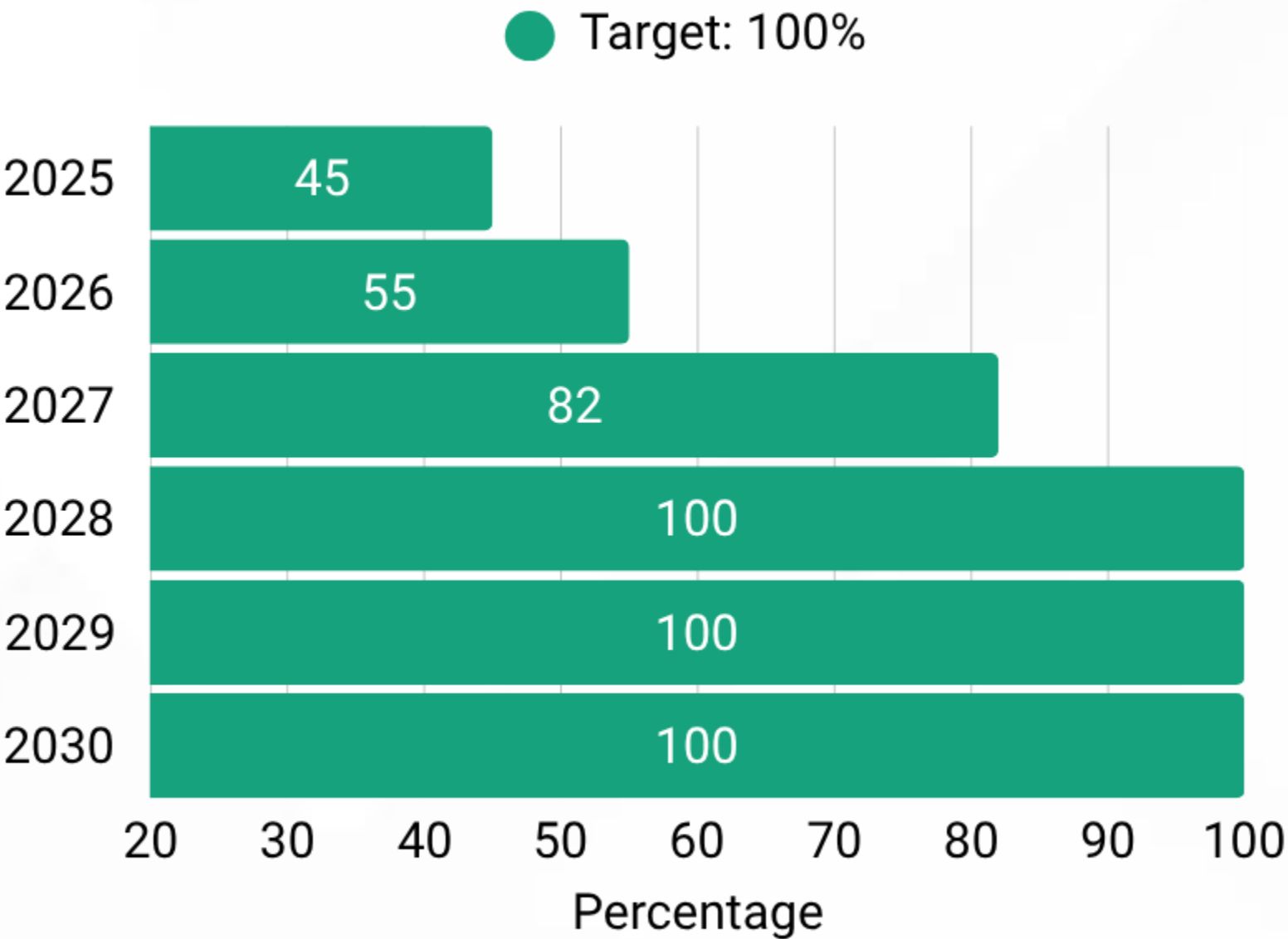
KPI

Number of accredited programs

BL

5 BSc Programs are currently ABET-accredited

3.1.4 ACHIEVE ACCREDITATION FOR ALL QUALIFIED PROGRAMS



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3. Internal Processes Perspective



