

Strategic Plan of the Faculty of Architecture and Planning

2022 - 2025 *SMART*



2025 - 2030 *HARD*



Strategic Plan of the Faculty of Architecture and Planning (1 of 2) (Ambition 2025)

The Faculty is a leading and distinguished faculty within King Abdulaziz University, committed to advancing and enhancing the quality of its educational outcomes.

All undergraduate programs **%100**



Are **Fully Accredited**



And All Graduate Programs are **Undergoing Accreditation**

The Faculty **is committed to**



Enhancing the quality of **services & outcomes**
in line with Saudi Vision 2030



As an extension of the **first strategic plan**
and a forward roadmap



Enabling strategic goals aligned with **Ambition 2025**



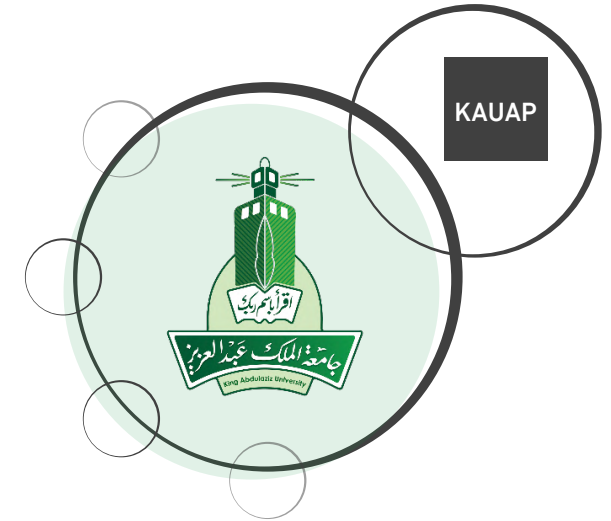
The plan is based on several strategic objectives centered on four main pillars:

01 Academic Excellence

02 Research & Entrepreneurship

03 Institutional Sustainability

04 Social Impact



رؤية
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

Strategic Plan of the Faculty of Architecture and Planning (Ambition 2025)

(2 of 2)

Working teams *will be formed*
Including **faculty personnel** 



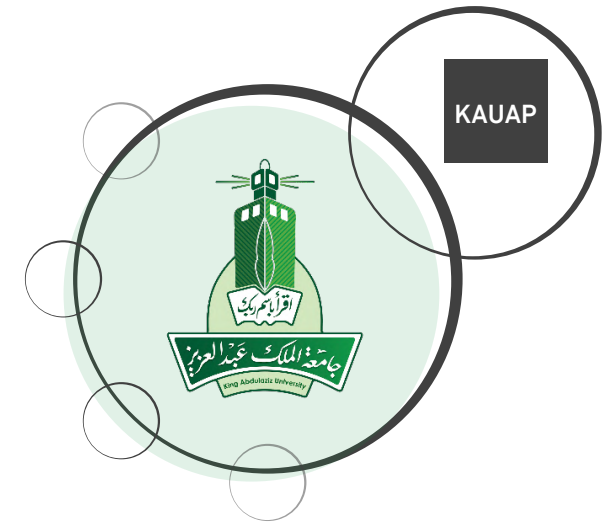
will define the
performance indicators
of the strategic plan 

and will *coordinate, integrate, and implement* 
to achieve the objectives 

The faculty strategic planning unit will monitor the plan's performance.

This will be done by:

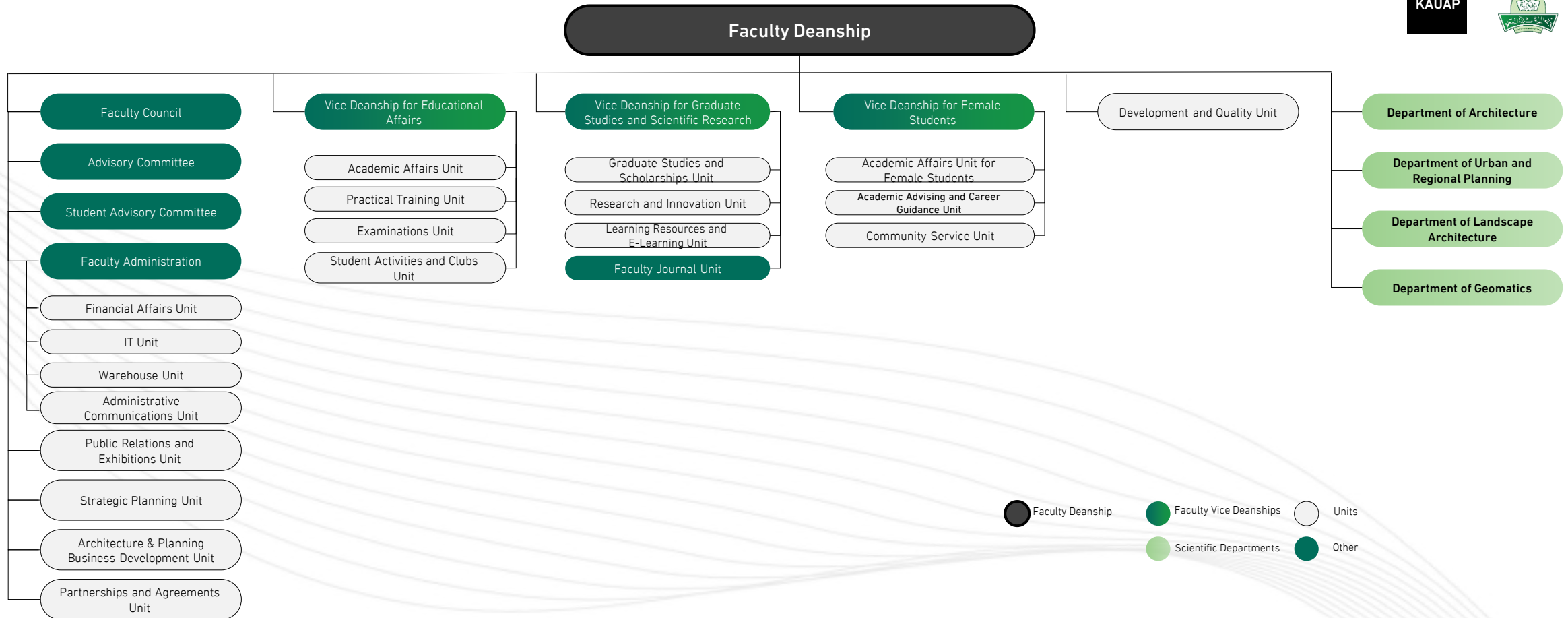
- 01 Prioritizing strategic projects and key performance indicators.
- 02 Collaborating with academic departments and administrative units to align their operational plans with the vision, mission, and objectives of the strategic plan.



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VISION
2030
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Faculty of Architecture & Planning Administrative Structure



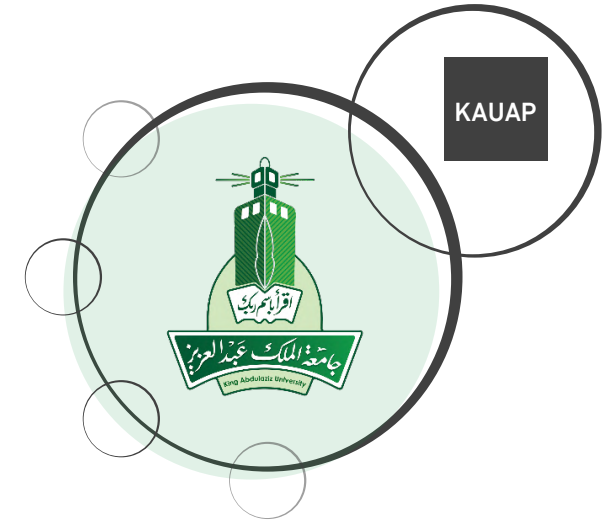
KAUAP



Faculty of Architecture and Planning Strategic Plan (Ambition 2025)

The strategic plan of the Faculty has been aligned with relevant governmental bodies and specialized organizations in the fields of architecture and planning.

Among the most prominent entities were:



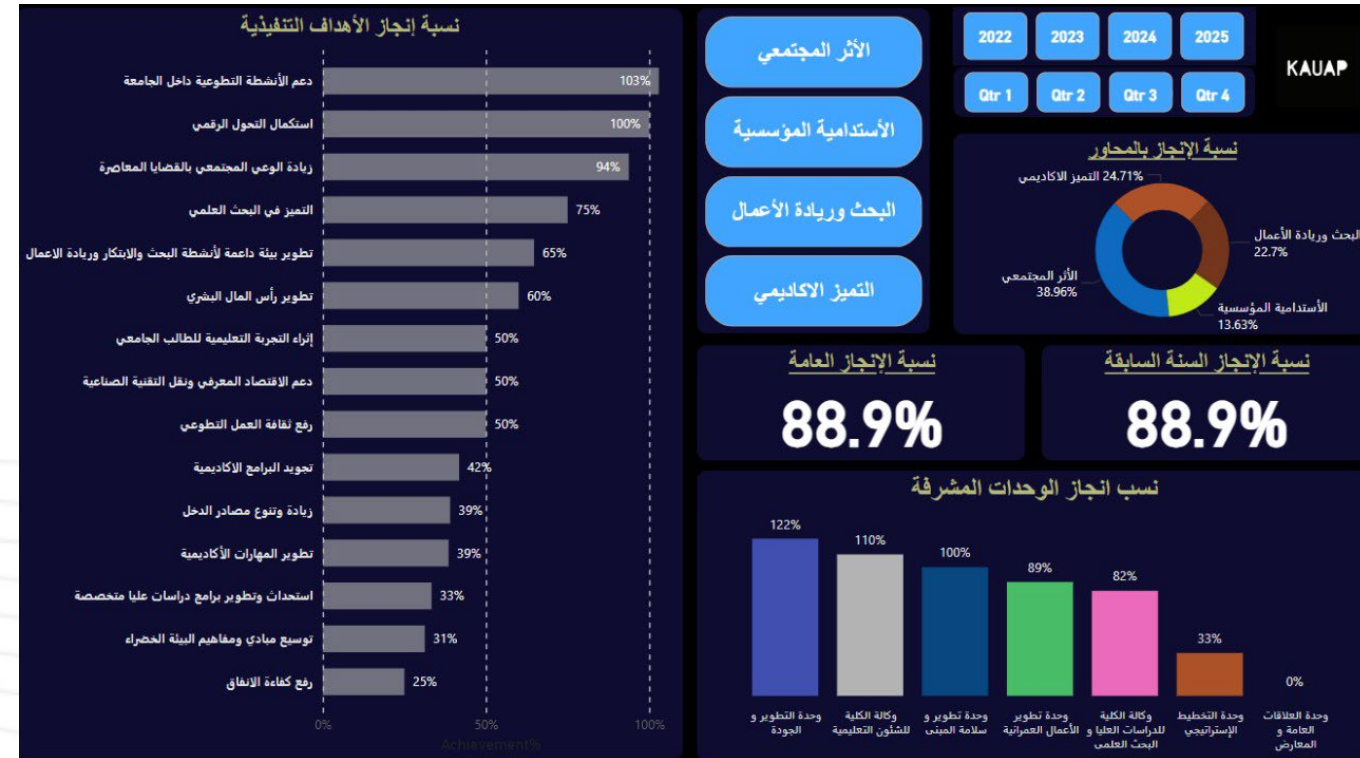
Contributing to the achievement of the Vision objectives

Current Strategic Plan (Ambition 2025) (2020 to 2025)

Implementation of the Faculty's plan began in 2022, and the Faculty has made steady progress toward achieving its strategic objectives across the four main pillars, based on the evaluation of plan implementation up to the fourth quarter of 2024.

