



**AOU**  
الجامعة العربية المفتوحة  
Arab Open University



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# The Fifth Strategic Plan (2022-2027) Arab Open University - Saudi Arabia

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



### Founder's Message

**"The future of the University is promising and full of potential" –**

**The Founder and Primary Inspirer of the Arab Open University HRH –  
Prince Talal bin Abdulaziz (May his soul rest in peace) (1931-2018)**

**"Our conviction is firm that the future will be better, God willing. –  
However, there is a profound difference between mere hope and  
actual work. While hope is the engine and catalyst for all energies,  
it is through work that our aspirations are realized. Let each of us  
fulfill our duty and collectively exert our best efforts; for our people  
deserve a better life and expect much from us."**

# The Fifth Strategic Plan (2022-2027)

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### Executive Summary

The Fifth Strategic Plan of the Arab Open University (AOU) arrives two decades after the university's launch in 2002, an initiative by HRH Prince Talal bin Abdulaziz (may his soul rest in peace). It stands as a unique developmental educational project, pioneering in its innovative teaching methodologies. Today, the university spans six branches across the Kingdom, driven by a belief in educational equity and its necessity for achieving sustainable development. This plan emerges during exceptional local circumstances shaped by rapid social, cultural, and technical shifts accelerated by the COVID-19 pandemic.

The university continues its strategic journey, which has been characterized by dedicated strategic thinking since the launch of its first strategy in 2004 through to the fourth strategy (2017-2021). The Fifth Strategic Plan was built through broad collective participation from all stakeholders, following a participatory scientific methodology. This approach utilized investigative methods, content analysis of meetings, dialogues, workshops, and surveys organized by the university to analyze internal and external environments. These efforts focused on studying gaps and analyzing future trends and developments in the higher education sector globally and regionally, leading to the formulation of the Vision, Mission, Values, Goals, Strategic Objectives, and Key Performance Indicators (KPIs).

Since its formation in April 2021, the Strategic Planning Team has been dedicated to analyzing the university's performance during the fourth strategic plan. The team prepared investigative surveys and organized numerous interviews, meetings, and workshops aimed at diagnosing the university's current status and conducting a SWOT analysis to identify gaps across all fields.

The university's Vision, Mission, and Values were reformulated with the participation of all relevant parties—including leaders, faculty members, staff, students, alumni, and community representatives. Strategic issues and trends were identified, followed by the establishment of strategic goals, objectives, and KPIs. These elements align with global trends and developments, local and regional dimensions, and the United Nations 2030 Sustainable Development Goals.

Furthermore, the Vision was redefined to reflect the ideal image consistent with the university's philosophy established by HRH Prince Talal bin Abdulaziz (may his soul rest in peace), aligning with the university's future strategic directions as follows:

### University Vision:

"A leading Arab Open University in quality education for all and the development of a knowledge society."

The University's mission has been reformulated in light of the rapid transformations within the higher education sector and the intense competition to keep pace with labor market needs. It also aligns with the acceleration of digital transformation programs and the Fourth Industrial Revolution (4IR). This mission serves as a "charter" focusing on inclusivity and quality aligned with the labor market, leveraging Information and Communication Technology (ICT) to bolster the University's competitive capabilities and highlight its role in developing a science and knowledge-based society and contributing to community development, as follows:

### University Mission:

To provide high-quality education to all segments of society and equip them with labor market skills through an advanced and attractive technical learning environment , and a flexible educational model that transcends time and space barriers. Additionally, to work on developing a science and knowledge society by providing a stimulating environment for scientific research and an incubator for innovation , and contributing to the achievement of sustainable development in the local community.

Five core values have been established as the principles that define organizational behavior at the University and enable its members to achieve its mission and goals:

- **Collaboration**
- **Transparency**
- **Integrity**
- **Proficiency**
- **Justice**

In light of the environmental scanning, gap analysis, strategic trends , and alignment with global developments, future trends in higher education, and local and regional dimensions , ten strategic goals have been identified as the University's priorities over the next five years. Several specialized working groups and committees have formulated the following strategic goals to address the strategic issues facing the University based on the results of the environmental scan and collected data:

1. Enhance academic excellence.
2. Support scientific research and encourage innovation and entrepreneurship.
3. Enrich and improve the student experience in light of global developments.

## The Fifth Strategic Plan (2022-2027)

4. Ensure institutional continuity and sustainability of financial resources.
5. Promote best practices of good governance to provide a supportive and positive work environment.
6. Expand community responsibility and partnership programs to achieve sustainable development goals.
7. Develop technical infrastructure and provide smart and secure solutions to enhance digital transformation.
8. Develop human resources and build capacities to maximize efficiency and effectiveness.
9. Upgrade the University's mental image and its media presence in local communities.
10. Develop effective partnerships and relations at local, regional, and international levels.

These goals have resulted in thirty-two detailed strategic objectives , accompanied by Key Performance Indicators (KPIs) and strategic indicators necessary for accurate performance measurement. Additionally, a Strategic Balanced Scorecard was developed to facilitate monitoring and performance evaluation by senior management. The Executive Committee, in cooperation with various departments and working groups, has also established clear and detailed executive plans that build on achievements and establish a future that meets the aspirations of the University family. These plans adapt to rapid developments in the higher education sector and labor markets , with precisely defined activities, procedures, initiatives, and projects supported by clear, measurable, and achievable performance indicators.

In conclusion, the strategic planning process is subject to quarterly monitoring and evaluation by the Planning Committee , semi-annual review by the University Council and the Board of Trustees , and continuous annual review to keep pace with local changes and developments. The University's success in implementation and achieving results depends on the availability of human and financial resources , cooperation from all parties, teamwork, commitment to the timeline , and the continuous provision of data and information. This requires total vigilance toward any potential risks to ensure they are managed professionally and expertly.

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## Vision:

"A leading Arab Open University in quality education for all and the development of a knowledge society."

## Mission:

"To provide high-quality higher education to all segments of society and equip them with labor market skills through an advanced and attractive technical learning environment, and a flexible educational model that transcends time and space barriers ; and to work on developing a science and

## Values:

- Collaboration
- Transparency
- Integrity
- Proficiency / Excellence
- Justice / Equity

## Strategic Goals

G4

Ensure Institutional Continuity and sustainability of

G3

Enrich and improve the Student Experience in light of

G2

Support Scientific Research and encourage

G1

Enhance Academic Excellence

G8

Develop Human Resources and build capacities to maximize efficiency and effectiveness.

G7

Develop Technical Infrastructure and provide smart and secure solutions to enhance Digital Transformation.

G6

Expand Community Responsibility and Partnership programs to achieve Sustainable Development Goals

G5

Promote Best Practices of Good Governance to provide a supportive and positive work environment

G10

Develop Effective Partnerships and relations at local, regional, and international levels.

G9

Upgrade the University's Mental Image and its media presence in local communities.

## Methodology and Phases of Preparing the Fifth Strategic Plan

The strategic planning methodology at the Arab Open University is based on collective participation in formulating and developing the plan to ensure its implementation achieves the best results. The followed methodology is based on analyzing the current and future status of both external and internal environments. This includes extrapolating opportunities, challenges, and threats related to external environments, labor markets, and local, regional, and international developments. Additionally, it involves analyzing the internal environment by identifying strengths and weaknesses, and conducting a content analysis of the higher education sector by studying future trends and developments worldwide and across the region. The methodology also relied on an in-depth analysis of the gaps facing the university and utilized a wide range of data collection and analysis tools, such as surveys, personal interviews, brainstorming sessions, focus groups, and workshops. The following figure illustrates the methodology used in preparing the strategic plan, executive plans, and the continuous monitoring and evaluation of their implementation.



Figure 1: Strategic Planning Methodology

## The Fifth Strategic Plan (2022-2027)

The preparation of the Fifth Strategic Plan of the University for 2022-2027 passed through five fundamental phases as follows:

### Phase I:

– **Phase I included the following steps:**

- Formation of a high-level committee to prepare the strategic plan, headed by the University President, to monitor the preparation of the strategic plan according to a precise and detailed action plan.
- Formation of an executive committee chaired by the Director of the Quality and Accreditation Department, which included experts in strategic planning and representatives from the university branches and all sectors.
- Conducting a precise review of the implementation of the current strategy 2017-2021, which included collecting data on the current strategy and verifying the extent to which strategic performance indicators were achieved.
- Reviewing the university's vision, mission, and values with the participation of stakeholders through questionnaires for professors, students, employees, and stakeholders, and collecting the required data. Then, analyzing that data and creating a preliminary formulation using the investigative research methodology.
- Diagnosing the current and future situation through a **SWOT Analysis** of strengths, weaknesses, opportunities, threats, and challenges for the university's internal and external environments, through questionnaires for professors, students, employees, and stakeholders and interviews with leaders; the data was then collected and analyzed using the investigative research methodology.
- Using the content analysis methodology to review the current and future situation, the university's vision, mission, values, and the SWOT analysis through working groups and discussion panels at the level of the planning committee and university leadership, followed by an extensive workshop with the participation of stakeholders and representatives from the Board of Trustees, where brainstorming techniques were adopted to enrich and review the formulation through feedback in all sessions.
- Preparing the final report on the university's vision, mission, values, and the SWOT analysis.

### Phase II:

– **Phase II included the following steps:**

- Analyzing global trends and local, regional, and global future changes and developments in the higher education sector and labor markets, by studying a set of international reports issued by the United Nations, the World Economic

Forum, and local and regional visions such as Saudi Arabia's Vision 2030, trends in labor markets, and others.

- Collecting and analyzing data for the current and targeted situation to study and analyze the following gaps:
  - The gap in predicting/understanding the needs of beneficiaries.
  - The gap in the applied quality standards.
  - The gap in the quality of services provided by the university.
  - The gap in the means of communication between the university and beneficiaries.
  - The gap between services provided and expected services.
- Preparing the final report for the gap study.
- Determining strategic directions, issues, and strategic goals in light of the gap study, SWOT analysis, and global, local, and regional trends through the executive committee.
- Forming working groups to formulate strategic objectives and key performance indicators using brainstorming techniques.
- Presenting the proposed strategic objectives and key performance indicators in working groups under the supervision and participation of the high-level and executive committees and amending them in light of the discussions and proposals raised in the various workshops and meetings.
- Presenting the draft of the Fifth Strategic Plan to employers in an extensive workshop.