3.2 Improve Research Outcomes

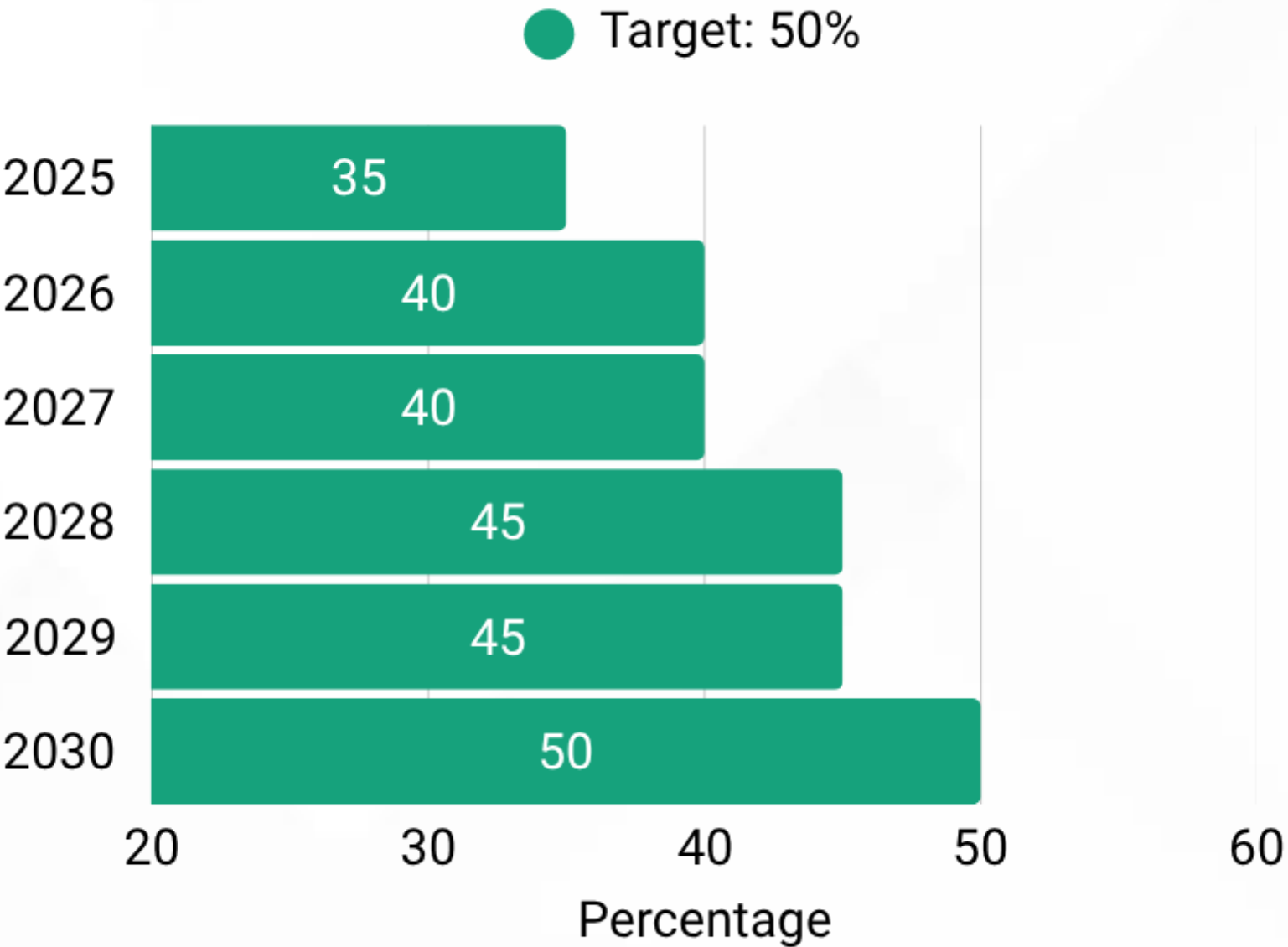
KPI

Percentage of publications in top 10% of WoS

BL

35%

3.2.1 ENHANCE QUALITY OF PUBLICATIONS



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3. Internal Processes Perspective



3.2 Improve Research Outcomes

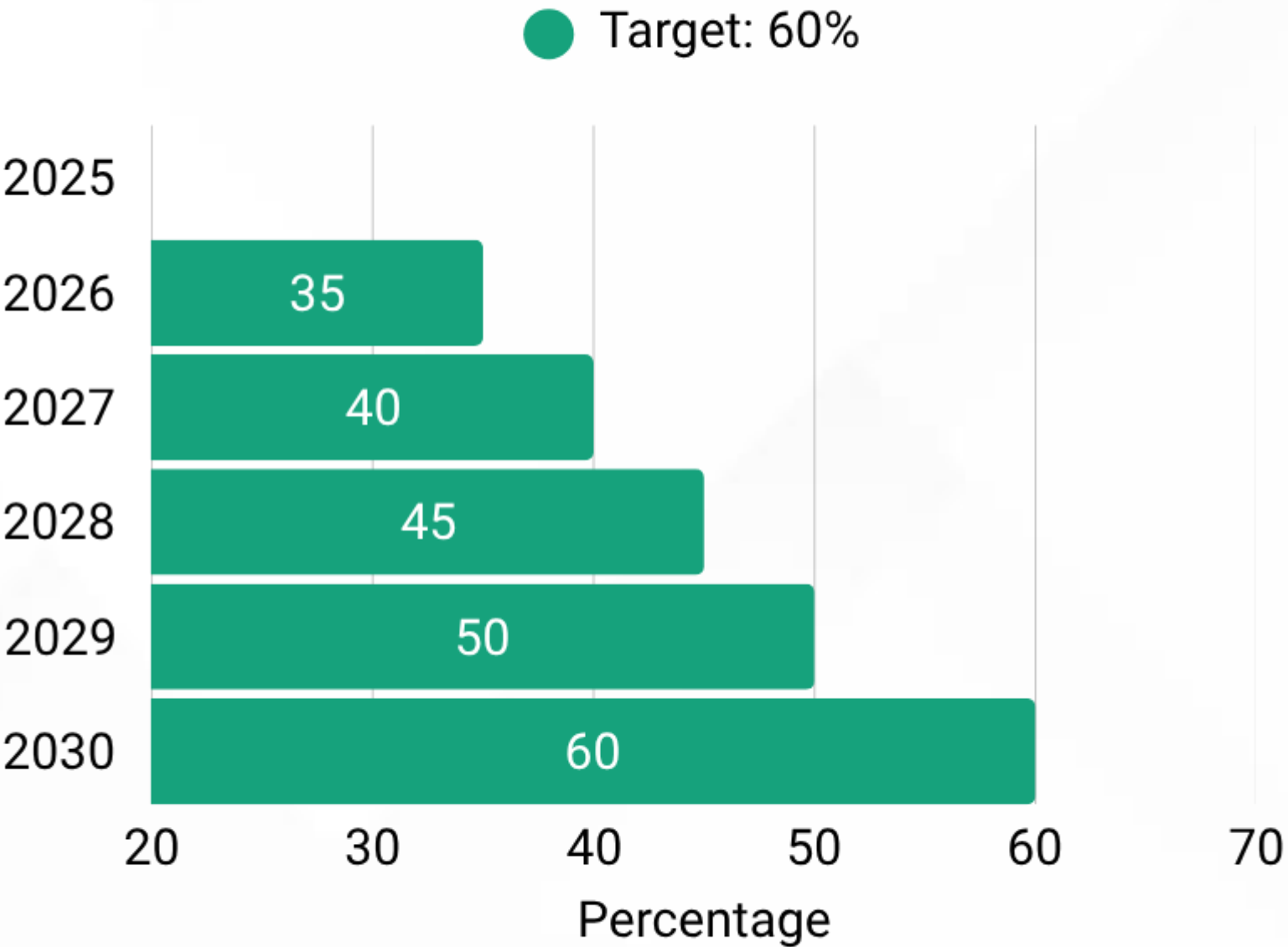
KPI

Percentage of publications aligned with national priority

BM

60%

3.2.2 FOCUS ON AND ALIGN RESEARCH OUTPUT WITH THE NATIONAL PRIORITY



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3. Internal Processes Perspective



