



# **STRATEGY**

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Kuwait University

# STRATEGY

2018 - 2022

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Kuwait University



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## THE PRESIDENT WORD

Starting from the leading role for Kuwait university as it is the first governmental university established in 1966 in the state of Kuwait, colleges and work centers have exerted their efforts to put together their goals and to build the five-year's strategic plan 2018-2022, in which they have a clear directives to search Kuwait university's future vision.

Kuwait university strategic plan has been characterized for the first time to be built in partnership and consulting with stakeholders from institutions and members of the community in an effort to respond to the needs of the community, and overcome the current shortcomings. The action plan has also been prepared as a live document that can be calibrated to improve performance.

Since its inception, Kuwait University has been enriching knowledge, developing human resources by preparing them scientifically, intellectually, culturally and socially. No development can achieve its goals without focusing on human resources, as it is the cornerstone of progress of the country, through empowering creative thinking that drives toward knowledge- based economy and keeps pace with the global progress. Our main priority is developing our academic systems to be compatible with the requirements of future incorporating creative mechanism in the academic system and empowering future generations with skills. Kuwait University is aware of its role and mission in serving the country and its progress and development.

In conclusion, I would like to thank the Strategic Planning Team at the Office of Vice President for Planning for their efforts to formulate and build the Strategy of Kuwait University 2018-2022 in coordination with all colleges and work centers of the university, in addition to the State institutions and organizations to monitor and compile their contributions and translate them into future goals and objectives. We hope this plan will contribute to the efforts and collaborations among all Kuwait University constituents to achieve its goals and aspirations, and to succeed in creating a foundation for the comprehensive development of Kuwait University and higher education in the state of Kuwait.

**Prof. Hassin Ahmed Al-Ansari**

Director of the University of Kuwait



# THE ASSISTANTE OF THE VICE PRESIDENT FOR STRATEGIC PLANNING WORD

Kuwait University's new five-year strategy (2018-2022) comes as a continuation of the university's strategic planning journey, which has been started since 1971, based on the thought of adopting effective institutional planning methodology.

The journey of preparing Kuwait University's Strategy (2018-2022) took over two years considering many factors and cornerstones which our new strategy was built on, as a result, we could only express our pride and honour in this journey which reflects the meanings of hard work and continuous teamwork effort of the planning sector and all university's colleges and working centres, to reach a comprehensive strategy that complies with the visions and aspirations of the university community.

The current strategic plan has been distinguished by several new features most notably the strategic partnership to build an ambitious, realistic and understandable plan through the participation of the university's family including students, academic and administrative staff. Furthermore the consulting with labour market representatives in both public and private sectors to map out the dimensions of the university strategy (2018-2022), This strategy was also characterized for the first time by the system of Program budgeting system by linking budgets with initiatives and projects for the five-year action plan To achieve the highest standards of efficiency and optimum utilization of resources.

In order to ensure the reduction of the Evaluation cycle and labour-saving, the evaluation and follow-up mechanism had to be decreased by updating an automated system for monitoring and measuring performance, to ensure the success of the plan and to enhance accuracy and transparency in presenting the overall performance.

In conclusion, the planning sector aspires through its role in supervising and following-up the university strategy to achieve the most important goal, which is moving Kuwait University to a more advanced position in academic and research progress. In addition to enhancing its leading role in serving the society for the benefit of our country.

**Professor / Majid Mohammed Al-Daihani**

Acting Vice Chancellor for Planning



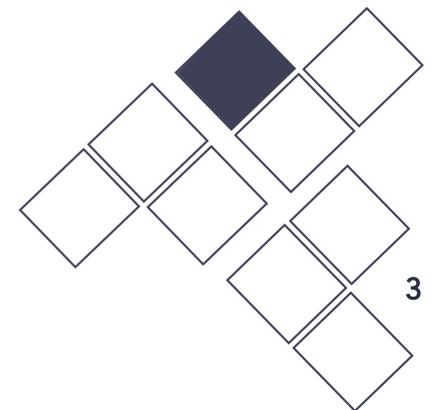
# INTRODUCTION

Since its foundation over half a century ago, Kuwait University has been one of the first institutions that established a clear and specific strategy and vision for its pathway. The plan builds on a strong base for methodological strategic planning since the seventies by a successive preparation of plans throughout the years. The strategic planning process began from a position of strength being the first national university in Kuwait and establishing a center of excellence in the region.

