King Khalid University Strategy 2030

Media Document

حفــل تدشيــن استراتيجيــة الجامــعة ٢.٣٠ المتوائمــة مــع استراتيجية تطوير منطقة عسير

KING KHALID UNIVERSITY

KKU strategy design follows a structured framework with strategic intent, pillars and enablers

Strategic intent and direction

KKU Identity
(vision, mission)

KKU Strategic direction
(positioning, strategic objectives)
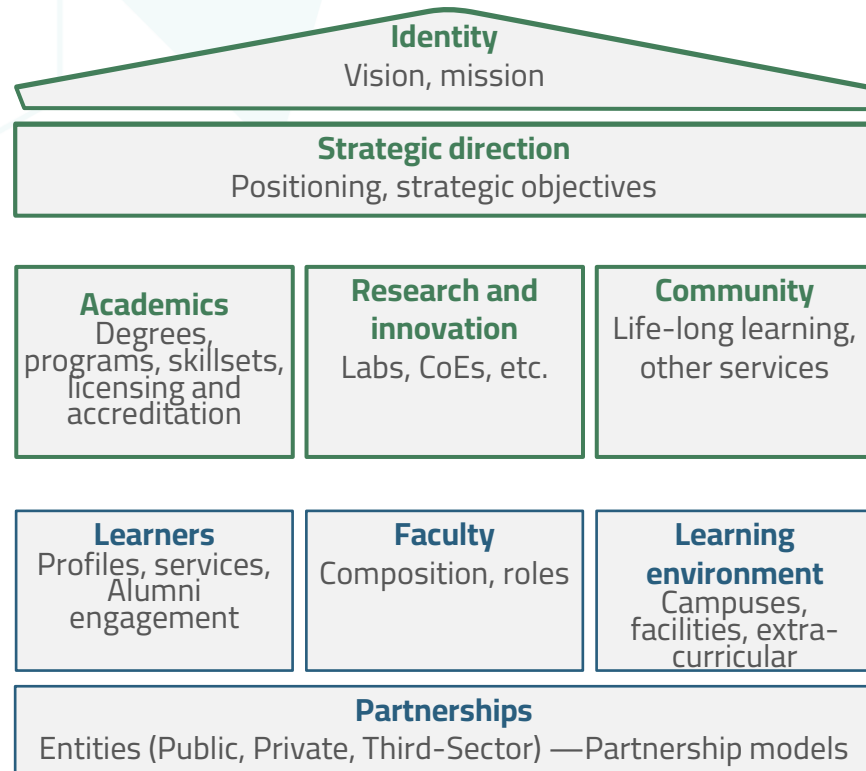
Strategic pillar

Academic offering

Research & innovation

Community

Students

Faculty

Learning environment

Enablers

Institutional excellence

Funding

Comprehensive framework adopted to refresh KKU Strategy

Key Levers

Identity
Vision, mission

Strategic direction
Positioning, strategic objectives

Academics
Degrees, programs, skillsets, licensing and accreditation

Research and innovation
Labs, CoEs, etc.

Community
Life-long learning, other services

Learners
Profiles, services, Alumni engagement

Faculty
Composition, roles

Learning environment
Campuses, facilities, extra-curricular

Partnerships
Entities (Public, Private, Third-Sector) —Partnership models

Key questions

What is the future strategic direction of King Khalid University?
- What is the relative weight across three core mandates for KKU?

What are the implications for three core mandates of KKU?
- How should KKU redefine its academic offering?
- How can KKU maximize research outcomes?
- How can KKU further support and empower Aseer community?

What are the implications for the other strategic levers to enhance learning experience & improve education outcomes?
- How can KKU boost students' engagement & improve outcomes?
- How can KKU provide required support to its faculty members?
- How can KKU optimize use of physical infrastructure and reduce cost inefficiencies?

We leveraged relevant internal & external documents and conducted interviews with key stakeholders

Non-exhaustive

Internal Documents

- Annual Reports (2017-2021)
- Strategy Plan 2018-2020
- Strategy Plan 2030
- Performance Reports
- List of programs & students' breakdowns
- Financials statistics

External Documents

Kingdom's Vision 2030

Ministry of Education's Databases

Aseer Region Development Strategy

GASTAT's Databases

HCDP Delivery plan

Interviews and focus groups

20+ interviews with the working team and representatives of Vice Presidencies and Colleges
- Vice presidency for Quality and development
- Vice Presidency of Female Affairs
- Vice Presidency of Graduate Studies
- Deanship of Applied College
- Deans of colleges

20+ interviews with external stakeholders including relevant government entities and key employers in Aseer

5 focus groups with students and faculty

Project Consultant

Boston Consulting Group

In addition, workshops were conducted to align KKU strategy with Aseer region development strategy

Workshop on aligning KKU strategy with Aseer region development strategy (Qimam and Shem)

Workshop on establishing the College of Tourism and the College of Architecture and Planning

We engaged 20+ international experts for deeper knowledge on targeted topics to develop this strategy document

Linda Lorimer
Yale University,
Former VP for Global Initiatives
Topic: Research Focus

Elizabeth Langdon-Gray
Harvard University,
Former Assistant Provost
Topic: Research Focus