3.2 Improve Research Outcomes

KPI

Number of total published papers

BL

130

BM

350

3.2.3 STEADY INCREASE IN NUMBER OF PUBLISHED PAPERS PER YEAR, REACHING 300 BY 2030



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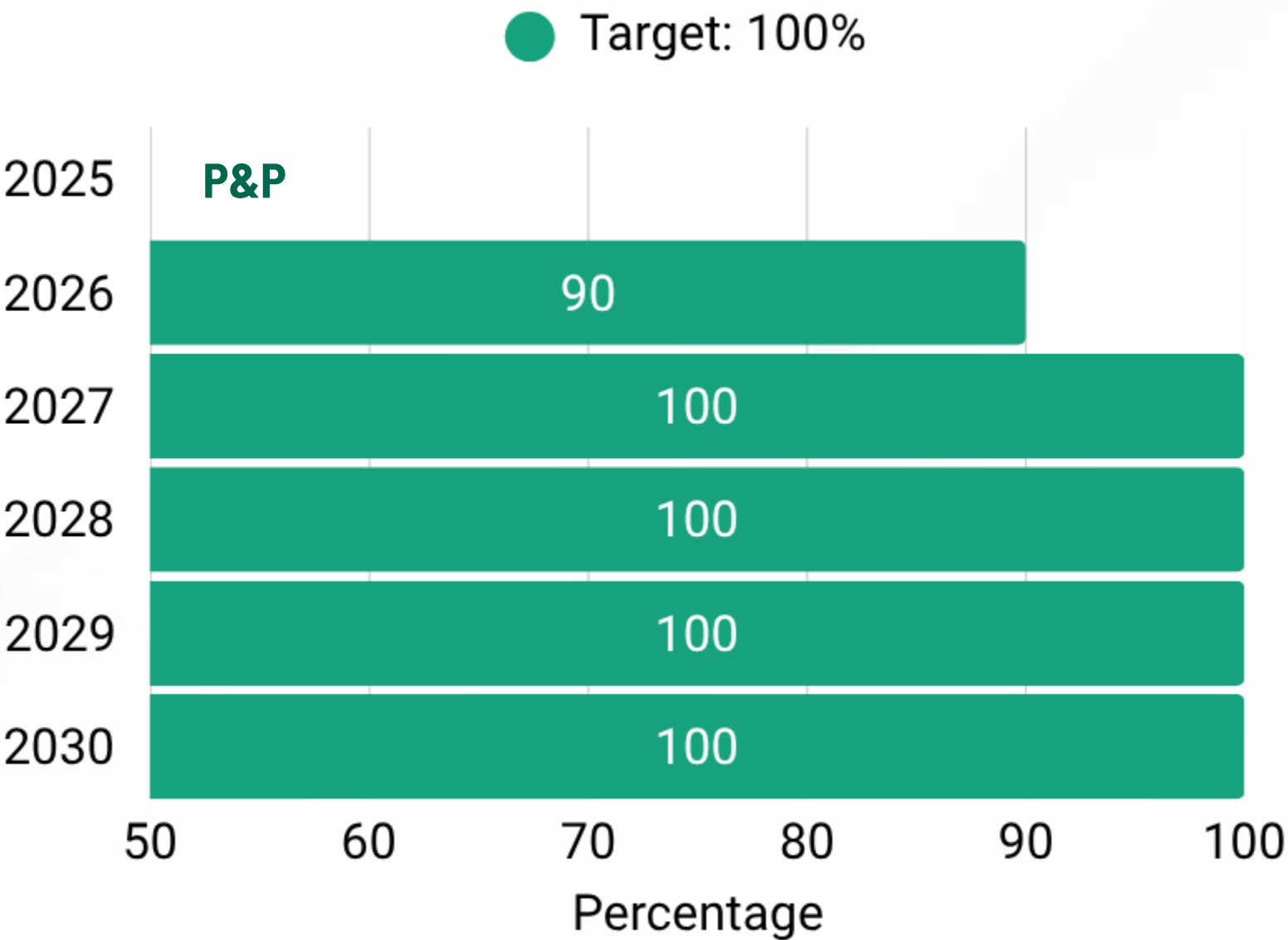


3.3 Improve Internal Operations Efficiency "IOE"



Percentage of users actively utilizing the system within the organization

3.3.1 ESTABLISH AN AI-POWERED PERFORMANCE MANAGEMENT AND DECISION SUPPORT SYSTEM



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3. Internal Processes Perspective



3.3 Improve Internal Operations Efficiency "IOE"

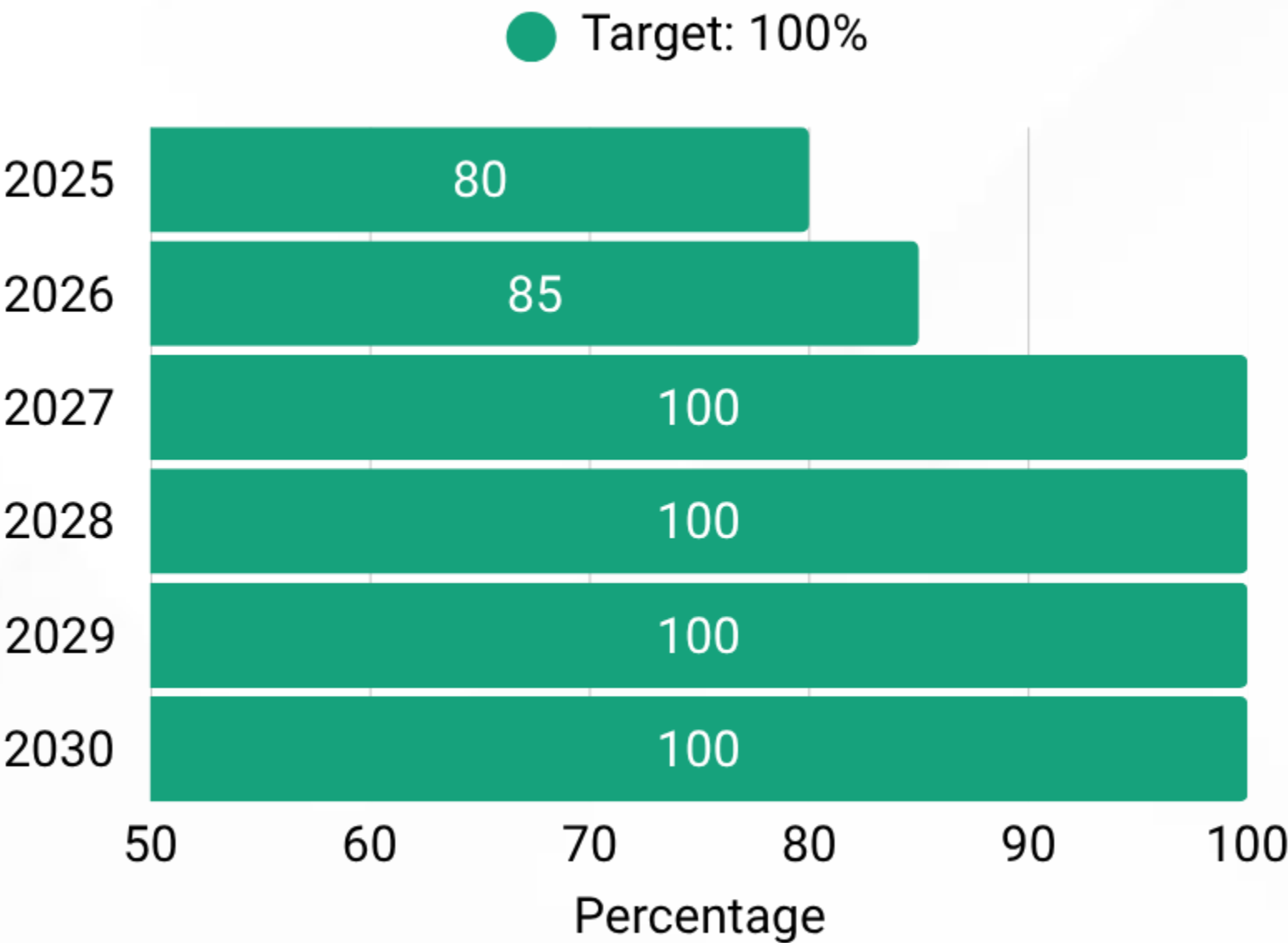
KPI

Percentage of documents and internal operations processed electronically.