A total of **88.9%** of the overall objectives of the approved strategic plan **have been achieved**, as follows:

- Academic Excellence Pillar: 24.71%
- Community Impact Pillar: 38.96%
- Institutional Sustainability Pillar: 13.63%
- Research and Entrepreneurship Pillar: 22.7%



Strategic Plan 2025 - 2030

Faculty Strategic Plan

جامعة الملك عبدالعزيز
King Abdulaziz University



Faculty Strengths and Capabilities

جامعة الملك عبدالعزيز
King Abdulaziz University

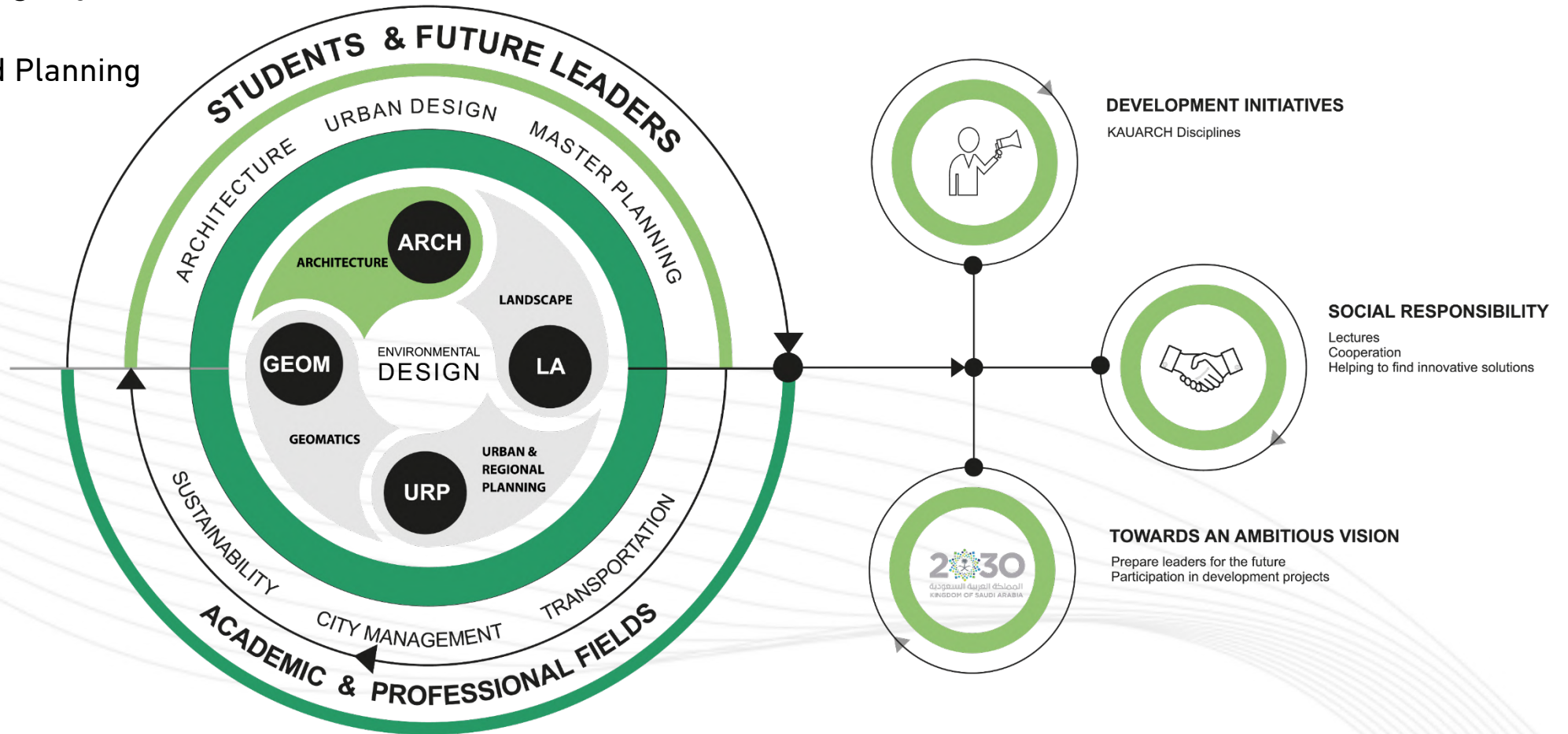


Faculty Strengths and Capabilities

Architecture and Planning
Departments



جامعة الملك عبدالعزيز
كلية العمارة والتخطيط



Faculty Strengths and Capabilities

Faculty Facilities

Urban Simulation

محاكاة حضرية

Acoustics Lab

معمل صوتيات

Fab Lab

معمل فاب لاب

Digital Lab

معمل رقمي

Environmental Lab

معمل بيئي

KAUAP

جامعة الملك عبدالعزيز
كلية العمارة والتخطيط

FACILITIES

Remote Sensing Lab

معمل الاستشعار عن بعد

Photogrammetry Lab

معمل المسح التصويري

Smart Lab for GIS

معمل نظم المعلومات الجغرافية

Surveying and GIS Lab sensing

معمل مساحة واستشعار نظم المعلومات الجغرافية

GIS Lab

معمل نظم المعلومات الجغرافية

**Research
Projects**

**Professional
Projects**

**Educational
Projects**

Faculty Strengths and Capabilities

Faculty Building

Facilities

Faculty Lobby



Research Unit



3D Printing Lab



Faculty Exhibition



Faculty Consultancy Unit



Faculty Studios



Faculty Strengths and Capabilities

Diversity in Academic and Cultural Backgrounds

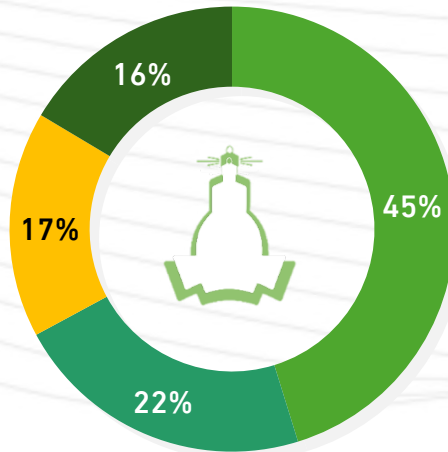
The Faculty comprises staff with diverse academic and cultural backgrounds, drawn from leading international universities distinguished in the field.

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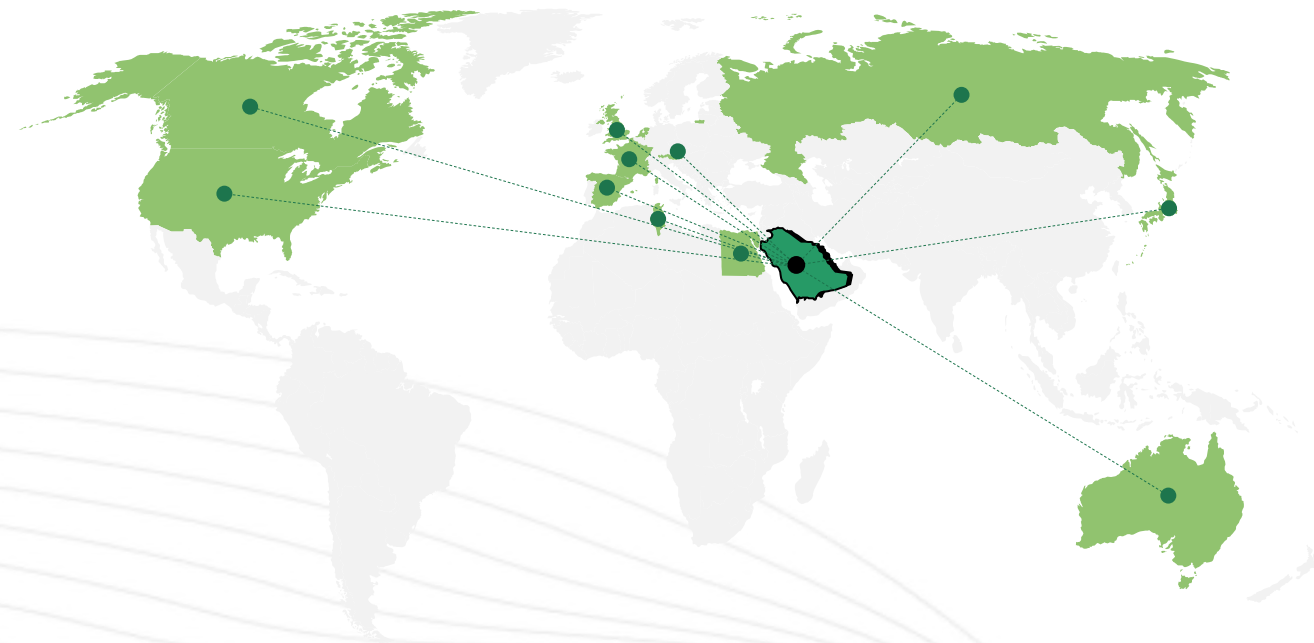


