

EXCELLENCE AND BEYOND



PRINCE MOHAMMAD BIN FAHD UNIVERSITY

## STRATEGIC PLAN

# 2017-2021



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# PMU, THE SECOND DECADE 2016-2026

**Dr. Issa H. Alansari**  
PMU President

## PATHWAYS TO THE FUTURE

**“AS PMU EMBARKS ON ITS SECOND DECADE, WE FEEL COMMITTED TO MAINTAIN A STRONG INSTITUTIONAL REPUTATION, BUILDING ON STRENGTHS BUT MOST IMPORTANTLY ELEVATING OUR COMMITMENTS TO THE COMPLEXITY OF THE CHALLENGES RAISED IN THE AGE OF KNOWLEDGE AND IN THE LIGHT OF AN EVER CHANGING GLOBAL LANDSCAPE.”**

It is remarkable that the founders of this University had the right vision and the courage to lay the foundation stone for an academic institution with the philosophy that today's students become tomorrow's leaders who will make positive contributions to our society. The success of this vision during the last decade was unparalleled. PMU is recognized now as one of the top private teaching Universities in the Kingdom.

Since its inception, PMU has witnessed a decade of dedication and growth. Ten years of hard work to lay strong foundations in teaching and learning, excellence and innovation, diversity and inclusion and community service and engagement. As PMU embarks on its second decade, we feel committed to maintain a strong institutional reputation, building on strengths but most importantly elevating our commitments to the complexity of the challenges raised in the age of knowledge and in the light of an ever changing global landscape.

We present to the readers the PMU Rector's vision for the Second Decade, This vision presents the main focus areas and projects that will mark the history of PMU between 2016 & 2026. PMU Strategic Plan 2017-2021 provides us with a framework for a bold and exciting future, and outlines the strategies we need to achieve this vision.

It responds to changes in national policy and shifting market conditions, but holds intact the PMU's Founders aspirations. Once again, I call on those whose lives have been touched by PMU, to join me in achieving our vision that PMU will be KSA's premier private university in shaping “Global Citizens” by enabling education for the jobs of the future and by stimulating research with impact that makes a pragmatic difference to the communities we serve. Our success in a very competitive future depends on the continued commitment and contribution of all our faculty and staff to supporting our students in pursuing our learning and research mission.

OUR EFFORT WILL BE DIRECTED  
TOWARDS 5 MAIN AREAS:

## ACADEMIC INNOVATION AND EXCELLENCE

**In the second decade... we envision PMU as:**

- ▶ An ever more student-centered academic environment increasing efforts towards building a distinguished graduate profile that is aligned with the changing global landscape;
- ▶ A constantly innovative learning environment introducing state-of-the art learning technologies and pioneering methodologies;
- ▶ A nationally and internationally accredited university;
- ▶ An institution providing prestigious Graduate Studies in innovative fields;
- ▶ An institution offering new majors that respond to the national and international needs;
- ▶ An institution focusing on Research with Impact.

## INTERNATIONALIZATION

**In the second decade... we envision PMU as:**

- ▶ An institution that actively engages with the UN Academic Impact priorities;
- ▶ An institution that is globally connected to the international academic community, the business and industries, and to the global issues in the world today;
- ▶ A campus where each individual: student, faculty and staff member reflects the global connectivity envisioned by the institution;
- ▶ A university where all students experience adequate international exposure during their academic career;
- ▶ An academic environment that ensures equal opportunity, diversity and inclusion throughout all of its programs;
- ▶ An Institution that participates in building global peace and tolerance through education.



## GROWTH AND EXPANSION

### In the second decade... we envision PMU as:

- ▶ Ensure that PMU becomes a landmark of the region;
- ▶ Reach a capacity of 10,000 students, with equal gender distribution and a target of 15% international students;
- ▶ Expand the campus facility through:
  - Establishing two Male and Female Preparatory Program dedicated buildings;
  - Establishing new administrative offices;
  - Building a multi-story car park to accommodate more student and staff vehicles;
  - Completing the Housing Project;
  - Making PMU a landmark of the region.
  - Open one regional campus.
- ▶ Complete and launch the Medical School and Teaching Hospital. Complete and launch the Prince Sultan College for Visually Impaired.
- ▶ Continue to improve the PMU infrastructure through development projects. Establish the school of law.

IN THE SECOND DECADE, WE AIM TO ENSURE THAT PMU BECOMES A LANDMARK OF THE EASTERN PROVINCE

## ENGAGING THE EASTERN PROVINCE

### In the second decade... we envision PMU as:

- ▶ The Kingdom's National Vision for 2030 as an active participant on
- ▶ the immediate and long terms;
- ▶ The Youth of the Eastern Province through community programs; The Businesses and Industries of the Eastern Province through training, entrepreneurship, advisory boards, endowments, and applied research; The local authorities through the Public Policy Center;
- ▶ Our plans to ensure PMU becomes a landmark of the Eastern Province;
- ▶ Our students as ambassadors in local and global citizenship programs.

*"IN THE SECOND DECADE, WE AIM TO ENGAGE WITH THE KINGDOM'S NATIONAL VISION FOR 2030."*

## LEGAL STATUS AND FUNDING

- ▶ PMU to become an endowed University;
- ▶ PMU to reach an endowment value of 500M SAR.

*"OUR ULTIMATE RESPONSIBILITY IS TO PROVIDE STUDENTS WITH THE BEST EDUCATION POSSIBLE SO THAT THEY MAY ACHIEVE THEIR GOALS, SUCCEED AT THE HIGHEST LEVELS AND IMPROVE THEIR COMMUNITIES IN THE NATION AND THE WORLD: THIS IS THE PMU PROMISE."*

## PREAMBLE


**P**rince Mohammad Bin Fahd University is a unique institution in the Kingdom of Saudi Arabia that since its inception has charted distinct pathways to academic excellence. PMU from the beginning developed a curriculum that transcended the traditional restrictions of teaching classical education and based its approach rather on learning with a particular focus on six competencies. We are confident that thus far we have been successful in educating our multifaceted student body and are proud of our alumni, who have excelled and led in all areas of endeavor at local, national, and international levels. Many words have been used to describe the nature of this institution as a whole: creative, entrepreneurial, and engaged. PMU has become and remains one of the most distinguished and preeminent institution of private higher education in the Kingdom.