Johnson Paul
National University of Singapore,
Former Sr. Associate
Topic: Research Focus

Scott Cowen
Tulane University,
Former President
Topic: Partnership Models

Abraham Pizam
Rosen College of Hospitality
Mgmt, UCF, Founding Dean
Topic: Hospitality Offering

Christopher Coates
William Angliss Institute,
Former Director
Topic: Offering in Hospitality

Pierre Tapie
ESSEC Business School,
Former Dean Former President
Topic: Lifelong Learning

Graham Hastie
Instead– Former Associate Dean
Topic: Alumni Engagement

Bernardo Amador
QS – Former Sales Manager
Topic: International Rankings

Gordon McConnell
Arizona State University, Former
Associate Vice President
Topic: ASU Case Study

Justin Cassity
California State University,
Former Associate Dean
Topic: CSU Case Study

Judy Hou
Glion Institute of Higher Education
– Former CEO
Topic: Glion Case Study

Erdogan Ekiz
KAU – Former Associate Dean
Topic: KAU Case Study

Fahad Aloyan
KSU – Former Vice Dean
Topic: KSU Case Study

The Aseer strategy will support the growth of the region, adding ~457k jobs in 2030 and changing the industrial taxonomy

Jobs growth from 2020 to 2030 ('000)

CAGR +9%

953

397

2020

2030
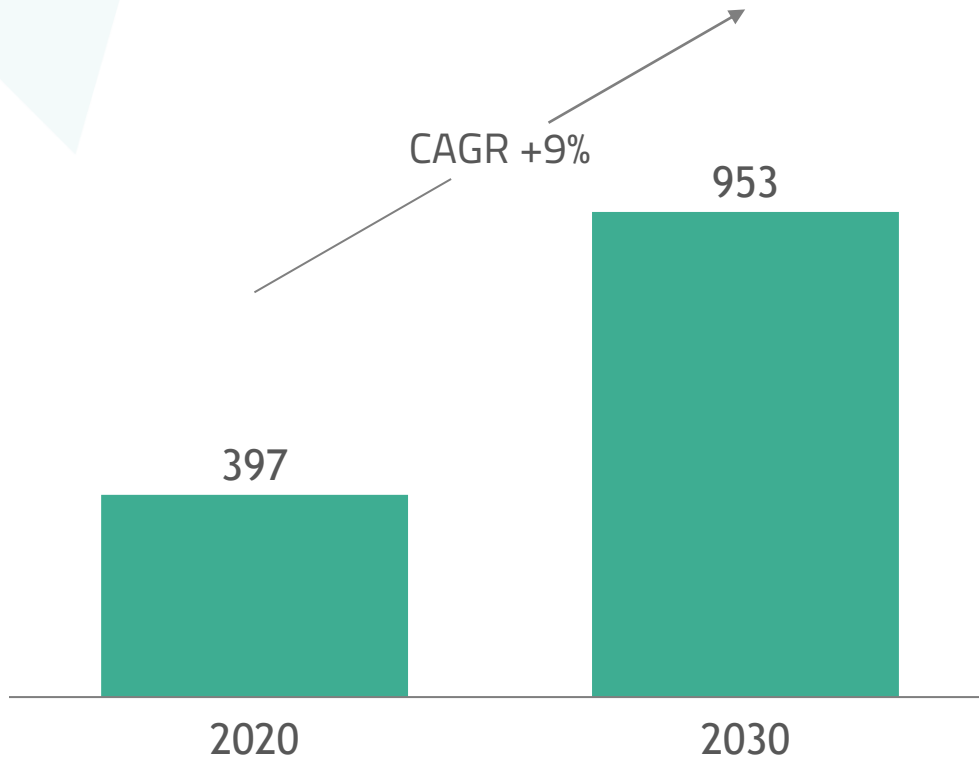
Key considerations

457K
Strategy jobs added
- New jobs enabled by the strategy will transform the region economy and require a new set of applied skills
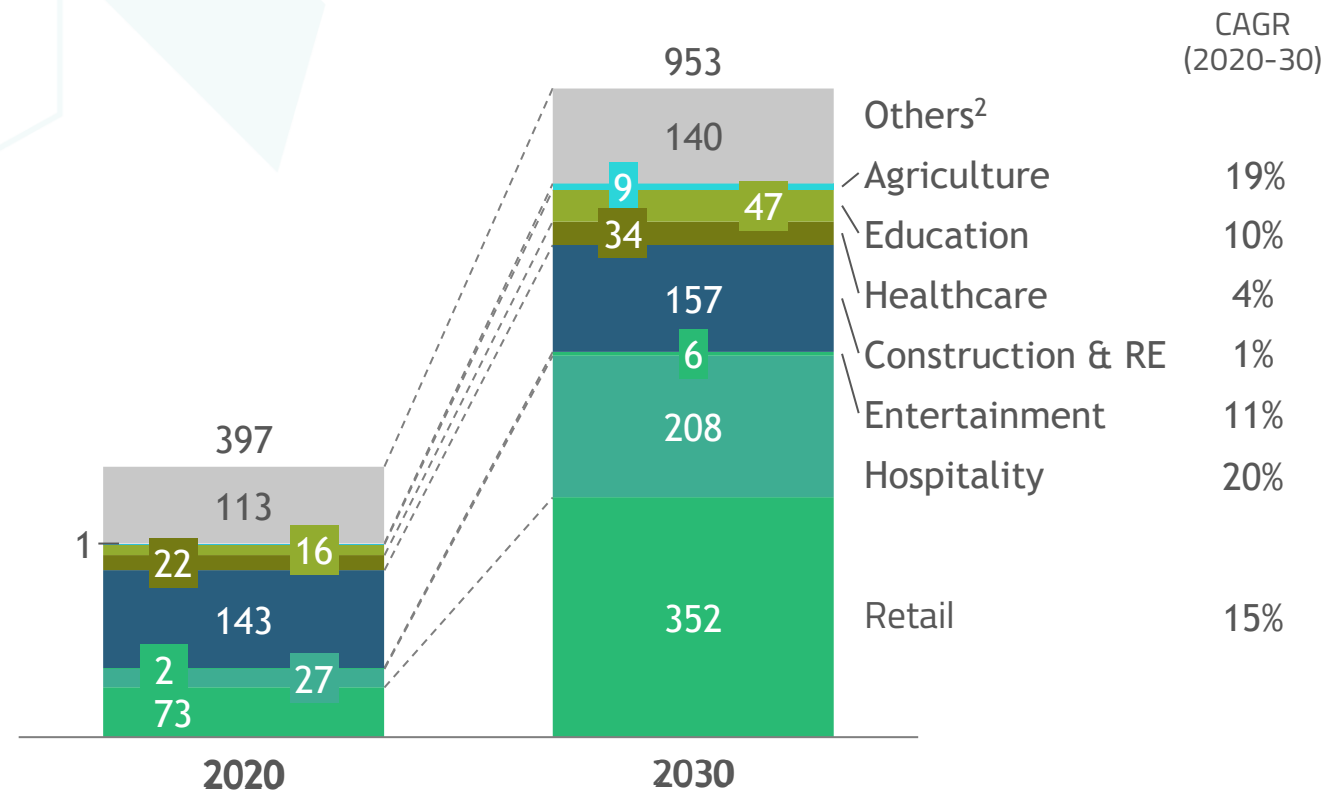
3
key industries
- Hospitality, Retail will drive job growth trailing enabling industries such as Construction & Real Estate

35%
Tourism-induced GDP
- Private sector will play a pivotal role, and will require development of SMEs and entrepreneurship

Aseer workforce to experience significant transformation with 47k jobs added annually and ~60% in tourism related industries

Jobs growth from 2020 to 2030 by industry[1] ('000)

	CAGR (2020-30)
Others[2]	
Agriculture	19%
Education	10%
Healthcare	4%
Construction & RE	1%
Entertainment	11%
Hospitality	20%
Retail	15%

2020: 397 — 113, 1, 22, 16, 143, 2, 27, 73

2030: 953 — 140, 9, 47, 34, 157, 6, 208, 352

47k jobs/year till 2030

Yearly Added jobs (2020-2030)

25.8 k Retail	**16.6 k** Hospitality	**0.2 k** Entertainment
1.5 k Construction & RE	**0.6 k** Healthcare	**1.3 k** Education