Faculty Members

- Urban and Regional Planning
- Architecture
- Geomatics
- Landscape



■ Kingdom of Saudi Arabia ■ Academic and Cultural Background



Faculty Strengths and Capabilities

Faculty Academic Reputation

Academic Reputation

Best National Model Competition



Diriyah Mosques Competition



Environmental Public Speaking Competition



University Basketball League



Entrepreneurial Ideas Marathon



Visit to the University of Barcelona



Cooperative Training in Italy



Visit of the Saudi Ambassador to Japan





Faculty Strengths and Capabilities

Academic Partnerships





Faculty Strengths and Capabilities

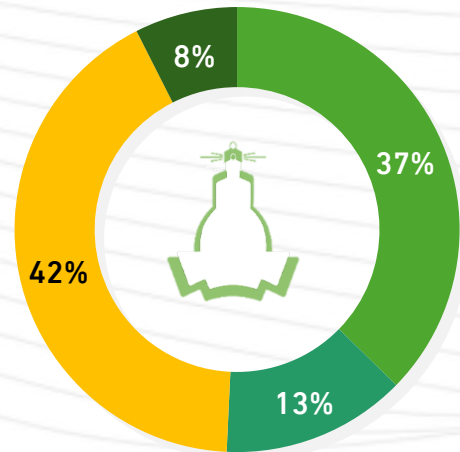
Diversity in Research Interests

These academic and cultural backgrounds have generated diverse research interests in urban fields, closely aligned with the faculty's departments and objectives. They enhance the Faculty's academic vision and support sustainable development-oriented research.

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Published Research
Papers (2024)

- Urban & Regional Planning
- Architecture
- Geomatics
- Landscape



Research
Publications
No.

ISI-indexed
Publications
No.

Citations No.

Conference
Participation

Research-
to-Faculty
Ratio

	Urban and Regional Planning Department	Architecture Department	Geomatics Department	Landscape Department	15
Research Publications No.	25	13	11	15	
ISI-indexed Publications No.	12	7	28	4	
Citations No.	426	991	747	23	
Conference Participation	3	1	10	3	
Research- to-Faculty Ratio	1.14	0.69	2.55	0.33	

Faculty Strengths and Capabilities

Faculty Academic Reputation

Research Reputation

ASLA Award



Urban Humanization Research Award



University-in-a-Park Competition



Top 10 Urban Researchers in the Kingdom



Achievements of Scholarship Students



"Tech Hub" Research Center of Excellence



Top 10 Urban Researchers in the Kingdom



Faculty Strengths and Capabilities

Faculty Building

Facility Utilization

Talent Academic
Enrichment Program



Orientation Sessions



GIS Day



Strategic Trends Workshop



“Restoration” Exhibition



Strategic Meetings



GIS Workshops



CPR Course



Saudi National Day 93
Celebration



Plastic Recycling Hackathon



Faculty Strengths and Capabilities

Community Initiatives

1

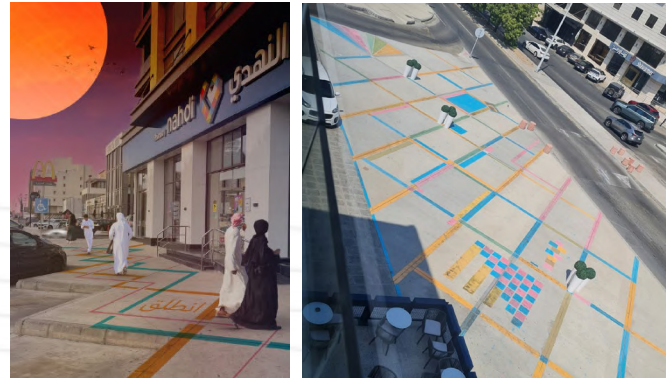
Color Walkway Project



A flagship initiative by the Faculty to design and develop a modern waterfront walkway, creating a vibrant and engaging user experience that enhances the site's appeal.

2

Urban Enhancement Project



Aims to improve the streetscape of Ahmed Al-Attas Street in Jeddah through redesigning and coloring sidewalks and public spaces, enhancing the street's visual identity.

3

Workers' Housing Development Study



Examines user needs alongside planning and operational aspects of worker housing, promoting more integrated and inclusive living environments.

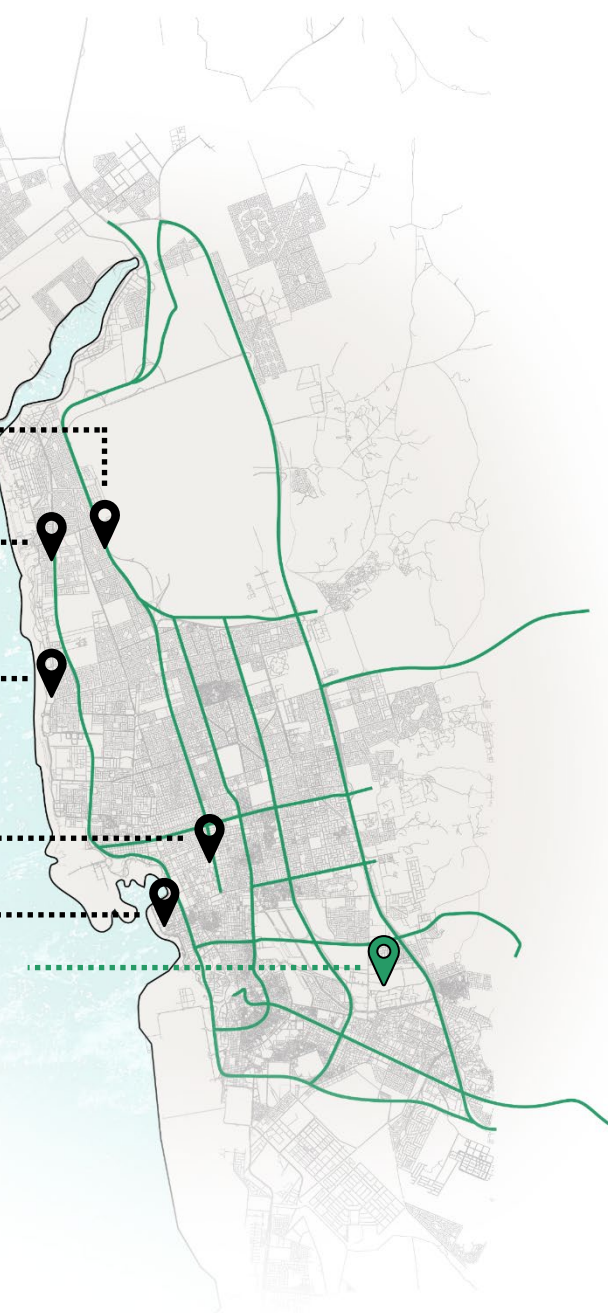


Faculty Strengths and Capabilities Strategic Partnerships

The Faculty maintains distinguished strategic partnerships, collaborating on urban projects with various governmental and semi-governmental sectors at the national level.



Jeddah Development Authority
Makkah Region Development Authority
Royal Commission for Makkah City and Holy Sites
Jeddah Governorate
Jeddah Municipality
Faculty of Architecture and Planning

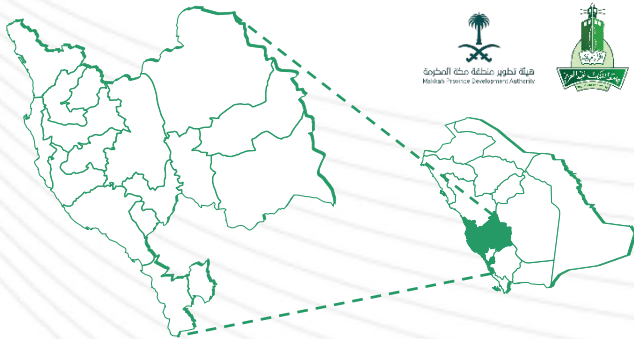


Faculty Strengths and Capabilities

Selected Faculty Projects

1

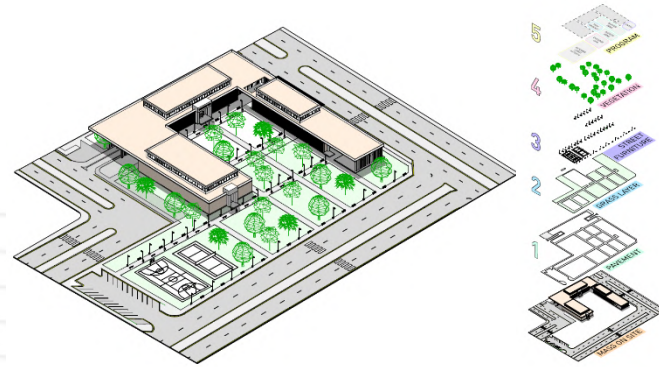
Regional Plan Project



The project involved preparing regional and local plans for the Makkah Region, with the University responsible for implementation and supervision in line with the project's defined requirements.

2

Neighborhood Centers Design Guide Project



This Project aims to develop a comprehensive guidebook for designing and implementing neighborhood centers in Jeddah, supporting community needs and enhancing urban quality.

3

Rabia Residential Villas Project



A residential development in Madinah featuring villas designed to meet user needs while integrating harmoniously with the surrounding urban context.

Faculty Strengths and Capabilities

Selected Faculty Projects

4

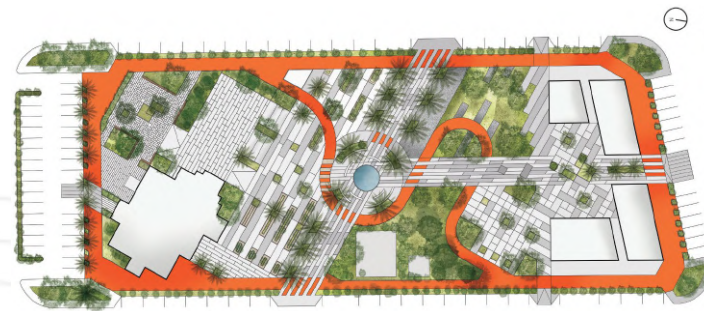
Al-Atir Foundation Project



An architectural project developed as part of King Abdulaziz University outputs, featuring a mixed-use building with over 200 residential units, designed to meet user needs and promote sustainability.