From its founding, PMU focused on excellence in teaching. We take as a matter of course that all of our students deserve a first-rate education. PMU achieved its purpose with pride at this level during the first decade. The question now is: How can PMU build upon its trajectory of growth in size, quality, and impact through a large network of national and international partners to reach new heights of academic prominence in the next quinquennial?

This Strategic Plan under the theme: “Excellence and Beyond” aims to expand the scope of the university to “Research with Impact”. The progressive introduction of applied research to solve the persistent and eminent problems of the industry and the community PMU serves will be our next additional mission. PMU will not only transfer knowledge but will create the needed knowledge that serves the society in which we are living and beyond with the unique purpose to improve the well-being of the Citizens and those who live in the Kingdom. PMU is not-for-profit organization. PMU is engaged in the journey of quality and excellence in every aspect of its processes and continues to push the boundaries of its comfort zone to serve tirelessly more and better its students and the KSA society.

Besides, our vision for a brighter PMU is to develop students who are globally connected and to shape Global Citizens with the 21st century soft skills that crosscut and transcend the boundaries of disciplinary knowledge. PMU invested heavily in a varied living-learning environment for students. With that success as a backdrop, this plan calls for developing further competencies in our students who not only can work and live everywhere but they will be equipped with the skills that involve them in global issues with a refined humanitarian sense for tolerance, peace building, moderation, conflict resolution, poverty eradication, protection of the environment and sustainability.

Furthermore, the Saudi Vision 2030 offers a futuristic vision for incoming generation that will lessen dependence on oil and stimulate other sectors that rely essentially on highly qualified human resources in a knowledge economy. PMU, as a social responsible higher education institution, supports these aspirations towards the post-oil era and our current Strategic Plan 2017-2021 has taken into consideration the role and duties that should be played by the higher education sector at this turning point to contribute in the implementation of the strategic vision of the national transformation of the Kingdom.



Finally, it is noteworthy that the Strategic Planning Management was faculty and student driven. Each party has developed ideas within one of the following areas: education; research, scholarship, and creativity; public engagement (outreach); and organizational stewardship. The Strategic Plan was a collection of ideas of change for a better future. The diversity and comprehensiveness of the participants in the project are a fountainhead of creativity and innovation. The strategic planning effort was organized around few questions: 1) What are our essential qualities? 2) What are our key challenges? 3) What are our priorities for the next five years? 4) What are our objectives and more precisely our commitments (that should be actionable and measurable) to address the priorities we drew for the next five years?

The PMU Strategic Plan 2017-2021 addresses the previous issues with a tension between our ambitious aspirations and our realistic human and capital resources. We aimed to balance between these two forces. We took the decision that PMU in the next five years emerge from the shortfalls and invest rigorously and proactively in its future with the strong belief that “failure is not an option” and we will continue what we started with serenity and wisdom for generations to come. We believe that these goals and the specific initiatives that support them would never be implemented without the usual collaborative efforts and commitment to inclusion of the staff, faculty, students, and the PMU community supporters.

## HISTORY

PMU is the first private university in the Eastern Province of the Kingdom of Saudi Arabia. PMU started operations with the approval of the Custodian of the Two Holy Mosques for the establishment of the University and PMU Charter. The university is the fulfillment of the vision and initiative of His Royal Highness Prince Mohammad Bin Fahd Bin Abdul-Aziz, The former Governor of KSA Eastern Province. PMU's most unique characteristic compared to all Saudi universities is its intrinsic benchmarking of its system, curriculum, defining characteristics and competencies of its graduates and the context in which its feasibility, vision and mission was designed. PMU was framed by local visionaries who partnered with carefully chosen institution building consortium of over 32 USA universities TIEC. More than 62 local and international teams of experts in higher education, curriculum design, program specification, syllabi identification and higher education governance worked for over two years to frame PMU system. This was all completed much before admitting PMU first student. By including such unique expertise at the framing stage, PMU was well positioned to inherit hundreds of years of experience in higher education in USA while preserving its Saudi identity.

PMU Guiding Principles and Core Values stemmed from respecting Islamic principles while benefiting from international best practices.

PMU is indeed a proud Saudi university with global characteristics, standards and specifications.

Our Goal is  
to prepare  
leaders of  
the  
future..."

We make  
**HISTORY.**

We build  
**LEADERS.**

## THE FIRST STRATEGIC PLAN 2007-2011

PMU Strategic Plan for 2007-2011 was developed and implemented immediately after the University started its operations in September 2006. The Strategic Plan focused on areas such as the completion of the physical and technological infrastructures, recruiting excellent students and faculty and building a supportive learning environment.

### **The Strategic Goals of the Plan were as follows:**

- ▶ Increase the number of quality students who will make PMU their first choice and enhance advising programs to increase retention and reduce time to graduate.
- ▶ The University will provide a distinctive, student-centered undergraduate learning experience which will be highly competitive as a result of its intellectual coherence, rigor and engagement of students with faculty in the process of inquiry and discovery.
- ▶ Incorporate electronic and communication technology throughout the university so that teaching, research, outreach activities and student services are current and effective.
- ▶ The University campus acquires and fully supports the utilization of state-of-the-art technological resources, including the technical and administrative staff, equipment and facilities that support research and scholarship, facilitate innovation in the learning environment and enhance administrative processes.
- ▶ Provide a stimulating, supportive and safe environment for staff with a commitment to service and an emphasis on continuous improvement.
- ▶ Enhance the University's reputation and effectiveness. Establish and develop a research culture and infrastructure.
- ▶ The University will expand and diversify its sources of revenue to assure its continued growth in the context of its mission and strategic goals.
- ▶ Complete the physical environment and infrastructure of the campus.
- ▶ Apply quality criteria in all the University functions and procedures and seek accreditation from local and international accreditation bodies.

