Princess Nourah Bint Abdulrahman University

رؤية VISION 2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

Strategic Plan

PNU 2021 – 2025

A beacon of knowledge and values for women

جامعة الأميرة نورة بنت عبدالرحمن
بوابة نورة للتحول

(Second Version)

بسم الله الرحمن الرحيم

"The Kingdom has embarked on an exceptional reform journey to empower women and support their participation in national development"

"Closing Speech of W20"

The Custodian of the two Holy Mosques

King Salman bin Abdulaziz Al Saud

May Allah protect him

"We strive to be a focal point for the world .. for the east and the west"

"Global AI Summit"

His Royal Highness

Prince Mohammad Bin Salman Bin Abdulaziz Al Saud

Crown Prince, Prime Minister

May Allah protect him

Introduction:

Women in the Kingdom of Saudi Arabia play major roles in the development plan. These roles have enabled them to make their mark in various fields fulfilling the nation's wise leadership aspirations, represented by the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz and His Royal Highness Crown Prince Muhammad Bin Salman. Princess Nourah bint Abdulrahman University (PNU) is an ideal model to achieve these aspirations and contribute with studied plans and ambitious achievements to attain the pillars of the Kingdom's 2030 vision. It is the vision affirming women's role development, believing in the necessity of their participation, and empowering them in various areas of life.

There is no doubt that science and knowledge are the most important pillars for development. They explore the aspects of evolution and keep pace with the accelerated changes in the world. PNU's mission affirms the empowerment of Saudi women for leadership in science to build a knowledge society based on solid foundations. A society capable of competing locally and internationally.

PNU has invested in all its capabilities to rise efficiently and achieve institutional excellence. The University has developed a strategic plan in order to achieve its goals with close supervision of implementation and continuous evaluation. It emerges from a belief that the role of strategic planning and management is an essential factor in achieving the vision of Princess Nourah Bint Abdulrahman University: To be a beacon of knowledge and values for women.
The University believes in the necessity of continuous updating of its strategic plan to ensure its compatibility with the requirements of the national transformation that it seeks to achieve (Vision 2030) and to enhance the developmental role of women, and to enable their active presence in the national economy, knowledge development, and contribution to society.

Princess Nourah Bint Abdulrahman University's strategic plan 2021–2025 is a future guide that inspires the new orientations of the University and meets the standards of the new university system. The system enables PNU to provide highly competitive outputs, achieve its mission, and affirm its values. The University has adopted a scientific approach based on a clear map, starting with setting priorities and ending with achieving the desired goals. The plan was developed based on four main strategic orientations: competitive graduates, empowering women, a healthy community, and innovative technologies.

PNU's strategic plan includes a set of goals that aim to empower its female graduates to compete in the labor market, enhance the University's social roles, and raise its profile to reach high rankings. The main goals also include achieving the efficiency of spending, providing distinguished academic programs for women, developing the research and innovation system, and achieving an effective administrative system. The strategic plan aims to provide a healthy environment, emphasize the importance of values, consolidate the national identity, support digital transformation, raise human capital efficiency, and achieve effective and sustainable operations at the University city.

PNU has developed its strategic plan based on scientific principles that measure performance indicators and benchmarking. Furthermore, the University launched projects that guarantee the achievement of these ambitious goals according to scheduled plans. Princess Nourah Bint Abdulrahman University believes that its national role as an educational institution is at the heart of development and change. This plan aims to invest all available capabilities and resources to achieve its goals and contribute to its national roles to the maximum.

PNU Strategic Plan 2025

Princess Nourah bint Abdulrahman University is a comprehensive women's university, distinguished by its leadership in education and scientific research. It contributes to establish a knowledge-based economy with societal and global partnerships.

Mission

To be a beacon of knowledge and values for women

Vision

Values

Agility تجدد	Pioneering ريادة	Awareness وعي	Growth نماء
Flexibility Adaptability	Proactivity Excellence	Citizenship Empathy	Life-long learning Innovation

First goal: Competitive graduates in national economy

Initiatives:

- Labor market integration
- Skills, knowledge & values enhancement

Second goal: Leading, advanced and futuristic academic programs

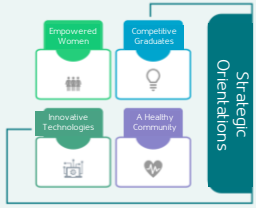
Initiatives:

- Teaching and learning excellence
- Leading academic programs
- Distinguished faculty members

Third goal: Pioneering women in national development process

Initiatives:

- Spotlighting Saudi women's achievements
- Women's studies & research
- Women's leadership support
- Supporting the participation of women in national development



Fourth goal: Research, innovation, and entrepreneurship ecosystem

Initiatives:

- A supporting environment for innovation and entrepreneurship
- Outstanding scientific publication
- Research focused on national development

Fifth goal: Leading knowledge and social impact

Initiatives:

- Local & global community networking
- Knowledge impact
- Enriching digital content
- Social responsibility and volunteering

SiXth goal: Institutional enablers supporting excellence, sustainability and financial stability

Initiatives:

- Development of a financial ecosystem
- Institutional efficiency
- A service-based organizational culture
- Asset & revenue growth
- Environmental sustainability
- Effective & sustainable operations of university campus
- Human capital efficiency
- Automation of services and integration of systems

Seventh goal: A university life that supports health and well-being

Initiatives:

- A campus that promotes wellness and happiness
- A campus that promotes Arts and cultures
- World-class athletics

Vision

To become a beacon of knowledge and values for women

Mission

Princess Nourah bint Abdulrahman University is a comprehensive university for women, distinguished by its leadership in education and scientific research. It contributes to establishing a knowledge-based economy with societal and global partnerships.

Values

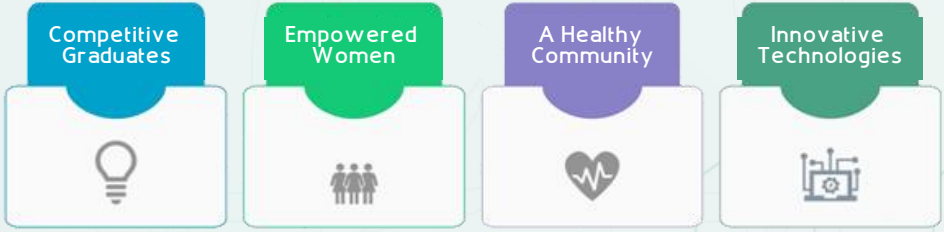
We value the efficiency of our University family with adaptability and flexibility that achieve continuous development

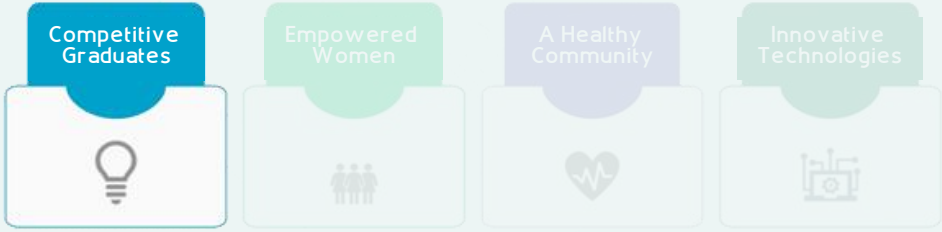
We develop the spirit of proactivity, leading change, and working with excellence to create the future

We adhere to our national and humanitarian duty and affirm a sense of responsibility, citizenship and empathy based on making an influence

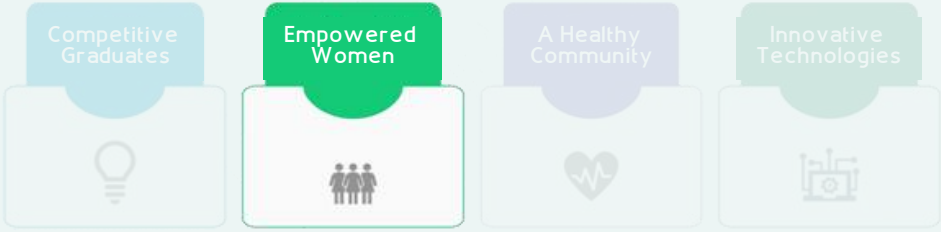
We believe in building capabilities, team spirit, and encouraging innovation and life-long learning.

Strategic Orientations

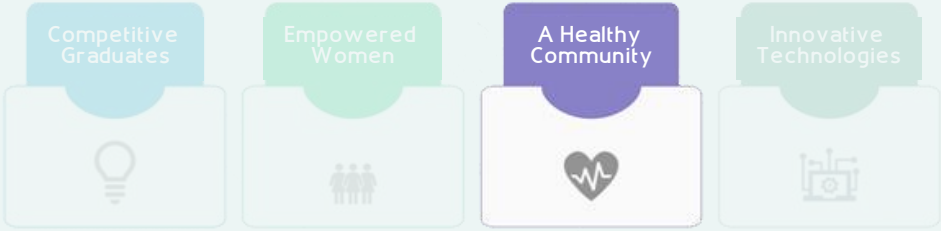




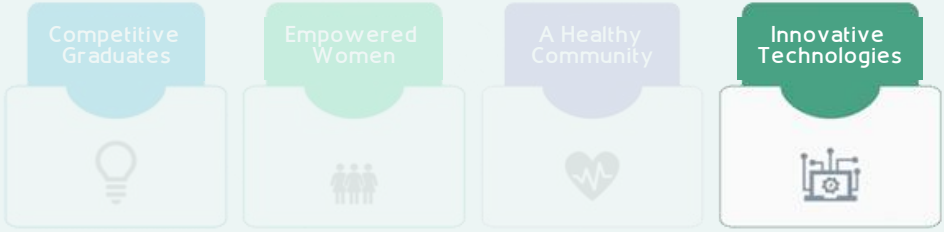
Princess Nourah Bint Abdulrahman University aims to provide academic programs which contribute to the advancement of our economy and the achievement of the Kingdom Vision 2030 through the alignment of our graduates' knowledge, skills and values with the requirements of the job market. PNU also aims to produce pioneering competitive graduates in both academic and professional fields. And since a PNU student is its first and most important product, this orientation focuses on qualifying and supporting students to be good citizens, serving the Kingdom's Vision and development. .



Empowering women is empowering the society and economy. Our economy has invested a lot in improving Saudi women education, qualification and social status. The Kingdom Vision 2030 sheds the light on this untapped potential and set a goal for increasing Saudi women participation in the job market. Hence, PNU as the largest female university in the world, it was naturally aspired that women empowerment, leadership and excellence are essential aspects of its strategic orientations. The University aspires to empower and support Saudi women in various fields.

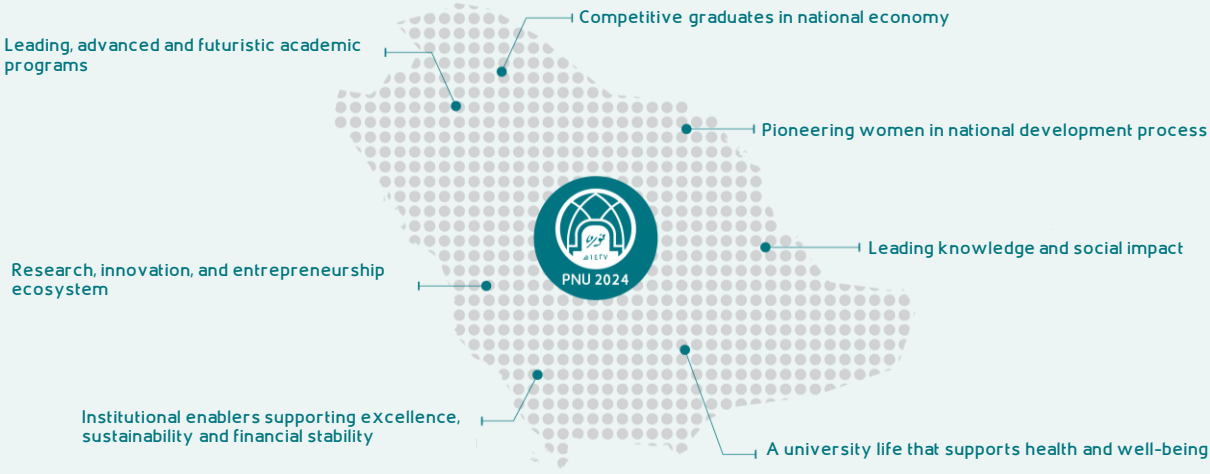


As per the kingdom Vision 2030 orientations and the Quality of Life Program towards enhancing lifestyle and public health, One of PNU main goals is having a "Healthy Community". This can be achieved through our five pioneering health colleges, a cutting-edge simulation center (the largest in the middle east), three sports centers, and Olympic courts. PNU has established a healthy ecosystem with an innovative approach that relies on cooperation an integration within different PNU sectors. PNU promotes health awareness and health initiatives within its campus including students, and employees. Its influence extends through initiatives to raise awareness in the local community.



The kingdom is globally well-known for its advanced and cutting-edge technologies. In fact, in 2019, the number of female graduates specialized in computer sciences exceeds male graduates in the same field (54% females vs. 45% male). PNU has made "Innovative Technologies" one of its strategic orientations. This can be achieved through its colleges, especially the college of computer & information sciences and the college of engineering (the first public female engineering college in the kingdom). PNU aims to create a trendy technologically innovative environment that will improve its graduates and develop its campus and its administrative processes to become a leading example for pioneering and agile higher education institutions.

Strategic Goals



Learning for Working

First Goal: Competitive graduates in national economy

This goal focuses on raising PNU's competitive capabilities in both education and employment and creating job opportunities and building capable students who are equipped with the competencies of the 21st century that meet the national economic needs. This contributes to raising the competitive value of the University graduates.

Initiatives:

- Labor market integration
- Skills, knowledge & values enhancement

Indicators:

- Percentage of participation in the national economy
- Technical proficiency index

Active Learning based Education

Second Goal: Leading, advanced and futuristic academic programs

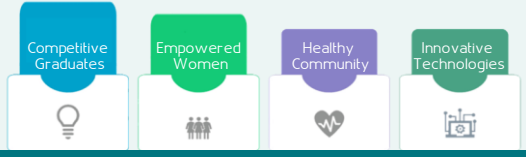
The University aims to provide high quality education that contributes to advancing our national economy through creating leading academic programs, aligning existing programs with the requirements of the job market, building scientific and educational capabilities, and responding to changes rapidly by utilizing various future forecasting tools.

Initiatives:

- Teaching and learning excellence
- Leading academic programs
- Distinguished faculty members

Indicators:

- Index of students' performance in vocational & national examination
- Percentage of new and updated programs
- Percentage of accredited programs or ready for accreditation
- Percentage of employment in the field of specialization



Empowered Women

Third Goal: Pioneering women in national development process

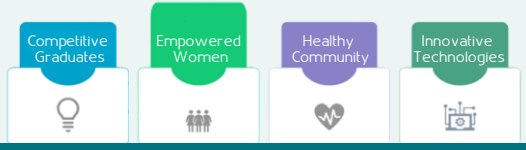
This goal focuses on contributing to women empowerment and increasing women representation in international forums through high quality academic programs and initiatives considering the primary role of women in the development process.

Initiatives:

- Spotlighting Saudi women's achievements
- Women's studies and research
- Women's leadership support
- Supporting the participation of women in national development

Indicators:

- The number of faculty members whose expertise are benefited locally and internationally
- The number of leaders who have been empowered by the the University
- Percentage of female localization in technology



Outstanding Scientific Publication

Fourth Goal: Research, innovation and entrepreneurship ecosystem

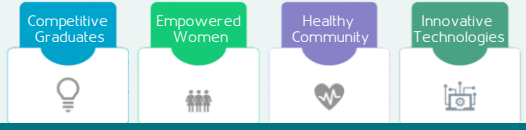
This goal focuses on the University's role in building an ecosystem for research and innovation by providing its elements and establishing an incubating environment for entrepreneurs, developing a research marketing mechanism, attracting capital and investments, and setting up research and entrepreneurship centers.

Initiatives:

- A supporting environment for innovation and entrepreneurship
- Outstanding scientific publication
- Research focused on national development

Indicators:

- Rate of published research papers in WOS for each faculty member
- Average of citations from scientific research for faculty member
- Number of female students participating in scientific production
- Number of innovations
- Number of incubated projects at the University, or directed to an incubator or business accelerator
- University's status amongst international rankings



Impact and Internationalization

Fifth Goal: Leading knowledge and social impact

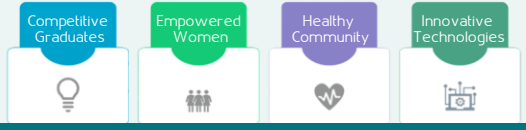
This goal focuses on managing the knowledge structure, producing and generating knowledge, expanding strategic community partnerships of social impact locally and globally.

Initiatives:

- Local & global community networking
- Knowledge impact
- Enriching digital content
- Social responsibility and volunteering

Indicators:

- Knowledge and social impact index
- Number of volunteering hours



Financial Sustainability

Sixth Goal: Institutional enablers supporting excellence, sustainability and financial stability

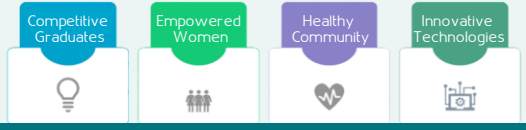
This goal focuses on creating a comprehensive ecosystem for institutional excellence and efficiency, developing the university's capabilities and processes: (human capital, governance and legislation, finance and resource management, institutional communication, risk management), raising expenditure efficiency, reducing costs, expanding the investment environment, and increasing financing opportunities.

Initiatives:

- Institutional efficiency
- Development of a financial ecosystem
- A service-based organizational culture
- Asset & revenue growth
- Environmental sustainability
- Effective & sustainable operations of university campus
- Human capital efficiency
- Automation of services and integration of systems

Indicators:

- Self-resource growth rate
- Average of total cost per student
- Spending efficiency index
- Percentage of digital transformation
- Percentage of female administrative empowerment
- User experience analysis
- Financial planning index



Health and Well-being

Seventh Goal: A University life that supports health and well-being

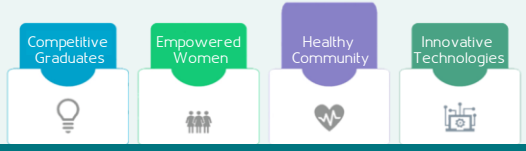
This goal coincides with the Quality of Life Program, one of the Kingdom's 2030 Vision programs. It works to establish a flexible community health ecosystem with an innovative approach that is based on integration between all PNU's sectors, and utilizing optimal capabilities and resources to promote health and fitness culture. The university is considered an attractive environment for sports and health that reaches the local community.

Initiatives:

- A campus that promotes wellness and happiness
- A campus that promotes Arts and cultures
- World-class athletics

Indicators:

- Fitness index
- Health services excellence index
- Sports excellence index



Princess Nourah Bint Abdulrahman University

رؤية 2030 المملكة العربية السعودية KINGDOM OF SAUDI ARABIA

Alignment of the Strategic Plan goals & indicators with local and international goals & indicators

First Goal: Competitive graduates in national economy

Percentage of participation in the national economy – Technical proficiency index		
Alignment of the Strategic Plan goals & indicators with local and international goals & indicators		
Kingdom's ٢٠٣٠ Vision goals and indicators	**Ministry of Education goals and indicators**	**Sustainable Development Goals Rankings Indicators**
Goals: • 4/ Increasing the employment rates **Second level:** • ٤,١ Development of human capital aligned with the needs of the labor market • ٤,٢ Providing work opportunities for people **Indicators:** • Reducing the unemployment rate from ١١,٦% to ٧%	**Goals:** • Aligning the educational and training outcomes with the development requirements and labor market needs MOE-٠٣-٠١ • Developing the students' knowledge and skills MOE-٠٢-٠٢ **Indicators:** • The percentage of employers' satisfaction with the quality of education outcomes	**THE influence Ranking** • Quality Education (SDG ٤) • Decent Work and Economic Growth (SDG ٨) **QS Stars** • Recruitment

Second Goal: Leading, advanced and futuristic academic programs

Index of students' performance in vocational & national examination- The percentage of new and updated programs- Percentage of accredited programs or ready for accreditation - Percentage of employment in the field of specialization

Alignment of the Strategic Plan goals & indicators with local and international goals & indicators

Kingdom's ٢٠٣٠ Vision goals and indicators	Ministry of Education goals and indicators	Sustainable Development Goals Rankings Indicators
Goals: • 4/ Increasing the employment rates **Third Level:** • ٤,١,١ Building an integrated educational journey • ٤,١,٣ Improving basic education outcomes • ٤,١,٥ Providing the qualitative knowledge for the distinguished in priority areas • ٤,١,٦ Ensure the alignment of educational outcomes with labor market needs • ٤,١,٧ Expanding the vocational training to meet the needs of the labor market **Indicators:** • Reducing the unemployment rate from ١١,٦% to ٧%	**Goals:** • Aligning the educational and training outputs with the development requirements and the needs of the labor market MOE-٠٣-٠١ • Development of Curriculum, Programs, and Teaching and Assessment Methods MOE-٠١-٠٣ • Providing qualitative knowledge for distinguished and talented people in priority areas MOE-٠٣-٠٢ **Indicators:** • Percentage of employers' satisfaction with the quality of education outcomes • Averageof students' results in final examinations • Percentage of institutes and colleges accredited by an international or foreign body • Percentage of curricula and programs that have been digitized • Number of talented and distinguished students who benefit from talent programs of the total number of students classified as talent	**THE influence Ranking** • Quality Education (SDG (٤ **QS Stars** • Academic development • Remote/online education

Third Goal: Pioneering women in national development process

The number of faculty members whose expertise are benefited locally and internationally - The number of leaders who have been empowered by the university - Percentage of female localization in technology

Alignment of the Strategic Plan goals & indicators with local and international goals & indicators

Kingdom's ٢٠٣٠ Vision goals and indicators	Ministry of Education goals and indicators	Sustainable Development Goals Rankings Indicators
Goals: • 4/ Increasing the employment rates **Third Level:** • ٤,٢,٢ Increase women's participation in the labor market **Indicators:** • Increase the rate of women's participation in the labor market from ٢٢% to ٣٠% **National Transformation Program Objectives:** • Increase women's participation in leadership positions	**Goals:** • Attracting, developing and retaining the human resources MOE-٠٢-٠٤ **Indicators:** • The percentage of Saudi faculty members in public universities	**THE Impact Ranking** • Decent Work and Economic Growth (SDG (٨ • Gender Equality (SDG (٥ • Reduce Inequalities (SDG (١٠ **QS Stars** • Recruitment

Fourth Goal: Research, innovation, and entrepreneurship ecosystem

Rate of published research papers in WOS for each faculty member- Average of citations from scientific research for faculty member- Number of female students participating in scientific production- Number of innovations- Number of incubated projects at the University, or directed to an incubator or business accelerator- University's status amongst international rankings

Alignment of the Strategic Plan goals & indicators with local and international goals & indicators

Kingdom's ٢٠٣٠ Vision goals and indicators	Ministry of Education goals and indicators	Sustainable Development Goals Rankings Indicators
Goals: • 4/ Increasing the employment rates **Third Level:** • ٤,٣,١ Promote and support a culture of innovation and entrepreneurship • ٤,٣,٢ Increase the contribution of small and medium enterprises to the economy **Indicators:** • International rankings of Saudi universities	**Goals:** • Support Research and Development, Innovation and Entrepreneurship MOE-٠٤-٠٣ • Improve the educational institutions ranking MOE-01-02 **Indicators:** • The number of patents registered locally or internationally for employees of the Ministry of Education • Number of research partnerships between universities and the private sector • The number of Saudi universities ranked within the top 200 universities amongst credible world rankings (Shanghai, QS, Times Magazine)	**THE influence Ranking** • Quality Education (SDG (٤ • Decent Work and Economic Growth (SDG (٨ • Industry, Innovation and Infrastructure (SDG (٩ **QS Arab Region** • Rate of citations per published research • Number of research per faculty member • International Research Collaboration Network **QS Stars** • Innovations **QS World** • Academic Reputation

Fifth Goal: Leading knowledge and social impact

Knowledge and social impact index - Number of volunteering hours		
Alignment of the Strategic Plan goals & indicators with local and international goals & indicators		
Kingdom's ٢٠٣٠ Vision goals and indicators	**Ministry of Education goals and indicators**	**Sustainable Development Goals Rankings Indicators**
Goals: • 6/ Enabling the social responsibility **Third Level:** • ٦,١,٢ Encouraging the volunteer work • ٦,٢,١ Promote the corporates to fulfill their social responsibility **Goals:** • /٢ Enabling a thriving and healthy life **Third Level:** • ٢,٥,٢ increase Saudi contribution in the arts and culture • ٢,٦,٤ Empowering the citizens through the social services ecosystem • ٢,٦,٥ Improving the effectiveness and efficiency of the social services ecosystem **Indicators:** • Reaching ١M volunteers in the non-profit sector annually, compared to ١IK now • Number of participants in volunteer activities	**Goals:** • Raise the participation of non-governmental sectors MOE-٠٣-٠٤ **Indicators:** • Percentage of students participating in volunteer work	**THE influence Ranking** • Quality Education (SDG (٤ • Partnerships for the Goals (SDG (١٧ **QS Arab Region** • influence of websites **QS Stars** • Social Responsibility

Sixth Goal: Institutional enablers supporting excellence, sustainability and financial stability

Self-resource growth rate - Average total cost per student - Spending efficiency index - The percentage of digital transformation – The percentage of female administrative empowerment – User experience measurement - Financial planning index

Alignment of the Strategic Plan goals & indicators with local and international goals & indicators

Kingdom's ٢٠٣٠ Vision goals and indicators	Ministry of Education goals and indicators	Sustainable Development Goals Rankings Indicators
Goals: • ٥ / Enhancing the government effectiveness **Third Level:** • ٥,١,١ Enhancing the effectiveness of financial planning and the efficiency of government spending • ٥,١,٢ Diversify the government revenue - Maximize the revenue from state-owned assets • ٥,٢,١ Design a more flexible and effective government structure • ٥,٢,٢ Improving the performance of government entities • ٥,٢,٤ e-government development • ٥,٢,٥ Enhancing the quality of services provided to citizens • ٥,٣,٣ Ensuring the government entities respond to customers **Goals:** • ٢ / Enabling a thriving and healthy life **Second Level:** • ٢,٤ Ensuring environmental sustainability **Indicators:** • Rising from ٨٠ to ٢٠ in the Government Effectiveness Index • Rising from the ٢٦th position to the top five in the e-government index	**Goals:** • Improving the financial efficiency of the education and training ecosystem MOE-٠٤-٠١ • Improving the Internal operations MOE- ٠٣-٠٣ • Activation of Modern Technology and Digitization MOE-٠٤-٠١ • Attracting, developing and retaining human resources MOE-٠٢-٠٤ **Indicators:** • Average of the total cost of students • Beneficiaries satisfaction level of the provided educational services • Completion percentage of the development of policy and procedure manuals • Percentage of achieved goals at sectoral level • Transformation rate of the MOE sectors into government digital transactions • Contribution percentage of private sector investors in different stages of the educational journey of total investments in education and training	**THE influence Ranking** • Local cities and communities (SDG ١١) **QS Stars** • Facilities Quality **Green Metric** • Infrastructure

Seventh Goal: A University life that supports health and well-being

Fitness index - Health services excellence index - Sports excellence index		
Alignment of the Strategic Plan goals & indicators with local and international goals & indicators		
Kingdom's ٢٠٣٠ Vision goals and indicators	**Ministry of Education goals and indicators**	**Sustainable Development Goals Rankings Indicators**
Goals: 2/ Enabling a thriving and healthy life **Third Level:** • ٢,١,١ Facilitate access to health services • ٢,١,٢ Improve the value of health services • ٢,١,٣ Promote the prevention of health risks • ٢,٢,١ Promote the participation in sport activities in the community • ٢,٢,٢ Achieve excellence in sports ,regionally and internationally • ٢,٥,٢ increase the Saudi contribution in the arts and culture **Indicators:** • Increase the percentage of those who play sports at least once a week from ١٣% to ٤٠%	**Goals:** • Improving the educational and training environment MOE-٠٢-٠٣ **Indicators:** • Number of student participation in international and regional competitions • Number of medals and awards obtained by students in international and regional competitions • Percentage of students to the number of modern laboratories and sports and cultural facilities • Percentage of students participating in extra-curricular activities	**THE influence Ranking** • Good Health and Well-Being (SDG ٣) **QS Stars** • Culture and the Arts

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