0.7 k Agriculture	**0.7 k** Other	

King Khalid University
Ambition and future positioning

Talent development hub

Become an engine for talent development with focus on skills of the future and applied learning preparing students for unique future needs of Aseer and becoming a university hub for the Kingdom

Specialized research excellence

Develop Centers of Excellence in select fields, at intersection of national and regional priorities and KKU capabilities, that advance the innovation in the region

In and with community

Strengthen the bond with Aseer community by providing life-long learning opportunities and services for the citizens of Aseer

KKU has a well-defined Vision, mission & strategic objectives...

Vision

To be a world-class university in developing the human, the place and enhancing the economy

Mission

To have an academic environment stimulating the production and application of knowledge, research and innovation, promoting social responsibility and contributing to sustainable development by optimizing our capabilities and resources

Strategic Objectives

1. To improve teaching and learning outputs in order to meet labour market requirements and ensure sustainable development

2. Promote research & innovations to meet societal and economic needs

3. Promote social responsibility and voluntary work

4. Improve the quality of university life

5. Achieve institutional excellence

6. Diversify, develop and sustain revenue sources

Academics:

How should KKU redefine
its academic offering?

KKU will redefine its academic offering to better fit market demand and improve employability

Resize and refocus offering

Resize and refocus student enrollment towards higher employability FoS and specialize program offering to match the graduates with future jobs

Increase applied diplomas

Expand vocational applied diplomas to fit the Aseer job market demand and close the gaps fueled by the region strategy

Improve students value proposition

Improve academic value proposition developing an interdisciplinary offering and integrating micro-credentials to increase flexibility across programs

New programs opening

Gradually opening new programs (developing curricula, hiring faculty, etc.) starting from those with highest employability impact

