جامعة الأمير سلطان
PRINCE SULTAN
U N I V E R S I T Y

4th Strategic Plan
2024-2030

The PSU strategic plan has been designed to run until 2030 to bring it into alignment with the Kingdom's Vision 2030 plan.

Vision

Prince Sultan University aspires to become the leading non-profit, private university in the Middle East region, providing a quality education equal to other reputable universities in the world.

Mission

Prince Sultan University aims to provide the Middle East with quality education to the highest international standards. In its efforts towards successful and responsible life-long learning, PSU integrates modern technology, pedagogy, and human values to advance scientific research, productivity, and leadership toward a more meaningful societal role.

PSU is committed to effectively managing institutional resources to optimize its multiple roles as a catalyst for new learning opportunities, national and international partnerships, continuous studies, professional growth, community service, and diversity in educational horizons for the good of humanity and sustainability.
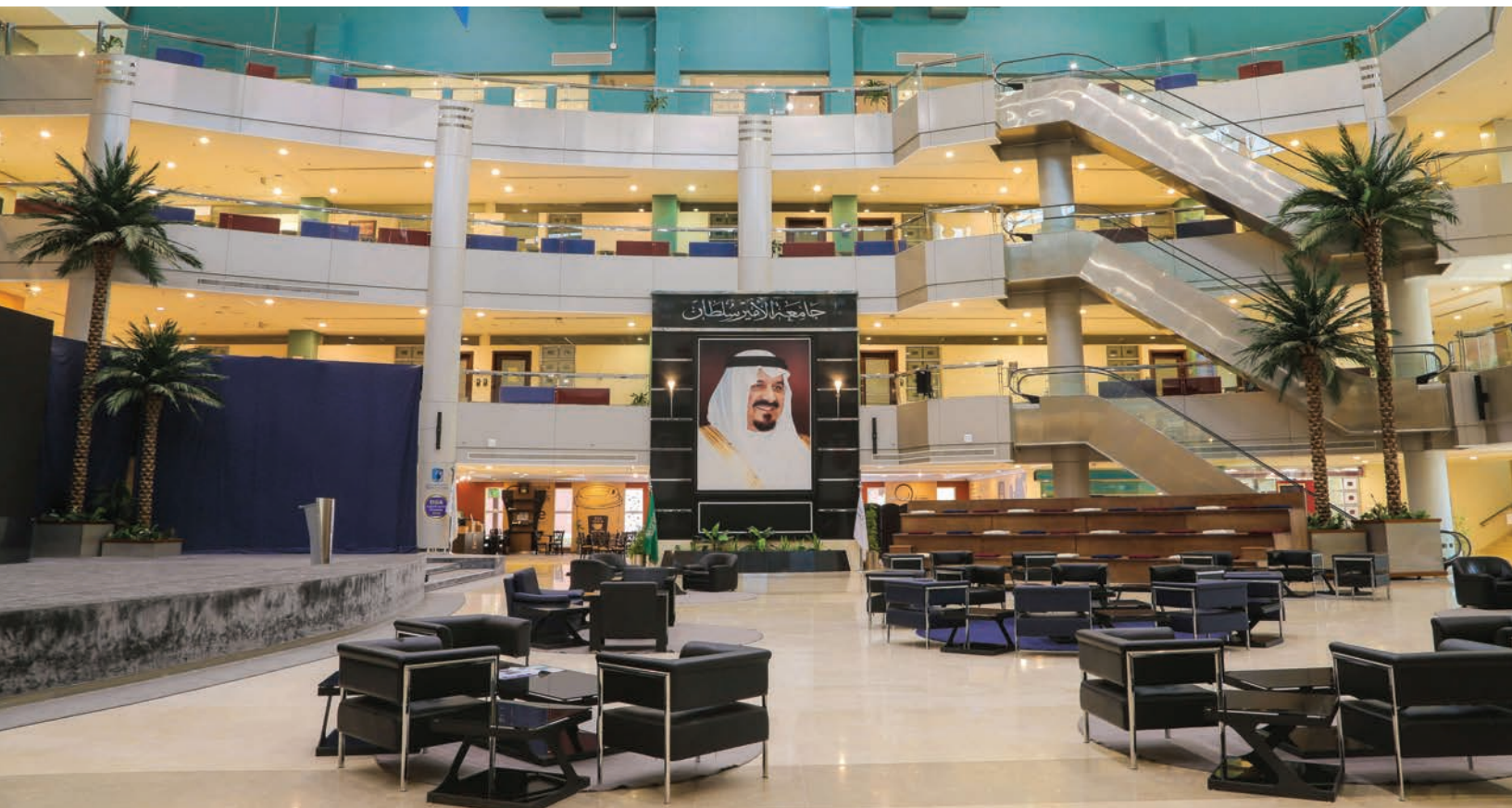
Values

P – Proactive
- academic and personal integrity
- effective management operations
- lifelong learning among students, faculty, staff and the at large community
- respect for individuals in the community

S – Service
- high quality service and efficiency
- positive interpersonal relationship among members of the community

U – Upbeat
- academic environment that nurtures excellence in learning, teaching and research
- professional development and personal growth among members of the community

SUSTAINABLE DEVELOPMENT GOALS

Strategic Plan Formulation

Background

PSU's previous three plans have been envisioned through theme acronyms and phases. Strategic plan 1 was entitled the Growth Phase under the acronym PURPOSE. In 2012, PSU moved on to the Development phase with the acronym LEADER. The years 2018-2023 then saw huge strides under the Sustainability and Initiatives phase with the acronym EMPOWER. In the same light, the working team of the 4th strategic plan were tasked with developing a new phase and acronym for PSU's new strategic plan. After consultation with executive management, the acronym DRIVE was selected for the Innovation phase since it evokes a sense of energy, motivation, and determination, which aligns with PSU's commitment to driving forward to new heights and constantly improving. By using the DRIVE acronym, members of PSU leadership will convey to stakeholders that PSU is a leader and driver in higher education, committed to excellence and innovation.

Methodology

Numerous higher education establishments and industry leaders have adopted Objectives and Key Results (OKR) methodology, including the University of Sydney, the University of Queensland, Google, Amazon and Microsoft, to streamline their processes, increase transparency, collaboration and teamwork and ultimately reach a higher completion rate of their key results and objectives.

Process

The process of formulation has undergone a number of phases:

Situational Analysis

The Strategic Planning and Development Center (SPDC), under the guidance of the Deanship of Quality Assurance and Development (DQAD), conducted SWOT analysis sessions with each and every stakeholder group of the University to ensure the thoughts and opinions of our valued constituents were heard. A survey to evaluate the vision, mission, and values of PSU was also carried out. This information was then analyzed and summarized for use in the formulation process.

Benchmarking and Alignment

SPDC consulted all governmental and non-governmental education related publications, beginning with the Kingdom of Saudi Arabia's Vision 2030 and all projects under its broad umbrella. Thereafter, SPDC selected only top universities to use for the purpose of industry and competitive benchmarking activities. In keeping with best practice, this includes regional and international universities that are similar in size and scope to PSU.

Alignments included: Vision 2030, National Transformation Program, Ministry of Education, Human Capability Development Program and Education and Training Evaluation Commission.

Benchmarking included: University of Oxford, Columbia University, King's College London, The University of Chicago and The University of Texas among others.

Team Capability Building

The process began with the SPDC director and associate director successfully completing an OKR certified practitioner course as part of the process of ensuring adequate internal expertise. DQAD then nominated the core and review teams for the goal and objective formulation process after carefully considering the optimum individuals. Simultaneously, a request for proposals was sent out to training providers. After evaluation of the proposals, the services of the renowned KPI Institute were retained for a 32 hour in-person capability building program to train the core and review teams on the OKR methodology.

This first round of drafting was then carried out by the core team and then followed by a full assessment by the Review Team. After high-level discussions and consultations, a second round was conducted with redrafting and re- evaluation.

Strategy Formulation (Goal and Objective Setting)

The iterative process of developing goals and objectives that match the ambitions of PSU were undertaken by the core team with a host of resources at their disposal: Benchmarking Report Alignment Report, SWOT Analysis Report, Leadership Priorities Report, Vision and Mission Survey Report.

After the completion of this process, five core focus areas emerged for the strategic plan, which have been described as themes under the acronym **D-R-I-V-E**.

Dynamic student success and lifelong learning
Responsible and Sustainable Campus Environment
Innovation and Research for High Impact
Vibrant Community Service and Global Partnerships
Excellence in Academic and Workplace Readiness

Theme 1

Dynamic Student Success and Lifelong Learning

Theme 2

Responsible and Sustainable Campus Environment

Theme 3

Innovation and Research for High Impact

Theme 4

Vibrant Community Service and Global Partnerships

Theme 5

Excellence in Academic and Workplace Readiness

1

Dynamic student success and lifelong learning

Dynamic student success and lifelong learning

Goal 1

Enhance the student experience beyond the classroom

The concept of 'Beyond the Classroom' is a key area of focus for creating a 21st Century higher education experience for the current generation of learners and educators. It seeks to consider the holistic needs of learners, not just within the campus framework, but additionally creating a rounded individual beyond the confines of the classroom.

Objectives

- Develop a holistic student support system that focuses on proactive and preventative measures for academic success.

- Provide diverse extracurricular activities to foster personal growth and team-building.

- Develop a comprehensive career services center to assist students in finding internships and job placements.

- Encourage and support student-led clubs and organizations that promote leadership development.

4 QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

1

Dynamic student success and lifelong learning

Goal 2

Improve students' values and core skills

Education goes far deeper than merely attending class and doing exams. There is a national agenda to instill in the nation's youth a value-based and ethical approach to all their daily affairs. PSU will equip our students with these qualities in addition to developing their critical thinking and problem-solving skills.

Objectives

Integrate values-based education and character development into the curriculum.

Provide student-centered opportunities that foster the development of critical thinking, effective communication, and problem-solving skills.

Develop and deliver targeted training programs emphasizing ethical principles, accountability, and civic participation.

Foster a culture of academic integrity and responsibility among students.

Dynamic student success and lifelong learning

Goal 3

Align graduate knowledge and skills with the job market

In an ever increasingly dynamic and challenging job market, it is evident that academic achievement alone does not necessarily translate to market ready graduates. To fully equip our graduates with the qualities and skills demanded by the job market, we will afford our students every opportunity to fine tune their capabilities with a focus on workforce readiness through curriculum alignment, and extending experiential learning and networking opportunities.

Objectives

Collaborate with industry professionals to ensure curriculum relevance and alignment with workforce needs.

Enhance the experiential learning opportunities of students by offering internships and co-op programs.

Facilitate students' career readiness and enhance their employability prospects by organizing job fairs and networking events.

Dynamic student success and lifelong learning

Goal 4

Provide lifelong learning opportunities

The rapidly changing demands of today's fast-paced life requires frequent and ongoing upgrading of skills and knowledge, including analytical and green skills, to remain relevant. By partnering with leading global organizations, we will ensure that students and alumni are provided with lifelong learning opportunities to cultivate intellectual and professional growth.

Objectives

Establish partnerships with local and global organizations to offer professional development opportunities.

Maximize accessibility and inclusivity by offering flexible online and hybrid courses catering to adult learners and working professionals.

Foster a culture of continuous learning and professional growth among students and alumni.

2

Responsible and Sustainable Campus Environment

Responsible and Sustainable Campus Environment

Goal 1

Promote health and wellbeing

All workplaces have a duty of care towards their stakeholders. A university campus should be a place of well-being on many fronts. It promotes an environment where instructors, staff, and students can flourish intellectually, emotionally, and socially. PSU will provide such a place and build a sense of community while attending to individual needs.

Objectives

Develop wellness programs and initiatives that address physical, mental, and emotional health.

Provide accessible sports facilities, fitness classes, and recreational opportunities for students and employees.

Develop counseling services and mental health resources to ensure robust support for emotional well-being.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

Responsible and Sustainable Campus Environment

Goal 2

Ensure financial sustainability

The cornerstone of the long term success of any organization is responsible stewardship of its finances. PSU will continue its financial stability and sustainability by diversifying its revenue sources through partnerships and sustainable funds. It will also continue to carry out its mission to serve the community by ensuring that aid programs are made available for deserving students.

Objectives

Ensure sustainable income growth.

Enhance the efficient allocation of resources.

VR Area

Responsible and Sustainable Campus Environment

Goal 3

Achieve Organizational Excellence through Digital Transformation

There are many facets to achieving organizational excellence in a workplace. The importance of digital transformation in this journey cannot be overstated. Through digitizing processes and systems, PSU will reduce reliance on physical resources, minimize environmental impact, and pave the way for sustainable practices. We will promote transparent, streamlined operations, effective resource utilization, and data-driven decision-making.

Objectives

Enhance campus operations, learning and research through adopting digital transformation and innovative technology solutions.

Incorporate data-driven decision-making processes and performance metrics to ensure continuous improvement.

Sustain a Reliable, Advanced, and Secure Digital Infrastructure.

Promote open and transparent communication channels for stakeholder engagement and feedback.

Responsible and Sustainable Campus Environment

Goal 4

Create a sustainable and vibrant campus experience

A university campus can be so much more than merely a place to attend class. Today's campus experience is about creating a sustainable environment that is not only green and environmentally friendly, but one that is also conducive to serving the PSU and wider community in terms of cultural, artistic and intellectual stimulation.

Objectives

Create an eco-friendly and sustainable campus with green spaces and energy-efficient infrastructure.

Develop an open campus approach to engage the local community in events, workshops, and cultural programs.

Foster a sense of belonging and pride among students, faculty, staff, and alumni.

3

Innovation and Research for High Impact

Innovation and Research for High Impact

Goal 1

Produce globally recognized and impactful research

Producing impactful research is a cornerstone of the PSU mission. PSU will target its research efforts towards finding solutions for global challenges and national priorities by empowering our researchers through the provision of funds, and all necessary support to secure external grants and funding.

Objectives

Increase funding and support for research projects aligned with global challenges and national priorities.

Encourage interdisciplinary collaboration among faculty and researchers.

Provide resources and training to support faculty in securing external grants and research partnerships.

Maximize research impact through publications, conferences, and other dissemination channels.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Innovate for Progress, Build for Tomorrow

Theme

3

Innovation and Research for High Impact

Goal 2

Foster an innovation and entrepreneurship culture

PSU seeks to become a hub of innovation and entrepreneurship through the development of an entire ecosystem that will foster an innovative and entrepreneurial spirit among its students, faculty, and staff. We will launch innovation centers and incubators, and develop relationships to nurture our talent through to becoming the business leaders of the future.

Objectives

Develop entrepreneurial ecosystems through the set up of innovation centers and incubators.

Facilitate the inclusion of innovation and entrepreneurship education to create an immersive learning environment

Foster connections between students and successful entrepreneurs, and industry professionals through networking events and mentorship programs.

به the ability of the
الحرم, as a nation, to compete
in the global economy.

مركز الأطراف الصناعية والتقويم
PSU Prosthetic
& Orthotic Center

Innovation and Research for High Impact

Goal 3

Enhance research collaboration and knowledge exchange

Research collaboration and knowledge exchange are vital parts of continuing to enhance PSU's research quality and impact. They foster interdisciplinary approaches, drive innovation, and lead to scientific advancements. By sharing expertise and collaborating with peers, PSU will expand its intellectual horizons, tackle complex challenges, and create a vibrant academic community.

Objectives

Establish cooperative research ventures by cultivating alliances with industry, government, and academic institutions.

Promote knowledge sharing and collaboration through research seminars, workshops, and conferences.

3

Innovation and Research for High Impact

Goal 4

Transform innovation and research into industry enterprise

A comprehensive research strategy must include a supporting environment and infrastructure to be truly beneficial and serve society. PSU will seek to advance its research agenda through provision of state of the art research facilities to ensure commercialization of our research output.

Objectives

Strengthen the University's technology transfer and commercialization ecosystem.

Develop industry-focused research programs and initiatives that address real-world challenges.

Empower researchers with entrepreneurial training and support to maximize the commercial potential of their innovations.

Foster strategic partnerships with industry stakeholders to drive the adoption of university research and innovations.

4

Vibrant Community Service and Global Partnerships

Vibrant Community Service and Global Partnerships

Goal 1

Increase international engagements and partnerships

Engaging with a thriving and dynamic global educational community, leads to desirable outcomes. PSU plans to engage with the world's leading institutions to promote research, faculty and student exchange, and to host world class international events.

Objectives

Develop strategic partnerships with leading universities and institutions worldwide.

Facilitate faculty and student exchange programs to promote global learning and cultural understanding.

Collaborate with international partners on joint research projects and initiatives.

Host international conferences, workshops, and events to promote global networking and collaboration.

17 PARTNERSHIPS FOR THE GOALS

Revitalizing the global partnership for sustainable development

Vibrant Community Service and Global Partnerships

Goal 2

Foster community engagement and service

Serving society and the community is the focus of all top Universities. Providing intellectual, cultural, and artistic events and stimuli through the active participation of all PSU stakeholders, PSU students, faculty, and staff in community projects will be a fundamental part of PSU's strategy.

Objectives

Encourage and support faculty engagement with community service projects and initiatives.

Expand and enrich volunteer opportunities to facilitate impactful service experiences.

Offer regular programs and events that address local community needs and involve the public.

Recognize and celebrate outstanding community service contributions by students, faculty, and staff.

Vibrant Community Service and Global Partnerships

Goal 3

Enhance PSU's image and reputation

PSU fully intends to cement its rightful place as a leading university in the Arab world and beyond. As a relatively young university, there is a need to continue gradually building its international reputation and image by showcasing itself on the world stage through participation in major events and reputable international rankings.

Objectives

- Develop a comprehensive marketing and communications plan to showcase university achievements and strengths.

- Utilize social media and digital platforms to promote university news, events, and success stories.

- Engage alumni and community partners as ambassadors for the university.

- Participate in national and international rankings, quality awards and academic accreditations to demonstrate PSU excellence.

Vibrant Community Service and Global Partnerships

Goal 4

Promote a culture of service and volunteerism

The Kingdom of Saudi Arabia emphasizes service to society and the need for a culture of active volunteerism. Likewise, PSU highlights the importance of encouraging civic duty and volunteerism from all of its constituents in its strategic plan. The university's students, faculty, and staff will use their skills and knowledge to serve and give back to the community through activities arranged by PSU's Volunteer Center.

Objectives

Integrate service-learning opportunities into the curriculum to encourage civic responsibility and community involvement.

Provide training and resources to support faculty and staff in incorporating service and volunteerism into their professional roles.

Develop partnerships with local nonprofits and community organizations to create meaningful service opportunities.

5

Excellence in Academic and Workplace Readiness

5

Excellence in Academic and Workplace Readiness

Goal 1

Align education with national development requirements and labor market demands

The core of a university is its student population. Providing the highest quality education that prepares our students for the 21st century workplace is the greatest priority. PSU will work tirelessly to ensure all of its curricula are industry aligned and job focused through collaboration with employers and partners.

Objectives

Regularly review and update academic programs to ensure relevance and alignment with industry trends and needs.

Collaborate with employers and industry professionals to identify skills gaps and develop targeted programs.

Integrate workplace readiness and skills training into the curriculum.

Prince Sultan University

4 QUALITY EDUCATION

Quality Education for All:
No One Left Behind

Theme
5

Excellence in Academic and Workplace Readiness

Goal 2

Develop a resilient and strong educational base

A fundamental aspect in the provision of a quality educational experience is the presence of the most qualified and respected educators. PSU will strengthen its existing policy of attracting top talent who are experts in their respective fields while continuing to enhance the quality of its professional development offerings to upskill its faculty and staff.

Objectives

Attract and retain highly qualified faculty with diverse expertise and backgrounds.

Provide ongoing professional development opportunities for faculty and staff.

Encourage innovative approaches to teaching and learning, through the use of blended learning and the integration of AI.

Regularly assess and update educational content to ensure quality and relevance.

Excellence in Academic and Workplace Readiness

Goal 3

Graduate future leaders who can perform in a dynamic world

The Saudi labor market is calling out for the leaders of tomorrow. PSU will play its part in producing these leaders by equipping them with the skills to navigate the complex business world and inspire others. Our graduates will use their communication, critical thinking, and leadership abilities to shape the nation's direction.

Objectives

Foster leadership development opportunities for students, including workshops, courses, and extracurricular activities.

Encourage and support student participation in conferences, competitions, and events that build leadership skills.

Develop mentorship programs and networking opportunities that connect students with successful alumni and industry leaders.

Integrate global perspectives and intercultural competencies into the curriculum to prepare students for diverse and multicultural workplaces.

5

Excellence in Academic and Workplace Readiness

Goal 4

Enhance student and faculty support and engagement

Institutions must endeavor to create an environment that is conducive to optimum academic achievement. To this end, PSU will extend its unwavering support to its stakeholders to ensure transformational learning by catering to their needs, creating an inclusive environment, and extending financial aid where appropriate.

Objectives

Establish a centralized support hub for students to access resources and services related to their personal and social well-being.

Offer scholarships, grants, and financial aid programs to attract and support top talent.

Create transformational learning opportunities to accelerate career development.

Create a welcoming and inclusive campus environment that fosters a sense of belonging and community among students, faculty, and staff.