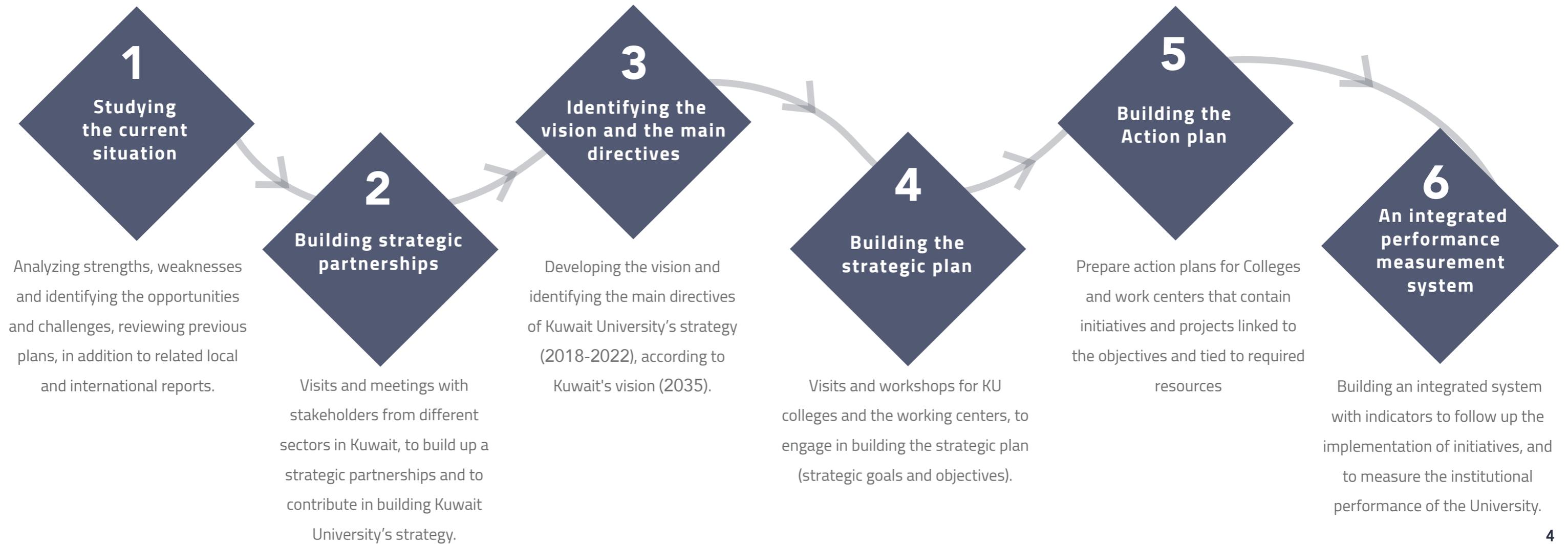
The new strategic plan (2018-2022) for Kuwait University draws attention to the existing challenges and current requirements of the State of Kuwait's aspirations and visions in various fields. In this respect, we aim at investing in four core directives in which our future projects are built on; Quality, Innovation, Sustainability and Global visibility. Strategic planning was set up to outline Kuwait University's priorities in the upcoming years. Supported by the State of Kuwait future vision and Kuwait University aspirations, as well as the ambitious aims of public and private institutions, the planning process has been routed in that direction to finally produce an applicable realistic plan for Kuwait University.

The strategic planning process has been developed through wide consultation with the entire university family. Stemming from the four directives are the statements of purpose, goals, objectives and initiatives of KU's strategic plan. This document sets out the way in which we will arrive at our strategy and our broad goals, where Kuwait University will continue to ensure high quality learning and teaching.

It will also continue to provide Kuwaiti labor market with highly qualified creative graduates that developed skills, knowledge and capabilities as KU students, who thrive later on in life ( to enhance students' employability ) and underpin a better successful economy for the State of Kuwait and the world.