5

Awli Al-Fadl Park Project



Designed by the Faculty to transform a vacant site into a sustainable park, fostering commercial activity and creating an interactive space integrated with the surrounding neighborhood.



Strategic Planning Process

جامعة الملك عبدالعزيز
King Abdulaziz University



SWOT Analysis

Strengths



- High demand for urban disciplines
- Female admissions since 2024
- Distinguished staff and advanced technologies
- The only Geomatics department in the Kingdom
- Annual externally sponsored exhibition
- Specialized community initiatives
- Accredited undergraduate program
- Student empowerment in a knowledge-driven environment

Weaknesses



- Faculty staff shortage
- No accreditation for graduate programs
- Lack of graduate programs in some departments
- Delayed development of the faculty journal
- Weak research output
- High administrative workload on faculty
- Delayed administrative promotions
- Large projects require dedicated teams

Opportunities



- Demand for professional master's programs in architecture and planning
- Participation in designing university projects and branches
- Promoting faculty projects through the annual exhibition
- Urban growth driven by global events and World Cup hosting
- Academic and financial collaboration opportunities locally and internationally
- Development of paid specialized training programs
- Investment in faculty facilities
- Partnerships with public and private sectors

Threats



- Loss of investment opportunities with engineering firms
- Competitive urban job market attracting top faculty talent
- Future need to upgrade infrastructure

The **performance indicators** were derived from a **review and analysis** of strategic plans of **leading global universities** ranked among the top 100 in the QS ranking, as well as public and private **sector organizations**. This approach aims to establish objective, data-driven measures based on a thorough assessment of the current state. The following are **key institutions** whose strategic plans were used as references:



Alignment of the Pillar with National Strategic Goals



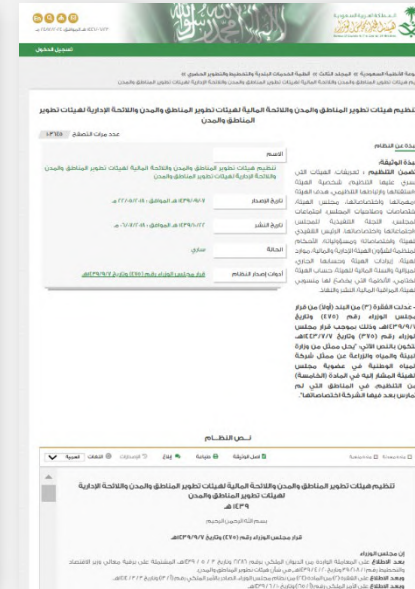
Quality of Life Program



Saudi Vision 2030



Saudi Employment Guide



Authorities Regulations



University Future Directions

- Along with other references, including royal commissions, development authorities, and municipalities.

Future Strategic Plan (2025 to 2030)

Participation of the Advisory Committee in developing and refining the strategic plan, comprising leading urban experts from the public and private sectors across Saudi Arabia.



Meeting with the Advisory Committee



Future Strategic Plan (2025 to 2030)

Faculty members, administrators, and technical staff contributed to developing the strategic plan by defining key objectives, projects, and performance indicators.

Research
Methodologies
Conferences
Development
Consultations
Agreements
Patent
Programs
Awards
Innovation
Indicators
Training



Meeting with faculty Staff

Future Strategic Plan (2025 to 2030)

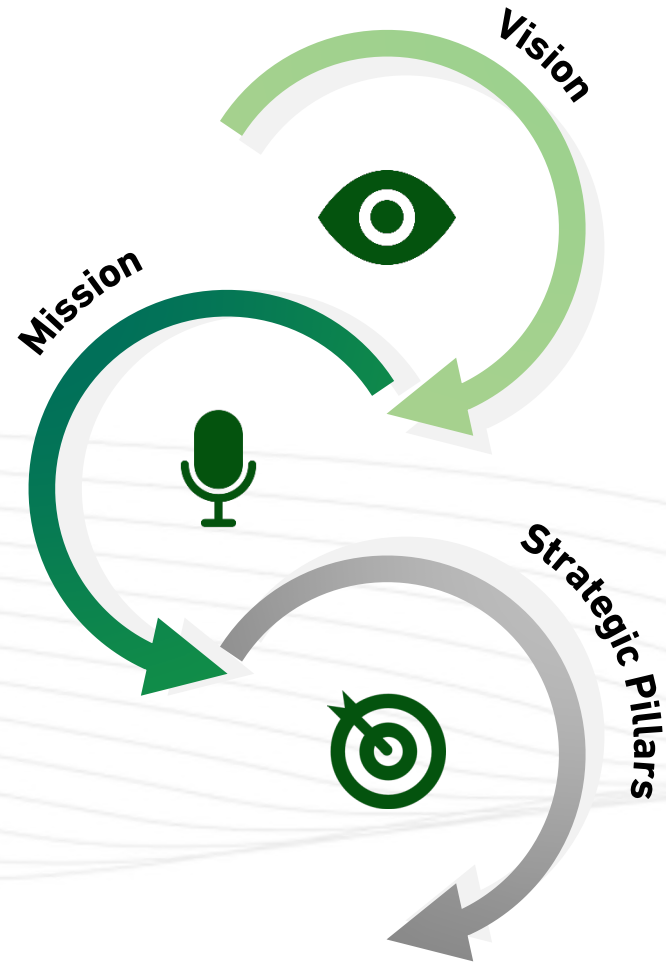
Involving a group of Faculty students in shaping strategic plan initiatives and future directions through workshops and meetings to discuss students' needs.



Meeting with faculty students

Strategic Direction

- Providing the labor market with highly qualified, creative, and globally competitive professionals to support urban development in Saudi Arabia.



- Global leadership in architecture and planning to build a vibrant society aligned with Vision 2030 goals.

- Academic Excellence
- Research, Innovation, and Entrepreneurship
- Institutional Sustainability
- Social Impact

Values

Indicators for achieving values

1 of 2

Mission



Professionalism

Delivering work with excellence through specialized skills aligned with professional standards and policies.

- Faculty participation in academic platforms
- Winning competitions and events locally and internationally
- Activating the Faculty Consultancy Center



Sustainability

Preserving and developing the faculty's assets and capabilities.

- Joint consultancy projects with internal and external sectors
- Developing faculty facilities
- Establishing a central question bank for theoretical courses (undergraduate and postgraduate)



Citizenship

Promoting national belonging, values, and preservation of resources, while fostering tolerance.

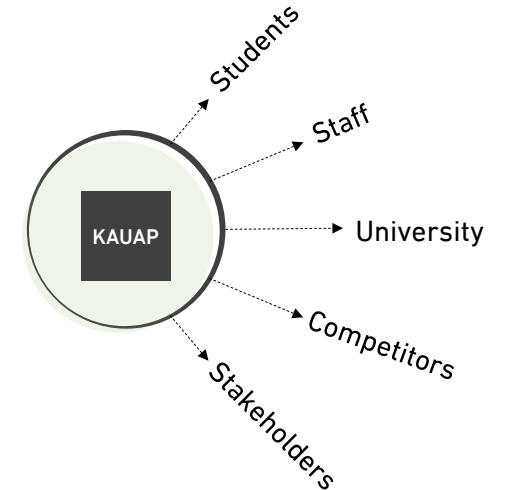
- Signing development projects for the Faculty of Architecture & Planning



Integrity

Ensuring full and proper implementation of all strategic plan programs and projects.

- Faculty-led volunteer initiatives and staff participation
- Participation in national and international competitions and events
- Directing faculty research toward assessing Saudi Arabia's green environment
- Developing faculty facilities & ensuring proper utilization & maintenance
- Performing duties with honesty and accountability



Providing the labor market with qualified, creative, and globally competitive professionals to support urban development in Saudi Arabia.

Values

Indicators for achieving values

2 of 2

Mission

Ambition

Striving to achieve targeted goals.

- Indexing the faculty journal in Scopus
- Faculty participation in academic platforms
- Research collaboration agreements with local & international universities

Moderation

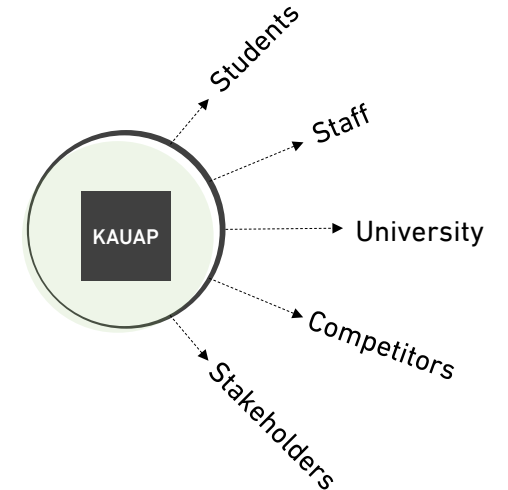
Adopting a balanced and moderate approach.