## THE SECOND STRATEGIC PLAN 2012-2016

PMU strategic plan for 2012-2016 shifted the focus from the initial developmental stages to pursue of Excellence. PMU Strategic Plan 2007-2011 was the prime mover of the university march towards realizing PMU vision and fulfilling PMU mission. The university was fully constructed and ready to pursue excellence in its activities and to ensure that all activities are in line with its defined characteristics.

A priority for PMU's in the previous strategic plan was the desire to achieve excellence thoughtful strategic planning, investment in both human and technological resources and rigorous cycles of Continuous Improvement. Therefore, PMU focused on the initial NCAAA accreditation process and quality assurance. By emphasizing the role of the deanship of Quality and Accreditation, PMU acknowledged the necessity to align itself with accepted regional and international benchmarks, key performance indicators and the National Qualifications Framework.

### **The Strategic Goals of the Plan were as follows:**

- ▶ Increase the number of quality students who will make PMU their first choice and enhance advising programs to increase retention and reduce time to graduate.
- ▶ The University will continue to provide a distinctive, student-centered learning experience to its students.
- ▶ The University campus will continue to acquire and fully supports the utilization of state-of-the-art technological resources that support research and scholarship, facilitate innovation in the learning environment and enhance administrative processes.
- ▶ Provide a stimulating, supportive and safe environment for faculty and staff with a commitment to service and an emphasis on continuous improvement.
- ▶ Continue to enhance the University's reputation and effectiveness and increase its visibility locally and internationally.
- ▶ Establish and develop a research culture and infrastructure, and solicit support for research projects from local and international businesses.
- ▶ The University will expand and diversify its sources of revenue to assure its continued growth in the context of its mission and strategic goals.
- ▶ Improve and expand the physical plant facility to embrace future PMU expansions.
- ▶ Continue to apply quality criteria in all the University functions and procedures and seek accreditation from local and international accreditation bodies.

## THE THIRD STRATEGIC PLAN 2017-2021

This strategic plan is formulated to provide a road map for the pursuit of Excellence in all. PMU 2017-2021 Strategic Plan features seven strategic domains which are focused on continuous quality improvements for the university. The strategic plan also incorporates the key performance indicators, benchmarks and on-going quality assurance plans from the previous strategic plan.

In consultation with the Office of the Rector, VRAA, PMU administrators, faculty, staff, students, a select number of employers, and members of the community participated in the planning activity. PMU reaffirms its mission, vision and developed the strategic plan.

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted to establish a clear view of the current internal and external environment that affect PMU. The results of the SWOT analysis, included interviews conducted with different groups, observations in the internal systems and procedures, existing documents, and other factors served as basis for identifying the strategic focus areas and goals.

- *Excellence in Education*
- *Excellence in Research and Innovation*
- *Outreach and Community Engagement*
- *Quality and Performance Improvement*
- *Internationalization Graduate Studies Governance Infrastructure*
- *Revenue Diversification/ Business Development*



## PMU Goals, Objectives, and Initiatives 2017-2021

This strategic plan is formulated to provide a road map for the pursuit of Excellence in all activities. PMU 2017-2021 Strategic Plan features strategic domains that serve as the goals which are focused on continuous quality improvements for the university. The strategic plan also incorporates key performance indicators, benchmarks and on-going quality assurance plans from the previous strategic plan.

PMU clarifies the definitions of Strategic Goals, Objectives, and Initiatives as follows:

**GOALS:** A goal is a broad primary outcome. A goal is what PMU would like to accomplish. A Goal is presented as a broad statement of what we hope to achieve. It is more qualitative than quantitative in nature and supported by measurable objectives. Goals are high-level statements of direction, aspirational, and they should remain constant until our strategy changes.

**OBJECTIVES:** An objective is a measurable step PMU will take to achieve a Goal. Once the goals are defined, the next step is to break them down into objectives. Objectives should be SMART (Specific, Measurable, Achievable, Realistic, Time-bound).

**INITIATIVES:** an initiative describes the task that PMU will do to achieve the objective.

### STRENGTHS

- ▶ Campus characteristics, facility, small class size, new and attractive buildings
- ▶ The curriculum and the competency based learning
- ▶ Diversity of faculty, staff, and students including Male and female
- ▶ Building Design – Accessibility and Technology
- ▶ Open-door Policy Accessibility Stakeholders involvement
- ▶ Successful graduation rates and Competent Graduates
- ▶ Financial Stability Evening Programs
- ▶ Co-curricular activities
- ▶ Positive reputation in the external community
- ▶ Proactive student support (in academic and non-academic)
- ▶ Technology and the Infrastructure
- ▶ Qualified faculty
- ▶ Partnership with other Universities
- ▶ Residential campus development
- ▶ Campus wide involvement in planning accredited programs

### WEAKNESSES

- ▶ Shortage of Resources (staff and faculty)
- ▶ Highly competitive market for diverse faculty Student preparedness at entrance
- ▶ Limited resources for faculty and staff development Lack of accountability and follow up mechanism
- ▶ High workloads for faculty and staff and the ability to hire and retain faculty
- ▶ Coordination among stakeholders and departmental coordination, community outreach
- ▶ Routine maintenance needs to be assured Lack of active alumni
- ▶ More tangible reward for research is needed and inadequate merit-based incentives
- ▶ Weakness in registration processes and student counselling
- ▶ Lack of employee engagement and commitment
- ▶ Varying perceptions of faculty, staff, and administrators towards work expectation
- ▶ Lack of strong and effective presence in the external community
- ▶ Limited resources for faculty and staff development
- ▶ Insufficient space for expansion (new buildings, labs, etc.)
- ▶ No match between research expectation and support
- ▶ No diversification of revenue