# KU STRATEGY PREPARATION JOURNEY

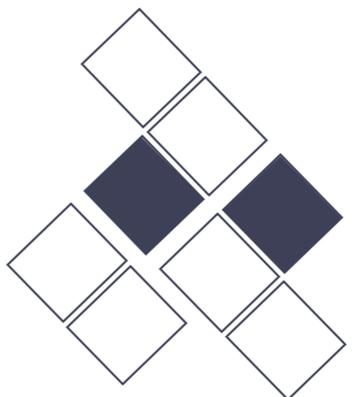




# COMPONENTS OF KUWAIT UNIVERSITY'S STRATEGIC PLAN (2018-2022)

Approved by the University Counsel on (11-4-2018)



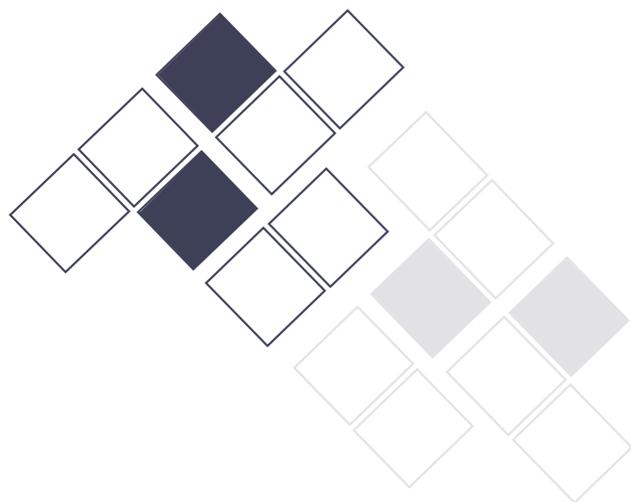


# VISION

Kuwait University is a center for innovation with an international reputation for excellence

# MISSION

Kuwait University is a major source of human capital that initiate the highest quality of knowledge - based economy, through embracing innovative learning and research, and contributing to the community by addressing its most contemporary challenges

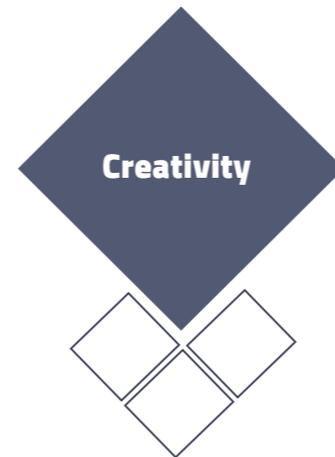


# VALUES



We are committed to the highest degree of clarity and credibility in all our practices to achieve transparency and take collective responsibility

We seek to work in efficiency and professionalism in all work aspects to achieve quality and excellence.



We motivate creative thinking, explore new ideas and continuous development through embracing innovative initiatives

We work collectively in the institution to create teams that are integrated collaborative and connected.



We promote sense of belonging pride and loyalty for the institution to grow as a distinguished University and achieve our goals and aspirations

# KEY DIRECTIVES FOR KUWAIT UNIVERSITY STRATEGIC PLAN (2018-2022)



## QUALITY

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### First Goal

Prepare a highly competitive graduate with leadership skills and innovative thinking.

### Second Goal

Develop a high-quality research that addresses internationally influenced contemporary issues

### Third Goal

Offer high-quality training and consultation services that contribute to the knowledge and professional development of individuals and institutions

### Fourth Goal

Maintain highly qualified and professional administrative and financial management to support the development process of the University



## INNOVATION

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### First Goal

Stimulate innovation and highly creative environment for the entire university members

### Second Goal

Foster innovative initiatives and projects to achieve development and leadership



## SUSTAINABILITY

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### First Goal

Encourage a healthy sustainable environment for all university members to easily initiate and implement projects.

### Second Goal

Establish a sustainable institutional system financially and administratively



## GLOBAL VISIBILITY

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### First Goal

Enhance University's academic identity and its renowned national and international position