Programs refocusing

Forecast the cycle end for each program allowing students to graduate and gradually refocus programs revising the curricula, retraining the faculty, etc.
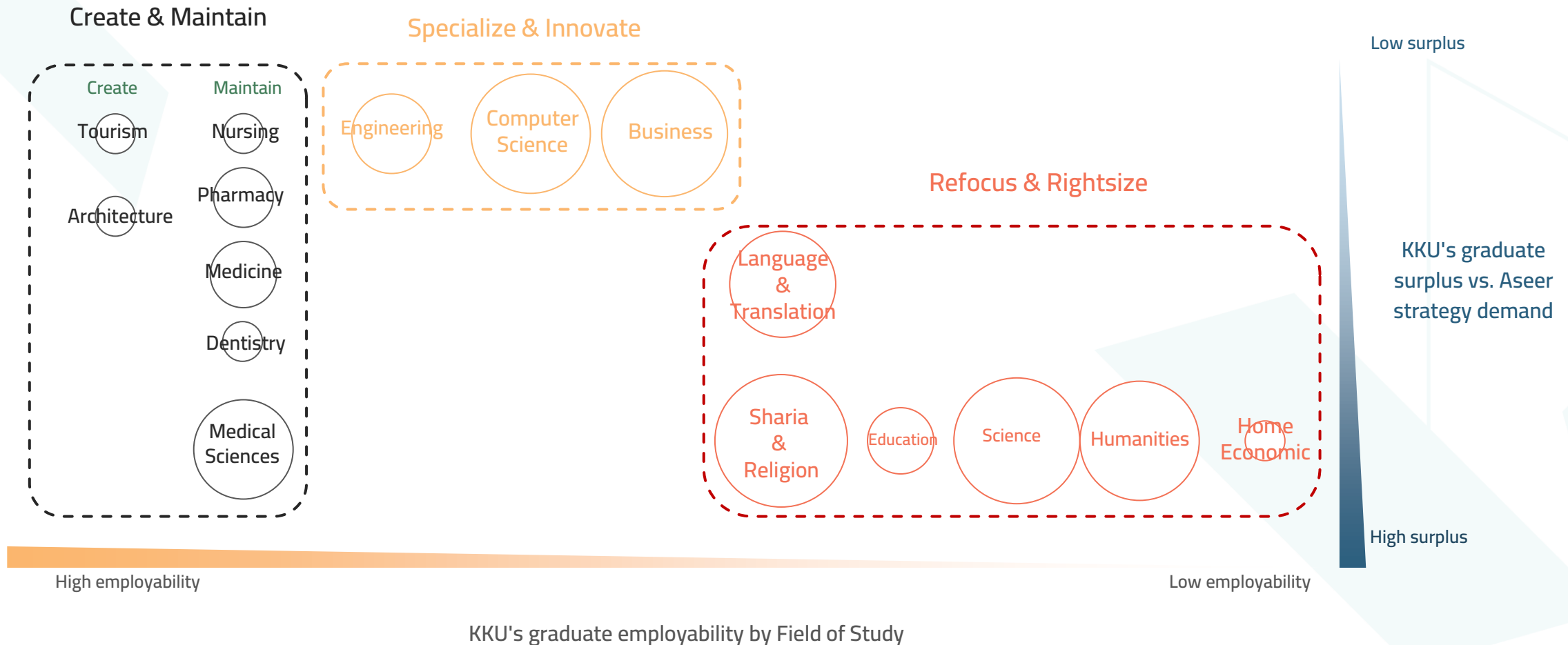
Programs closure

Map all the programs to be closed and forecast the cycle end for each program allowing students to graduate. Develop an overall roadmap for program closures and a contingency plan

KKU offering refresh will follow a gradual implementation plan covering the span of approximately 3-5 years

Three strategic decisions to drive future KKU academic offering: refocus, specialize & innovate, maintain & create

Create & Maintain

Specialize & Innovate

Create

Maintain

Tourism

Nursing

Architecture

Pharmacy

Medicine

Dentistry

Medical Sciences

Engineering

Computer Science

Business

Low surplus

Refocus & Rightsize

Language & Translation

Sharia & Religion

Education

Science

Humanities

Home Economic

KKU's graduate surplus vs. Aseer strategy demand

High surplus

High employability

Low employability

KKU's graduate employability by Field of Study

KKU will maintain the Healthcare related colleges as is and invest in the creation of a Tourism college and Architecture College

Maintain Healthcare colleges

Create a Tourism College

Support Healthcare related colleges to fulfill the needs of the Aseer region and to cater for the strong demand of the Kingdom for doctors, nurses, dentists, etc.

Create the first college of Tourism and Hospitality and College of Architecture and Planning to support the development of the tourism industry in the Aseer region and in the Kingdom of Saudi Arabia

KKU will specialize Engineering, Computer science and Business colleges to better cater for the Aseer needs and future KSA jobs

Specializing the Engineering college to better support the needs of Aseer strategy **(focus on Construction and Industrial engineering)** and to cater for the Kingdom Vision objectives **(focus on Robotics and Environmental sustainability)**

Specializing the Computer Science college to better support the Aseer strategy **(focus on advanced degrees)** and to fill the emerging jobs of the future relevant for the Kingdom **(focus on AI, Machine Learning and Information Security)**

Specializing the Business college to better support the Aseer strategy through the design of industry specific **(focus on Tourism)**