## OPPORTUNITIES

- ▶ Growth potential (College of Medicine, College of Engineering Technology, Center of specialization e.g. comparative law, environmental studies)
- ▶ Expanding college programs and graduate degree programs
- ▶ Research centers and centers of excellence and development of research park
- ▶ Diversity of the Region (students – industry)
- ▶ Diversification of funding
- ▶ Supply exceeds the demand – able to select the best students' intakes
- ▶ Growing demand on graduates and Employability of Saudi female
- ▶ Foreign exchange program and Summer opportunities for local and international
- ▶ Exposure to international experience
- ▶ Academically and culturally prepare for international studies
- ▶ Partnership with External community and University relationships
- ▶ More external cooperation with external bodies at department level
- ▶ Research collaboration within each department
- ▶ Extend off-campus training for the purpose of generating revenues
- ▶ Employment opportunity for returning Saudi Post graduate students
- ▶ Soft-copies of textbook available through publisher

## THREATS

- ▶ Competition from universities in Eastern Province and opening new universities
- ▶ Potential competitors from recognized international universities
- ▶ Withdrawal of scholarship or external financial support
- ▶ Economic instability, Budget crisis and Oil prices
- ▶ New government regulations for expats and movement of the faculty from one university to another
- ▶ Political regional instability
- ▶ Mishandled Saudization process
- ▶ Quality of incoming students and falling academic standards due to large number of unprepared students
- ▶ Negative public perception
- ▶ Preparedness for emergencies such as sandstorm, war, communication failure
- ▶ Strict enforcement of NCAAA regulations competes with international accrediting agencies

## VISION

PMU vision is to be a higher education institution having a transformative impact on society through sustainable innovation in education, research, and creativity.

## MISSION

PMU is committed to sustaining world-class excellence in education, research and service by advancing the state of discovery, development, and application of knowledge. We prepare our graduates for professional careers by offering the highest quality academic programs in a learning environment that fosters research and nourishes creativity. We equip our students with competencies and lifelong learning skills that help them become successful and responsible leaders in their communities. Our multicultural diverse and inclusive communities, our global connectedness and engagements, and our 21st futuristic outlook enrich our university environment.

## VALUES

**Dedication:** A reflection of our unique work principles and our commitment to quality.

**Sustainability:** Our ability to maintain institutional capabilities in educational, social, environmental, and financial performance.

**Impact:** To solve critical issues faced by national and international communities.

**Creativity:** To be innovative by providing original ideas and knowledge.

**Inclusive Community:** To show respect for ethics, cultural and religious diversity, and freedom of thought.

**Citizenry:** Maintaining strong commitments to local, national, and global communities.

**Futuristic Outlook:** To participate in shaping the future: its techniques, its resources, societies, and economics.

**Compassion:** To deal with others empathetically and transcend self-interest.

# EXCELLENCE IN EDUCATION

## GOAL 1: PURSUE AND ACHIEVE EXCELLENCE IN EDUCATION

**Objective 1: Promote and support teaching excellence in all academic units.**

### INITIATIVES

We will achieve our objectives by:

- Ensuring that all academic programs conduct regular assessment processes that produce full information and provide feedback to teachers that enable them to improve their teaching continually.
- Establishing a University Assessment Committee that collects and review assessment reports from academic programs and provide feedback to all concerned University Departments and assist academic programs to develop and improve plans for assessing student learning.
- Providing training to faculty on latest pedagogies and best practice for effective teaching.

### KPIs

- Number of academic programs conducting assessments and submit results to the University Assessment Committee.

**Objective 2: Provide enriching learning experience inside and outside the classroom.**

### INITIATIVES

We will achieve our objectives by:

- Encouraging faculty to use new pedagogies and new technologies, taking into consideration the different pedagogies that are appropriate for different academic pro-grams.
- Promoting and support learning activities beyond the classroom that may include site visits, hosting guest Speakers, work-shops and student seminars.
- Planning, designing and implementing Campus Life Co-curricular activities that will enrich the learning experience of student and help them practice and master the University Targeted Competencies.

### KPIs

- Percentage of teaching staff participating in professional development activities during the past year.
- Number of learning activities beyond the classroom.

### **Objective 3: Develop cultural awareness of students to engage with the global society.**

#### **INITIATIVES**

We will achieve our objectives by:

- Providing international opportunities for students such as internships and summer work experiences with an educational component.
- Including internalization within the curriculum by using globally connected class-rooms. Faculty should use in teaching examples from different cultures, encourage students to reflect upon cultural similarities and differences and develop their ability to tolerate differences with others from different backgrounds.
- Creating inter-university collaboration with international universities to foster student exchange.

#### **KPIs**

- Number of students that participate in international internships, summer work and student exchange programs.
- Number of faculty dedicated to creating globally connected classroom.

### **Objective 4: Attract excellent body of students and provide supportive and efficient student services.**

#### **INITIATIVES**

We will achieve our objectives by:

- Enhancing the University enrollment management and redesign the University website to attract and enroll excellent students.
- Ensuring students have access to academic advising and counseling of high quality.
- Ensuring that there are sufficient resources for providing satisfactory and efficient services to the students.

#### **KPIs**

- Proportion of newly enrolled students with high school examination results of 90% and above.  
Number of students assigned for each academic advisor.
- Ratio of students to teaching staff.
- Percentage of PMU-wide student retention rate.
- Percentage of students entering programs who successfully complete first year.



**Objective 5: Provide a learning environment that sustains world class academic and supportive activities.**

### **INITIATIVES**

We will achieve our objectives by:

- Ensuring that the University possesses the latest information technology to support learning and teaching.
- Recruiting and retaining faculty and staff committed to and able to deliver excellence in teaching and education.
- Ensuring that appropriate support is available to allow faculty to maximize their potential to achieve excellence in teaching.
- Ensuring Learning Resource Center will be supported to become a learning hub providing learning environments conducive to study, collaboration and cross-disciplinary interaction.
- Ensuring that Learning Resource Center will provide increased virtual services to the faculty and students and help them finding and using scholar resources.

### **KPIs**

- Proportion of graduating students achieving a GPA of very good and higher.
- Number and diversity of virtual resources available for students and faculty.

# EXCELLENCE IN RESEARCH AND INNOVATION

## GOAL 1: PURSUE AND ACHIEVE EXCELLENCE IN RESEARCH AND INNOVATION

**Objective 1:** Increase the number and quality of research production (published in peer-reviewed local and international journals, books, monographs, international conference proceedings).