### Phase III:

- **Phase III was crystallized from the following steps:**
- Studying all observations and suggestions resulting from the feedback process, and reformulating the strategy in light of the feedback, after which the strategic plan was approved by the high-level committee.
- Approval of the strategic plan by the University Council and the Board of Trustees.
- Preparing procedures, activities, initiatives, and performance indicators in the executive plan for the strategic objectives by the work teams and under the follow-up of the executive committee.
- Presenting the executive plans to the high-level committee for approval.

### Phase IV:

- **Phase IV included the following steps:**
- Final formulation of the strategic plan and the executive plan, reviewing them linguistically, and final approval by the competent councils.

## The Fifth Strategic Plan (2022-2027)

- Commencing the implementation of the Fifth Strategic Plan as of September 1, 2022.

### Methods and Statistics for Preparing the Strategic Plan:



The strategic plan preparation team worked on providing the initial outputs of the strategic plan through a series of processes. This involved dividing the work team into several sub-teams assigned specific and designated tasks. The work of these teams was based on organizing brainstorming workshops, followed by a series of interviews and meetings with the University President. Additionally, multiple interviews and meetings were conducted with a selected group of university personnel, represented by faculty members and administrators with expertise in the field of strategic planning. To ensure the delivery of the plan's outputs in their final, robust form, a series of three (3) concluding workshops were held with a group of experts and consultants in the field of strategic planning within higher education institutions. These sessions also included a selected group of beneficiaries, with the total number of participants exceeding (200) male and female participants.

### Overview of the Arab Open University

The Arab Open University (AOU) was established in the Kingdom of Saudi Arabia as a non-profit developmental project, initiated by the late His Royal Highness Prince Talal bin Abdulaziz Al Saud (may Allah have mercy on him).

In 1996, Prince Talal (may Allah have mercy on him) announced his initiative to establish the Arab Open University to be a non-traditional academic entity and an institution that contributes to directing development in scientific, social, and cultural fields. Its official launch was approved during the meeting of Arab Ministers of Higher Education held in Beirut in September 2000.

The university adopts the Blended Learning system, which combines direct face-to-face classroom meetings with e-learning through electronic learning resources provided by the university to the learner. These resources can be accessed and

learned from at any time and from any place, relying on self-learning methods. The university seeks to serve the men and women of society, as embodied in its plan to have regional branches and centers across the Kingdom in the near future. This reflects the general policy of its Board of Trustees, which laid the foundational building blocks of the university and includes an elite group of experts interested in education and higher education affairs in Saudi Arabia.

It should be noted that the philosophy of the Arab Open University, since HRH Prince Talal bin Abdulaziz directed its establishment under the Arab Gulf Programme for Development (AGFUND), is based on providing higher education opportunities to everyone who desires and is capable of it, without any temporal or spatial barriers and without discrimination based on gender, race, religion, nationality, or other obstacles. This is achieved through the use of modern communication technologies and self-learning methods, in addition to direct interaction between students and faculty members to deepen knowledge and expertise. The university offers its high-quality international curricula based on this type of learning for affordable fees accessible to all groups.

One of the most important pillars of the Arab Open University's philosophy is that it is an independent, non-profit educational institution, open to accommodating various segments of society, especially underprivileged and marginalized groups of different ages and both genders. This openness is manifested in the following:

- In terms of Place: The learner can learn from a place suitable for them, as the university provides its educational programs anywhere within the Kingdom.
- In terms of using Teaching and Learning Technologies: It combines many direct and indirect learning methods using the latest information technology tools.
- In terms of Time: Learners can choose the time and timing appropriate to their circumstances and abilities.
- In terms of modifying and developing educational programs: Adapting learning methods according to labor market needs, learners' desires, technical developments, and quality assurance.
- In terms of non-discrimination: No discrimination based on gender, race, age, or other forms of discrimination.

This philosophy has been adopted as a basis and starting point for preparing and formulating all strategies of the Arab Open University to achieve these principles efficiently and effectively according to objective performance indicators.

Currently, the university offers several tracks in Bachelor's degrees, distributed across 3 academic colleges, which are:

- Academic programs in Business Administration studies.
- Academic programs in Information Technology and Computing studies.

- Academic programs in Language Studies.

## The University's Organizational Structure

The Arab Open University adopts a policy of administrative decentralization through an organizational structure characterized by flexibility and alignment with modern management developments. This structure directs the efforts of the Headquarters (HQ) toward strategic planning, quality assurance, and legislative oversight, while enabling the Deans at the Headquarters to focus on developing and expanding academic programs. Figure (2) illustrates the organizational structure of the Arab Open University.

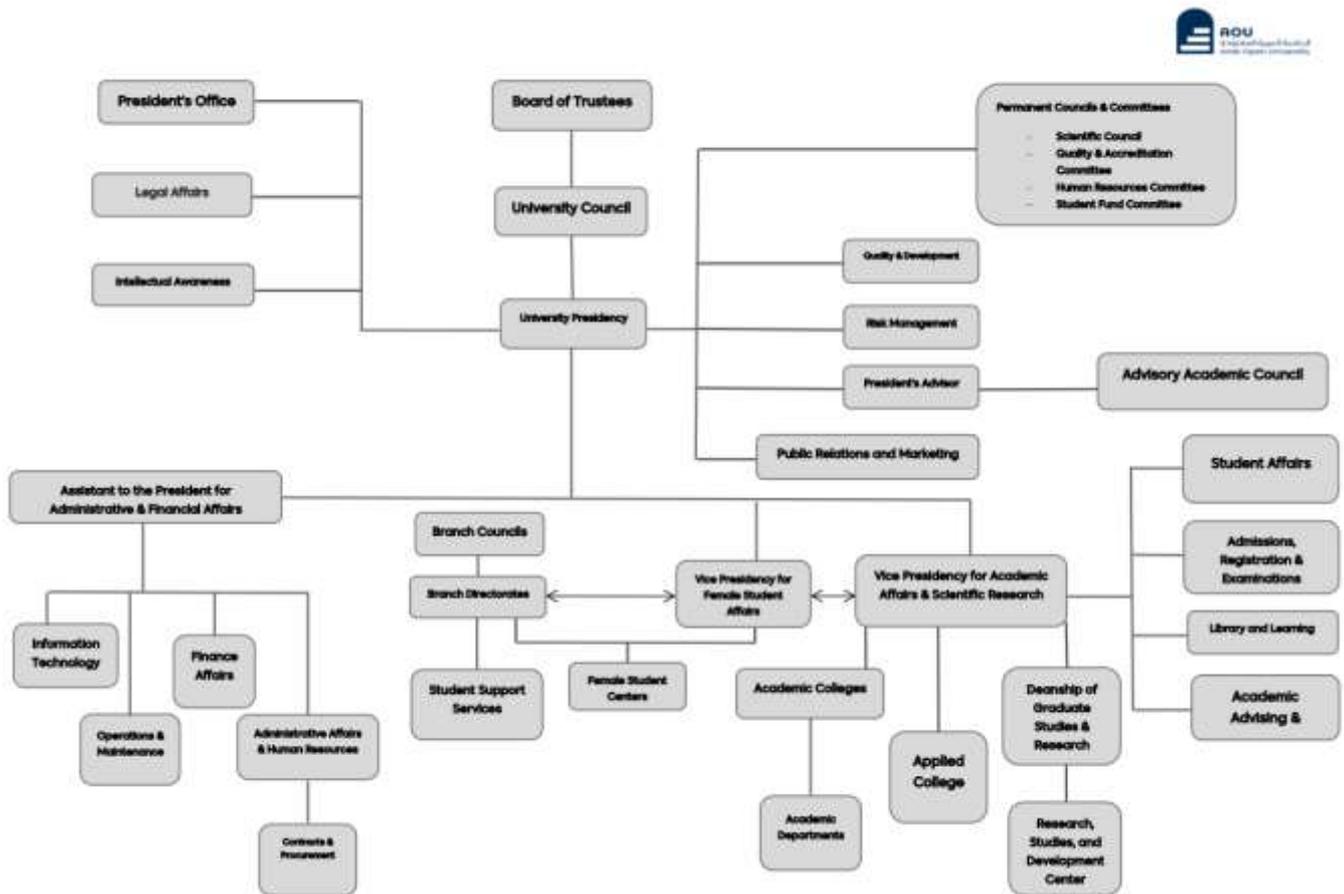


Figure (2): Organizational Structure of the Arab Open University

## Transitioning to the Fifth Strategic Plan

### Current Situation Analysis

The university's current internal and external situation was analyzed, taking into account all influential elements, through the involvement of university leadership and relevant stakeholders. This was conducted using the **SWOT Analysis** model to identify strengths and weaknesses within the internal environment, as well as the available opportunities that can be leveraged to enhance the university's ability to achieve its vision, mission, and goals. Furthermore, the analysis identified the challenges and threats that the university might face from its external environment across all political, economic, social, and technical levels. After studying the contributions and questionnaires, the analysis concluded the following:

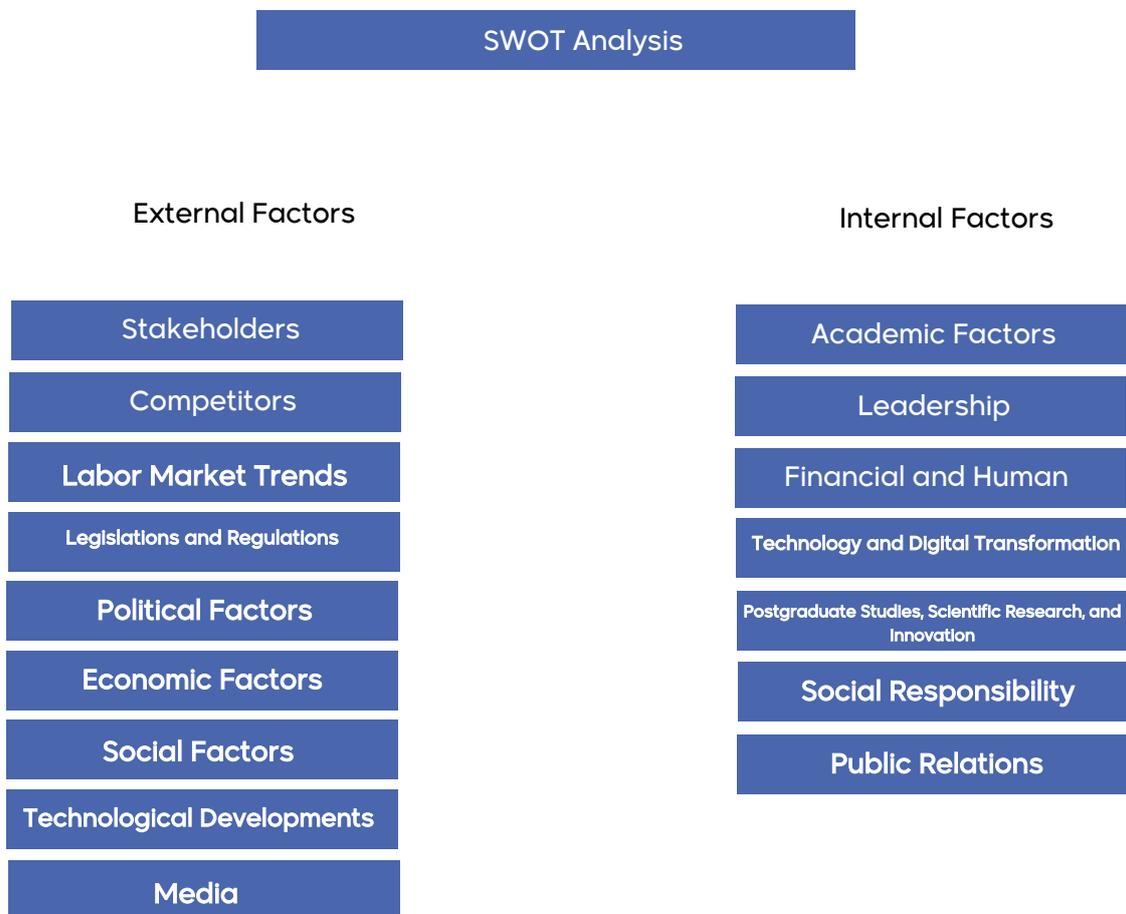


Figure (3): SWOT Analysis of the Current Situation

# The Fifth Strategic Plan (2022-2027)

## 1-Strengths

<b>Academic Factor</b>	<ul style="list-style-type: none"> <li>Obtaining institutional accreditation from the Education and Training Evaluation Commission (ETEC).</li> </ul>
	<ul style="list-style-type: none"> <li>The University's wide geographical presence across the Kingdom of Saudi Arabia.</li> </ul>
	<ul style="list-style-type: none"> <li>Providing educational opportunities to diverse segments of society without temporal or spatial barriers and at affordable tuition fees.</li> </ul>
	<ul style="list-style-type: none"> <li>Providing educational opportunities for students with disabilities (Employment Empowerment Program for Deaf and Hard-of-Hearing Students).</li> </ul>
	<ul style="list-style-type: none"> <li>Providing educational opportunities for underprivileged groups at affordable tuition fees.</li> </ul>
	<ul style="list-style-type: none"> <li>Strong cultural and ethnic diversity (multicultural environment).</li> </ul>
	<ul style="list-style-type: none"> <li>A well-established base of diverse competencies offering rich academic expertise, enabling the exchange of distinguished experiences among faculty members.</li> </ul>
	<ul style="list-style-type: none"> <li>Clear standards and mechanisms for the selection of qualified faculty members.</li> </ul>
	<ul style="list-style-type: none"> <li>A global partnership with The Open University in the United Kingdom, enabling the delivery of education within a quality framework aligned with international standards.</li> </ul>
	<ul style="list-style-type: none"> <li>Obtaining international academic and institutional accreditation.</li> </ul>
	<ul style="list-style-type: none"> <li>An effective quality assurance system that positions the University as a center of expertise in blended learning.</li> </ul>
	<ul style="list-style-type: none"> <li>The presence of external examiners and academic reviewers (Academic Reviewers), with due consideration given to implementing their feedback and recommendations (external examiners' evaluation of learning outcomes).</li> </ul>
	<ul style="list-style-type: none"> <li>An academic system for monitoring the achievement of international quality standards through semi-annual and annual reports and external examiners' reviews.</li> </ul>
	<ul style="list-style-type: none"> <li>An advanced student-centered educational system supported by modern curricula and experienced, highly qualified faculty members.</li> </ul>
	<ul style="list-style-type: none"> <li>Adoption of a unified approach for evaluating curricula, coursework grades, midterm and final examinations, and degree classifications.</li> </ul>
	<ul style="list-style-type: none"> <li>Established procedures and systems for assessment and quality assurance of curricula, study plans, and the educational environment in accordance with international standards.</li> </ul>
<ul style="list-style-type: none"> <li>Graduating students from programs accredited by The Open University and aligned with labor market demands.</li> </ul>	

## The Fifth Strategic Plan (2022-2027)

<b>Leadership Factor</b>	<ul style="list-style-type: none"> <li>Evaluating institutional performance through the provision and implementation of University regulations and policies, operating under a unified framework that reflects the University's identity.</li> </ul>
	<ul style="list-style-type: none"> <li>The presence of an institutional system to monitor the achievement of the Strategic Plan objectives through semi-annual and annual reports, performance monitoring reports (Quality Assurance Unit), the University President, and the Board of Trustees.</li> </ul>
	<ul style="list-style-type: none"> <li>Performance evaluation of the University's leadership and the implementation of developmental plans.</li> </ul>
	<ul style="list-style-type: none"> <li>An organizational structure that enables effective communication, including periodic meetings at all levels.</li> </ul>
	<ul style="list-style-type: none"> <li>The existence of an organizational structure and job descriptions that assist employees in identifying career paths, adhering to reporting lines, and fulfilling assigned responsibilities.</li> </ul>

<b>Financial and Human Resources</b>	<ul style="list-style-type: none"> <li>The presence of committees working to develop and diversify the University's financial resources.</li> </ul>
	<ul style="list-style-type: none"> <li>The allocation of future endowments for the University.</li> </ul>
	<ul style="list-style-type: none"> <li>Completion of 50% of the University's buildings, which are characterized by strong infrastructure meeting the required specifications.</li> </ul>
	<ul style="list-style-type: none"> <li>The existence of electronic systems (Oracle - MenalTech) to govern and manage human resources and financial operations.</li> </ul>
	<ul style="list-style-type: none"> <li>A clearly defined financial authority matrix.</li> </ul>
	<ul style="list-style-type: none"> <li>Established mechanisms related to participation in decision-making.</li> </ul>
	<ul style="list-style-type: none"> <li>The University's commitment to implementing its regulatory bylaws and the policies of the Ministry of Education.</li> </ul>
	<ul style="list-style-type: none"> <li>The application of periodic employee performance evaluation mechanisms aimed at continuous improvement.</li> </ul>

<b>Technology and Digital Transformation</b>	<ul style="list-style-type: none"> <li>The existence of a centralized learning resources system.</li> </ul>
	<ul style="list-style-type: none"> <li>Access to international databases for faculty members and students (Saudi Digital Library).</li> </ul>
	<ul style="list-style-type: none"> <li>A well-established technical infrastructure supporting the blended learning system.</li> </ul>
	<ul style="list-style-type: none"> <li>The existence of a service evaluation system by stakeholders.</li> </ul>
	<ul style="list-style-type: none"> <li>A centralized Student Information System and Learning Management System (SIS).</li> </ul>
	<ul style="list-style-type: none"> <li>Approved plans and budgets for the development of information systems and the University's infrastructure.</li> </ul>
	<ul style="list-style-type: none"> <li>Automation of student services.</li> </ul>

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	<ul style="list-style-type: none"> <li>The University's ability to provide technical systems to sustain distance education, which ensured the continuity of the educational process without interruption during crises and pandemics.</li> </ul>
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<b>Postgraduate Studies, Scientific Research, and Innovation</b>	<ul style="list-style-type: none"> <li>The presence of organized mechanisms for scientific research and committees dedicated to its development and assessing the impact of research outcomes within the University.</li> </ul>
	<ul style="list-style-type: none"> <li>The existence of regulations and policies governing scientific research and conference participation, which are continuously updated as needed.</li> </ul>
	<ul style="list-style-type: none"> <li>Participation in scientific research and contribution to community service activities as part of the annual performance evaluation criteria for faculty members, alongside other academic standards.</li> </ul>
	<ul style="list-style-type: none"> <li>Collaboration with educational institutions engaged in scientific research at the local and regional levels through agreements and memoranda of understanding.</li> </ul>
	<ul style="list-style-type: none"> <li>Supporting scientific research to encourage faculty members' engagement in research activities.</li> </ul>

<b>Social Responsibility</b>	<ul style="list-style-type: none"> <li>The existence of annual plans and a dedicated budget for community responsibility programs.</li> </ul>
	<ul style="list-style-type: none"> <li>Alignment of community responsibility programs with national policies and Saudi Vision 2030.</li> </ul>

<b>Public Relations</b>	<ul style="list-style-type: none"> <li>The recruitment of University graduates by the labor market due to their distinguished knowledge, competencies, and skills.</li> </ul>
	<ul style="list-style-type: none"> <li>Promotion of the University's marketing activities to enhance its image, utilizing social media networks and other platforms for this purpose.</li> </ul>
	<ul style="list-style-type: none"> <li>Availability of opportunities within training and development markets willing to collaborate with the University.</li> </ul>
	<ul style="list-style-type: none"> <li>Issuance of informational and promotional publications highlighting the University's objectives and achievements, reinforcing its identity as a non-profit Arab educational institution.</li> </ul>
	<ul style="list-style-type: none"> <li>The existence of a strategic media plan guiding media and cultural activities.</li> </ul>
	<ul style="list-style-type: none"> <li>Strong relationship between the University and the Ministry of Education.</li> </ul>

## The Fifth Strategic Plan (2022-2027)

	<ul style="list-style-type: none"> <li>• Strong relationship between the University and The Open University (OU).</li> </ul>
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### 2-Weaknesses

<b>Academic Factor</b>	<ul style="list-style-type: none"> <li>• Weak mechanisms for preventing student attrition after enrollment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Limited recruitment and retention of highly qualified faculty members, particularly those holding senior academic ranks.</li> </ul>
	<ul style="list-style-type: none"> <li>• Absence of applied academic programs.</li> </ul>
	<ul style="list-style-type: none"> <li>• The presence of some resistance to the University's adopted educational approach, despite its proven success during the COVID-19 pandemic.</li> </ul>

<b>Leadership Factor</b>	<ul style="list-style-type: none"> <li>• Lack of an electronic system to monitor the implementation of the Strategic Plan and measure performance indicators.</li> </ul>
	<ul style="list-style-type: none"> <li>• The approved organizational structure does not fully cover all requirements of local authorities and the Ministry of Education.</li> </ul>
	<ul style="list-style-type: none"> <li>• Absence of an electronic Enterprise Resource Planning (ERP) system for monitoring operations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Limited job stability in certain leadership positions and the absence of a succession planning mechanism for key leadership roles.</li> </ul>
	<ul style="list-style-type: none"> <li>• Weak follow-up on the implementation of operational plans within administrative and academic departments to ensure alignment with the University's Strategic Plan.</li> </ul>
	<ul style="list-style-type: none"> <li>• Limited job stability in executive positions.</li> </ul>