- Community initiatives promoting moderation
- Joint agreements with local and international universities
- Joint consultancy projects with university sectors

Collaboration

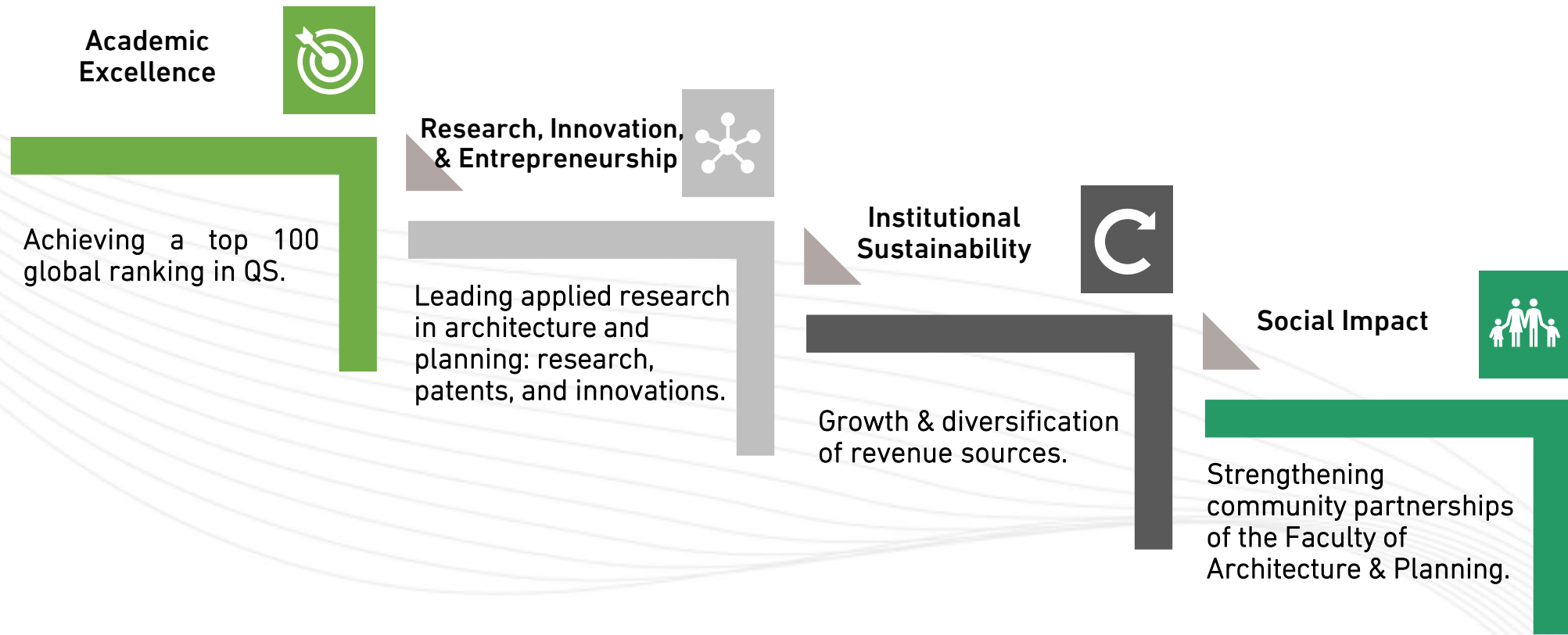
Fostering cooperation and integration within the university and with stakeholders.

- Agreement with a local university for a joint graduate program
- Partnerships to share facilities within the university



Providing the labor market with qualified, creative, and globally competitive professionals to support urban development in Saudi Arabia.

Strategic Direction



Faculty Objectives and Functions for Academic Excellence

Objectives

- Preparing professionally qualified graduates, academically and research-driven, to meet labor market needs in architecture and planning.
- Achieving academic and research excellence through advanced programs and continuous curriculum development aligned with global trends such as Artificial Intelligence and Sustainability, aiming for a top 100 QS ranking.
- Strengthening cultural and religious identity by integrating Islamic and Arab values into curricula, with a focus on national identity in architecture and planning.

Functions

- Delivering undergraduate programs aligned with international standards in architecture, planning, and Landscape .
- Offering distinguished graduate programs (Master's and PhD), including specialized executive tracks aligned with labor market needs.
- Engaging with the labor market through an advisory committee of industry leaders to guide curriculum development.
- Organizing continuous training programs and workshops to enhance student and faculty skills in line with technological and disciplinary advancements.
- Enhancing digital skills and adopting modern learning technologies through advanced digital infrastructure.
- Continuously updating curricula to align with international academic standards and labor market demands.

Faculty Objectives and Functions for Research, Innovation, and Entrepreneurship

Objectives

- Fostering innovation through a supportive learning environment, student research projects, and patent development.
- Ensuring research quality and transparency through indexing in Scopus and Web of Science and increasing citation impact and high-quality publications.
- Expanding global academic partnerships to enhance reputation and expertise

Functions

- Establishing an Innovation and Entrepreneurship Center to support and fund innovative ideas and turn them into viable projects.
- Establishing a consultancy unit serving public and private sectors in architecture and planning to support financial sustainability and community impact.
- Supporting publication in high-impact journals through financial and technical assistance for researchers.
- Promoting interdisciplinary research through collaborative platforms across departments to support comprehensive development.
- Funding applied research that provides direct solutions to urban and environmental challenges.
- Supporting student innovation and research inventions through technical and financial support to increase patent registration.

Faculty Objectives and Functions for Institutional Sustainability

Objectives

- Achieving financial and operational sustainability through consultancy projects that generate revenue and support long-term financial independence.

- Promoting sustainability through sustainable education, urban design, and environmental initiatives that improve urban quality of life.

- Continuous development of digital and educational infrastructure to meet global standards by 2030.

Functions

- Establishing a consulting firm to provide engineering services to public and private sectors.

- Strengthening local and global partnerships for knowledge exchange and research development.

- Supporting financial sustainability through projects covering part of operational costs.

- Indexing the faculty journal in Scopus and Web of Science and improving impact.

- Comprehensive digital transformation of academic and administrative systems to global standards by 2030.

- Building strong industry ties to support employment and align programs with market needs.

Faculty Objectives and Functions for Social Impact

Objectives

- Serving the community through consultancy services, community projects, and research addressing social issues.

- Encouraging faculty and students to engage in volunteering and extracurricular activities.

- Improving quality of life in cities and universities through sustainable urban projects and initiatives.

Functions

- Contributing to community development through workshops and specialized training programs for awareness and local development

- Representing the faculty in national and international academic and community events in architecture and planning

- Supporting student innovation through projects that serve the community and develop urban solutions.

- Encouraging volunteering and community engagement by supporting students and faculty in social responsibility initiatives.

- Strengthening industry relations to improve graduate employability and align programs with labor market needs.

- Building strong industry partnerships to support employment and align academic programs with labor market needs.

Academic Excellence Pillar

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King Abdulaziz University



Pillar 1

Alignment with Vision objectives and pillars:



Achieving a top 100 global ranking in QS.

		Strategic Plan Pillars Objectives		
		Academic Excellence Pillar		
		Develop qualified academic and research professionals	Achieving academic and research excellence	Strengthening cultural and religious identity
Saudi Vision 2030	Prosperous Economy	Economic Diversification: Reducing reliance on oil by developing sectors such as tourism, entertainment, mining, and defense industries.	✓	✗
		Attracting Investment: Creating an advanced investment environment to attract both foreign and local investments..	✗	!
		Developing Productive Sectors: Enhancing agriculture, industry, and technology sectors, and supporting SMEs.	✓	!
		Increasing Non-Oil Exports: Raising the contribution of non-oil exports to GDP.	✓	✓
		Enhancing Human Capital: Focusing on technical and vocational education to meet labor market needs and development requirements.	✓	✓
	Vibrant Society	Enhancing Public Health: Improving healthcare services and strengthening preventive care.	!	✓
		Improving Quality of Life: Expanding green spaces, and developing public, recreational, and sports facilities.	✓	!
		Strengthening Social Values: Reinforcing national identity and Islamic values within society.	✗	✗
		Diverse Housing Options: Developing the housing sector to ensure adequate and comfortable living for all citizens.	✓	✓
		Promoting Cultural and Entertainment Activities: Supporting cultural and recreational events as part of community lifestyle.	!	✗
	Ambitious Nation	Improving Government Efficiency: Enhancing transparency, accountability, and simplifying procedures through e-government.	✓	!
		Increasing Citizen Participation: Strengthening engagement between government and citizens, and improving transparency and communication.	✗	✓
		Improving Resource Management: Enhancing the efficiency and sustainability of government resource management.	✓	✓
		Strengthening International Cooperation: Increasing Saudi Arabia's global contribution and providing humanitarian and relief support.	!	✓
		Promoting Integrity and Accountability: Strengthening integrity in the public sector and combating corruption.	✗	✗



Strong alignment



Partial alignment



No alignment

Pillar 1

Alignment of the Pillar with the Objectives and Goals of Development Authorities and Cities



		Strategic Plan Pillars Objectives		
		Academic Excellence Pillar		
		Develop qualified academic and research professionals	Achieving academic and research excellence	Enhancing academic reputation
Development Authorities Regulation Program	Formulating public policies for regional development and growth	!	✓	!
	Preparing, approving, and updating comprehensive strategic plans and executive programs	!	✓	✓
	Direct oversight of the planning, design, and implementation of strategic programs and projects, including related operations and maintenance activities.	!	✓	!
	Review and approve development plans, programs, and projects related to the authority's mandate, prepared by government entities, public agencies, and non-profit organizations, to ensure balanced regional development.	!	!	!
	Monitor the planning of infrastructure projects in coordination with relevant authorities.	!	✓	X
	Set priorities for implementing programs and projects in the region in alignment with development plans.	!	✓	X
	Monitor and ensure the implementation of regional programs and projects in coordination with relevant authorities, applying urban performance indicators in line with approved development plans.	✓	X	X
	Propose expropriation of properties for regional development in coordination with the municipality and relevant authorities, to complete the required regulatory procedures.	!	✓	X
	Supervise the upgrading of urban areas, including historic districts and informal settlements, to achieve comprehensive urban, social, economic, and environmental development.	✓	✓	✓
	Prepare and approve building regulations and land use controls that support the implementation of regional development plans.	!	✓	✓
	Review and approve land subdivision plans.	!	✓	!
	Establish and manage an urban database and information systems as a unified platform and primary reference for entities involved in regional development.	✓	✓	X
	Coordinate and organize efforts among relevant entities in accordance with approved studies and development plans.	X	X	X
	Develop programs, frameworks, and procedures to encourage private sector participation in regional development projects and services, and oversee their implementation.	X	✓	X



Strong alignment



Partial alignment



No alignment

Alignment of the Academic Excellence Pillar with the Strategic Objectives of King Abdulaziz University

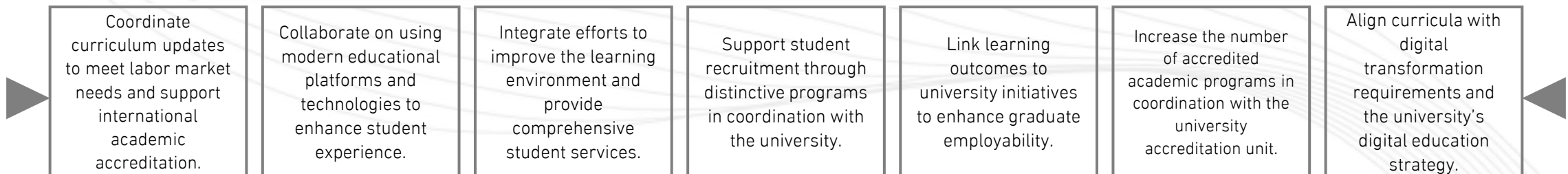
Future Directions of the University



Strategic Objectives of the Faculty of Architecture and Planning



Alignment and Convergence





Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Academic Excellence	 Improving employment rate	84%	87%	90%	93%	95%	95%	95%
	 Percentage of students in international training programs	3%	3%	5%	10%	15%	20%	20%
	 Percentage of graduates holding professional certifications	10%	10%	20%	30%	40%	50%	50%
	 Number of collaborative projects with public and private sectors	5	10	15	20	25	30	30
	 Number of distinguished scholars in the field recruited	0	2	1	1	1	1	5
	 Employer satisfaction rate with faculty graduates	3.2	3.5	4	4.3	4.5	4.5	4.5
	 Increase in the percentage of international students in the faculty	7%	10%	15%	20%	25%	30%	30%
	 Increase in the number of academic collaborations and exchange programs with international universities	3	2	4	6	8	10	10
	 Achievement of full academic accreditation for all faculty programs	50%	75%	100%	100%	100%	100%	100%

Achieve a global ranking among the top 100 universities worldwide.

01 Increase graduate employment rate to 95% within 6 months of graduation. 

TU Delft: 95% graduate employment within 6 months

TU Delft

NUS: 92% graduate employment within 6 months

NUS
National University of Singapore

02 Raise the proportion of faculty members holding degrees from top 100 global universities. 

Cambridge and TU Delft: ~60% of faculty hold degrees from top 50 universities

TU Delft  **UNIVERSITY OF CAMBRIDGE**

03 Increase international student enrollment by 30% by 2030. 

UCL: 44% international student enrollment; NUS: 42%

UCL

04 Strengthen academic and research partnerships with 10 top 100 global universities by 2030. 

Cambridge and ETH Zurich: over 15 partnerships with top 50 universities

ETH zürich  **UNIVERSITY OF CAMBRIDGE**



Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Academic Excellence	Achieve a high internal quality assurance rating	4.2	4.3	4.4	4.5	4.6	4.7	4.8
	Increase the proportion of students in cooperative training programs	1%	2%	5%	10%	20%	30%	50%
	Increase student participation in scientific and disciplinary events and competitions	4%	10%	15%	20%	25%	30%	50%
	Increase the number of students receiving academic and disciplinary awards	5	10	15	20	25	30	40
	Increase student participation in extracurricular activities	5%	10%	15%	20%	30%	40%	50%
	Increase the number of students receiving extracurricular awards	5	10	15	20	25	30	40
	Increase the proportion of students obtaining specialized certifications	5%	10%	15%	20%	30%	40%	50%
	Deliver a number of specialized training courses and workshops annually	2	4	8	12	16	20	20

Achieve a global ranking among the top 100 universities worldwide.

05 Achieve local and international academic accreditation for all programs by 2030

MIT and ETH Zurich achieve 100% international accreditation for their academic programs by 2025.



06 Align course learning outcomes with labor market skills by 2030

MIT and UC Berkeley update around 80% of their academic curricula to align with labor market needs.



07 Improve core and advanced skills to 90% in urban disciplines by 2030 (Skills Revolution)

Leading universities such as MIT and Harvard have implemented micro-credentials, increasing the proportion of students earning them by 35% between 2021 and 2023.



Research, Innovation, and Entrepreneurship Pillar

جامعة الملك عبدالعزيز
King Abdulaziz University



Pillar 2

Alignment with Vision objectives and pillars:



Research and Entrepreneurship

Leading applied scientific research in architecture and planning: research, patents, innovations, and awards.

			Strategic Plan Pillars Objectives		
			Research and Entrepreneurship Pillar		
			Fostering innovation and creativity	Ensuring transparency and quality in scientific research	Strengthening international relations
Saudi Vision 2030	Prosperous Economy	Economic Diversification: Reducing reliance on oil by developing sectors such as tourism, entertainment, mining, and defense industries.	✓	✗	!
		Attracting Investment: Creating an advanced investment environment to attract both foreign and local investments..	✓	✗	✓
		Developing Productive Sectors: Enhancing agriculture, industry, and technology sectors, and supporting SMEs.	✓	✗	✗
		Increasing Non-Oil Exports: Raising the contribution of non-oil exports to GDP.	✓	!	✗
		Enhancing Human Capital: Focusing on technical and vocational education to meet labor market needs and development requirements.	✓	✓	✗
	Vibrant Society	Enhancing Public Health: Improving healthcare services and strengthening preventive care.	!	!	✗
		Improving Quality of Life: Expanding green spaces, and developing public, recreational, and sports facilities.	✓	!	✗
		Strengthening Social Values: Reinforcing national identity and Islamic values within society.	!	✗	✗
		Diverse Housing Options: Developing the housing sector to ensure adequate and comfortable living for all citizens.	✓	✓	✗
		Promoting Cultural and Entertainment Activities: Supporting cultural and recreational events as part of community lifestyle.	✓	✗	✗
	Ambitious Nation	Improving Government Efficiency: Enhancing transparency, accountability, and simplifying procedures through e-government.	✓	!	✗
		Increasing Citizen Participation: Strengthening engagement between government and citizens, and improving transparency and communication.	✓	✓	✗
		Improving Resource Management: Enhancing the efficiency and sustainability of government resource management.	✓	!	✗
		Strengthening International Cooperation: Increasing Saudi Arabia's global contribution and providing humanitarian and relief support.	✓	!	✓
		Promoting Integrity and Accountability: Strengthening integrity in the public sector and combating corruption.	✗	✗	✗



Strong alignment



Partial alignment



No alignment

Pillar 2

Alignment of the Pillar with the Objectives and Goals of Development Authorities and Cities



		Strategic Plan Pillars Objectives		
		Research and Entrepreneurship Pillar		
		Fostering innovation and creativity	Ensuring transparency and quality in scientific research	Strengthening international relations
Development Authorities Regulation Program	Formulating public policies for regional development and growth	✓	!	X
	Preparing, approving, and updating comprehensive strategic plans and executive programs	✓	✓	X
	Direct oversight of the planning, design, and implementation of strategic programs and projects, including related operations and maintenance activities.	✓	!	!
	Review and approve development plans, programs, and projects related to the authority's mandate, prepared by government entities, public agencies, and non-profit organizations, to ensure balanced regional development.	X	✓	X
	Monitor the planning of infrastructure projects in coordination with relevant authorities.	X	!	!
	Set priorities for implementing programs and projects in the region in alignment with development plans.	✓	✓	X
	Monitor and ensure the implementation of regional programs and projects in coordination with relevant authorities, applying urban performance indicators in line with approved development plans.	X	!	!
	Propose expropriation of properties for regional development in coordination with the municipality and relevant authorities, to complete the required regulatory procedures.	!	✓	X
	Supervise the upgrading of urban areas, including historic districts and informal settlements, to achieve comprehensive urban, social, economic, and environmental development.	✓	✓	✓
	Prepare and approve building regulations and land use controls that support the implementation of regional development plans.	✓	✓	X
	Review and approve land subdivision plans.	!	✓	X
	Establish and manage an urban database and information systems as a unified platform and primary reference for entities involved in regional development.	✓	✓	X
	Coordinate and organize efforts among relevant entities in accordance with approved studies and development plans.	✓	!	!
	Develop programs, frameworks, and procedures to encourage private sector participation in regional development projects and services, and oversee their implementation.	✓	✓	✓



Strong alignment



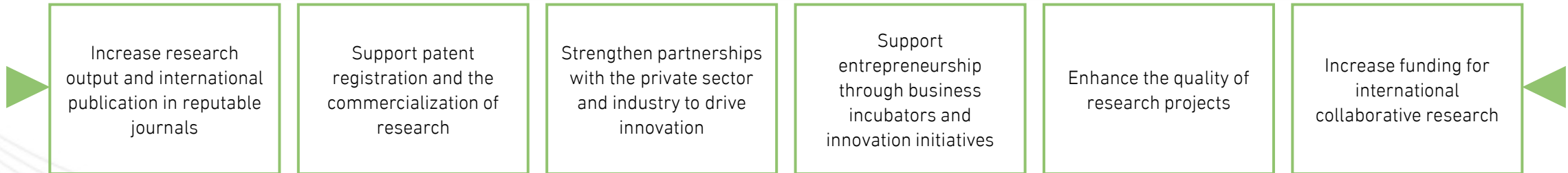
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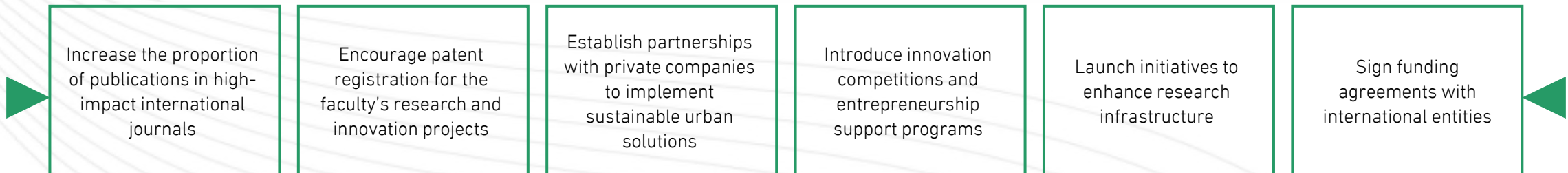
No alignment

Alignment of the Research and Entrepreneurship Pillar with the Strategic Objectives of King Abdulaziz University

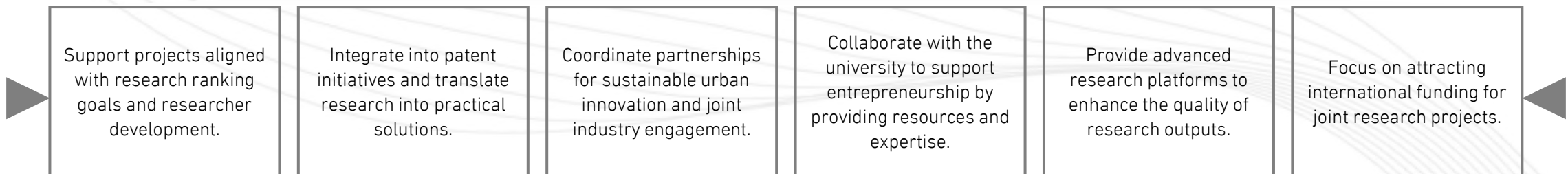
Future Directions of the University



Strategic Objectives of the Faculty of Architecture and Planning



Alignment and Convergence





Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Research, Innovation, and Entrepreneurship	 Number of faculty members benefiting from local and international research funding programs	0	2	3	4	5	6	8
	 Increase in joint research with external collaborators	3	5	10	20	30	40	50
	 Number of faculty scientific awards annually	3	5	10	10	15	15	20
	 Research publication rate per faculty member	0.83	1	1.5	2	2.5	3	3
	 Increase in citation rate of faculty research	10	15	20	20	30	30	40
	 Number of patents registered annually	1	1	2	2	4	4	5
	 Research publication rate of graduate students	1	1	2	2	2	2	3

Global research leadership in architecture & planning

08 Achieve 50 awards in research and innovation for faculty and students

- MIT received over 200 awards in 2020.
- Stanford University funded 50 small grants.
- Harvard University organized innovation recognition events.