### INITIATIVES

We will achieve our objectives by:

- Focusing further in the faculty recruitment on candidates with a proven track record in research.
- Leveraging additional research funding from external sources.
- Providing assistance for new researchers and early careers in the process of publications and grant proposal writing.
- Providing adequate internal seed funding to increase the research productivity of our active scholars. Internal grants should also help in the development and sustainability of research groups and research centers.
- Allowing teaching release time for very active researchers whenever possible to spend the needed time on research production.
- Organizing regular scientific writing workshops aimed particularly at novice researchers.
- Providing sufficient funding for conference presentation to Faculty in order to create opportunities to initiate collaborations and subsequently co-authorship on publications with focus on interdisciplinary themes (thus enhancing productivity).

### KPIs

- Number of refereed publications per full time equivalent member of teaching staff.
- Proportion of full time member of teaching staff with at least one refereed publication.
- Number of papers or reports presented at academic conferences per full time equivalent members of teaching staff.

## **Objective 2: Build progressively adequate research environment and infrastructure to allow PMU scholars to be more productive in research.**

### **INITIATIVES**

We will achieve our objectives by:

- Providing of adequate research infrastructure that will enable researchers to pursue research activities at the high level required to become a research-intensive university. This includes the provision of laboratory space, support staff, statistical software for quantitative and qualitative research methods, etc.
- Providing funding for researchers to purchase the required equipment and related consumable materials.
- Providing access/subscription to online key resources such as the Thomson Reuters Web of Science, SDL, and membership with Scientific Societies.

### **KPIs**

- Proportion of total operating funds spent on research.

## **Objective 3: Instill and nurture a strong research culture among non-academic departments to be facilitators and motivators for researchers.**

### **INITIATIVES**

We will achieve our objectives by:

- Ensuring that the office of the Deanship of Research Development is adequately staffed to respond to the needs of researchers.
- Sharing research achievements with non-academic departments through, for example, the creation of research newsletter to these departments.
- Ensuring that non-academic departments such as Human Resources, Finance, IT, and library Departments have the right resources and to provide excellent support services to researchers.
- Where possible, involving non-academic staff members to research-related events to understand the importance of research for a higher education organization in order to instill a culture of support and facilitating the research activities of the researchers.

### **KPIs**

- Number of web services membership/subscriptions as a proportion to all PMU degree offering programs.
- Number of periodical subscriptions as a proportion to all PMU degree offering programs.
- Number of books held in PMU library as a proportion of the number of PMU students.
- Total annual expenditure in the library as a proportion to the number of PMU full-time students.

**Objective 4: Implement progressively the institutional research agenda of PMU and update in every three years in order to help solving the industry and societal eminent and persistent problems of the kingdom in alignment with the Saudi Vision's 2030.**

### INITIATIVES

We will achieve our objectives by:

- Providing applied real-life hands-on experiences through networking with the local, regional, and international industry for researchers (faculty and students).
- Providing technical services and support to local industry and manufacturing businesses.
- Developing on-campus consultation to the industry to increase partnership with campus units and external organizations.
- Assisting in developing sustainable long-term partnerships with business and government, to enhance collaborative and cross disciplinary research.

### KPIs

- Number of papers produced by PMU researchers in the areas of PMU Institutional Research.
- Number of time the PMU Institutional Research Agenda is changed/adjusted to the local and international force such as the Saudi Vision 2030 in KSA and the need of tolerance and peace skills development imposed by the international agenda against radicalization.

**Objective 5: Make PMU an institution of choice by attracting and retaining local and international scholars who are leaders in their respective field (including postdoctoral fellows, scholars on sabbatical, Fulbright awardees, and retired scholars) to help supporting and mentoring junior PMU researchers and initiate big research projects.**

### INITIATIVES

We will achieve our objectives by:

- Providing competitive salaries for scholars in order to attract and retain the best researchers in each field. Offer a market premium for exceptional researchers. Develop efficient ways and means to attract and retain research talents in areas of the institutional research agenda of PMU.
- Encouraging faculty to establish collaborative partnerships with researchers outside of the KSA.
- Ensuring that the research budget makes provision for competitive postdoctoral and sabbatical fellowship awards to attract the most promising postdoctoral and sabbatical candidates from other parts of the world.

### KPIs

- Percentage of international faculty with a proven research track record recruited.

## **Objective 6: Recognize and communicate the successes of PMU researchers internally and externally.**

### **INITIATIVES**

We will achieve our objectives by:

- Recognizing the best researchers through the Best Researcher Awards in different categories, e.g. best early-career researchers, most-productive researcher, best research group etc.
- Establishing a regular newsletter which, among other things, will be aimed at highlighting the activities and achievements of PMU researchers, both individuals and/or research groups.
- Highlighting the research on PMU Web site as an icon for promoting and showcasing research successes both within the University and externally for PMU scholars.
- Organizing and encourage Faculty participation in local, regional, national, international seminars and workshops and conferences to enhance PMU visibility and credibility both inside and outside the Kingdom.
- Building a relationship with local media to communicate the work of PMU to the community.

### **KPIs**

- Number of recognized best researchers through the Best Researcher Awards.
- Number of papers or reports presented at academic conferences per full time equivalent members of teaching staff.

## **Objective 7: Identify and encourage progressively external funding and the financial autonomy of researchers.**

### **INITIATIVES**

We will achieve our objectives by:

- Encouraging fund-raising efforts through collaborative research proposals targeting local and international funding organizations and businesses.
- Encouraging and support Faculty in identifying external sources of funding to supplement funding from the University, thus ensuring their financial autonomy.
- Assisting faculty with the process of writing proposals for funding by, among other things, organizing proposal writing workshops, marketing the capabilities of PMU Researchers among the funding agencies, and incentivize PMU Researchers for networking.

### **KPIs**

- Research income from external sources as a proportion of the number of full time teaching staff members.

## **Objective 8: Increase in the production of intellectual property, patents, and technology commercialization.**

### **INITIATIVES**

We will achieve our objectives by:

- Encouraging commercializing of products arising from PMU research, as well as the production of patents.
- Fostering technology transfer for regional and national economic and business development.
- Aiming to establish an Intellectual Property Office for the university by the end of the year 2021.

### **KPIs**

- Number of intellectual property, patents, and technology commercialization.

## **Objective 9: Develop a two-tier faculty categories to incentivize the research and improve the competitiveness of PMU Researchers.**

### **INITIATIVES**

We will achieve our objectives by:

- Identifying thoroughly a precise definitions and clear metrics the “most active Researchers” at PMU.
- Reducing the teaching load of the active researchers.
- Increasing the teaching load of the faculty who prefer or choose not to do research.
- Allowing the promotion system to be based on weight chosen freely of the three components of the task by the faculty.
- Allow the faculty who is doing intensive research with internal or external funding to buy time release based on an approval system.

### **KPIs**

- Number of faculty promoted at PMU.

# OUTREACH AND COMMUNITY ENGAGEMENT

## GOAL 1: PURSUE AND ACHIEVE EXCELLENCE COMMUNITY ENGAGEMENT

**Objective 1:** Foster and sustain the engagement of the University with the community and its participation in identifying, addressing and overcoming problems and challenges.

### INITIATIVES

We will achieve our objectives by:

- Preparing a catalog describing the University programs and expertise and distribute it among organizations in the community surrounding the University.
- Developing relationships with community leaders and organizations and invite them to use the University expertise in solving problems and overcoming challenges.

### KPIs

- Number of relationships developed with community leaders and organization.

**Objective 2:** Involve the University's faculty, students and alumni in community engagement.

### INITIATIVES

We will achieve our objectives by:

- Encouraging and support community engagement activities involving students and faculty.
- Strengthening collaboration with the PMU alumni to enrich the community engagement of the University.

### KPIs

- Proportion of faculty and students engaged in community service.

### **Objective 3: Develop and implement community outreach units and programs that will participate in achieving the goals of the Kingdom 2030 Vision.**

#### **INITIATIVES**

We will achieve our objectives by:

- Developing partnerships with key sectors, including government, economic and service sectors, to initiate and support activities that result in sustainability of resources and environmental protection.
- Actively engaging in providing training to prepare youth to succeed in the globalized workplace.
- Engaging with responsible bodies and government departments in developing the IT infrastructure kingdom wide and creating smart cities.
- Expanding units and outreach programs to enhance the University's ability to assist the Kingdom in economic development, job creation, social progress and quality of life.

#### **KPIs**

- Number of community programs provided as a proportion of the number of departments.

### **Objective 4: Develop a Saudi Vision's 2030 Implementation Taskforce to meet on a regular basis to recommend changes or addition in the programs, curricula, co-curricula, research, training for the community or consulting to align PMU role in implementing Saudi Vision's 2030.**

#### **INITIATIVES**

We will achieve our objectives by:

- Developing partnerships with key sectors, including government, economic and service sectors, to initiate and support activities that result in sustainability of resources and environmental protection.
- Actively engaging in providing training to prepare youth to succeed in the globalized workplace.
- Engaging with responsible bodies and government departments in developing the IT infrastructure kingdom wide and creating smart cities.
- Expanding units and outreach programs to enhance the University's ability to assist the Kingdom in economic development, job creation, social progress and quality of life.

#### **KPIs**

- Number of relationships developed with community leaders and organization.

# QUALITY AND PERFORMANCE IMPROVEMENT

## GOAL 1: MAINTAIN FULL COMPLIANCE WITH THE SAUDI ARABIA QUALIFICATION FRAMEWORK

**Objective 1:** Maintain Institutional Accreditation and Compliance with the National Commission for Academic Assessment and Accreditation (NCAAA) by Mandating Continuous Quality Improvement.

### INITIATIVES

We will achieve our objectives by:

- Ensure All Programs are accredited by the National Commission for Academic Assessment and Accreditation (NCAAA).
- Establishing an Institutional Assessment and Evaluation committee.
- Spreading the culture of quality improvement by providing related information and training faculty and staff on quality requirements.
- Recruiting staff specialized in quality issues and training to help in enhancing quality on the male and female campuses.

### KPIs

- Proportion of programs in which there was independent verification of standards of student achievement by people external to the institution.
- Proportion of courses in which students evaluation were done.
- Number of NCAAA Accredited programs.

## GOAL 2: ENSURE INTERNATIONAL RECOGNITION OF PMU AND ALL ACADEMIC PROGRAMS

**Objective 2:** Ensure All Programs are accredited by recognized international accreditation bodies.

### INITIATIVES

We will achieve our objectives by:

- Applying for ABET accreditation for all programs at the College of Engineering.
- Applying for ABET accreditation for all programs at the College of Computer Engineering & Science.
- Ensure all programs at the College of Business Administration are accredited by AACSB.
- Accrediting the Law program from an international Accreditation Agency to ensure global recognition.

### KPIs

- Number of accredited programs from international accrediting body.

**Objective 3:** Increase PMU rank to reach the first ten universities in ranking in Saudi Arabia.

### INITIATIVES

We will achieve our objectives by:

- Applying for QS Institutional Ranking.
- Increasing our Web impact by providing a multilingual information on [www.pmu.edu.sa](http://www.pmu.edu.sa)
- Increasing our Webometrics rank.

### KPIs

- PMU QS rank reaching the top 50 universities in the Arab World.
- PMU Webometrics rank reaching the top 25 universities in the Saudi Arabia.

# INTERNATIONALIZATION

## GOAL 1: PURSUE AND ACHIEVE EXCELLENCE IN EDUCATION

**Objective 1:** Enhance the profile of Prince Mohammad Bin Fahd University and introduce it to the international community.

### INITIATIVES

We will achieve our objectives by:

- Redesigning the PMU website to better introduce PMU to the international community.
- Increasing the participation of Faculty in international conferences.
- Producing and disseminate publications that make PMU known and recognized by the international community of academics and international organizations.

### KPIs

- Number of faculty and staff participating in international conferences.

**Objective 2:** Enhance the international network and active participation of PMU in the internal areas in a sustainable way.

### INITIATIVES

We will achieve our objectives by:

- Developing and enhance international partnerships and networks.
- Increasing contact with the global intellectual community through guest speakers to deliver speeches about issues that are of international concern.
- Providing scholarships to attract student from Arab and developing countries.
- Supporting collaborative research that involves PMU faculty and faculty from international universities.

### KPIs

- Number of active partnerships.
- Number of students from Arab and developing countries.

**Objective 3: Engage in dialogue series and roundtable series to discuss and contribute in finding solutions for problems of international concern and play the role of “influencing the influencers” by involving the international organizations in the proposed solutions.**

### **INITIATIVES**

We will achieve our objectives by:

- Organizing workshops, seminars, symposia and conferences that address issues and problems of international concern such as peace, tolerance, cultural diversity, sustainability, environmental protection and eradication of poverty.
- Establishing endowed chairs that focus on problems of international concern.

### **KPIs**

- Number of workshops, seminars, symposia and conferences organized.

**Objective 4: PMU is to become a global gateway connecting the academic communities in the Arab Gulf Countries with its counterparts in other countries around the world about issues of global concerns.**


### **INITIATIVES**

We will achieve our objectives by:

- Holding workshops involving academicians from the Arab Gulf Countries and from other countries of the world.
- Providing opportunities for faculty from international universities to spend their sabbatical leaves at PMU.

### **KPIs**

- Number of workshops organized.
- Number of visiting faculty.



**Objective 5: Involve students in the student dialogue and student training clubs about international grand challenges the world is facing.**

### **INITIATIVES**

We will achieve our objectives by:

- Establishing student clubs to develop series of dialogues about global challenges. Involving faculty in student's dialogues.
- Utilizing the PMU memberships in the United Nations Academic Impact (UNAI) to foster student activities in the area of global issues.

### **KPIs**

- Number of activities related to dialogue about global challenges.

# GRADUATE STUDIES

**Objective 1: Develop new graduate programs that are relevant to the KSA workplace needs. The programs have to be designed in full alignment with the Saudi Vision 2030.**

## INITIATIVES

We will achieve our objectives by:

- Expanding the number of postgraduate programs in different fields as well as in cross-disciplinary and make efficient use of synergies among the existing programs. The programs to be developed need to be fully aligned with the Saudi Vision 2030.
- Developing new postgraduate programs both at disciplinary and inter-disciplinary levels by partnering with well-recognized international universities (dual and joint degrees are targeted).
- Developing customized graduate education to Government agencies and corporate communities also in alignment with the Saudi Vision 2030. Hybrid mode of teaching would be considered.
- Paving the way and supporting the development of doctoral programs in business administration (DBA) and doctorate program in education (Ed. D).
- Initiating Postgraduate Certificates to attract more students (these programs can eventually result in earning a master degree by cumulating three (3) Postgraduate Certificates).

## KPIs

- The number of graduate programs operating at PMU.

**Objective 2: Increase the quantity and quality of postgraduate students.**

## INITIATIVES

We will achieve our objectives by:

- Developing aggressive marketing strategies and campaigns to increase substantially the number of applications, admissions, and growth in yield of postgraduate students.
- Increasing the growth in number of enrolled graduate students as well as the growth of the retention rate.
- Increasing the number of applications from the PMU's graduated students.

## KPIs

- Number of students enrolled in post-graduate programs as a proportion to the total number of students.
- Percentage of PMU undergraduate students continuing to post-graduate degrees.
- Students overall rating on the quality of their courses.

### **Objective 3: Improve the quality of service to the postgraduate students.**

#### **INITIATIVES**

We will achieve our objectives by:

- Coordinating the postgraduate services under one roof/destination in order to improve the graduate student satisfaction with a better graduate student relationship management (“Postgraduate Welcome Center” with executive set-up and special treatment with matured candidates).
- Developing the role and responsibilities of a new centralized structure for managing the graduate studies at PMU (e.g. Advisory Board and University Graduate Studies Council, etc.).
- Developing, updating, and upgrading the postgraduate policies and procedures in compliance with the Ministry requirements.
- Producing and publishing all the information related to postgraduate programs in a postgraduate catalogue.
- Updating continuously the webpage of PMU regarding the postgraduate programs. Improvement of graduate student satisfaction.
- Integration of research and teaching and more exposure of postgraduate students to the research process.
- Development and centralization of information and statistics related to the graduate programs.

#### **KPIs**

- The overall satisfaction of graduate student.

### **GOAL 1: MAINTAIN A UNIVERSITY GOVERNING BODY THAT OPERATES EFFECTIVELY IN THE INTERESTS OF THE INSTITUTION AS A WHOLE AND THE COMMUNITIES IT SERVES AND IT IS REGULARLY ASSESSED AND EVALUATED**

**Objective 1:** Clearly define and align roles and responsibilities for effective and efficient operations of the university.


#### **INITIATIVES**

We will achieve our objectives by:

- Ensuring that the responsibilities of administrators are clearly defined in position descriptions.
- Ensuring that delegations of responsibility with clear guidelines setting out the scope and limits of responsibility, allowing for creativity and innovation within policy guidelines, and with clearly defined mechanisms for accountability.
- Increasing the involvement of the female representations in all institutional planning and governance to allow effective and ongoing communication.
- Ensuring the University Assessment Committee should evaluate the annual report for each department and provide recommendation for improvement.
- Establish an institutional research office to provide statistical data on the performance.

#### **KPIs**

- Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities.
- Proportion of teaching staff leaving the institution for reasons other than age retirement.



## **GOAL 2: FOSTER A UNIVERSITY GOVERNANCE SYSTEM THAT INSTILLS FLEXIBILITY, TRANSPARENCY, ACCOUNTABILITY, SHARED RESPONSIBILITY, AND A POSITIVE ORGANIZATIONAL CLIMATE**

**Objective 2:** Sustain a university-wide collaborative effort providing a forum for discussion of all issues.

### **INITIATIVES**

We will achieve our objectives by:

- Ensuring that the university governance committees and councils are active and members are appointed on annual basis.
- Adopting an organizational climate in which the contribution of individuals is recognized and valued.
- Developing channel of communication regarding all matters related to education, research, community services and accreditation.

### **KPIs**

- Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities.

## **GOAL 3: FOSTER A UNIVERSITY GOVERNANCE SYSTEM THAT INSTILLS FLEXIBILITY, TRANSPARENCY, ACCOUNTABILITY, SHARED RESPONSIBILITY, AND A POSITIVE ORGANIZATIONAL CLIMATE**

**Objective 3:** Clearly established policies and regulations that provide a framework for management, decision making, and accountability at all levels in the university.

### **INITIATIVES**

We will achieve our objectives by:

- Progressively implement decentralized decision making for the regular tasks.
- Establishing an authority matrix that define the scope of authority for all managers and administrators.
- Progressively delegating the budgeting authority from senior management to middle management with a clean monitoring system.

### **KPIs**

- Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities.

**Objective 4:** Ensure that established statements of responsibilities, and guidelines are widely known and understood by faculty, staff and students.

### **INITIATIVES**

We will achieve our objectives by:

- Updating the policy handbooks to reflect current changes and make them available to all stakeholders.
- Expanding the orientation sessions for faculty, staff, and students to explain the handbooks.

### **KPIs**

- Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities.

**Objective 5:** Establish a Strategic Plan Governance Committee to follow up and monitor the implementation of all INITIATIVES for the accomplishment of the goals of these strategies which will work under a strict process for implementation and monitoring the implementation of the Strategic Plan over the years.

### INITIATIVES

We will achieve our objectives by:

- Establishing the committee.
- Submits regular reports to the University management.
- Suggesting remedial action whenever necessary.

### KPIs

- Number of reports submitted by the Strategic Plan Governance Committee to PMU management.

**Objective 6:** Establish a “Document Control Unit” to avoid any breakdown in the workflows, monitors more efficiently the decisions taken by the top management, and holds each stakeholder accountable for his due activities.

### INITIATIVES

We will achieve our objectives by:

- Developing the process boundaries (inputs, outputs, activities) for each academic and nonacademic unit at PMU.
- Having a plan to transcribe the processes and procedures by putting the steps into a flowcharting and the final step should be to host them in a particular unit. The “Document Control” involves the storage, access, indexing, retrieval, distribution, deletion, and audit all the documents of the organization. Electronic or physical documents need to be secured against any abuse and the Document Controllers often use electronic document management systems to do so.

### KPIs

- Proportion of records under the control of the document control unit.

# UNIVERSITY INFRASTRUCTURE

## **Objective 1: Ensure quality and advocacy in the physical infrastructure.**

### **INITIATIVES**

We will achieve our objectives by:

- All Colleges will have adequate classrooms and laboratories to accommodate students as per the specified students/faculty ratio.
- The car parking area on the male campus will be increased to accommodate all faculty, staff and students' cars.
- New buildings will be built on the male and female campuses to accommodate the offices of staff of all service departments and offices for students' clubs and campus life activities.
- Add two building facilities that accommodate 50-70 students for holding seminars, workshops, etc.
- Add 2 facilities that accommodate 50 to 70 participants for seminars, workshops, roundtables and big class.

### **KPIs**

- Average overall rating of adequacy of facilities and equipment in a survey of teaching staff.

## **Objective 2: Enhance the IT infrastructure to adopt best practices in interaction and communicating with its students and faculty throughout the entire academic lifecycle: i.e. from prospective applicants.**

### **INITIATIVES**

We will achieve our objectives by:

- Upgrading Banner to support the entire academic lifecycle.
- Implementing workflow driven processes in Banner and EBS.
- Encouraging and support collaboration and participation using mobile devices.

### **KPIs**

- Annual expenditure on IT per student.
- Number of accessible computer terminals per student. Internet bandwidth per student.



**Objective 1: Build necessary space for business incubator and research centers / endowed chairs / research groups.**

### **INITIATIVES**

We will achieve our objectives by:

- Building a state of the art Student Support center.
- Expanding the office space for research centers and student research activities.

### **KPIs**

- Number of offices dedicated to the business incubator, research centers, endowed chairs and research groups.

# REVENUE DIVERSIFICATION AND BUSINESS DEVELOPMENT

## GOAL 1: DIVERSIFY THE REVENUE SOURCES AND EXPAND BUSINESS DEVELOPMENT

**Objective 1:** Diversify the revenue sources of the University.

### INITIATIVES

We will achieve our objectives by:

- Creating business incubators.
- Establishing technology transfer centers.
- Establishing a science park and innovation center.
- Expanding industry collaboration to market the University research.
- Establishing a University consultative company to market the knowledge and expertise of the faculty and engage them in giving consultation to businesses and industries.

### KPIs

- Proportion of revenue other than tuition fees.

**Objective 2:** Expand the University business.

### INITIATIVES

We will achieve our objectives by:

- Creating assets such as buildings and commercial projects for generating revenue (business center for rent).
- Establishing a PMU campus that serves other regions in the Kingdom that are in need of quality higher education.
- Establishing Study Centers on the campus of international strategic University partners.

### KPIs

- Number of PMU tangible and intangible assets.

# ENDOWMENTS

**Objective 1: Increase and diversify the revenue sources and commercial assets of PMU to ensure sustainable income for the operation of the University.**

## INITIATIVES

We will achieve our objectives by:

- Creating assets such as buildings and commercial projects for generating revenue (business center for rent).
- Investing in high-liquidity asset such as stocks that pay dividend on regular basis.

## KPIs

- Proportion of revenue from sources other than tuition fees.

**Objective 2: Create a portfolio of businesses investments that sustain income-generation for the operation of PMU.**

## INITIATIVES

We will achieve our objectives by:

- Developing a plan for creating PMU-owned businesses.

## KPIs

- Number of businesses owned by PMU for generation income.

**Objective 3: Develop and implement fund raising activities.**

## INITIATIVES

We will achieve our objectives by:

- Increasing fund raising activities for projects that contribute to humanitarian needs.
- Increasing scholarships fund raising activities for our students.

## KPIs

- Proportion of revenue from sources other than tuition fees.