<b>Financial and Human Resources</b>	<p>The University's reliance on a single financial source (tuition fees) and the limited revenues generated from training, development, and other services and income sources.</p>
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## The Fifth Strategic Plan (2022-2027)

<b>Technology and Digital Transformation</b>	<ul style="list-style-type: none"> <li>The need to develop and enhance the electronic systems adopted by the University.</li> </ul>
	<ul style="list-style-type: none"> <li>Absence of executive plans for business continuity and risk management, particularly concerning electronic infrastructure.</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of comprehensive testing of all IT systems and services to ensure their security.</li> </ul>
	<ul style="list-style-type: none"> <li>Absence of performance indicators to measure and evaluate electronic and knowledge-based services available to all stakeholders.</li> </ul>

<b>Postgraduate Studies, Scientific Research, and Innovation</b>	<ul style="list-style-type: none"> <li>Absence of an electronic system for monitoring scientific research activities.</li> </ul>
	<ul style="list-style-type: none"> <li>Difficulty in meeting the requirements of the Ministry of Education and relevant authorities for launching master's programs.</li> </ul>
	<ul style="list-style-type: none"> <li>Limited financial allocation for supporting research activities.</li> </ul>

<b>Social Responsibility</b>	<ul style="list-style-type: none"> <li>Absence of a clear plan outlining the University's role in community engagement.</li> </ul>
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<b>Public Relations</b>	<ul style="list-style-type: none"> <li>Lack of structured annual operational marketing plans.</li> </ul>
	<ul style="list-style-type: none"> <li>Limited marketing budget relative to the rising costs of advertising and promotional activities.</li> </ul>

### 3-Threats

<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Decline in funding and limited diversification of the University's income sources.</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>The presence of experienced competitors in the market with strong marketing capabilities.</li> <li>The existence of government-supported online universities.</li> <li>Current political and economic conditions, as well as certain legislative and regulatory policies that allow foreign universities to enter the Saudi market, which may hinder the achievement of some of the University's strategic objectives.</li> </ul>
<b>Labor Market Trends</b>	<ul style="list-style-type: none"> <li>Difficulty in entering global rankings.</li> </ul>
<b>Legislation</b>	<ul style="list-style-type: none"> <li>Stringent requirements and conditions imposed by international partners and local accreditation bodies.</li> <li>Lengthy timeframes required for licensing academic programs and obtaining local accreditation.</li> <li>Misconceptions about the University's educational model, which may affect the approval of new programs and the mutual recognition of degrees across Arab countries.</li> <li>Current leased University buildings that do not fully comply with Ministry of Education requirements.</li> </ul>

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<b>Economic Factors</b>	<ul style="list-style-type: none"> <li>• Difficulty in securing the necessary funding to construct permanent University buildings.</li> </ul>
	<ul style="list-style-type: none"> <li>• Local, regional, and global economic crises and their impact on overall development across sectors in general, and on the higher education sector in particular.</li> </ul>

<b>Social Factors</b>	<ul style="list-style-type: none"> <li>• Variations in individuals' income levels following the COVID-19 crisis and their impact on society.</li> </ul>
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<b>Technological Developments</b>	<ul style="list-style-type: none"> <li>• The repercussions of the COVID-19 crisis, which imposed the adoption of distance education through the use of technology, making it an established practice across universities.</li> </ul>
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### 4- Opportunities

<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• The growing demand for higher education across various sectors, necessitating the diversification of academic programs offered by the University.</li> </ul>
	<ul style="list-style-type: none"> <li>• Availability of additional educational and professional qualification opportunities for students through the introduction of specialized courses aligned with professional and labor market needs (e.g., Saudi Organization for Chartered and Professional Accountants).</li> </ul>
	<ul style="list-style-type: none"> <li>• National development projects currently underway under Saudi Vision 2030, providing opportunities to launch academic and training programs aimed at bridging labor market gaps.</li> </ul>
	<ul style="list-style-type: none"> <li>• Labor market preference for specialized skills, English language proficiency, and information technology competencies among graduates, leading to increased student demand for the University.</li> </ul>

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	<ul style="list-style-type: none"> <li>The potential to build strategic partnerships with governmental and private sectors, particularly in the areas of training and workforce qualification.</li> </ul>
<b>Legislation</b>	<ul style="list-style-type: none"> <li>The new Universities Law, which enables the diversification of university revenue streams in alignment with Saudi Vision 2030.</li> </ul>
<b>Economic Factors</b>	<ul style="list-style-type: none"> <li>The potential to establish new branches to reach broader segments of prospective students seeking higher education.</li> <li>Saudi Vision 2030, which supports the advancement of education and scientific research, thereby strengthening educational and research institutions.</li> <li>The opportunity to benefit from research funding initiatives offered by various local institutions to encourage greater faculty engagement in scientific research.</li> </ul>
<b>Social Factors</b>	<ul style="list-style-type: none"> <li>Attracting students from relatively older age groups as well as from underprivileged segments of society.</li> </ul>
<b>Technological Developments</b>	<ul style="list-style-type: none"> <li>The availability of opportunities within the training and development market, where institutions demonstrate a willingness to collaborate with universities.</li> <li>Saudi Vision 2030 and its programs, such as the Digital Transformation Program, which support modernization and institutional advancement.</li> <li>Leveraging technology and enhancing electronic systems within university operations to accelerate performance and efficiency, despite the emergence of competitive local universities equipped with advanced educational technologies.</li> </ul>

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<b>Media</b>	<ul style="list-style-type: none"><li>• The opportunity to engage university alumni in enhancing the University's image and attracting financial support.</li></ul>
	<ul style="list-style-type: none"><li>• The potential to establish cooperation agreements with highly ranked international universities.</li></ul>

### Foundations and Reference Contexts for the Strategic Plan

The Fifth Strategic Plan of the Arab Open University in the Kingdom of Saudi Arabia is based on a number of foundations and reference contexts. These serve as a guide for identifying the most prominent strategic issues and premises in light of future trends in higher education and the requirements of the future labor market. This approach aims to enhance the systematic framework for the plan's directions and future paths. Accordingly, the plan's foundations are centered on the following:



Figure (4): Reference Foundations for the Fifth Strategic Plan

### United Nations Sustainable Development Goals (SDGs)

The United Nations announced that 2005 marked the beginning of the "Decade of Education for Sustainable Development," establishing education as a fundamental pillar for achieving global sustainability. This led to the emergence of the "Education for Sustainable Development (ESD)" approach—a lifelong learning process that prepares citizens to fulfill their responsibilities toward their societies by acquiring essential knowledge, skills, technologies, and values.

Education for Sustainable Development does not only focus on disciplines that improve our understanding of nature; rather, it is a vital requirement for success in the global struggle for sustainability. Below are the "2030 Sustainable Development Goals (SDGs)" issued by the United Nations in 2015, which the University is committed to achieving:

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1. **No Poverty:** The University opens its doors to all students and supports them by offering scholarships and affordable tuition fees.
2. **Zero Hunger:** The University seeks to develop students' knowledge and skills according to global and local labor market requirements to reduce unemployment and poverty.
3. **Good Health and Well-being:** Providing a healthy academic environment by organizing health-related events, providing sports facilities, and establishing smart partnerships with sports and health clubs to enhance quality of life.
4. **Quality Education:** Ensuring inclusive and quality education for all segments of society, regardless of nationality, age, gender, race, or religion.
5. **Gender Equality:** Empowering women and emphasizing their rights by unifying curricula and activities between male and female sections, and developing female academic and administrative leadership.
6. **Clean Water and Sanitation:** Ensuring access to pure water sources for drinking and usage to maintain the quality of life on campus.
7. **Affordable and Clean Energy:** Encouraging innovation in environmental conservation, utilizing solar energy, and reducing non-renewable energy consumption in university buildings.
8. **Decent Work and Economic Growth:** Providing diverse job opportunities for graduates and attracting top talents to contribute to economic growth.
9. **Industry, Innovation, and Infrastructure:** Providing the necessary support to encourage technical research and innovation among students and faculty members.
10. **Reduced Inequalities:** Paying attention to all segments of society without discrimination based on gender, race, age, or religion.
11. **Sustainable Cities and Communities:** Committing to a sustainable, prosperous, and productive environment with a high quality of life through safe and suitable facilities.
12. **Responsible Consumption and Production:** Protecting the environment by improving waste management systems and relying on digital technology to reduce paper usage.
13. **Climate Action:** Launching sustainable initiatives, such as afforestation and solar energy utilization, to combat climate change and its impacts.
14. **Life Below Water:** Committing to reducing pollution sources to achieve development and contributing to food security as active community members.
15. **Life on Land:** Promoting environmental conservation by raising awareness of the importance of afforestation and biological diversity.

16. Peace, Justice, and Strong Institutions: Adopting principles of good governance subject to transparency, participation, and comprehensive accountability at all levels.
17. Partnerships for the Goals: Keeness on adopting local, regional, and global community and academic partnerships to achieve sustainable development.

- **Global Trends in Education (Education 4.0 as a Model)**

As a result of successive technological revolutions, the Arab Open University adopts the fourth-generation education model—Education 4.0. This is a purposeful approach to learning that aligns with the Fourth Industrial Revolution (4IR) and focuses on transforming the future of education through advanced technologies and automation. In this model, creativity serves as the foundation of learning, emphasizing the need to prepare students to face challenges proactively.

The fourth generation of education is characterized by Ubiquitous Learning, which ensures accessibility and continuity. Learning can occur both within and outside educational institutions—whenever, wherever, and however the learner chooses, supported by BYOT (Bring Your Own Technology) and BYOD (Bring Your Own Device). This facilitates continuous, collaborative, and lifelong capacity building. This model is built upon four main pillars:

- **Employability:** The University is committed to enhancing students' professional and practical knowledge, as well as 21st-century skills. This is achieved by encouraging faculty and staff to attend training programs and workshops to elevate their capabilities for future tasks, ultimately transforming students into a sustainable workforce. The employability framework is based on the following principles:
  - **Inclusivity:** Achieving educational inclusivity for all students regardless of gender, race, age, or religion.
  - **Collaboration:** Striving for continuous participatory collaboration with labor sectors to provide suitable career opportunities for graduates.
  - **Partnership:** Engaging faculty, administrators, students, and employers to develop a shared understanding of employability.
- **Student Experience:** With the student at the center of the educational process, the University strives to enrich their experience by providing modern learning platforms and diverse technical resources within flexible teaching and learning environments. The University also focuses on providing self-learning opportunities to achieve lifelong learning, utilizing a Blended Learning system

with the agility to transition to full e-learning during crises or specific circumstances.