### Second Goal

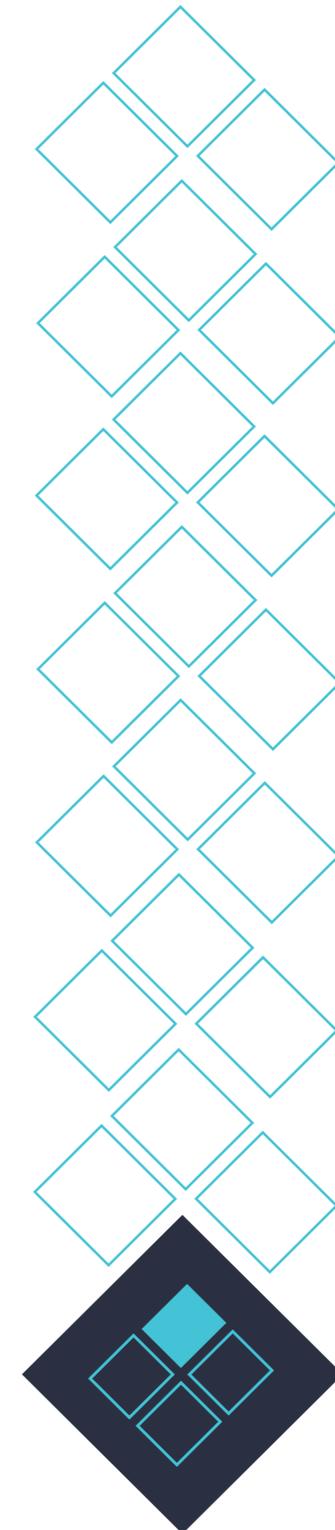
Maintain visibility through effective local and global engagements and participations

 **QUALITY**

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Kuwait University is committed to setting up the highest- quality criteria in all practices to meet international standards of excellence in education, research and community services.

Quality, being one of the four key directives of Kuwait University's strategic plan, consists of four main objectives. These objectives are built to focus on achieving the highest quality of producing excellent graduates , excellent research and publications , the highest standards of training and consultation services and the most effective and efficient systems of administration , finance and technology.



**INPUTS  
(RESOURCES)**

- Academic staff
- Administrative staff
- Budget
- Buildings and facilities
- Electronic systems
- Time
- International partnerships and agreements

**Processes**

**Action Plan**
**OUTPUTS  
(INITIATIVES & PROJECTS)**

- Enhanced student achievement in academics and curricular activities
- Students listed in student training programs
- Graduates meeting the employers satisfaction rate
- Faculty members with qualifications that develop their teaching and research
- Students accepted to KU in relation to the optimal space capacity
- Student – faculty ratio based on International standards
- Scientific research (funded -non funded)
- Patented projects
- Researches focused on local and international priorities
- General and specialized training programs for individuals and institutions
- Consultation services that meets customer expectations
- Capable staff members hired meet the actual needs of the university
- Well trained and developed staff members with effective training programs
- Administrative, financial, service procedures meet the international quality.
- administrative and financial services that meets client
- Up to date technological and (Information systems) that supports and facilitates teaching, learning, research, management and financial administration.

**OUTCOMES  
(OBJECTIVES)**

- Enhance student’s achievements in academic and curricular activities.
- Continuously develop faculty members to achieve excellence in teaching.
- Establish a balanced academic environment .
- Enhance KU research productivity.
- Focus on areas of research priorities locally
- Offer a wide range of training and consultation programs
- Effective administrative staff that reflects a high quality of professionalism
- Improve the quality of administrative and financial management
- Enhance technological and IS (Information systems)

**IMPACT  
(GOALS)**

- Prepare a highly competitive graduate with leadership skills and innovative thinking.
- Develop a high-quality research that addresses internationally influenced contemporary issues
- Offer high- quality training and consultation services that contribute to the knowledge of individuals and institutions
- Maintain highly qualified and professional administrative and financial management to support the development process of the university

The Operational level of the Plan

The Strategic level of the Plan

## GOALS

### FIRST GOAL

Prepare a highly competitive graduate with leadership skills and innovative thinking.

## OBJECTIVES

### OBJECTIVE ( 1 )

Enhance the quality of accepted students at Kuwait University

### OBJECTIVE ( 2 )

Enhance students' achievement in academic and curricular activities

### OBJECTIVE ( 3 )

Continuously develop faculty members to achieve excellence in teaching

### OBJECTIVE ( 4 )

Align existing and new academic programs in line with the international standards and for the needs of job market (undergraduate – postgraduate programs)

### OBJECTIVE ( 5 )

Vibrant student environment of cultural, artistry and athletic activities to widen their skills and enhance their values.