Create Interdisciplinary programs **(specialization in Agriculture and Sustainability)**

Refreshing the applied college offering at KKU has two main objectives

Improving employability rates of KKU students

Providing programs with topics highly demanded in the market will increase employability rates

Capturing a percentage of the region's demand from TVTC

Potential in capturing all demanded areas not provided by TVTC yet

Two key target audiences for KKU's applied offering

Prospective & young students

18–24-year-old freshly graduated from high-school or bachelor's degree holders

Employees in need of upskilling & reskilling

25–45-year-old working in public or private sectors in any field or industry

KKU's applied diploma program structure redefined to incorporate more training & hands-on experience

☆ 2.5 years in duration

☆ Professional certificates obtained during the program

☆ One summer internship
One 6-month internship

Real-life case projects with industry players / Volunteering activities

☆ Exit points with Nano degrees after one year

☆ Currently present in KKU

Four target areas identified to enrich KKU's Value Proposition

Tailoring & personalization

Allowing students to personalize their academic journey through elective courses, short certificates & specialized tracks

Case studies & simulations

Involve students in real-life experiences to develop work-ready capabilities developed in collaboration with industry partners & technology

Teaching optimization

Apply a module of optimization allowing for top quality teaching through minimum number of faculty; utilizing peer universities, international professors & virtual tools

Micro-credentials

Focus on delivering short courses & certificates to upskill & reskill not limited to students, to make education accessible to the community

Research:

How can we maximize research outcomes and contribution to regional & national agenda?

Six research areas prioritized for KKU, and to be communicated internally & to other key stakeholders

Sectors

Energy

Petrochemicals & Refining

Life Science & Health

Communication & IT

Water Management

Environment

Defense & Security

Retail

Construction

Space

Agriculture

Logistics & Transportation

Mining

Nuclear Science

Aeronautics

Tourism & Hospitality

Technologies

Advanced Materials

Artificial Intelligence

Block chain

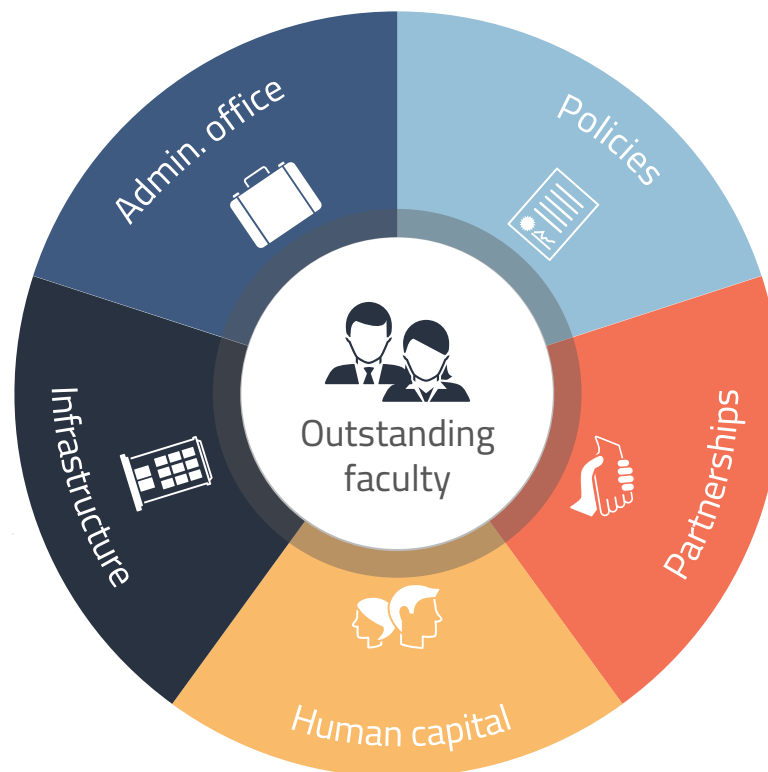Drones & Robotics

Next Gen Electronics

Immediate focus areas

Prospective focus areas

Comprehensive ecosystem to support researchers is necessary to enable & boost commercialization of research