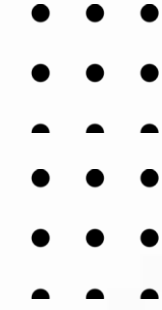
BL

80%

3.3.2 ACHIEVE 100% ELECTRONIC DOCUMENTATION BY 2030, DIGITAL TRANSFORMATION



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

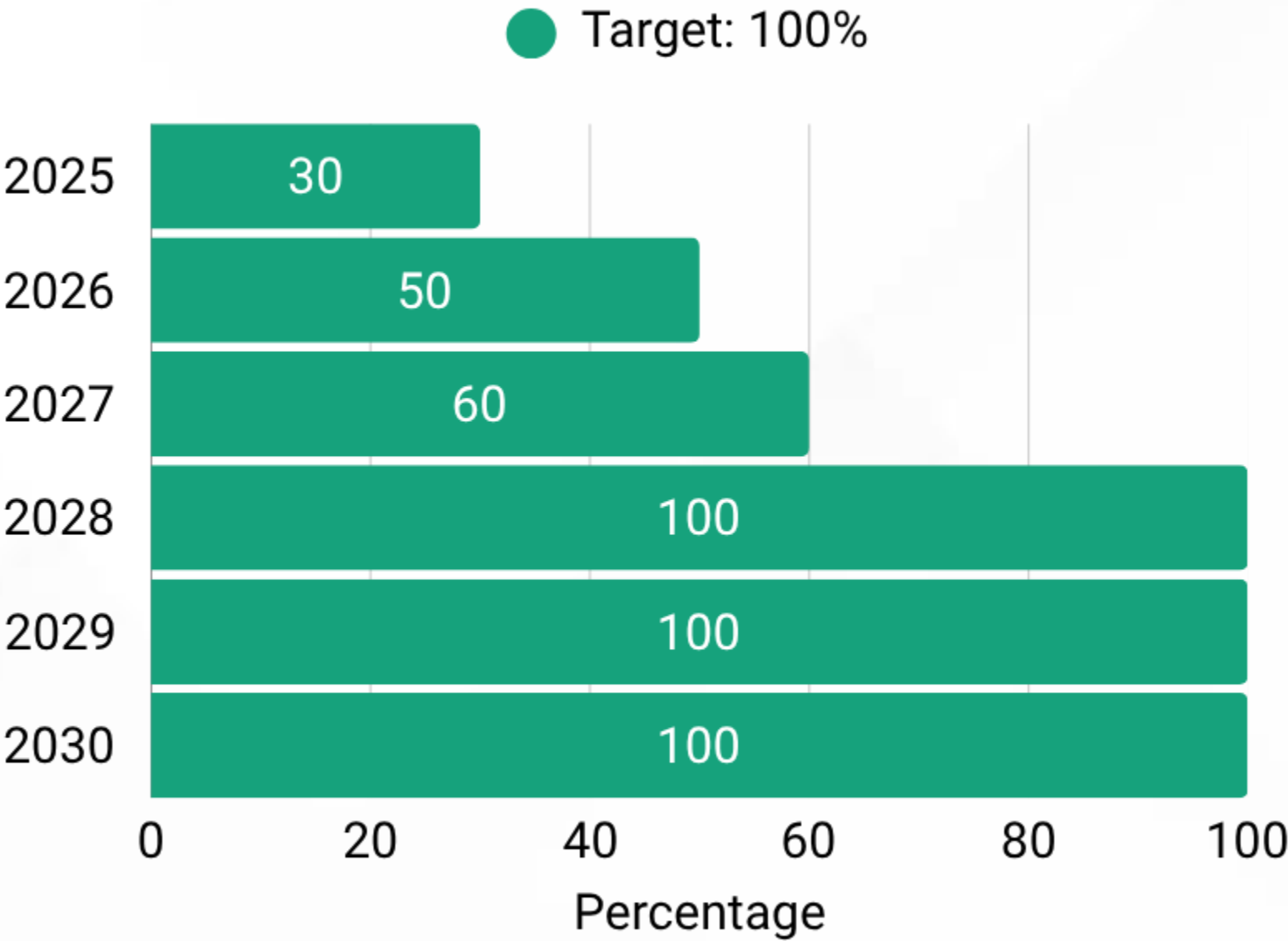
KPI

Percentage of faculty enrolled in at least one development opportunity in a year

BL

30%

4.1.1 PLAN COMPREHENSIVE FACULTY TRAINING PROGRAMS



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
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4. Learning and Growth Perspective