### OBJECTIVE ( 6 )

Establish a balanced academic environment accounting for the increasing numbers of students and its capacity.

## INITIATIVES

- Assess admission policy to attract excellent undergrad students.
- Develop the academic aptitude tests at KU to identify the academic characteristics of students needed to succeed .
- Set up the academic and professional criteria to follow up students' educational attainment at all levels.
- Ensure the development and integration of up to date technological practices into learning.
- Incorporate more courses focusing on student's professional skills.
- Activate mandatory field training programs for all disciplines
- Attract academic staff and supporting staff of a high- caliber.
- Increase the number of faculty members who teach postgraduate courses.
- Activate the role of 'The Center for Teaching excellence'' to develop, research, and management skills of academic staff.
- Increase the number of programs receiving academic accreditation and implement the highest- quality of international standards.
- Continuously evaluate academic programs .
- Enhance academic research to develop new academic programs.
- Enhance alumni pacification in academic decision making.
- Encourage students to take part in different student's activities.
- Improve the quality of students' activities that would receive high satisfaction rates.
- Develop rules and regulations that support students' participations in competitions and championships.
- Improve the quality of students' activities and current facilities that would receive high satisfaction rates
- The number of accepted students must be linked to its capacity and in line with the job market needs.
- Optimal utilization of classrooms and college seats.
- Maintain the academic standards of faculty to student ration and the number of teaching assistants.

## GOALS

## OBJECTIVES

## INITIATIVES

### SECOND GOAL

Develop a high-quality research that addresses internationally influenced contemporary issues

#### OBJECTIVE ( 1 )

Enhance the productivity and the volume of publications in journals of the highest quality.

#### OBJECTIVE ( 2 )

Focus on areas of research priorities locally and internationally.

- Increase the number of research productivity by creating incentives for faculty members which can be achieved through ( reviewing regulations , assessing teaching load , research prizes , financial support)
- Create incentives and encouragement for graduate and undergraduate students to participate in research through (assessing full-time graduate student regulation - research prizes).
- Increase the number of ongoing and registered patents

- Identify the subject areas of local and global research priorities.
- Develop collaborative relationship with local and international research partners, universities and institutions.

### THIRD GOAL:

Offer high- quality training and consultation services that contribute to the knowledge, professional development of individuals and institutions

#### OBJECTIVE ( 1 )

Offer a wide range of training and consultation programs, addressing society issues and knowledge needs.

- Offer general and specialized training programs for individuals and institutions to achieve progress and enhance the performance of staff.
- Offer a wide range of consultation services and studies of different specialties to treat today's challenges and receive client's satisfaction.
- Establish partnership with international institutions for professional training.

## GOALS

### FOURTH GOAL

Maintain highly qualified and professional administrative and financial management to support the development process

## OBJECTIVES

### OBJECTIVE ( 1 )

Effective and efficient administration system with the highest – quality of professionalism to support the development of KU.

### OBJECTIVE ( 2 )

Improve the quality of administrative and financial systems to meet the highest criteria of international accreditation institutions and client's satisfaction rates.

### OBJECTIVE ( 3 )

Enhance technological and IS (Information systems) infrastructure for the entire university facilities.

## INITIATIVES

- Create an environment that attracts and retains well- qualified staff.
  - Improve the quality of training programs offered for staff to broaden their professional experience.
  - Develop the performance evaluation system for staff to encourage innovation and productive approaches to work.
- 
- Adopt the latest international standards for assessing the quality of the administrative and financial systems and services at KU.
  - Increase client satisfaction rates through meeting their needs for services.
  - Develop the organizational structure of KU, to be in line with the latest changes
- 
- Establish a cutting- edge, integrated IT data base to ensure the highest- quality of data.
  - Develop the IT financial systems to ensure the best quality of data that monitor the flow of transactions and purchases, and enhance transparency.
  - Use technology systems in administration ensuring business processes are of the highest- quality.