- **Research Excellence:** In pursuit of scientific and research excellence, the University recognizes the value of collaboration and partnership in adopting collaborative scientific strategies. It periodically renews its scientific, research, and academic partnerships with local, regional, and international higher education institutions.
- **Community:** The Arab Open University is a pioneer in adopting the Blended Learning model, which allows students to access university education with high flexibility by integrating e-learning with face-to-face instruction. The University is dedicated to opening its doors to the local community, building bridges of communication and partnership, and encouraging faculty and students to conduct projects and research that serve local and national requirements.
- **Regional Trends**

For comparison, one of the most prominent national strategies for higher education at the regional level is the UAE National Strategy for Higher Education 2030. This strategy emphasizes the importance of equipping students with technical and practical skills to drive the economy in both the public and private sectors. It aims to graduate generations of specialists and professionals in vital sectors to serve as a key pillar in building a knowledge-based economy, actively participating in research paths, entrepreneurship, and the labor market.

The strategy aims to develop an educational system by focusing on 33 key initiatives based on four main pillars: (Quality, Efficiency, Innovation, and Alignment). These principles are consistent with what the University seeks to achieve in its organizational practices and behaviors as follows:

1. **Quality:** The Arab Open University aims to apply high-quality standards to support excellence and local and global competitiveness.
2. **Efficiency:** The University is dedicated to building an integrated educational system and academic programs with high-level learning outcomes.
3. **Innovation:** The University works on developing an environment that stimulates innovation, projects, and scientific research by providing moral and financial support to students and faculty members to contribute to the growth of the knowledge economy.
4. **Alignment:** The University seeks to build successive generations qualified to compete in the public and private labor markets by designing and offering academic programs, courses, and training workshops, in addition to building relevant partnerships.

### ▪ Trends in Global and Local Labor Markets and Saudi Vision 2030

According to the report issued by the World Economic Forum and international reports specialized in future jobs, the most in-demand roles will be in Information Technology, Cybersecurity, Artificial Intelligence (AI), Internet of Things (IoT), and Data Analytics and Programming. This is in addition to roles such as Nanotechnology Specialists and 3D Printing Engineers. Furthermore, new roles have emerged in health and nutrition, epidemiology, bio-science, and alternative energy. In the field of business and finance, there will be an increased need for Digital Marketing Specialists, Quality and Performance Assurance Specialists, and Financial and Digital Transaction Managers. Consequently, there is a pressing need to develop the capabilities of faculty members and students across these diverse fields.

Additionally, the Riyadh Economic Forum presented a proactive study on future jobs in Saudi Arabia. The study identified global and local future trends in the Kingdom prioritized as follows: (Technological, Economic, Political, Social, Cultural, Legislative, and Environmental). It also highlighted key proposals to keep pace with future jobs, including: fostering a spirit of initiative and entrepreneurship, twinning Saudi universities with advanced technical universities to keep up with technological change, and utilizing technologically innovative teaching methods.

Saudi Vision 2030 encompasses broad goals—economic, social, and developmental—aimed at preparing the Kingdom for the post-oil era. Based on the Vision's pillars, all institutions, especially higher education institutions, must actively engage as partners by elevating their performance and doubling their contributions. The Vision relies on three main pillars: (A Vibrant Society, A Thriving Economy, and An Ambitious Nation). These pillars integrate to achieve their objectives. Among the most prominent educational goals of the Vision are:

1. Rooting positive values and building an independent personality for the nation's citizens.
2. Equipping citizens with the knowledge and skills necessary to align with future labor market needs.
3. Developing the skills of the youth and optimizing their utilization.

These goals align with the Arab Open University's efforts to develop its programs and curricula to meet labor market requirements with robust and high-quality educational outcomes, enabling its students to be proactive individuals in a vibrant society. The University also seeks to build student capabilities and enhance their skills through academic curricula, practical projects, and scientific requirements. Therefore, it has developed its own system of Key Performance Indicators (KPIs) to monitor outcomes and its strategic and operational plans. The University believes in building effective

partnerships with local, regional, and global higher education sectors to develop sustainable academic partnerships for faculty, administrators, and students.

In the same context, the Arab Open University aligns its goals with the Human Capability Development Program (HCDP), a Saudi Vision 2030 initiative. This program aims to prepare a globally competitive citizen by instilling values and developing basic and future skills and knowledge. The program targets developing a solid educational foundation for all to prepare youth for the future local and global labor market, providing lifelong learning opportunities, and supporting a culture of innovation and entrepreneurship. Furthermore, the University exerts efforts to combat the climate crisis under the umbrella of the Saudi Green Initiative by implementing a growing range of greening initiatives and activities on campus.

The University also aligns its goals with the National Transformation Program, which seeks to foster a culture of volunteering, innovation, and entrepreneurship, ensuring the provision of specializations required by the labor market, and empowering persons with disabilities. Additionally, the University aligns with the Quality of Life Program, aiming to enhance the physical, recreational, and cultural well-being of students by providing equipped sports facilities for both genders and regular cultural and recreational programs. Furthermore, the University's goals align with the National Industrial Development and Logistics Program (NIDL), the Public Investment Fund Program, the Privatization Program, and the Financial Sector Development Program, all of which move toward enhancing entrepreneurship; accordingly, the Arab Open University has sought to provide business administration programs in various modern tracks.

- **Strategic Benchmarking**

A number of analytical studies were conducted on the strategic plans of several local, regional, and international universities to leverage their experiences in strategic planning. Three universities were selected for Strategic Benchmarking. The selection process ensured that their educational systems align with the Blended Learning model adopted by the Arab Open University. Furthermore, their geographical locations and student enrollment numbers were taken into account, ensuring that their scope of work covers the three core pillars: education, scientific research, and community service.

### Vision, Mission, and Values

- **Vision**

"A leading Arab Open University in the quality of education for all and the development of the knowledge society."

### Vision Imperatives

The University's vision represents the ideal image, dream, or future state it seeks to attain. The vision has been formulated in accordance with the following imperatives:

- **Leadership:**

Arab Open University – Saudi Arabia is a pioneer of modern and flexible digital higher education in the Kingdom of Saudi Arabia. It was established in 2001 and began teaching in 2002. It is a leading university in teaching and learning methodologies that integrate the gains of face-to-face education and e-learning based on modern technologies that have proven effective in developed countries. The University enables those who enroll in it to achieve their professional and life goals at times and places convenient to them, transcending barriers of time and space by providing education to students from any place and at any time. The University is distinguished by the following characteristics of leadership:

- Owning objectives and supporting them with many strong and new opinions and ideas.
- Clarity of vision that seeks to achieve the goal.
- Strengthening the self and supporting it with optimism and hope.
- Developing a strategy that enables the transformation of the planned goal into reality.
- Taking initiative and assuming calculated risks in advance.
- Making various decisions.
- Working toward expansion and persuading other leading universities to cooperate and establish twinning partnerships.

- **Education for All:**

Arab Open University considers education a right for all, and it is the cornerstone of every society, ensuring inclusive, equitable, and quality education and promoting lifelong learning opportunities for all regardless of age, gender, financial status, social status, health status, employment status, religious affiliation, or intellectual orientation, and regardless of spatial and temporal circumstances. The University adopts Article 26 of the Universal Declaration of Human Rights, which states that "Education is a right for every person." It further believes that education is a "passport to human development" that opens doors and expands opportunities and freedoms. The University seeks to establish educational facilities that take into account differences among all various groups.

- **Development of the Knowledge Society:**

The University also works toward developing the knowledge society, which is a society that enables its members to freely possess, produce, transfer, disseminate, exchange, and broadcast information through multiple computer, information, and space technologies, and to employ it to improve the standard of human life and serve humanity. Among the most important characteristics of the knowledge society that the University continuously seeks to improve are:

- Advancing society and elevating its level through scientific research and innovation aimed at producing, generating, employing, publishing, and sharing knowledge with wide segments of society, and adopting scientists, researchers, and innovators.
- Mastering the production, dissemination, distribution, exchange, and use of information, among other matters, so that it is available to all individuals.
- Providing infrastructure for communication and information technologies and relying on electronic management systems, creative management, and knowledge management, as these methods are considered non-traditional.
- Preparing trained and distinguished human resources characterized by the ability to create, innovate, influence society, and lead it, as qualified resources drive the wheel of development and benefit from it.
- Promoting self-learning and lifelong continuous education and shifting toward virtual e-learning instead of the prevailing traditional pattern of education.
- Focusing on intellectual work through problem-solving, expanding opportunities for individuals, and other related matters.
- Serving and developing local communities through the University's commitment to responsibility toward societal progress, development, and contribution to prosperity.

- **Mission**

"To provide high-quality education to all segments of society and equip them with labor market skills through an advanced and attractive technical learning environment, and a flexible educational model that transcends time and space barriers; to develop a science and knowledge society by providing a stimulating environment for scientific research and a cradle for innovation; and to contribute to achieving sustainable development in local communities."

### **Mission Imperatives:**

The University's mission serves as its constitution, purpose, and reason for existence, defining its operations, services, and target groups. The mission has evolved alongside the significant transformation in higher education caused by globalization, competition, and the renewing needs of the labor market. The number of students in specific disciplines has increased due to rapid changes in communication technologies and the emergence of the knowledge economy, prompting the University to utilize modern technologies to enhance its competitive capabilities. The University believes that education is the primary driver of the various sciences that contributed to the rise of the knowledge society. It is the cumulative process of knowledge that fosters the progress of societies, supported by the application of quality systems that provide higher education institutions with the flexibility to advance toward a better future and highlight their unique strengths. The mission was formulated according to the following imperatives:

**High-Quality Education:** The University adopts high-quality university education consisting of specialized programs and curricula derived from international universities, primarily The Open University (UK). These programs are continuously updated by development centers at that university. In addition, it implements standards, procedures, and decisions that improve the educational environment, covering both academic and institutional quality across its various branches and frameworks, including faculty, administrative staff, and permanent or non-permanent employees. The University focuses on the quality of learning outcomes, the role of external examiners in ensuring excellence, and the robustness of its technical system.