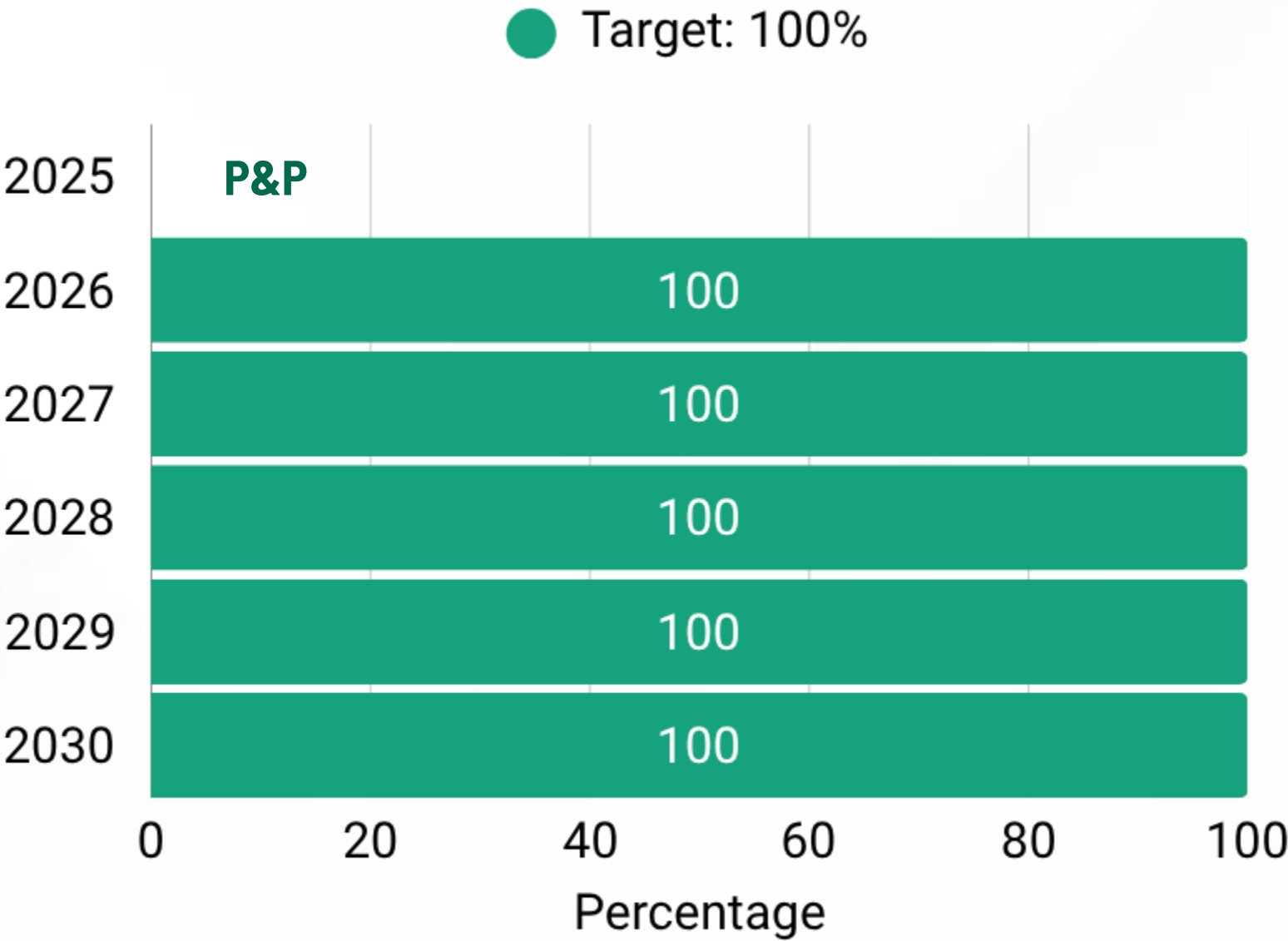


4.1 Strengthen Faculty Professional Growth



Percentage of new faculty paired with mentors

4.1.2 ESTABLISH MENTORSHIP PROGRAMS



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
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Internal Processes Perspective	Improve Academic programs and advisory system
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	Establish an Innovation & entrepreneurship environment
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4. Learning and Growth Perspective



4.1 Strengthen Faculty Professional Growth

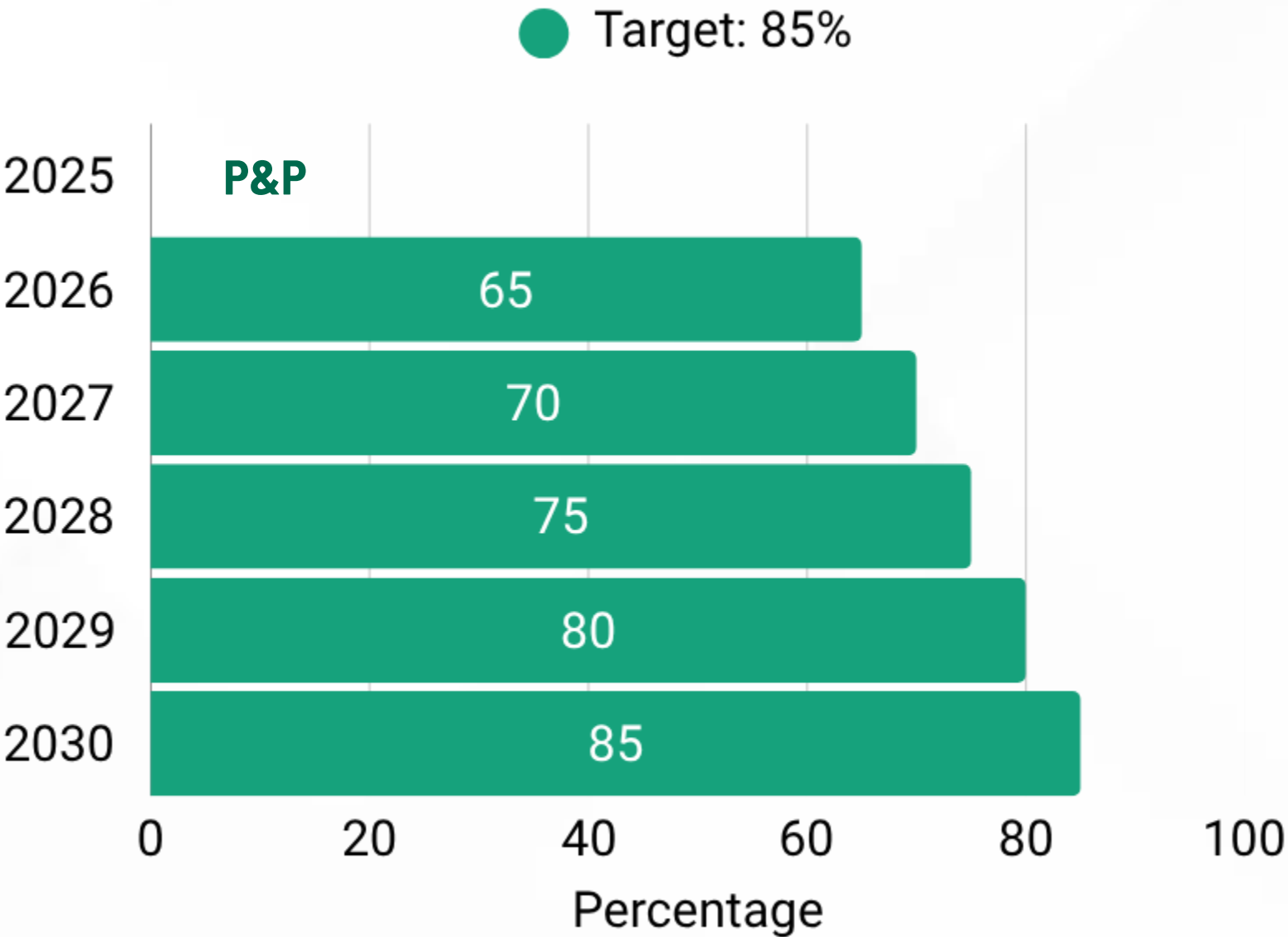
KPI

Percentage of achieved performance rate

BM

85%

4.1.3 CONDUCT ANNUAL FACULTY AND ADMINSTRATIVE PERFORMANCE EVALUATION



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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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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	Developing Performance and outcomes of Laboratories and research centers

4. Learning and Growth Perspective



4.2 Establish an Innovative & Entrepreneurship Environment



Number of ideas achieve above 70% on market readiness scale

4.2.1 EMPOWER STUDENTS INNVOATIVE IDEAS, AND PREPARE IT TO GO TO MARKET



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



Host at least 4 awareness events per year

4.2.2 HOST AND CONDUCT MULTIPLE GUEST SPEAKERS AND ENTEREPRENURES TO RAISE AWARENESS TO OUR STUDENTS



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
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4. Learning and Growth Perspective



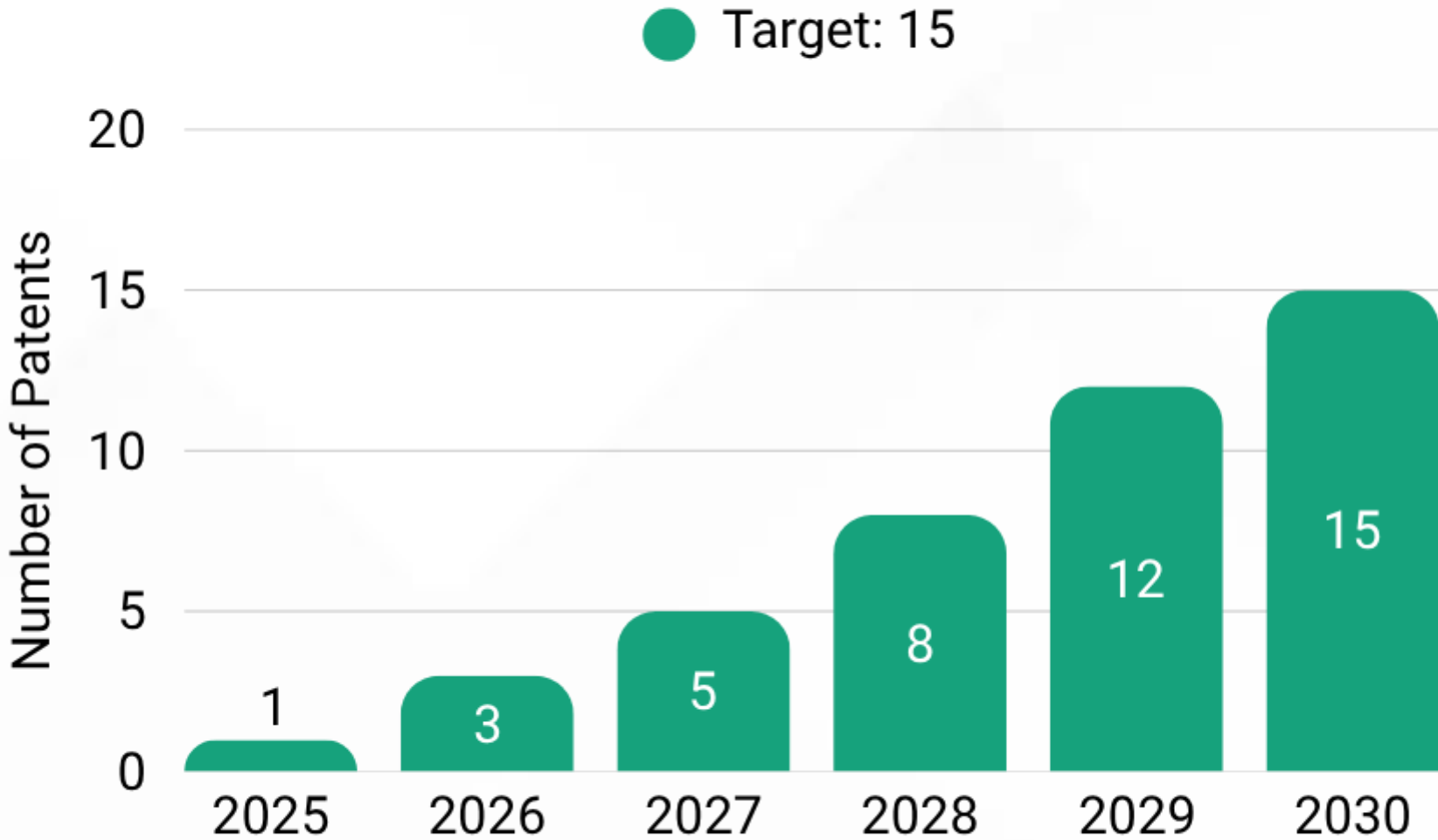
4.2 Establish an Innovative & Entrepreneurship Environment

KPI Number of patents registered (Patents)

BL 3

BM 23

4.2.3 ENHANCE AWARENESS AND PROMOTE PATENT REGISTRATION AMONG FACULTY AND STUDENTS TO SUPPORT INNOVATION AND PROTECT INTELLECTUAL PROPERTY



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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4. Learning and Growth Perspective



4.3 Developing Performance and outcomes of Laboratories and research centers

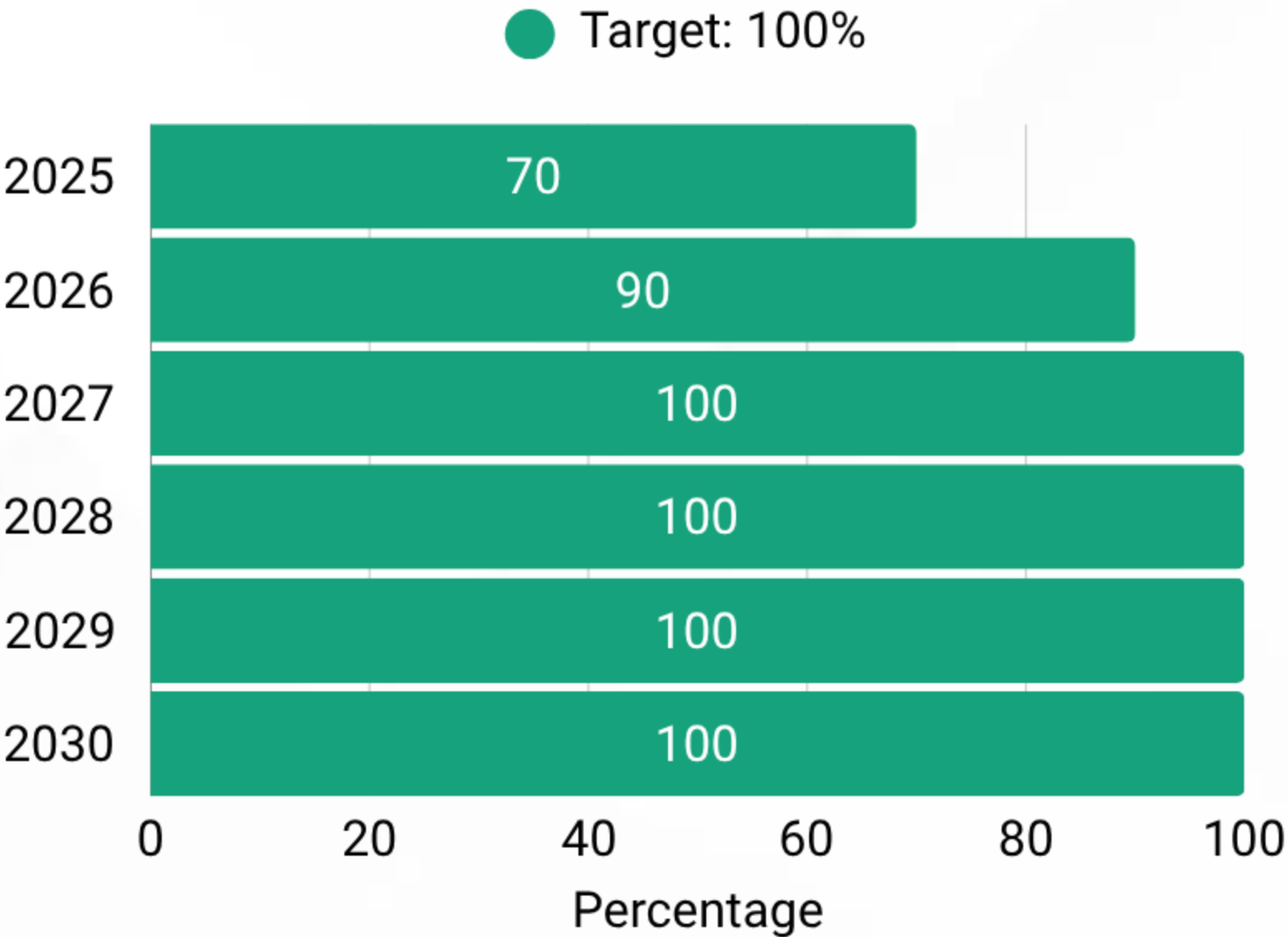
KPI

Lab Utilization percentage

BL

70%

4.3.1 ELEVATE LABORATORY STANDARDS FOR MATERIALS, EQUIPMENT, TOOLS, AND MAINTENANCE



Financial Perspective	Secure Financial Sustainability and Optimize Resources
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4. Learning and Growth Perspective