Build **market** & **legal expertise** to support researchers throughout commercialization process & act as **liaison officers** between researchers & companies
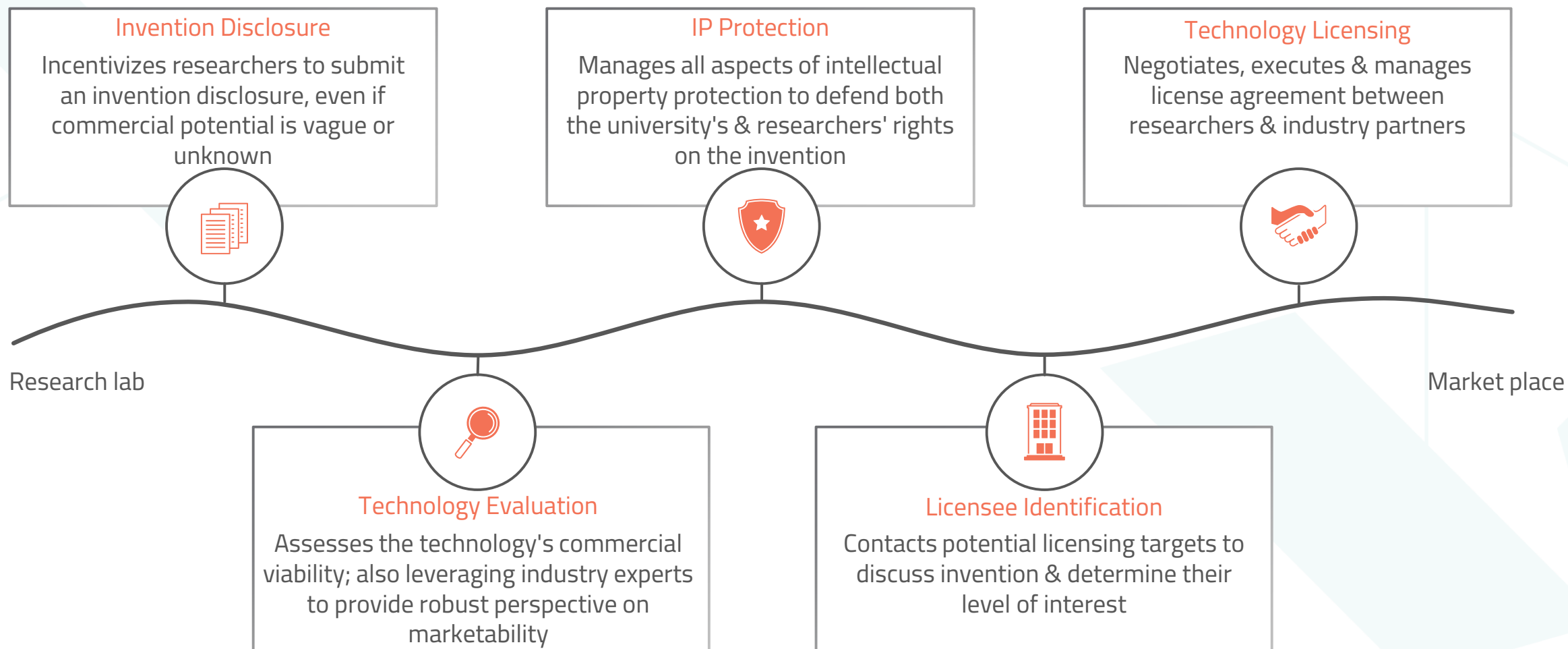
Set the required career tracks, compensation structure & grant allocation mechanism to incentivize researchers to contribute to commercializable research

Provide required **equipment** & **instrumentation** to enable researchers to advance their research and lead to **commercializable discoveries**

Build required ecosystem to connect researchers to **private companies** & **governmental entities** to **secure funding** & **resources** needed for commercialization

Involve **graduate students**, **post-doc fellows**, & **research technicians** in research activities to help researchers produce **commercializable discoveries**

Admin. office

Policies

Infrastructure

Outstanding faculty

Partnerships

Human capital

Administrative office provides end-to-end support to research throughout commercialization process

Invention Disclosure
Incentivizes researchers to submit an invention disclosure, even if commercial potential is vague or unknown

IP Protection
Manages all aspects of intellectual property protection to defend both the university's & researchers' rights on the invention

Technology Licensing
Negotiates, executes & manages license agreement between researchers & industry partners

Research lab

Market place

Technology Evaluation
Assesses the technology's commercial viability; also leveraging industry experts to provide robust perspective on marketability

Licensee Identification
Contacts potential licensing targets to discuss invention & determine their level of interest
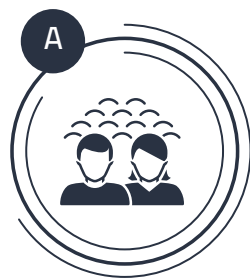
Community:

How can KKU support
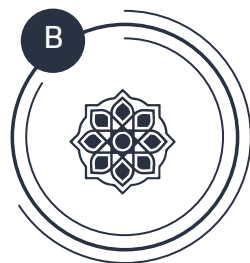and empower the aseer
community?

How can KKU further support and empower the aseer community?

A

Expand lifelong learning

Expand and organize the offering integrating credentials (and certificates) to empower the community and upskill private / public employees

B

Sustain community services

Expand activities to serve the community and improve the governance and the recognition of volunteering activities

C

Support the Aseer strategy

Provide active support to ASDA in fine tuning the strategy and in deploying the specific initiatives relevant for KKUs

2
Focus areas to expand lifelong learning

Expand the training courses offering and design a lifelong learning Value Proposition for public / private operators and Aseer population as a whole

Integrate national / international certificates in the offering and develop accredited courses in partnership with international institutions

Use the wide training catalogue as a revenue source to diversify the university funding

Develop a detailed pricing structure for the training catalogue

2

Focus areas to sustain community services

Increase total volunteering hours and expand student participation in volunteering activities

Improve the volunteering work tracking and recognition to incentivize participation

Make available facilities, open spaces & varied playgrounds that can be used for cultural, sport & social activities

Develop a simplified process to identify, request and allocate universities facilities in a fast and effective way