09 Engage academics and support research for students and recent graduates

- ETH Zurich supports 30 grants annually.
- NUS has a multidisciplinary expert committee.



10 Promote international research partnerships & agreements

- TU Delft: 10 collaborative workshops.
- Berkeley: 40 funded collaborative projects.
- Politecnico di Milano: awards for collaborative teams.



11 Activate interdisciplinary annual conferences to support research and innovation awards

- University of Melbourne: 20% productivity increase.
- University of Sydney: 15% research performance increase.
- University of Tokyo: 10% effectiveness increase.



Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Research, Innovation, and Entrepreneurship	 Number of annually funded research projects	4	15	20	25	30	35	40
	 Hosting an international conference in the field	0	1	1	2	2	3	3
	 Organizing annual scientific and innovation competitions	1	1	2	2	3	4	5
	 Number of workshops on innovation, patents, intellectual property, and entrepreneurship	0	2	4	6	8	10	10
	 Number of registered urban innovation projects at the faculty	5	10	15	20	25	30	50
	 Number of students participating in registered innovation projects	10	20	30	40	50	60	100
	 Increase in the number of research papers published in the faculty journal annually	7	25	30	30	40	40	40

Global research leadership in architecture & planning

12 Publish 450 research papers and promote faculty members to Associate Professor or Professor by 2030 

- Cornell University: 50 new international research partnerships.
- Tsinghua University: 25 joint research projects.
- Cambridge: research delegations increased collaboration by 20%.



13 Support research and innovation incubators 

- HKU: 12 new community-impact projects.



14 Achieve 10 patent applications 

- UCL: 50+ high-quality international publications annually.
- ETH Zurich: 30 invited speakers annually.
- Stanford: improved analysis using Python and SPSS.



Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Research, Innovation, & Entrepreneurship	 Increase the proportion of international researchers contributing to the faculty journal	0	10%	10%	20%	20%	40%	50%
	 Increase the number of international peer reviewers in the journal	0	10	15	15	20	20	20
	 Increase the annual citation rate of journal publications	33	40	300	300	400	400	400

Global research leadership in architecture & planning

15 Create a scientific environment that encourages innovation

- Harvard University: focus areas increased research funding.
- Stanford University: innovation competitions enhanced student innovation.
- ETH Zurich: innovation initiatives supported technology application.

ETH zürich  **HARVARD** UNIVERSITY

Stanford University

16 Achieve 15 patent applications by faculty members

17 Transform the faculty journal into a Q1 international journal in urban studies, with a medium impact factor and medium to high

- MIT: innovation fund converts 20 innovations into marketable products annually.
- UCL: student competitions boost innovation participation.
- Berkeley: incubators convert 15 innovations into products annually.

UCL  **MIT** Massachusetts Institute of Technology

Berkeley UNIVERSITY OF CALIFORNIA

Institutional Sustainability Pillar

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King Abdulaziz University



Pillar 3

Alignment with Vision objectives and pillars:



Institutional Sustainability



Growth and diversification of revenue streams.

		Strategic Plan Pillars Objectives		
		Institutional Sustainability Pillar		
		Achieve financial and operational sustainability	Promote sustainability	Continuous development of infrastructure
Saudi Vision 2030	Prosperous Economy	Economic Diversification: Reducing reliance on oil by developing sectors such as tourism, entertainment, mining, and defense industries.	✓	✓
		Attracting Investment: Creating an advanced investment environment to attract both foreign and local investments..	✓	✓
		Developing Productive Sectors: Enhancing agriculture, industry, and technology sectors, and supporting SMEs.	!	!
		Increasing Non-Oil Exports: Raising the contribution of non-oil exports to GDP.	✓	✓
		Enhancing Human Capital: Focusing on technical and vocational education to meet labor market needs and development requirements.	✗	✗
	Vibrant Society	Enhancing Public Health: Improving healthcare services and strengthening preventive care.	!	✓
		Improving Quality of Life: Expanding green spaces, and developing public, recreational, and sports facilities.	✓	✓
		Strengthening Social Values: Reinforcing national identity and Islamic values within society.	✗	✗
		Diverse Housing Options: Developing the housing sector to ensure adequate and comfortable living for all citizens.	✓	!
		Promoting Cultural and Entertainment Activities: Supporting cultural and recreational events as part of community lifestyle.	✓	✗
	Ambitious Nation	Improving Government Efficiency: Enhancing transparency, accountability, and simplifying procedures through e-government.	✓	✓
		Increasing Citizen Participation: Strengthening engagement between government and citizens, and improving transparency and communication.	✗	!
		Improving Resource Management: Enhancing the efficiency and sustainability of government resource management.	✓	✓
		Strengthening International Cooperation: Increasing Saudi Arabia's global contribution and providing humanitarian and relief support.	✗	✗
		Promoting Integrity and Accountability: Strengthening integrity in the public sector and combating corruption.	✗	✗



Strong alignment



Partial alignment



No alignment

Pillar 3

Alignment of the Pillar with the Objectives and Goals of Development Authorities and Cities



		Strategic Plan Pillars Objectives		
		Institutional Sustainability Pillar		
		Achieve financial and operational sustainability	Promote sustainability	Continuous development of infrastructure
Development Authorities Regulation Program	Formulating public policies for regional development and growth	✓	✓	✓
	Preparing, approving, and updating comprehensive strategic plans and executive programs	!	✓	✓
	Direct oversight of the planning, design, and implementation of strategic programs and projects, including related operations and maintenance activities.	✓	!	✓
	Review and approve development plans, programs, and projects related to the authority's mandate, prepared by government entities, public agencies, and non-profit organizations, to ensure balanced regional development.	X	✓	!
	Monitor the planning of infrastructure projects in coordination with relevant authorities.	X	✓	✓
	Set priorities for implementing programs and projects in the region in alignment with development plans.	✓	✓	!
	Monitor and ensure the implementation of regional programs and projects in coordination with relevant authorities, applying urban performance indicators in line with approved development plans.	!	✓	!
	Propose expropriation of properties for regional development in coordination with the municipality and relevant authorities, to complete the required regulatory procedures.	!	!	✓
	Supervise the upgrading of urban areas, including historic districts and informal settlements, to achieve comprehensive urban, social, economic, and environmental development.	✓	✓	✓
	Prepare and approve building regulations and land use controls that support the implementation of regional development plans.	✓	✓	✓
	Review and approve land subdivision plans.	!	✓	✓
	Establish and manage an urban database and information systems as a unified platform and primary reference for entities involved in regional development.	X	X	!
	Coordinate and organize efforts among relevant entities in accordance with approved studies and development plans.	X	X	X
	Develop programs, frameworks, and procedures to encourage private sector participation in regional development projects and services, and oversee their implementation.	✓	✓	X



Strong alignment



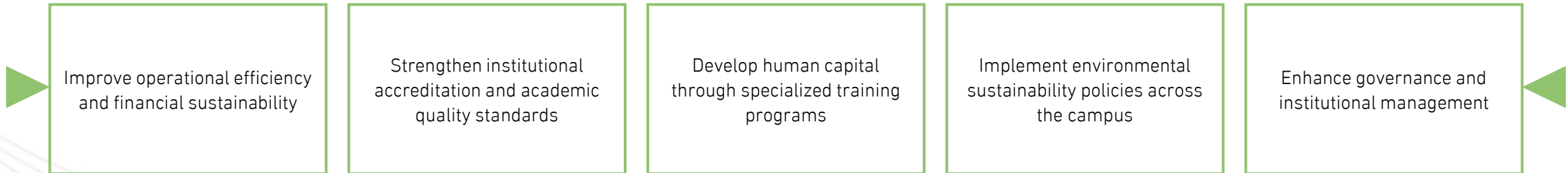
Partial alignment



No alignment

Alignment of Institutional Sustainability Pillar with the Strategic Objectives of King Abdulaziz University

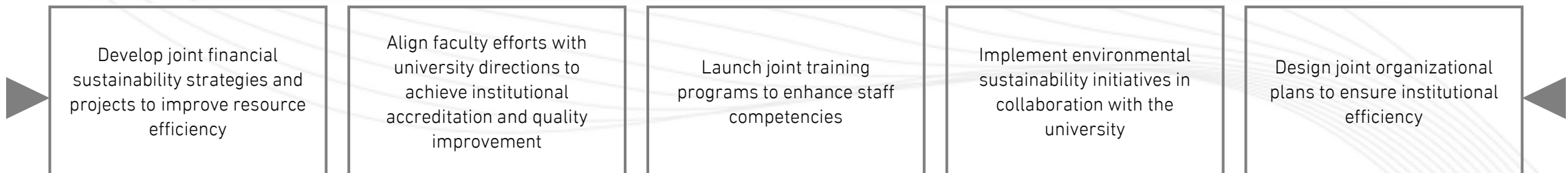
Future Directions of the University



Strategic Objectives of the Faculty of Architecture and Planning



Alignment and Convergence





Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Institutional Sustainability	 Increase revenue from contracted consultancy projects	2,000,000	2,500,000	2,500,000	3,000,000	3,000,000	3,500,000	3,500,000
	 Increase financial income from executive master's programs	0	0	0	1,050,000	2,100,000	4,200,000	4,200,000
	 Increase financial income from executive doctoral programs	0	0	0	0	500,000	1,000,000	1,500,000
	 Increase financial income from bridging programs	0	0	1,520,000	3,040,000	9,120,000	15,200,000	15,200,000
	 Increase revenue from diploma programs	0	0	360,000	1,080,000	2,160,000	4,320,000	4,320,000
	 Increase income from paid training programs	100,000	100,000	100,000	150,000	150,000	200,000	200,000
	 Engage faculty staff in professional development programs	10%	10%	15%	20%	30%	40%	50%
	 Increase job satisfaction among faculty staff	30%	55%	70%	75%	80%	85%	90%

Growth and diversification of revenue streams

18 Establish an Architecture and Planning Engineering Consultancy Company by 2030

MIT provides urban planning and architecture consulting services generating \$25M annually, covering 50% of faculty expenses.



19 Activate all executive master's programs

UCL executive and professional master's programs reach 75% enrollment, with \$12M annual revenue and 92% student satisfaction.



ETH Zurich's master's programs achieve 70% participation, generating \$10M annually and covering 35% of operating costs.



20 Activate all paid bachelor's and short programs

MIT short paid programs generate \$30M annually, with 90% satisfaction and 85% annual enrollment.



UC Berkeley's paid bachelor's and short programs generate \$20M annually, with 92% satisfaction and covering 40% of the budget.



21 Develop 100% of human capital for faculty and administrative staff

TU Delft provides \$25M annual research funding, with 85% publication in peer-reviewed journals and 30% external funding.



Harvard allocates \$40M annually to research, with 90% published in leading journals and 65% industry-supported.



Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Institutional Sustainability	 Establish specialized endowed chairs	0	0	1	2	2	4	4
	 Increase funding from endowed chairs	0	0	100,000	200,000	200,000	400,000	400,000
	 Secure grants to develop faculty spaces	2	0	1	2	3	4	4
	 Increase the proportion of leasable spaces in the faculty building	0	0	5%	10%	15%	20%	25%
	 Host external events within the faculty facilities	4	4	6	6	7	7	8
	 Increase revenue from event sponsorships	80,000	300,000	500,000	600,000	600,000	700,000	700,000
	 Total value of funding for innovation projects	30,000	50,000	80,000	100,000	120,000	150,000	180,000
	 Total value of funding for scientific research	80,000	1,000,000	1,500,000	2,000,000	2,500,000	3,000,000	4,000,000

Growth and diversification of revenue streams

22 Endowed chairs and research support 

23 Grants and donations 

Cornell relies on paid programs and consultancy revenues, covering 100% of expenses with \$25M annually and 12% growth.



UCL covers 100% of its expenses through paid education programs and consultancy projects, generating \$35M annually.



24 Establish an effective faculty management system 

25 Invest in faculty assets and resources 

Cornell relies on paid programs and consultancy revenues, covering 100% of expenses with \$25M annually and 12% growth.



UCL covers 100% of its expenses through paid education programs and consultancy projects, generating \$35M annually.



Social Impact Pillar

جامعة الملك عبدالعزيز
King Abdulaziz University



Pillar 4

Alignment with Vision objectives and pillars:



Social Impact

Maximize community engagement for the Faculty of Architecture and Planning

		Strategic Plan Pillars Objectives		
		Social Impact Pillar		
		Community service and contribution to its development	Strengthen cultural and religious identity	Improve quality of life
Saudi Vision 2030	Prosperous Economy	Economic Diversification: Reducing reliance on oil by developing sectors such as tourism, entertainment, mining, and defense industries.	!	X
		Attracting Investment: Creating an advanced investment environment to attract both foreign and local investments..	✓	✓
		Developing Productive Sectors: Enhancing agriculture, industry, and technology sectors, and supporting SMEs.	✓	!
		Increasing Non-Oil Exports: Raising the contribution of non-oil exports to GDP.	!	!
		Enhancing Human Capital: Focusing on technical and vocational education to meet labor market needs and development requirements.	✓	✓
	Vibrant Society	Enhancing Public Health: Improving healthcare services and strengthening preventive care.	✓	✓
		Improving Quality of Life: Expanding green spaces, and developing public, recreational, and sports facilities.	✓	✓
		Strengthening Social Values: Reinforcing national identity and Islamic values within society.	✓	✓
		Diverse Housing Options: Developing the housing sector to ensure adequate and comfortable living for all citizens.	✓	!
		Promoting Cultural and Entertainment Activities: Supporting cultural and recreational events as part of community lifestyle.	✓	✓
	Ambitious Nation	Improving Government Efficiency: Enhancing transparency, accountability, and simplifying procedures through e-government.	✓	✓
		Increasing Citizen Participation: Strengthening engagement between government and citizens, and improving transparency and communication.	✓	!
		Improving Resource Management: Enhancing the efficiency and sustainability of government resource management.	!	!
		Strengthening International Cooperation: Increasing Saudi Arabia's global contribution and providing humanitarian and relief support.	✓	!
		Promoting Integrity and Accountability: Strengthening integrity in the public sector and combating corruption.	✓	X



Strong alignment



Partial alignment



No alignment

Pillar 4

Alignment of the Pillar with the Objectives and Goals of Development Authorities and Cities



		Strategic Plan Pillars Objectives		
		Social Impact Pillar		
		Community service and contribution to its development	Strengthen cultural and religious identity	Improve quality of life
Development Authorities Regulation Program	Formulating public policies for regional development and growth	✓	!	✓
	Preparing, approving, and updating comprehensive strategic plans and executive programs	✓	✓	✓
	Direct oversight of the planning, design, and implementation of strategic programs and projects, including related operations and maintenance activities.	!	!	✗
	Review and approve development plans, programs, and projects related to the authority's mandate, prepared by government entities, public agencies, and non-profit organizations, to ensure balanced regional development.	!	!	✗
	Monitor the planning of infrastructure projects in coordination with relevant authorities.	✓	✗	✓
	Set priorities for implementing programs and projects in the region in alignment with development plans.	!	✗	✓
	Monitor and ensure the implementation of regional programs and projects in coordination with relevant authorities, applying urban performance indicators in line with approved development plans.	!	✗	✓
	Propose expropriation of properties for regional development in coordination with the municipality and relevant authorities, to complete the required regulatory procedures.	✓	✗	✓
	Supervise the upgrading of urban areas, including historic districts and informal settlements, to achieve comprehensive urban, social, economic, and environmental development.	✓	✓	✓
	Prepare and approve building regulations and land use controls that support the implementation of regional development plans.	✓	✓	✓
	Review and approve land subdivision plans.	✓	!	✓
	Establish and manage an urban database and information systems as a unified platform and primary reference for entities involved in regional development.	!	✗	!
	Coordinate and organize efforts among relevant entities in accordance with approved studies and development plans.	!	✗	!
	Develop programs, frameworks, and procedures to encourage private sector participation in regional development projects and services, and oversee their implementation.	!	✗	!



Strong alignment



Partial alignment



No alignment

Alignment of the Social Impact Pillar with the Strategic Objectives of King Abdulaziz University

Future Directions of the University



Strategic Objectives of the Faculty of Architecture and Planning



Alignment and Convergence



Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Social Impact	 Number of student projects aligned with future national events	20	20	24	40	60	80	100
	 Number of student projects aimed at improving quality of life on campus	2	4	8	16	24	28	32
	 Number of initiatives and events focused on enhancing quality of life in the built environment	2	4	8	8	12	12	16
	 Implement projects and initiatives for urban heritage preservation	7	10	15	20	25	30	40
	 Increase the proportion of staff participating in volunteer initiatives	20%	30%	35%	40%	45%	50%	75%
	 Increase the average volunteer hours of staff member	6	5	10	15	20	25	30
	 Increase the average volunteer hours of student	4	5	10	15	20	25	30
	 Increase total volunteer hours of faculty affiliates (staff and students)	4136	10000	20000	30000	40000	50000	60000

Maximize community engagement for the Faculty

- 26 Achieve high-impact participation in annual events related to the faculty's disciplines at the national level 

ETH Zurich designed Expo 2020 Dubai Pavilion, engaging 15% of students and increasing research projects by 30%; targets include 10% higher participation and a 40% increase in research by 2030.

ETH zürich

- 27 Implement development projects in Saudi universities and cities to enhance quality of life 

MIT Senseable City Lab developed 20 smart neighborhood models with 80% satisfaction; targets include 85% satisfaction and a 25% increase in improved neighborhoods.

MIT Massachusetts Institute of Technology

- 28 Increase the number of heritage-inspired urban projects 

Cambridge implemented 15 urban heritage preservation projects with a 20% increase in student participation; targets include a 25% increase in projects and 30% in participation.

 UNIVERSITY OF CAMBRIDGE

Pillar	Indicator	Baseline 2024	Target by 2025	Target by 2026	Target by 2027	Target by 2028	Target by 2029	Total Target by 2030
Social Impact	 Number of volunteer opportunities registered on the platform	34	12	24	36	48	60	72
	 Number of volunteer initiatives at the faculty level	4	6	8	12	16	20	20
	 Number of volunteer initiatives at the university level	11	20	8	12	16	20	20
	 Number of volunteer initiatives at the city level	4	6	8	8	12	12	16
	 Student participation rate in dialogue sessions at the university level	0	10%	30%	50%	70%	80%	100%
	 Student participation rate in dialogue sessions at the faculty level	0	30%	50%	70%	80%	90%	100%
	 Number of dialogue sessions held at the department level	0	0	12	12	12	12	12
	 Number of dialogue sessions held at the faculty level	0	4	12	24	36	48	48

Maximize community engagement for the Faculty

29 Number of hours allocated to volunteer projects 

Columbia University achieved a 35% increase in volunteer hours over five years; targets include a 40% increase in hours and 30% in student participation.

 **COLUMBIA UNIVERSITY**
IN THE CITY OF NEW YORK

30 Number of events hosted at the Faculty of Architecture and Planning building 

The University of Chicago hosts 25 events annually with over 85% satisfaction; the target is 20 events annually with 90% satisfaction.

 **THE UNIVERSITY OF CHICAGO**

Thanks

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King Abdulaziz University