**All Segments of Society:** The University is committed to making education accessible to all segments of society and every eager learner in a way that ensures inclusive, quality, and equitable education for all. It promotes equal opportunities, justice, and equality, fosters lifelong learning opportunities, and focuses on empowering women and engaging all age groups without discrimination based on race, gender, or religion.

**Labor Market Skills:** The University seeks to keep pace with labor market requirements and future trends by launching new programs and continuously updating existing ones to produce graduates who meet community needs and development demands.

Utilizing modern educational technologies to support its competitive capabilities, the University focuses on enhancing problem-solving, communication, digital, soft, and emotional intelligence skills, as well as negotiation and entrepreneurship skills.

**Advanced and Attractive Technical Learning Environment:** The Arab Open University is keen on providing a technical environment equipped with the latest information and communication technologies to ensure the smooth progress of academic and administrative processes and to support decision-making within the University.

**Flexible Educational Model:** The Arab Open University adopts a flexible educational model based on self-learning and the ability to learn from anywhere at any time. It ensures the provision of necessary knowledge and skills through:

- In-person classroom meetings.
- Virtual classroom meetings.
- Digital content.
- Synchronous activities.
- Asynchronous activities.
- Accurate and fair measurement of learning outcomes.

**Development of Science and Knowledge Society:** The University supports scientific research and works to create a stimulating environment for innovation and creativity, fostering a culture of work and directing researchers to address vital community issues. It aims to build scientific and intellectual cadres capable of foresight by continuing financial support, spending on scientific research, establishing external partnerships, and attracting various scientific and intellectual talents to produce creative ideas and drive development in local communities.

**Achieving Sustainable Development:** The University works toward achieving the United Nations Sustainable Development Goals (SDGs). It promotes the concept of sustainable development among individuals and groups by adopting the principle of "Education for Sustainable Development" as a global call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

- **University Values:**

Values constitute the principles that all university employees must understand and transform into actions and behaviors. They describe the institutional conduct and non-negotiable actions that enable individuals to make decisions, especially in situations of uncertainty. The following are the values of the Arab Open University:

**1. Collaboration:** Collaboration represents one of the fundamental pillars required for the success of all collective activities. The University adopts collaboration and teamwork as a core value essential for the success of its academic, research, and administrative support activities. This is a value the University encourages its members

to practice in all their endeavors. This value stems from the nature of the University's presence across multiple cities with diverse social cultures and political, economic, and social environments. Therefore, teamwork, cooperation, and respect are necessary to ensure the University achieves its goals, mission, and council decisions. The University believes in the necessity of mutual respect among all parties regardless of gender, race, or religion, and that collaboration maximizes results, directs efforts toward greatest benefit, unleashes potential, and employs competencies, reflecting its rejection of working in isolation.

**2. Transparency:** Transparency is a requirement for ensuring openness, sharing information, and countering rumors. It is the foundation upon which accountability is built, and together they represent the guarantee required for successful corporate governance and anti-corruption. The University holds individuals responsible for their actions and decisions, which must be applied within the powers entrusted to them.

**3. Integrity:** Ethical practices form the basis of the work of the University's academic and administrative teams. It requires everyone to be above suspicion and to act with professionalism and honesty, far from personal whims and interests, and without bias toward any party, trend, or sect. Honesty requires a commitment to performing tasks professionally, neutrally, and in compliance with the regulations and policies in place at the University. The University seeks for its students and graduates to embrace integrity, honesty, and responsibility through practical application.

**4. Mastery (Excellence):** In line with the University's pursuit to graduate scientifically distinguished cohorts, mastery or "Quality" represents a value of utmost importance for the educational process, scientific research activities, and administrative support activities. This is positively reflected in the University's excellence within its environment.

**5. Justice:** The University seeks to establish the value of justice among its employees and students by striving to achieve balance, preserving the rights of all, and ensuring that everyone is given their due. It is based on equality for all before the law and fairness in decision-making without bias or discrimination.

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- **Strategic Issues, Goals, Indicators, and Performance Measures**

### Strategic Issues

The following strategic issues were identified based on the results of the University's current situation analysis, gap analysis, and the reference foundations adopted by the University—including global trends, local, regional, and international visions, and labor market trends:

Serial	Title	Details
Q1	Alignment with the Labor Market	In order to supply the labor market with qualified human resources to meet its needs in terms of the quality of graduates, enhance their competitiveness, improve the quality of academic programs, and align their outcomes with labor market requirements.
Q2	Institutional Excellence	Transforming into a sustainable institution with diversified financial resources and sound governance, characterized by financial and administrative efficiency, capable of expanding its presence in society to contribute to the dissemination of knowledge and learning.
Q3	The Educational Experience	Enhancing the University's excellence and leadership in distance, electronic, and digital education, and focusing on providing students with a unique learning experience that enables them to develop future skills, self-directed and experiential learning, lifelong learning, and the consolidation of a culture of diversity, coexistence, and acceptance of others.
Q4	Social Responsibility and Community Partnership	Developing the University's responsibility and community partnership and enhancing developmental and advisory services in a manner that serves the process of societal development.
Q5	Scientific Research and Innovation	Promoting scientific research at the University, fostering innovation, research partnerships, and technology incubators in alignment with the Sustainable Development Goals, and building effective partnerships with industry and the public and private sectors to develop and lead businesses and contribute to problem-solving.
Q6	Human Resource Development	Developing and supporting academic and administrative staff, enhancing their skills and capabilities, improving their performance, developing the research skills and capacities of faculty members, supporting their scientific and intellectual contributions, and enabling them to build international scientific partnerships.
Q7	Technical Infrastructure Supporting University Operations	Supporting digital transformation programs and enhancing the efficiency and capacity of the University's information infrastructure to support academic and administrative

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		programs, and employing Fourth Industrial Revolution technologies, big data, and artificial intelligence to support decision-making.
Q8	Institutional Image and Media Content	Improving the University's institutional image, developing its media content, marketing its activities and programs, and building international relations and partnerships that enhance its position locally, regionally, and internationally.

- **Strategic Directions**

**First:** A teaching university providing programs aligned with labor market requirements and the continuous changes in future jobs:

- Quality teaching accredited by national institutions and bodies.
- Programs aligned with labor market requirements.
- Programs focusing on changes in future jobs.

**Second:** Contribution to Scientific Research and Innovation:

- Applied Research that benefits society with diverse community contributions.
- Knowledge Transfer as a means of converting knowledge into applications that serve the community's interests, and the contribution of university staff in simplifying and transferring knowledge to society in useful practical formats.

**Third:** Financial Sustainability:

- Diversifying the university's income sources and reducing reliance on a single source (tuition fees).
- Utilizing university resources in safe investments.
- Establishing endowment funds (Waqf) to benefit underprivileged students, helping them overcome academic challenges resulting from their inability to pay fees.
- Increasing, marketing, and intensifying donations and grants.
- Geographic Expansion:
  - Expanding geographically across the cities of the Kingdom of Saudi Arabia.
  - Opening programs in fields high in demand in the labor market, such as Engineering, Natural Sciences, and Applied Sciences.

**Fourth:** Academic Excellence:

- Increasing academic excellence regarding the quality of programs offered.
- Increasing academic excellence regarding the assessment of learning outcomes and external examiners.
- Benefiting the community from the university's expertise in the following areas:
  - Blended, e-learning, digital, and full virtual learning.
  - The university's flexible operational model that adapts to various emergency circumstances.

- Enhancing life skills, self-learning, technical usage, and global languages.

**Fifth: Digital Transformation and Technical Infrastructure:** Enhancing the university's digital capabilities, infrastructure, and information systems; supporting digital transformation programs; and employing Fourth Industrial Revolution (4IR) technologies—especially Artificial Intelligence (AI) tools—in all academic and administrative processes to make education more effective, flexible, and adaptable to Education 4.0 requirements, as well as utilizing these technologies to develop administrative operations and support decision-making.

**Sixth: Social Responsibility and Partnership:** Enhancing and expanding the scope of community partnership and developing programs that serve the community's interest in collaboration with community institutions concerned with social responsibility.

**Seventh: Developing Human Resource Competencies and Implementing Fair Performance Appraisal.**

- **Strategic Goals and Objectives**

The strategic goals and objectives have been developed to address strategic issues and bridge the gaps identified in the gap analysis, taking into account the plan's inputs mentioned earlier. These are based on the results of numerous working groups and meetings organized at the leadership and planning committee levels to meet the requirements of all stakeholders, as follows:

**Goal 1 (G1): Enhancing Academic Excellence:** This goal is closely linked to the Arab Open University's qualitative excellence in academic fields and the need to enhance this excellence to meet current and future labor market needs for programs and specializations, while maintaining the flexibility of educational opportunities and academic quality. It also emphasizes student-centricity by seeking to improve student success during their studies and post-graduation, ensuring they are equipped with 21st-century and market skills. This is achieved through the following objectives:

- O1: Developing and introducing programs and specializations that meet current and future labor market needs.
- O2: Achieving the highest standards of academic and institutional quality.
- O3: Equipping students with future and labor market skills.
- O4: Improving communication with alumni and employers.
- O5: Enhancing student success before and after graduation.

**Goal 2 (G2): Supporting Scientific Research and Encouraging Innovation and Entrepreneurship:** This goal aims to develop a scientific research ecosystem that enhances research productivity in quantity and quality, focusing on societal needs and aligning with regional and global trends and SDGs. It seeks to strengthen interdisciplinary research partnerships among faculty and with international

researchers. It also demonstrates the University's commitment to increasing research allocations and motivating faculty to secure external funding. The following objectives have been set:

- O6: Developing scientific research in quantity and quality according to local priorities, global trends, and SDGs.
- O7: Building high-quality internal and external research partnerships.
- O8: Increasing scientific research allocations from internal and external revenues.
- O9: Supporting and developing innovation and entrepreneurship to contribute to achieving SDGs.

**Goal 3 (G3): Enriching and Improving the Student Experience in Light of Global Developments:** This goal reflects the University's approach to caring for its students and providing them with a unique educational experience that enables them to develop leadership, life, social, and entrepreneurial skills. It confirms the commitment to providing student-centered services through:

- O10: Developing and improving student services and their university experience.
- O11: Cultivating and developing students' leadership, life, and social skills.
- O12: Cultivating and developing students' entrepreneurship and innovation skills.