KKU can support ASDA with 3 key initiatives linked to Aseer Economic Development Strategy
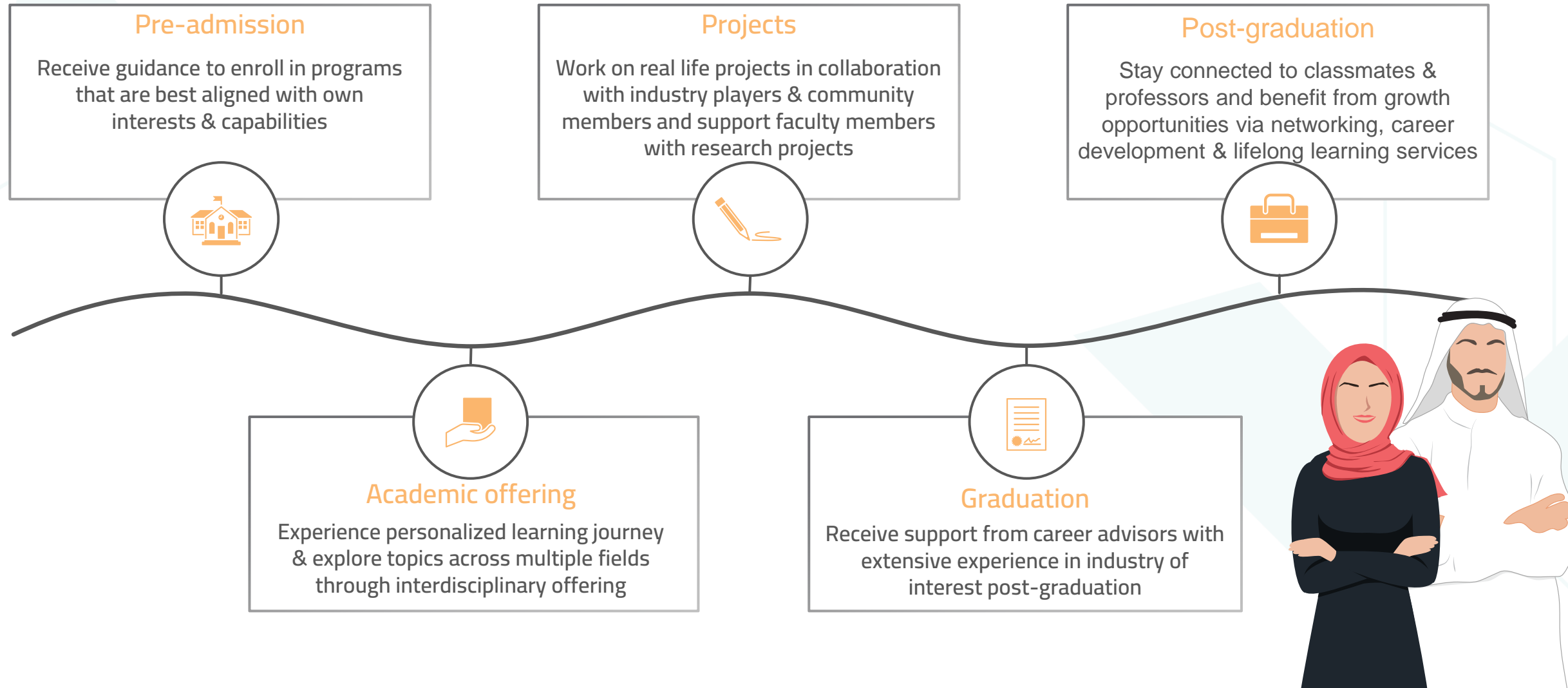
Aseer strategy

Develop business incubators for start-ups and SMEs with broad services

Define initiative to enhance female participation and social inclusion

Establish leadership program for Aseer youth

Potential contribution

Provide support and training for startups & SMEs' employees

Develop dedicated tracks for woman empowerment

Offer soft-skills development courses for Aseer youth

Learning journey is student-centric; spanning pre-admission to post-graduation

Pre-admission

Receive guidance to enroll in programs that are best aligned with own interests & capabilities

Projects

Work on real life projects in collaboration with industry players & community members and support faculty members with research projects

Post-graduation

Stay connected to classmates & professors and benefit from growth opportunities via networking, career development & lifelong learning services

Academic offering

Experience personalized learning journey & explore topics across multiple fields through interdisciplinary offering

Graduation

Receive support from career advisors with extensive experience in industry of interest post-graduation

3 key levers for KKU to boost students' engagement in education & improve outcomes
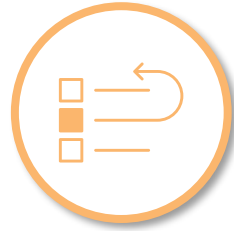
Define clear processes & tools to attract & maintain students in programs in line with their abilities & interests

Provide students required career services to support transition to workforce

Create an alumni engagement strategy; aimed at building a strong network to benefit from alumni's connections, contributions & expertise

Faculty:

How can we align faculty
body composition & teaching
methods with future needs
& best practices?

3 key levers to align faculty body composition & teaching methods with future needs & best practices

Rebalance split of workforce across fields of study to ensure alignment with regional needs

Build different career tracks with varying emphasis on research vs. teaching; aligning training & compensation with revised tracks

Enhance teaching methods to ensure alignment with latest development in tech & industry; and improve faculty & student satisfaction

Enablers:

What structural & financial changes are required to support KKU's strategy?