4.3 Developing Performance and outcomes of Laboratories and research centers

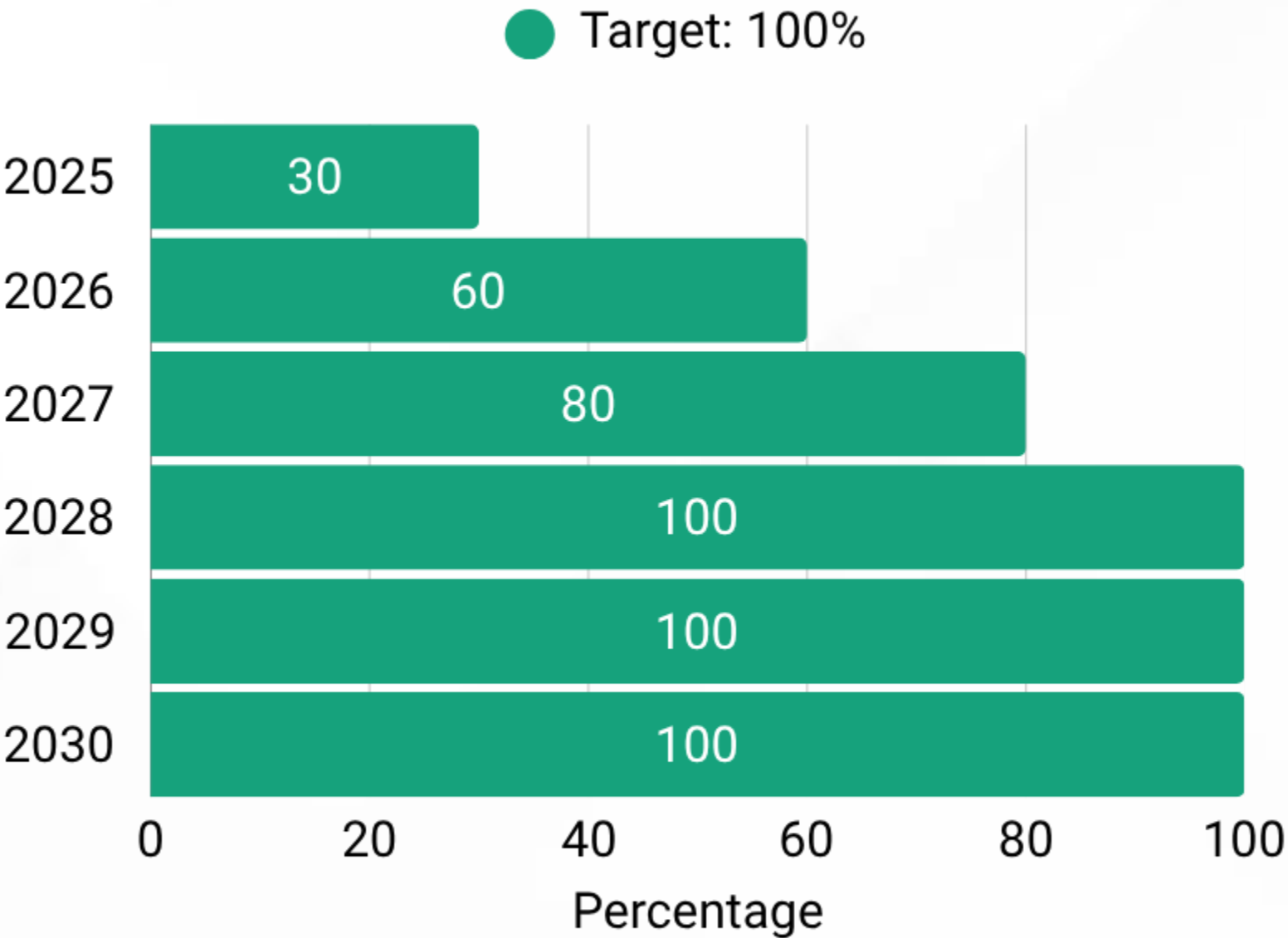
KPI

Number of labs served by technicians

BL

30%

4.3.2 FULFILL THE COLLEGE'S REQUIREMENTS FOR LABORATORY TECHNICIANS



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
	Establish an Innovation & entrepreneurship environment
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4. Learning and Growth Perspective



4.3 Developing Performance and outcomes of Laboratories and research centers



Obtain ISO 45001 & ISO 17025

4.3.3 STRENGTHEN SAFETY AND QUALITY REQUIREMENTS IN LABORATORIES

TARGET: ISO CERT.



Financial Perspective	Secure Financial Sustainability and Optimize Resources
Stakeholders Perspective	Boost students competencies
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Internal Processes Perspective	Improve Academic programs and advisory system
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4. Learning and Growth Perspective