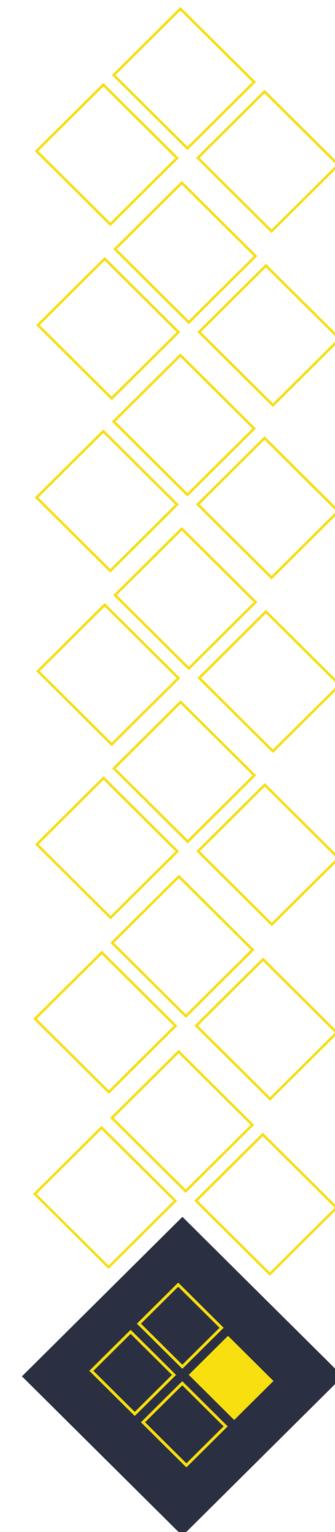


## INNOVATION

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Transfer KU into a center for innovation and creativity. It is in that environment where we can grow as a community of innovators willing to explore new ideas amid world changes in environment and economic growth.

Stimulating and embracing innovative initiatives from the entire KU community (students – academic staff-administrative staff) are the key method for the application of new ideas that can be translated one day into discoveries and inventions. The innovative projects practiced in learning and teaching and invested in all University aspects are the key drive for accelerating institutional development and growth.



**INPUTS  
(RESOURCES)**

- Academic staff
- Administrative staff
- Budget
- Buildings and facilities
- Electronic systems
- Time
- International partnerships and agreements

**Processes**

**Action Plan**
**OUTPUTS  
(INITIATIVES & PROJECTS)**

- Awareness campaigns, Training workshops and programs in innovation.
- Academic staff members trained to use innovative learning techniques.
- Student projects that support innovation and entrepreneurship.
- innovation related programs for undergraduate and postgraduate

- Innovative Projects Supports the Organizational Improvements in KU presented by (Students – Faculty members – Administrative staffs).

- Policies and regulation developed to support the innovative Initiatives.
- Innovation Centers at KU serves (Students – Faculty members – Administrative staffs) to foster creativity and Innovation.
- International and local partnership agreements that support innovative projects.

- Applied innovative research projects.
- Innovative projects with local, regional and international awards.
- Commercialized innovative projects and patents.

**OUTCOMES  
(OBJECTIVES)**

- Promote and stimulate a culture of innovations and creativity among the university community.

- Strengthen a university infrastructure that supports innovation

- Foster innovative projects that contribute to the quality and efficiency of Kuwait University system.

- Support innovative projects that are economically viable to

**IMPACT  
(GOALS)**

**Stimulate innovation and highly creative environment for the entire university members**

**Foster innovative initiatives and projects to achieve development and leadership**

The Operational level of the Plan

The Strategic level of the Plan

## GOALS

### FIRST GOAL

Stimulate innovation and highly creative environment for the entire university members

### ( 1 ) OBJECTIVE

Promote and stimulate a culture of innovations and creativity among the university community.

### ( 2 ) OBJECTIVE

Strengthen a university infrastructure that supports innovation

### SECOND GOAL

Foster innovative initiatives and projects to achieve development and leadership

### ( 1 ) OBJECTIVE

Foster innovative projects that contribute to the quality and efficiency of Kuwait University system.

### ( 2 ) OBJECTIVE

Support innovative projects that are economically viable to achieve leadership and investment

## OBJECTIVES

## INITIATIVES

- Increase the number of training courses and orientation programs to train leadership and staff members on creative leaderships and institutional innovation.
- Develop the academic staff into with innovative and creative teaching skills.
- Create competitive environment for innovative projects (students – academic members- staff members) by launching university award for innovation.
- Design an online electronic platform to upload innovative projects and display KU innovative accomplishments.
- Develop curricula and promote academic programs related to innovation and entrepreneurship.
- Introduce new Master degree programs in knowledge management and innovation to support Kuwait's direction for knowledge based economy.
- Activate programs that support student projects to enhance their skills in innovation and entrepreneurship.

