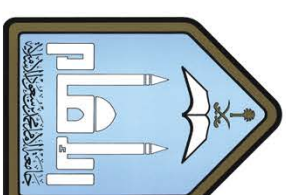
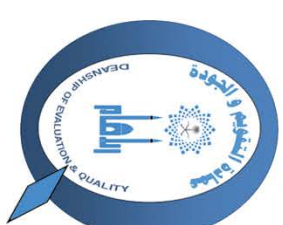


SRI International



# Imam University Strategic Plan Phase 2

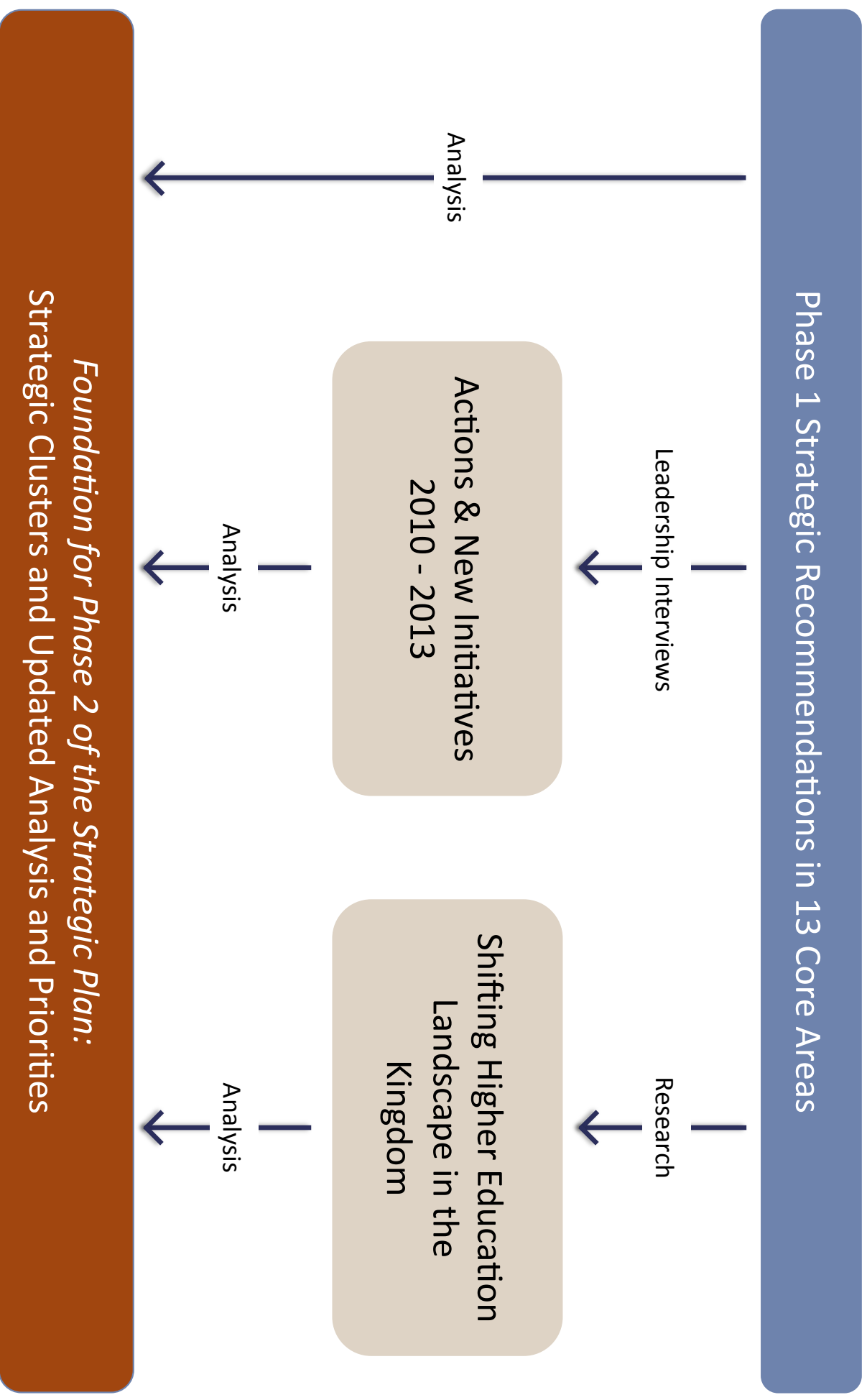
# Validation and Analysis: Core Areas

In Phase 1 of Imam University's Strategic Plan, SRI made strategic recommendations in 13 core areas:

- University Culture
- Organization Structure
- University Administration & Management
- Teaching and Learning
- Research
- Finance
- International Collaboration and Leadership
- Information Technology
- Faculty Development and Incentives
- Student Life and Student Services
- Female Section
- Public Image and Community Connections
- Governance

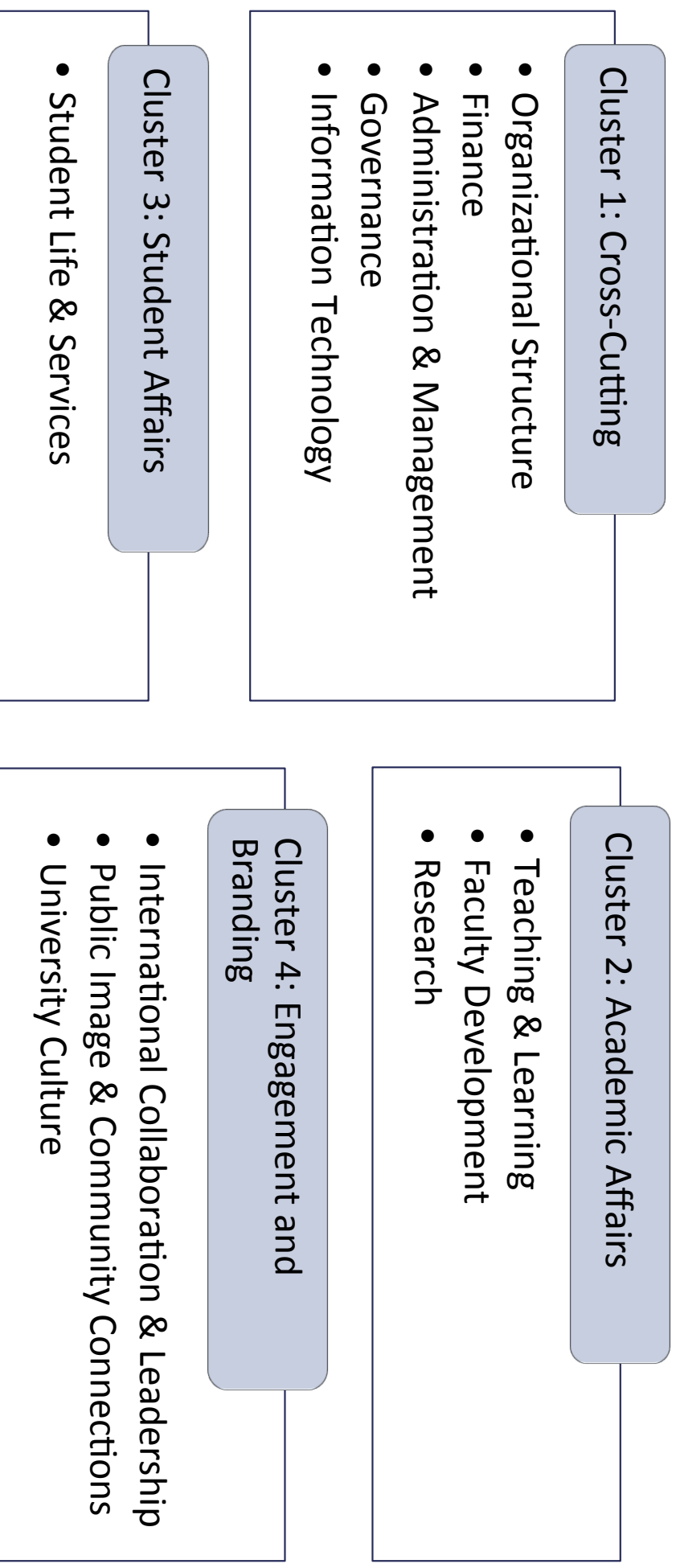
The following slides outline SRI's strategic recommendations in each of these areas, detail the work carried out by Imam toward those objectives to this point, and provide an analysis that will place the recommendations into clusters and lay the foundation for the Phase 2 Strategic Plan. This process is diagrammed on the following slide.

# Validation and Analysis: Process



# Strategic Recommendations & Clusters\*

The analysis of the 13 strategic recommendations from the Phase I strategic plan suggests that they be organized into four strategic clusters that will serve as the foundation for the goals for the Phase II strategic plan.



**\*Female Section:** Because each of the strategic clusters is of importance to the female section, this core area will be integrated by giving special consideration to any differences between the male and female sections in each cluster.

# Component Validation: Female Section\*

## Phase 1 Recommendations

**Objectives:** Provide equal quality of education and services to the female section by allocating adequate resources and developing effective administrative structure

**Actions:**

- Increase women leadership role by creating more Dean and Vice Dean positions
- Allow more autonomous decision-making by the female section
- Clearly define functions, responsibilities, and authority for each female leader
- Define the resources available to each female section unit
- Identify critical needs for facilities and equipment among students, faculty, and staff
- Increase library access to female students
- Improve female-male section communication with IT-enabled tools
- Study female housing needs and feasibility

## Imam University Actions & Updates

- ✓ Construction of the new female campus. Migration of female colleges underway
- ✓ Completion of the female section student needs survey
- ✓ Additional female vice deanships have been created
- ✓ Development of a strategic plan specific to the female section

\*As previously noted, analysis and priorities specific to the female section will be integrated into each of the four clusters.

# Cross-Cutting Cluster

Five of the components of the Phase 1 strategic plan made recommendations that addressed university-wide issues. These areas are connected to each other in many ways and interact with functions across the whole university. For example, transparent and responsive management practices require an appropriate IT infrastructure. By placing them in the same cluster it will be possible to identify strategic priorities that reflect these connections.

## Cluster 1: Cross-Cutting

- Organizational Structure
- Finance
- Administration and Management
- Governance
- Information Technology

# Component Validation: Organizational Structure

## Phase 1 Recommendations

**Objective:** Develop organizational structure that matches Imam University's size, scope and functions

**Action:**

Develop a master plan for size and scope of university, colleges, departments, and campuses. This plan should address the ideal total number of students; the structure of the main, satellite, and women's campuses; and a high-level academic structure.

## Imam University Actions & Updates

- ✓ The university has built numerous new facilities, hired more faculty, and brought on more staff to enhance organizational effectiveness
- ✓ Creation Vice Rectorship for Knowledge Exchange & International Communication, in alignment with university's vision and strategy

# Component Validation: Finance

## Phase 1 Recommendations

**Objectives:** Assure ample and stable funding to meet the university's mission, align financial incentives with objectives, and align accountability structure with financial decisions at all levels

**Actions:**

- Advocate for “block” funding from the Ministry of Finance (MoF)
- Diversify and expand sources of funding
- Increase the budgeting authority and responsibility of colleges and departments
- Use “activity-based” budgets that automatically increase resources to units that do the work and obtain revenue
- Explore the feasibility of using financial incentives to attract the best students and motivate academic performance

## Imam University Actions & Updates

- ✓ Established distance learning as one of the first fee-for-service programs
- ✓ More fee-for-service programs are in planning, and additional revenue sources are being courted
- ✓ The financing framework for Imam University continues to be defined by Ministry of Finance and Ministry of Higher Education (MoHE) regulations and control



# Component Validation:

## University Administration and Management

### Phase 1 Recommendations

**Objectives:** Develop the most effective management structure for adapting to Imam University's growth and performing the university's key functions

**Actions:**

- Define the functions, responsibilities, and performance metrics for each unit; allow more autonomous decision-making at the College and Department levels
- Define and streamline administrative policies and procedures; communicate policies through the production of a policy manual
- Increase use of IT to improve management and administrative efficiency
- Provide training to increase administrative capacity among faculty and staff
- Create a Growth Management Committee
- Design a university data collection plan to collect and track university KPIs
- Allow for more autonomous decision-making by department or college leaders

### Imam University Actions & Updates

- ✓ Good progress in using IT to streamline administrative procedures
- ✓ The Quality and Assessment deanship is actively tracking some university KPIs
- ✓ Limited training programs established to improve administrative capacity
- ✓ Additional female vice deanships have been created

# Component Validation: Governance

## Phase 1 Recommendations

**Objectives:** Increase the university's flexibility to innovate, be responsive to a changing environment and student needs, while ensuring accountability

**Actions:**

- Advocate for more flexibility from MoHE to increase university autonomy in admissions, academic programs, hiring/salaries, and revenue generation
- Establish high-level performance metrics to measure institutional progress and success
- Establish an Advisory Board to help Imam University set strategic direction and make key decisions

## Imam University Actions & Updates

- ✓ Imam University has hired several outside consultants to advise in measurement and assessment of university performance
- ✓ The KPIs tracked by the Quality and Assessment deanship should help to inform governance decisions
- ✓ MoHE continues to define the governance structure of all public universities and policies regarding advisory boards, and admissions, academic, and HR policies

# Component Validation: Information Technology

## Phase 1 Recommendations

**Objectives:** Make Imam University a leader in the effective application of information technology to education, research, and administration

**Actions:**

- Establish university-wide IT Governance committee
- Develop expertise in IT-enabled education and distance learning
- Position Imam University as an IT leader in education, research and collaboration
- Develop technologies and teaching methods for telework
- Develop plan and allocate resources for IT in library and information services
- Use IT to improve administrative and management processes
- Provide a strong IT maintenance and support unit

## Imam University Actions & Updates

- ✓ Massive IT infrastructure deployments, including support and maintenance capabilities
- ✓ Services expanded to include digital library, e-government, and procurement
- ✓ Distance learning program deployed
- ✓ IT management centralized

# Cross-Cutting Cluster: Analysis & Priorities

- ❖ Imam University operates under the regulatory framework established by MoHE and MoF, and therefore will be constrained in implementing changes in certain areas of governance, finance, and administrative policies and processes
- ❖ Within the existing framework, there are areas where management practices, efficiencies, and devolution of decision-making can be improved
- ❖ A master plan and updated organizational structure are needed to direct the development of the university
- ❖ Colleges and departments will conduct better financial planning and financial reporting if they are given appropriate support, such as access to dedicated financial/management services, IT tools, and training
- ❖ There is still considerable confusion about job roles, jurisdictions, authorities, and reporting structures
- ❖ Existing policies and procedures are not aggregated and provided in a central location such as a policy manual on the university website
- ❖ Female representation in administrative structure is inadequate (e.g., no female deans, no female representation in the university council, etc.)
- ❖ Approvals and other administrative processes can be made more efficient and transparent using IT tools
- ❖ There is a need for a university-wide structure and process for soliciting continuous input on IT needs, development and investment priorities

# Academic Affairs Cluster

Three of the components of the Phase 1 strategic plan made recommendations that addressed the academic affairs of the university. These areas are tightly connected and represent core activities of the university. At the most successful universities, faculty and professional staff are engaged in research and also exposed to the latest teaching methods through continuous professional development. Failure in any of these areas undermines the university's mission as a whole.

## Cluster 2: Academic Affairs

- Teaching and Learning
- Faculty Development
- Research

# Component Validation: Teaching & Learning

## Phase 1 Recommendations

**Objectives:** Update academic structure; match academic programs to market and societal needs; apply the most effective learning/teaching methods and technology

**Actions:**

- Review admission policies in conjunction with university vision
- Update college, departmental, program and degree structures to reflect changing fields of knowledge, develop new interdisciplinary programs and degrees, and increase students' academic flexibility
- Improve Preparatory Year structure to ensure college-ready skills
- Develop a process for curriculum review
- Increase the faculty-student ratio and add more teaching assistants

## Imam University Actions & Updates

- ✓ Deanship of Development of University Education has implemented a University Teaching and Learning Program and a Teaching Assistant Training Program
- ✓ Deanship of Development of University Education has made progress in harmonizing university curricula, programs, and services across male/female sections
- ✓ Preparatory Year extended to all programs
- ✓ Created Excellence in Teaching Award
- ✓ Hired many new faculty members, both in male and female sections

# Component Validation: Faculty Development

## Phase 1 Recommendations

**Objectives:** Provide an effective incentive system and support structure to faculty to achieve excellence in teaching and research

**Actions:**

- Clearly define policies and procedures for determining faculty qualifications and hiring standards
- Develop internationally competitive recruitment and compensation packages to attract star researchers
- Review the current pay structure to ensure that base pay is adequate and performance metrics are aligned with the mission of the university
- Develop a formal structure for faculty development
- Provide faculty representation in the university governance structure

## Imam University Actions & Updates

- ✓ University Teaching and Learning and Teacher Assistant programs established for faculty development
- ✓ Conference attendance made easier
- ✓ Technical resources (e.g. PowerPoint, Blackboard, etc.) made more accessible

# Component Validation: Research

## Phase 1 Recommendations

**Objectives:** Develop strong research culture. Provide first rate research facilities and infrastructure. Integrate academics with research. Increase collaboration.

**Actions:**

- Incentivize research and reduce the teaching load for active faculty
- Improve research infrastructure – physical, digital, and administration
- Hire faculty with demonstrated research skills; “star” faculty as research nucleus
- Integrate research and teaching; expand graduate programs
- Focus on key areas to achieve research excellence
- Participate in national science & tech planning and scientific societies
- Develop mechanism to provide economic value from research (e.g. IP management)

## Imam University Actions & Updates

- ✓ Significant funding increases have been approved for research activities and facilities
- ✓ Created Excellence in Research Award
- ✓ Streamlined processes for attending and hosting international research conferences
- ✓ New Vice Rectorship for Knowledge Exchange & International Communication to enhance international research collaboration and attract distinguished faculty
- ✓ Support for some new areas of research has increased
- ✓ Research outputs increasing in some programs and colleges



# Academic Affairs Cluster: Analysis & Priorities

- ❖ Massive enrollment growth strains infrastructure, faculty/staff, and quality
- ❖ Flexibility of new curricula and degree programs continues to be constrained by MoHE regulations
- ❖ MoHE sets pay structure and personnel policies
- ❖ Slow development of innovative, interdisciplinary programs & degrees
- ❖ There is no formal process to align programs or curricula with job market needs
- ❖ The preparatory year has been expanded and updated, but is still not fully serving the needs of many departments.
- ❖ There is dissatisfaction with faculty recruitment process – no review from department level, little input from female section
- ❖ Rewards and compensation are not tied closely to performance; inability to remove nonperforming Saudi faculty
- ❖ Faculty need an incentive structure to motivate their participation in training that helps to improve student learning experience and outcomes
- ❖ Faculty have little time for research and want research to receive higher priority at Imam (e.g., establish Vice Rector for Research)
- ❖ Increased equity and transparency is needed in research funding decisions

# Student Affairs Cluster

The Phase 1 strategic plan also made recommendations that addressed the student affairs of the university. This important area cannot easily be combined with others but should be treated separately. Student affairs address quality of life issues that have a strong impact on the individual success and the overall development of a student. In particular, this is an area where the female section has important needs that will require extra consideration.

## Cluster 3: Student Affairs

- Student Life and Services

# Component Validation: Student Life & Services

## Phase 1 Recommendations

**Objectives:** Help students succeed academically, develop comprehensive social and life skills, and transition to life after graduation

**Actions:**

- Design a comprehensive academic advising and support structure
- Expand campus facilities to improve quality of life and build a sense of community
- Increase the number of extracurricular activities
- Conduct periodic student surveys to assess and monitor student needs
- Establish a Career Development Office to ease transition to life after graduation

## Imam University Actions & Updates

- ✓ Construction of a student center on campus
- ✓ Ongoing surveys given to female students to discern student needs
- ✓ Increased interactions with the public and private sector to ensure Imam produces graduates who are ready to transition to careers
- ✓ Deanship of Academic Development planning more academic support services
- ✓ Female campus construction in progress, which will house all female colleges, and provide increased space for student activities, services, and dormitories.
- ✓ Expansion of extracurricular activities, such as student clubs

# Student Affairs Cluster: Analysis and Priorities

- ❖ Imam needs a structure and process for students to provide feedback on services and express their evolving needs (academic, medical, academic and personal counseling, and career development etc.)
- ❖ Students can benefit from more after-school activities that deepen their connections with the community, widen their intellectual horizons, connect with their interest, and provide leadership opportunities
- ❖ Students need more guidance and resources to help them transition to careers (career advising, placement service, alumni networks, etc.)
- ❖ Students can benefit from more internship and volunteer opportunities that provide work experience and community service
- ❖ Transportation still remains a problem, especially congestion in the mornings and afternoons; bus service for female students is still inadequate
- ❖ On-campus housing for female students is inadequate

# Engagement and Branding

Three of the components of the Phase 1 strategic plan made recommendations that addressed the university's interaction with its internal and external stakeholders, and the university's brand. These areas are tightly connected—the culture of an institution will often determine how its perceived by the outside world. The opening of the university to a wide range of international connections will have a strong impact on its culture, and therefore its brand.

## Cluster 4: Engagement and Branding

- International Collaboration and Leadership
- Public Image and Community Connections
- University Culture

# Component Validation: International Collaboration & Leadership

## Phase 1 Recommendations

**Objectives:** Engage students and faculty in international knowledge exchanges, expand Imam University's impact on the world, and increase global understanding of Islam

**Actions:**

- Engage in a dialogue with universities around the world to develop mutual understanding and increase understanding of Islam as a religion of peace
- Develop curriculum and teaching materials for Islamic and Arabic studies that can be used globally
- Develop/expand international student exchanges
- Develop/expand faculty exchange programs

## Imam University Actions & Updates

- ✓ Vice Rectorship for Knowledge Exchange & International Communication created
- ✓ More international conferences (both hosting and attending) are now approved
- ✓ Plans are being developed to engage Imam University in more student and faculty exchanges, and IT-based student connections/partnerships
- ✓ Engagement with Imam's international campuses has grown deeper

# Component Validation: Public Image & Community Connections

## Phase 1 Recommendations

**Objectives:** Create a unique brand for Imam University that is build on the university's strengths and its contributions to Saudi society and the world

**Actions:**

- Become the intellectual center for applying Islamic principles and teaching to modern life, business, and society
- Launch an aggressive public relations campaign to build a new image and brand
- Establish an Alumni Office
- Develop a network of local organizations as partners to address community issues
- Develop internship and volunteer programs in coordination with academic and professional programs, possibly for course credit

## Imam University Actions & Updates

- ✓ Community outreach programs exist but are largely focused on continuing education
- ✓ The Knowledge Exchange Department wants to establish an alumni network, but this remains in the planning stages

# Component Validation: University Culture

## Phase 1 Recommendations

**Objective:** Create a strong, cohesive community at Imam University that centers around a culture of excellence

**Actions:**

- Communicate Imam University’s new vision and mission clearly and strongly
- Engage the university community in discussing qualities of academic excellence: critical inquiry, open exchange of ideas, and academic freedom in the context of a global Islamic university
- Engage the Imam community – senior leaders, faculty, students, and staff – in the implementation of the strategy

## Imam University Actions & Updates

- ✓ Culture and enthusiasm for improvement has strengthened throughout the university since 2010
- ✓ The university is working toward accreditation and most leaders are aware of the importance and emphasis on quality
- ✓ Many noted that attending and hosting international conferences has been made easier, facilitating knowledge and cultural exchange



# Engagement and Branding Cluster: Analysis & Priorities

- ❖ Strategic planning and the new university vision has not been widely publicized and promoted beyond high level leadership to faculty, students, and parents
- ❖ Imam needs to continuously examine and define the meaning of being a Global Islamic University in a rapidly changing international context
- ❖ Overall, the Female Section is less informed and engaged than the male section in the quality enhancement and accreditation process
- ❖ Opportunities to forge new international partnerships for collaborative research, teaching, consulting, student and faculty exchanges, and international campuses should be leverage. This is especially important in areas outside of Imam University's traditional strengths in Arabic Language, Islamic and Shari'a Studies, etc.
- ❖ Imam University needs to systematically engage communities to develop research and services that contribute to business, industry, legal, social and other issues in Riyadh and in the Kingdom
- ❖ Imam University needs to promote its new vision and brand through a more aggressive public relations initiative
- ❖ Alumni networks need to be explored more fully