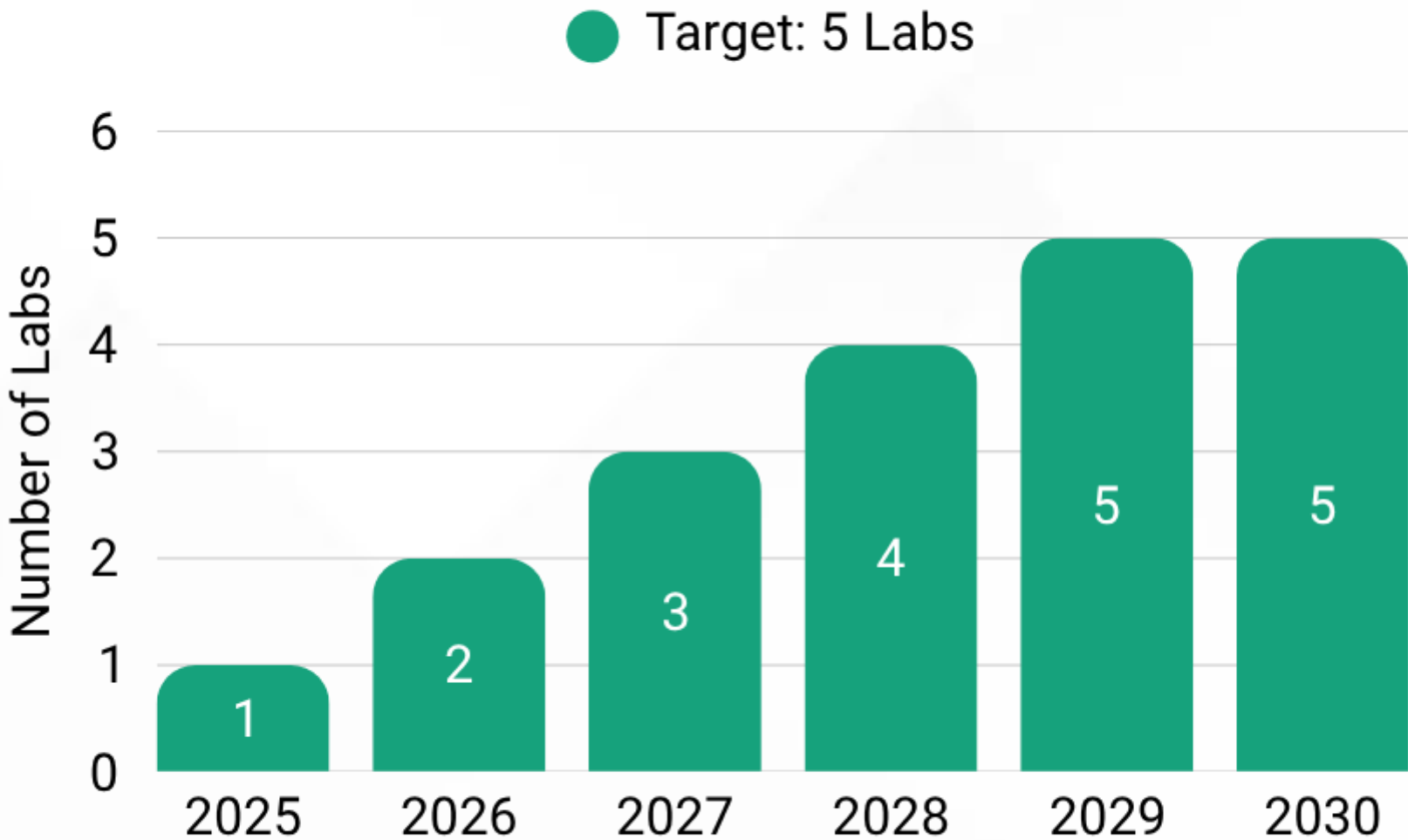


4.3 Developing Performance and outcomes of Laboratories and research centers



Number of upgraded labs and research centers

4.3.4 UPGRADE 5 KEY LABORATORIES AND RESEARCH CENTERS WITH STATE-OF-THE-ART EQUIPMENT AND TECHNOLOGY, ESTABLISHING 15.0 LABS



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 Busi-ness 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	A	C	C	C	I	I	R	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

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

SUMMARY

Strategic Objective					Initiatives	KPIs	BL	BM	Target	2025	2030
1	Financial Perspective	1.1	Secure Financial Sustainability and Optimize Resources	1.1.1	Develop industry sponsoring programs	Total funds received from industry in SAR	---	---	SAR1,200,000	SAR200,000	SAR1,200,000
				1.1.2	Engage in consultation services and public projects	Total revenue received from services and projects in SAR	---	---	SAR5,000,000	P&P	SAR5,000,000
				1.1.3	Create and run paid programs. i.e. paid diploma, masters programs	Total revenue generated by programs in SAR	---	---	SAR12,000,000	P&P	SAR12,000,000
				1.1.4	Actively participate in funded Research	Total funds in SAR	---	---	SAR2,000,000	SAR100,000	SAR2,000,000
				1.1.5	Ensure annual cost per student remains balanced	Cost per student in SAR	SAR44,500	SAR40,000- 90,000	SAR50,000	SAR46,000	SAR50,000
2	Stakeholders Perspective	2.1	Boost students competencies	2.1.1	Enhance graduating student performance "GSP"	Percentage of students passing Jahizai/Exit Exam	79%	68%	90%	80%	90%
				2.1.2	Organize career fairs to connect students with employers	Employment rate within 1st year of grad.	80%	90%	90%	80%	90%
				2.1.3	Maintain student faculty ratio "SFR" (1:?) within approved ratio	Annual Student faculty ratio	(1:16)	(1:10)	(1:17)	(1:16)	(1:17)
		2.2	Build long term strategic partnership with Industry	2.2.1	Strengthen industry collaboration and establish long term strategic partnerships	Number of active agreements and partnerships	---	---	6	P&P	6
				2.2.2	Expand services provided to industry	Number of services provided to industry annually	---	10	12	P&P	12
		2.3	Community engagement	2.3.1	Enhance Alumni Relations and Networking	Alumni event attendance rates	30%	---	70%	30%	70%
				2.3.2	Expand services provided to local community	Total number volunteer hours	200	---	2500	500	2500
				2.3.3	Engage and participate in initiatives and projects that benefit the local community	Percentage of projects contribute to improvement of local community	---	---	40%	10%	40%
3	Internal Processes Perspective	3.1	Improve Academic programs and advisory system	3.1.1	Revise and Update Curriculum	Percentage of updated programs	Current curriculum	Top 10 global engineering programs	Update all programs by 2026	50%	100%
				3.1.2	Boost departmental preparation and resources to accommodate females in offered programs	Number of programs available for females	33%	100% of programs are available for males/females	100%	64%	100%
				3.1.3	Analyse and improve advisory system	Percentage of students graduating on time	60%	88%	85%	60%	85%
				3.1.4	Achieve accreditation for all qualified programs	Number of accredited programs	5 BSc Programs are currently ABET-accredited	---	100%	45%	100%
		3.2	Improve Research outcomes	3.2.1	Enhance quality of publications	Percentage of publications in top 10% of WoS	35%	---	50%	35%	50%
				3.2.2	Focus on and align research output with the national priority	Percentage of publications aligned with national priority	---	60%	60%	---	60%
				3.2.3	Steady increase in number of published papers per year, reaching 300 by 2030	Number of total published papers	130	350	300	---	300
		3.3	Improve Internal Operations Efficiency "IOE"	3.3.1	Establish an AI-powered Performance Management and Decision Support System	Percentage of users actively utilizing the system within the organization	---	---	100%	P&P	100%
				3.3.2	Achieve 100% electronic documentation by 2030, digital transformation	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	Plan Comprehensive Faculty Training Programs	Percentage of faculty enrolled in at least one development opportunity in a year	30%	---	100%	30%	100%
				4.1.2	Establish Mentorship Programs	Percentage of new faculty paired with mentors	---	---	100%	P&P	100%
				4.1.3	Conduct annual faculty and administrative performance evaluation	Percentage of achieved performance rate	---	85%	85%	P&P	85%
		4.2	Establish an Innovation & entrepreneurship environment	4.2.1	Empower students innovative ideas, and prepare it to go to market.	Number of ideas achieve above 70% on market readiness scale	---	---	6	P&P	6
				4.2.2	Host and conduct multiple guest speakers and entrepreneurs to raise awareness to our students	Host at least 4 awareness events per year	---	---	4	P&P	4
				4.2.3	Enhance awareness and promote patent registration among faculty and students to support innovation and protect intellectual property	Number of patents registered (Patents)	3	23	15	1	15
		4.3	Developing Performance and outcomes of Laboratories and research centers	4.3.1	Elevate laboratory standards for materials, equipment, tools, and maintenance	lab utilization percentage	70%	---	100%	70%	100%
				4.3.2	Fulfill the college's requirements for laboratory technicians	Number of labs served by technicians	30%	---	100%	30%	100%
				4.3.3	Strengthen safety and quality requirements in laboratories	Obtain ISO 45001 and ISO 17025	0	---	ISO cert.	P&P	
				4.3.4	Upgrade 5 key laboratories and research centers with state-of-the-art equipment and technology, establishing 15.0 labs	Number of upgraded labs and research centers	---	---	5 labs	1	5