**Goal 4 (G4): Ensuring Institutional Continuity and Financial Resource Sustainability:** This goal emphasizes the University's commitment to being a sustainable institution by supporting the institutional approach, developing an effective risk management system, diversifying income sources, and committing to the optimal use of resources through:

- O13: Developing and implementing an institutional system to achieve continuity and ensure effective risk management.
- O14: Diversifying and expanding university income sources and expenditure funding.
- O15: Maintaining the University's competitive advantage and enhancing its sustainability with additional features.

**Goal 5 (G5): Promoting Best Practices of Good Governance for a Supportive and Positive Work Environment:** The University seeks to enhance comprehensive governance practices, developing procedures and decision-making within a framework of participation, transparency, and accountability through:

- O16: Applying participation, transparency, and accountability to decision-making governance.
- O17: Continuing to improve academic, administrative, and financial work systems and procedures.

**Goal 6 (G6): Expanding Social Responsibility and Partnership Programs to Achieve SDGs:** This goal focuses on solidifying the University's role in developing local communities and expanding student care through the "Student Fund." It continues its expansion for educational inclusion in Saudi Arabia and contributing to the UN SDGs through:

- O18: Establishing a care fund for outstanding students, people with disabilities, and those facing economic hardships, in partnership with relevant external entities.
- O19: Enhancing partnership and social responsibility programs that contribute to local community development.
- O20: Geographic expansion within the Kingdom of Saudi Arabia.
- O21: Contributing to the achievement of the 2030 Sustainable Development Goals.

**Goal 7 (G7): Developing Technical Infrastructure and Providing Smart and Secure Solutions for Digital Transformation:** This goal seeks to strengthen the digital infrastructure and employ it optimally for digital transformation in education, research, and administration, keeping pace with 4IR technologies through:

- O22: Achieving the highest employment of technology in education and research to enhance comprehensive digital transformation.
- O23: Continually developing technical infrastructure and increasing its efficiency and flexibility to keep pace with rapid technological developments and 4IR.
- O24: Enhancing information systems and services for digital transformation and employing Business Intelligence (BI) to develop the institutional environment.
- O25: Reaching the highest levels of information security and risk management.

**Goal 8 (G8): Human Resources Development and Capacity Building to Maximize Efficiency and Effectiveness:** The University seeks to develop its human resources, attracting and retaining the best administrative and academic talents through:

- O26: Permanently developing human capacities to keep pace with new changes.
- O27: Continuing to raise the efficiency of the administrative system.
- O28: Continuing to attract and retain competent staff and faculty members of all ranks.

**Goal 9 (G9): Promoting the University's Mental Image and Media Presence in Local Communities:** This goal centers on the University's position and enhancing its reputation locally, regionally, and internationally through:

- O29: Developing and implementing a strategic media plan to increase awareness and strengthen the University's reputation.

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- O30: Building and implementing a strategic plan to enhance the University's identity.

**Goal 10 (G10):** Developing Effective Partnerships and Relations at Local, Regional, and International Levels: This goal aims to build effective partnerships with all parties and develop mutual relations with alumni as ambassadors for the University through:

- O31: Developing strong, mutually beneficial relations with alumni and enhancing their role in highlighting the University's reputation and diversifying its funding.
- O32: Increasing the number of effective local, regional, and international partnerships.

The following table illustrates the link between the strategic issues facing the University and its ten goals, showing that the developed goals are capable of addressing these issues. The University has also developed Key Performance Indicators (KPIs) to monitor performance in its strategic objectives.

Strategic Goals	
Developing effective partnerships and relationships at the local, regional, and international levels.	
Enhancing the University's institutional image and its media presence within local communities.	
Developing human resources and building capacities to maximize the level of efficiency and effectiveness.	
Developing the technological infrastructure and providing smart and secure solutions to enhance digital transformation.	
Expanding social responsibility and community partnership programs to achieve the Sustainable Development Goals.	
Enhancing best practices of good governance to provide a supportive and positive work environment.	
Ensuring institutional continuity and the sustainability of financial resources.	
Enriching and enhancing the student experience in light of global developments.	
Supporting scientific research and encouraging innovation and entrepreneurship.	
Enhancing academic excellence.	

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									✓	Alignment with the Labor Market	Strategic Issues
					✓	✓				Institutional Excellence	
							✓			The Educational Experience	
				✓						Social Responsibility and Community Partnership	
								✓		Scientific Research and Innovation	
		✓								Human Resource Development	
			✓							Technical Infrastructure Supporting University Operations	
✓	✓									Institutional Image and Media Content	

- ### Strategic Objectives and Performance Indicators Matrix

A Key Performance Indicator (KPI) is a measurable metric used by a university or institution to determine its success in achieving its operational and strategic goals. Different universities or institutions have different KPIs depending on individual performance criteria or priorities; however, these indicators typically follow industry-wide standards.

KPIs help an institution, department, team, or manager respond immediately to any events that may impact business. Additionally, these indicators can be used to set targets across the organization to achieve strategic goals. KPIs assist in focusing on a common goal and ensuring alignment within the university or institution. Therefore, it is crucial for universities and institutions to know exactly what needs to be measured.

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Key Performance Indicator (KPI) stands for a quantifiable measure of performance over time for a specific objective. KPIs provide targets for teams to achieve, milestones to measure development and progress, and better insights that help people throughout the organization make better decisions—from academic, administrative, and financial affairs to human resources, marketing, and sales. KPIs help every area of business move forward at a strategic level.

The three characteristics of Key Performance Indicators are:

- **Quantitative:** KPIs can be presented in the form of numbers.
- **Practical:** KPIs integrate well with existing university or institutional processes.
- **Actionable (Effective):** KPIs can be put into practical application to bring about the desired change.

To be effective, a KPI must be based on legitimate data and provide a context that reflects business goals. KPIs should also be defined in a way that external factors beyond the university's or institution's control do not interfere with them. Furthermore, KPIs must have a specific timeframe divided into key checkpoints to ensure accuracy.

### Summary of Key Performance Indicators (KPIs)

Serial	Strategic Objectives	Serial	Strategic Performance Indicators
H1.1	Developing and introducing programs that meet current and future labor market needs	M1.1.1	Number of newly introduced bachelor's programs
		M1.1.2	Percentage increase in the number of offered bachelor's programs
		M1.1.3	Number of newly introduced postgraduate programs
		M1.1.4	Percentage of updated programs
H1.2	Achieving the highest standards of academic and institutional quality	M1.2.1	Percentage of programs obtaining local/national accreditation
		M1.2.2	Percentage of programs obtaining international accreditation
		M1.2.3	External examiners' satisfaction rate
		M1.2.4	University ranking locally and within the Arab region
		M1.2.5	Student evaluation of the quality of education
		M1.2.6	Student evaluation of the quality of learning resources
H1.3	Providing students with future skills and labor market skills	M1.3.1	Number of students enrolled in initiatives and programs related to future and labor market skills
		M1.3.2	Number of annual initiatives and programs aimed at equipping students with future and labor market skills

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H1.4	Improving communication with alumni and employers	M1.4.1	Number of alumni registered in the University's databases
		M1.4.2	Percentage of alumni participation in events, councils, and committees
		M1.4.3	Percentage of employer participation in events, councils, and committees
		M1.4.4	Employer evaluation of the competence of University graduates
H1.5	Improving student success before and after graduation	M1.5.1	Percentage of students graduating within the specified program duration
		M1.5.2	Student dropout rate
		M1.5.3	First-year student retention rate
		M1.5.4	Percentage of graduates employed
		M1.5.5	Percentage of graduates enrolled in postgraduate programs
H2.1	Developing scientific research quantitatively and qualitatively in line with local priorities, global trends, and the Sustainable Development Goals	M2.1.1	Average number of published research papers per faculty member
		M2.1.2	Percentage of research related to community needs
		M2.1.3	Faculty satisfaction with the University's research policy and budget
		M2.1.4	Number of research training workshops attended by faculty members
		M2.1.5	Average citation rate in peer-reviewed journals per faculty member
		M2.1.6	Average number of research papers presented at specialized and peer-reviewed conferences per faculty member
H2.2	Building high-quality interdisciplinary and external research partnerships	M2.2.1	Number of joint research projects
		M2.2.2	Number of interdisciplinary research projects
H2.3	Increasing allocations for scientific research from internal and external revenues	M2.3.1	Percentage of the research budget from the University's operational budget
		M2.3.2	Number of external research grants
H2.4	Supporting and developing innovation and entrepreneurship to contribute to achieving the Sustainable Development Goals	M2.4.1	Number of patents and innovations
		M2.4.2	Number of excellence awards received by faculty members
		M2.4.3	Number of workshops and initiatives related to innovation and entrepreneurship
H3.1	Developing and improving student services and the university experience	M3.1.1	Number of newly introduced and developed programs and activities aimed at improving student services
		M3.1.2	Student satisfaction rate with student services and their university experience
		M3.1.3	Number of councils/committees/work teams/events in which students were involved to improve student services and their university experience

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H3.2	Developing students' leadership, life, and social skills	M3.2.1	Number of programs and activities developed, approved, and implemented to enhance students' leadership skills
		M3.2.2	Percentage of student participation in leadership skills programs and activities
		M3.2.3	Student satisfaction rate with programs and activities aimed at developing their leadership skills
H3.3	Developing entrepreneurship and innovation skills among students	M3.3.1	Number of programs and activities developed, approved, and implemented to enhance students' entrepreneurship and innovation skills
		M3.3.2	Percentage of student participation in entrepreneurship and innovation programs and activities
		M3.3.3	Student satisfaction rate with programs and activities aimed at developing their entrepreneurship and innovation skills
		M3.3.4	Number of business incubators at the University
H4.1	Developing and implementing an institutional system to achieve continuity and ensure effective risk management	M4.1.1	Completion of updating the Risk and Crisis Management Plan
		M4.1.2	Level of clarity of the Risk and Crisis Management Plan among responsible staff
		M4.1.3	Percentage of implementation of the Risk and Crisis Management Plan
		M4.1.4	Effectiveness of risk and crisis response scenarios
H4.2	Diversifying and expanding the University's income sources and financing expenditures	M4.2.1	Growth rate in student numbers
		M4.2.2	Percentage growth in total revenues
		M4.2.3	Percentage of the University's self-generated income
H4.3	Maintaining the University's competitive advantage and enhancing its sustainability with additional distinguishing features	M4.3.1	Percentage of enrolled students relative to approved enrollment capacity
		M4.3.2	Student retention rate
		M4.3.3	Operational expenditure per student
H5.1	Applying participation, transparency, and accountability in the governance of decision-making at the University	M5.1.1	Stakeholder satisfaction level with developed procedures aimed at improving decision-making
		M5.1.2	Stakeholder satisfaction level with institutional transparency
		M5.1.3	Number of violations of regulations and instructions
		M5.1.4	Level of participation in decision-making at the University
H5.2	Continuing to improve academic, administrative, and financial systems and procedures	M5.2.1	Number of systems, regulations, and manuals developed, approved, and implemented

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		M5.2.2	Stakeholder satisfaction level with systems and their impact on improving performance and productivity
		M5.2.3	Degree of compliance with the Institutional Effectiveness Manual and best practices
		M5.2.4	Faculty and staff satisfaction rate with University systems and procedures
H6.1	Establishing a fund to support outstanding students, students with disabilities, and those facing economic hardship in partnership with relevant external entities	M6.1.1	Amount of funding available in the fund
		M6.1.2	Number of beneficiaries of the fund
		M6.1.3	Beneficiary satisfaction level with fund services
		M6.1.4	Donor satisfaction level with fund services
H6.2	Enhancing partnership and social responsibility programs to contribute to local community development	M6.2.1	Percentage increase in the number of training and capacity-building programs
		M6.2.2	Beneficiary satisfaction rate with training services
		M6.2.3	Percentage increase in the number of community consultations provided
		M6.2.4	Beneficiary satisfaction rate with provided consultations
		M6.2.5	Percentage increase in partnerships with local and international civil society institutions
		M6.2.6	Number of volunteers participating in University-sponsored volunteer programs
H6.3	Geographical expansion within the Kingdom of Saudi Arabia	M6.3.1	Number of newly established centers
		M6.3.2	Number of newly established branches
		M6.3.3	Growth in student numbers resulting from expansion
H6.4	Contributing to achieving Saudi Vision 2030 targets	M6.4.1	Percentage contribution of the University toward achieving Saudi Vision 2030 targets
H7.1	Achieving the highest utilization of technology in education and research to enhance comprehensive digital transformation	M7.1.1	Student satisfaction level with educational technology services
		M7.1.2	Academic staff satisfaction with technology supporting teaching and research
H7.2	Continuing to develop and enhance the efficiency and flexibility of technical infrastructure in line with rapid technological developments	M7.2.1	Annual expenditure level on technical infrastructure
		M7.2.2	Student satisfaction with technical infrastructure services
		M7.2.3	Faculty satisfaction with technical infrastructure services
		M7.2.4	Staff satisfaction with technical infrastructure services
H7.3	Enhancing information services and systems to implement digital	M7.3.1	Annual expenditure level on information services and systems

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	transformation and utilize business intelligence	M7.3.2	Beneficiary evaluation of information services and systems
		M7.3.3	Percentage of electronic procedures out of total procedures
		M7.3.4	Number of business intelligence reports and dashboards supporting decision-making
H7.4	Achieving the highest level of information security and risk management	M7.4.1	Number of information security incidents
		M7.4.2	Beneficiary satisfaction with information security services
		M7.4.3	Results of high-risk internal and external cybersecurity assessments
		M7.4.4	Number of cybersecurity training programs and workshops received by employees
H8.1	Continuously developing human capacities to keep pace with new changes	M8.1.1	Percentage of faculty and administrative staff attending training courses
		M8.1.2	Percentage of specialized courses out of total courses
		M8.1.3	Faculty and administrative staff satisfaction with training programs
		M8.1.4	Percentage of faculty and administrative staff evaluated
		M8.1.5	Percentage of faculty and administrative staff incentivized
		M8.1.6	Average improvement in faculty and administrative staff performance
H8.2	Continuing to enhance the efficiency of the administrative system	M8.2.1	Percentage of staff undergoing job rotation
		M8.2.2	Percentage of tasks for which rotating employees received training
		M8.2.3	Percentage of key positions with a ready successor
		M8.2.4	Employee satisfaction rate with administrative system efficiency
H8.3	Continuing to attract and retain qualified staff and faculty members across all ranks	M8.3.1	Retention rate of new employees for more than one year
		M8.3.2	Percentage of targeted vacant positions filled
		M8.3.3	Overall employee retention rate
		M8.3.4	Percentage of employees leaving for reasons other than retirement
		M8.3.5	Percentage of faculty members at the ranks of Professor, Associate Professor, and Assistant Professor
		M8.3.6	Percentage of full-time faculty members out of the total
H9.1		M9.1.1	Percentage of community awareness of the University

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	Developing and implementing a strategic media plan to increase awareness and strengthen reputation	M9.1.2	Increase in number of media reports about University activities
		M9.1.3	Increase in social media followers
		M9.1.4	University reputation level among stakeholders
		M9.1.5	University website ranking in the Arab region
		M9.1.6	Increase in positive media stories
H9.2	Developing and implementing a strategic plan to strengthen the University's identity	M9.2.1	Percentage of application of the University's visual identity
		M9.2.2	Number of promotional films, publications, and materials supporting the University's identity
		M9.2.3	Level of community awareness of the University's identity components
H10.1	Developing strong mutually beneficial relationships with alumni and enhancing their role in promoting the University's reputation and diversifying its funding sources	M10.1.1	Alumni engagement index
		M10.1.2	Number of services provided to alumni
		M10.1.3	Alumni satisfaction level with provided services
H10.2	Increasing the number of effective partnerships locally, regionally, and internationally	M10.2.1	Number of effective partnerships with local, regional, and international universities
		M10.2.2	Number of partnerships with governmental, private, international, developmental, and educational entities
		M10.2.3	Number of joint activities and events resulting from partnerships

### Balanced Scorecard

A leading Arab Open University in quality education for all and the development of a knowledge society.									Vision	
Providing high-quality education to all segments of society and equipping them with labor market skills through an advanced and attractive technical learning environment, and a flexible educational model that transcends time and space barriers; working to develop a science and knowledge society by providing a stimulating environment for scientific research and a cradle for innovation; and contributing to achieving sustainable development in the local community.									Mission	
Institutional Image and Media Content	Technical Infrastructure Supporting University Operations		Human Resource Development	Scientific Research and Innovation	Social Responsibility and Community Partnership	Educational Experience	Institutional Excellence		Alignment with the Labor Market	Strategic Themes
Developing effective partnerships and relationships at the local, regional, and international levels.	Enhancing the University's Institutional Image and media presence within local communities.	Developing the technical infrastructure and providing smart and secure solutions to enhance digital transformation.	Developing human resources and building capacities to maximize efficiency and effectiveness.	Supporting scientific research and encouraging innovation and entrepreneurship.	Expanding social responsibility and community partnership programs to achieve the Sustainable Development Goals.	Enriching and enhancing the student experience in light of global developments.	Ensuring Institutional continuity and the sustainability of financial resources.	Enhancing best practices of good governance to provide a supportive and positive work environment.	Enhancing Academic Excellence	Strategic Results
Strategic Objectives									BSC Perspectives	

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<p><b>Enhancing the University's institutional image and media presence within local communities.</b></p>	<p><b>Developing effective partnerships and relationships at the local, regional, and international levels.</b></p>	<p><b>Enriching and enhancing the student experience in light of global developments.</b></p>	<p><b>Enhancing Academic Excellence</b></p>	<p><b>Customer</b></p>
<p>Developing and implementing a strategic plan to strengthen the University's identity.</p> <p>Developing and implementing a strategic media plan to increase awareness and knowledge of the University and to strengthen its reputation and position locally.</p>	<p>Developing strong mutually beneficial relationships with alumni and enhancing their role in promoting the University's reputation and diversifying its funding sources.</p>	<p>Developing and improving student services and the university experience.</p> <p>Developing and enhancing students' leadership, life, and social skills.</p> <p>Developing and enhancing students' entrepreneurship and innovation skills.</p>	<p>Providing students with future skills and labor market skills.</p> <p>Improving student success before and after graduation.</p> <p>Improving communication with alumni and</p>	
<p><b>Expanding social responsibility and community partnership programs to achieve the Sustainable Development Goals.</b></p>				
<p>↑</p> <p>Establishing a fund to support outstanding students, students with disabilities, and those facing economic hardship or loss of a breadwinner, in partnership with relevant external entities.</p> <p>Enhancing partnership and social responsibility programs to contribute to the development of local communities.</p> <p>Contributing to the achievement of the Sustainable Development Goals 2030.</p>				<p><b>CSR</b></p>
<p><b>Expanding social responsibility and community partnership programs to achieve the Sustainable Development Goals.</b></p> <p>↑</p>		<p><b>Ensuring institutional continuity and the sustainability of financial resources.</b></p>		<p><b>Financial</b></p>
<p>Geographical expansion within Arab countries, in the Sahel region, and beyond to contribute to inclusive education</p>		<p>Diversifying and expanding the University's income sources to finance expenditures.</p> <p>↑</p> <p>Maintaining the University's competitive advantage and enhancing its sustainability through additional distinguishing features.</p>		

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<p>Enhancing best practices of good governance to provide a supportive and positive work environment.</p> <p>↑</p>		<p>Developing technical infrastructure and providing smart and secure solutions to enhance digital transformation.</p> <p>↑</p>		<p>Internal Business Process</p>
<p>Continuing to improve academic, administrative, and financial systems</p> <p>Applying participation, transparency, and accountability in the governance of decision-making at the University.</p>		<p>Enhancing information services and systems to implement digital transformation processes across all areas and utilizing business intelligence to develop the institutional environment and enhance its effectiveness.</p>		
<p>↑</p> <p>Enhancing Academic Excellence</p>	<p>↑</p> <p>Developing effective partnerships and relationships at the local, regional, and international levels</p>	<p>↑</p> <p>Developing human resources and building capacities to maximize efficiency and effectiveness</p>	<p>↑</p> <p>Supporting scientific research and encouraging innovation and entrepreneurship</p>	<p>Learning &amp; Growth</p>
<p>Developing and introducing programs that meet current and future labor market needs.</p> <p>Achieving the highest standards of academic and institutional quality.</p>	<p>Increasing the number of effective partnerships locally, regionally, and internationally.</p>	<p>Continuing to attract and retain qualified staff and faculty members across all ranks.</p> <p>Continuing to enhance the efficiency of the administrative system.</p> <p>Continuously developing human capacities to keep pace with emerging changes.</p>	<p>Supporting and developing innovation and entrepreneurship to contribute to achieving the Sustainable Development Goals.</p> <p>Developing scientific research quantitatively and qualitatively in line with local priorities, global trends, and the Sustainable Development Goals.</p> <p>Increasing allocations for scientific research from internal and external revenues.</p> <p>Building high-quality interdisciplinary and external research partnerships.</p>	

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