- Establish the foundation of innovation system at Kuwait University
- Develop policies and regulations that support marketing and financing innovative projects.
- Produce action plans that consist of innovative projects and initiatives in colleges and work centers.
- Develop international and local agreements and partnerships to support innovative projects.
- Establish centers for innovation in different university locations to stimulate creativity.

- Implement innovative projects for the development of academic system and the quality of learning and teaching.
- Implement innovative projects to contribute to the efficiency and the quality of the financial and administrative services.
- Implement innovative projects related to the environment and university locations.

- Participate in International and national competitions for innovative projects to achieve a leading position.
- Open channels of communication between the university and investors from public and private sectors locally and internationally.
- Commercialize innovative projects that are commercially viable for investment

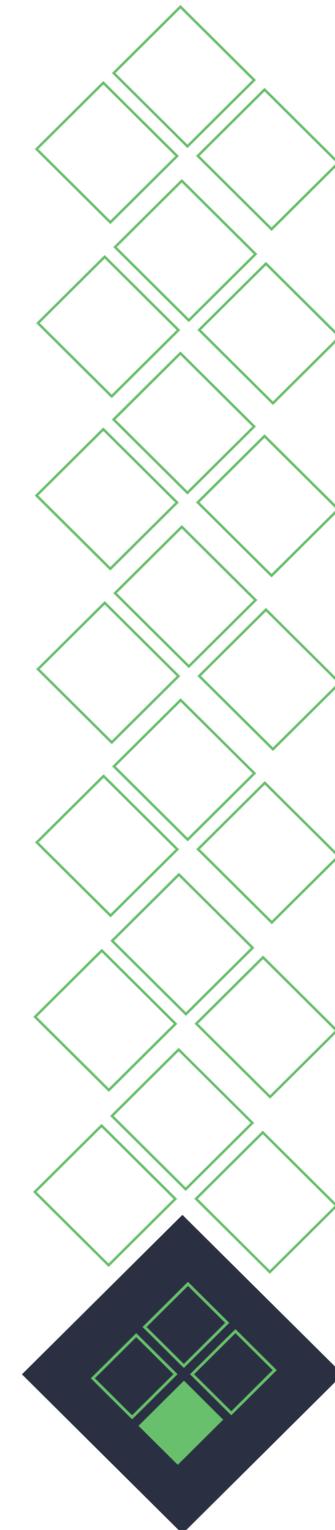


## SUSTAINABILITY

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Kuwait University aims to inhibit sustainability in its systems and practices by fully understanding and building a sustainable growth and development through an effective utilization of all the available resources, to preserve them and ensure its continuation for future generations.

The effective engagement in the strategy for all university members is enviably important. Each and every university member must take part in contributing to a sustainable foundation, where it will make KU an exemplary for the best sustainable management of its environmental, social and economic sustainable goals.



**INPUTS  
(RESOURCES)**

- Academic staff
- Administrative staff
- Budget
- Buildings and facilities
- Electronic systems
- Time
- International partnerships and agreements

Processes  
  
 Action Plan

**OUTPUTS  
(INITIATIVES & PROJECTS)**

- Awareness campaigns ( seminars – conferences – workshops)
- Scientific research that deal with sustainability development, alternative energy and rationalizing water and energy consumption.
- Curriculum and programs that embed concepts of sustainability
- Students projects and initiatives supporting the concepts of sustainable development.

- Facilities and buildings are designed and constructed by incorporating sustainability and green concepts.
- Applicable projects to reduce Water and Energy consumption.
- New projects to use alternative energy.

- Developed Organizational Structure for KU
- Updated and approved organizational functions
- A comprehensive guideline for the entire procedures conducted by the KU.

- Executive plans for colleges and work centres directly linked with financial and human resources
- Number of activated agreements.
- Multiple resources for financial support.
- Developed policies and regulations that supports KU in managing and investing its own financial resources

**OUTCOMES  
(OBJECTIVES)**

- Develop ways of enhancing KU contribution to sustainability

- Sustainable design and construction for KU facilities

- Build a complete institutional system that supports administrative sustainability

- