

Strategic Plan  
**Community Engagement**  
**Vice President for Development and Community Engagement**  
**King Faisal University**  
DRAFT: updated 28 June 2010

## 1. Vision

The vision of the Community Engagement Office (CEO) is that the communities served by King Faisal University (KFU) and KFU as a community member appreciate each other and prosper together through synergy and sharing of resources.

## 2. Mission

The mission of the Community Engagement Office is to ensure that King Faisal University is among the nation's leading universities, recognized for community engagement<sup>1</sup> by supporting KFU strategic goals of Excellent education, Relevant research, Lifelong learning opportunities, Making a difference and Shared Successes.

The specific mission of the CEO at KFU is

- to provide the leadership<sup>2</sup>, training<sup>3</sup>, Engagements<sup>4</sup>, resources,<sup>5</sup> management<sup>6</sup> and research<sup>7</sup>
- to ensure that university faculty<sup>8</sup>, administrators<sup>9</sup>, students and employees
- respond to, work with and provide teaching and research Engagement to communities, locally, nationally and internationally, both actual and virtual
- to achieve excellence in Community Engagement.

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<sup>1</sup> Examples of Community Engagement include, but are not limited to Service Learning, community engagement, research commercialization, volunteer management, project management, media relations, public relations, community needs analysis, community-based projects, future business development, eBusiness development.

<sup>2</sup> Leadership: Policies and practices, modeling behavior, professional networking, continuous improvement by Centre staff, localized and international conferences, research

<sup>3</sup> Training: Workshop and programs from entry level to expert, both onsite (KFU and at other institutions) and online, both non-formal (for CPD) and formal (for certification), for individuals and groups

<sup>4</sup> Engagements: training, consultations, classroom visits, mentoring/coaching Engagements, reading/study groups, learning communities and networks, labs, strategic planning

<sup>5</sup> Resources: Website/portal, tools and materials, experts, manuals, emerging innovations

<sup>6</sup> Management: Policies, protocols, reporting and accountability mechanisms

<sup>7</sup> Research: professional and academic studies that demonstrate leadership and accountability, and contribute to the associated professional communities (e.g., scholarship in teaching and learning, learning innovations, quality assurance)

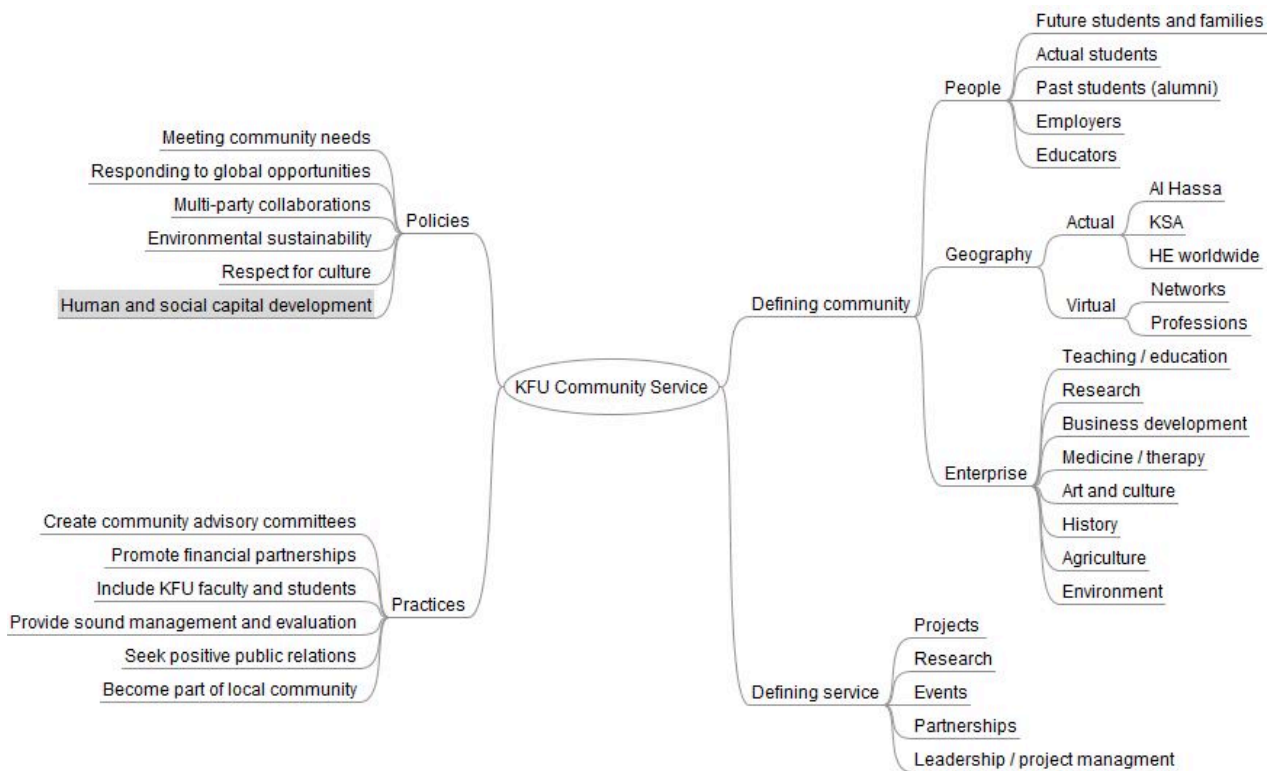
<sup>8</sup> Faculty roles: Teaching, research, University Engagement and community/professional Engagement

<sup>9</sup> Administrative roles: management and leadership

### 3. Goals

To achieve the Mission of the CEO at KFU, the goals are to:

- 3.1. study excellence in the community Engagement function of a university and work towards effective and efficient community engagement, national accreditation and leadership, and international benchmarks and recognition;
- 3.2. develop and implement policies and practices for excellence in Community Engagement that contribute directly to excellence in teaching, research and lifelong learning KFU;
- 3.3. develop and implement policies and practices for community engagement – locally, nationally and internationally for the mutual benefit of the university and the communities it serves;
- 3.4. ensure effectiveness and accountability of Community Engagement initiatives and link as appropriate to existing departments, policies and practices.



#### 4. Objectives

To achieve the Goals of the CEO at KFU, the objectives are to:

- 4.1. conduct research into world-class university community Engagement, defining community and Engagement in operational terms, identifying benchmarks for excellence and achieving accreditation requirements;
- 4.2. liaise between the communities served by KFU and the University leadership to communicate goals and needs associated with excellence in outcomes, processes and inputs associated with teaching, research and lifelong learning;
- 4.3. ensure that the University participates in and/or creates networks, workshops, projects and plans that serve community social, economic, cultural and education needs;
- 4.4. collaborate with related departments and initiatives in the University to identify professional development needs, opportunities and resources, and to create consensus and accountability to support Community Engagement initiatives.

#### 5. Operational Plans (Key Performance Indicators) and Milestones: 2010-2013

The operational plan of the CEO is to prioritize and seek to serve:

- The local community served by KFU, i.e., the people and the economy of Al Hassa and the Eastern Provinces;
- The national higher education system and socio-economic goals of Saudi Arabia
- The international community of cultural and human capital development.

The system for this requires that CEO and KFU:

- Identify strengths and resources to share with the various communities;
- Conduct needs analysis and identify community goals to which KFU can contribute;
- Set priorities and actively engage in community projects, plans and prosperity.

Initiatives and strategies will include, but not be limited to:

- Community engagement projects to bring the community to KFU
- Community-based projects to take KFU to the community
- Community networks and committees to advise our KFU projects, programs and Engagements
- Service Learning projects for KFU students and faculty
- Research-based Engagements to support industry by KFU
- Commercialization of KFU research for business and economic development
- Leadership in economic, social, cultural, and community development
- Research to demonstrate excellence in the community Engagement function

Specifically, over three years, KPIs will guide us to:

1. Create an active alumni association that may:
  - 1.1. Contribute links to business and industry
  - 1.2. Promote the reputation of the university
  - 1.3. Contribute to special projects and scholarships
2. Create a student advisory group that may:
  - 2.1. Reach out to future students
  - 2.2. Help to Improve quality of teaching, programs and student Engagements
  - 2.3. Create intergenerational links with the community
3. Create networks and advisory groups for professional programs that may:
  - 3.1. Imbed KFU in professions and professional development
  - 3.2. Advise on curriculum development
  - 3.3. Ensure employability of graduates
4. Work with industry to create new, employment-related programs with
  - 4.1. International partnerships
  - 4.2. Research supports
5. Establish a community presence with:
  - 5.1. A small learning centre in the local mall
  - 5.2. An outreach centre in the new souk downtown
  - 5.3. A liaison office in prominent industries
  - 5.4. Membership in the Chamber of Commerce and other community agencies
6. Work with the education system (K-12) that sends students to us to:
  - 6.1. Support literacy development and academic excellence
  - 6.2. Support teachers professional development
  - 6.3. Share technology expertise
7. Work with business and industry to identify:
  - 7.1. Research and training needs
  - 7.2. Business development and support needs
  - 7.3. eBusiness opportunities, particularly for women
8. Work with cultural and community groups to support:
  - 8.1. Project and business development
  - 8.2. Service Learning projects of students and faculty
  - 8.3. Community history and culture projects
9. Work with the media to:
  - 9.1. Promote KFU brand awareness
  - 9.2. Engage community members and agencies

- 9.3. Collect and disseminate information
- 9.4. Celebrate achievements
10. Work with KFU faculty to:
  - 10.1. Develop core CS competencies
  - 10.2. Develop Engagement-learning programs
  - 10.3. Undertake active community Engagement
11. Work with KFU researchers to ensure that:
  - 11.1. Research is directed at community problems and issues
  - 11.2. Research is commercialized to support the community
12. Support students to do Service Learning with
  - 12.1. Training, tools and techniques
  - 12.2. Academic recognition
13. Work with environmental groups, educators and researchers to:
  - 13.1. Study pressing environmental issues
  - 13.2. Develop environmental protection systems

This is a partial list of the possibilities facing a University seeking to provide World-Class University Community Engagement.

We will use NCAAA accreditation requirements to guide development of our Community Engagement plans, and we will address the following recommendations in order to work towards NCAAA accreditation:

- **41: KFU should develop appropriate policies and procedures to: 1) facilitate the development of partnerships with business and industry, 2) establish relationships with other institutions for higher education, 3) reward faculty for participating in activities related to the external community, 4) encourage student engagement in community, 5) track and establish relationships with alumni/ae and 6) facilitate the development of other areas relevant to increasing its involvement with the border community.**
- 42: employers and other members of the community should be engaged to serve as members of **advisory panels** for departments, colleges, and the University.
- 43: Opportunities should be provided for its female students who wish to do so to become involved in **community Engagement** and other activities related to the broader community.
- 45: The university should continue its development of an **effective alumni/ae** network on each campus.
- 46: KFU should systematically **evaluate the effectiveness of its initiatives in community relations.**
- 47: KFU should position itself to serve as **a resource** that the community can draw on for assistance with social, cultural, and educational projects



Therefore, our goals for 2010 are to:

1. establish and resource the Community Engagement Office
2. pilot a community needs analysis vis-à-vis the emerging Strategic Plan
3. operationalize the working terms: community, engagement, excellence in teaching and research, and lifelong learning accounting for the community perspective
4. take training at Portland State University into Service Learning and operational a SL plan at KFU
5. develop a system of Engagements that meets NCAAA standards and achieves national recognition