Build necessary foundations to support effective change management

Effective change management is required for success of strategy

Mindset shift on focus, excellence & sustainability
- Adopt new mindset to prevent old behavior from hindering successful implementation of strategy

Clear vision, communicated to all stakeholders
- Communicate clear vision and unify faculty members & administrative staff on common goals

Collaboration across colleges & functions
- Deliver interdisciplinary research & teaching and remove duplications across functions

Greater accountability & ownership
- Assign ownership to specific individuals to ensure successful implementation

Agile ways of working
- Foster data-driven decision making and increase transparency & empowerment of capable teams

External partnerships office to emphasize 6 key areas where employers can benefit from partnering with KKU

Curriculum Design

Provide industry perspective to support programs' curricula development & review and help shape the knowledge & skills of the next generation of talent

Program Delivery

Participate in the delivery of lectures and train students in real life projects, simulations and case studies to prepare them better to transition to the workforce

Talent Sourcing

Engage directly with students during on-campus career fairs & other activities to recruit key talent for either temporary internships or full-time job opportunities

Research Activities

Support research on key national priorities with commercializable outcomes by either providing funding or engaging in research activities as a trusted partner

Community Support

Contribute to supporting the development and wellbeing of the community by participating in a variety of volunteering activities & events

Employee Training

Access training to upskill or reskill your employees on key topics via virtual short courses, micro-credentials and/or full-time graduate degrees

Diversify revenue sources to ensure financial sustainability of the university

Potential considerations to diversify revenue sources

Rent campus space & central lab with complementary services (e.g., rent lecture halls for corporate event with catering services)

Introduce fees for lifelong learning courses

Collect fees from students for professional certifications embedded in programs

Introduce tuition fees for international students

Provide tailored training programs to region's employers seeking to upskill their employees

Foster research partnerships with private sector companies to boost external funding

Incentivize spin off companies via research commercialization

Increase philanthropy efforts to boost funding from university alumni & other key segments

New initiatives build on existing KKU initiatives , are comprehensive & clearly defined, setting the foundations for revised, consolidated KKU Strategic Plan 2030

Each initiative is mapped to strategic objective defined by the new strategy

1 Improve teaching & learning outputs to meet labor market requirements and ensure sustainable development

2 Promote research & innovations to meet societal and economic needs

3 Promote social responsibility and voluntary work

4 Improve the quality of university life

5 Achieve institutional excellence

6 Diversify, develop and sustain revenue sources

These strategic initiatives fall into 3 categories
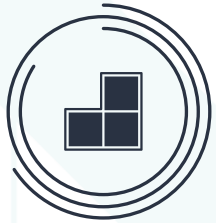
Build solid foundations

- Push short-term levers to close performance gaps

- Start working on these initiatives immediately & close within 18 months

Win in the long term

- Enable differentiated competitive position, creating long-term growth

- Start preparing for these initiatives immediately, more time needed to implement

Foster on ongoing basis

- Invest efforts continuously to support implementation of strategy

- Work on these initiatives throughout the implementation timeframe

30 initiatives identified for KKU's Strategy Plan 2030

1 Improve teaching & learning outputs		**2** Promote research & innovations	**3** Promote social responsibility	**4** Improve quality of university life	**5** Achieve institutional excellence	**6** Diversify & sustain revenue sources
1.1 Update academic offering & revise curricula based on market needs	1.6 Obtain local & international accreditations for programs	2.1 Refine agenda & governance to foster interdisciplinary work & secure funding	3.1 Expand lifelong learning for community upskilling & empowerment	4.1 Develop student centric journey (including onboarding, campus life)	5.1 Revise organization structure & elevate strategic management office	6.1 Diversify funding sources (renting physical assets, managing endowment)
1.2 Expand applied offering & revise curricula based on market needs	1.7 Define student admission & enrollment strategy	2.2 Attract top faculty members for research	3.2 Incentivize student & faculty volunteering work	4.2 Update value proposition for faculty members (incl. career tracks)	5.2 Conduct manpower planning & devise human capital development plan	6.2 Review financial management planning, tracking & reporting processes
1.3 Enable learning path personalization (internships, course choice, int'l exposure)	1.8 Strengthen career services provided to students & link to industry	2.3 Foster students' interest & participation in research	3.3 Support relevant ASDA & national initiatives (e.g., business hub)	4.3 Integrate key digital & technological tools in teaching	5.3 Establish data-driven decision making	6.3 Review spending to ensure cost optimization
1.4 Align teaching methods with global best practices (incl. students' assessment)	1.9 Create targeted alumni engagement strategy	2.4 Boost research commercialization & entrepreneurship		4.4 Improve learning environment for students & faculty (incl. co-ed, facilities)	5.4 Foster performance-based culture throughout university	
1.5 Embed micro-credentials in programs		2.5 Develop strategic relations in line with newly defined research agenda		4.5 Revise branches' footprint across Aseer region	5.5 Support change management process to ensure successful implementation	

xxx	Build solid foundations	xxx	Win in the long term	xxx	Foster on ongoing basis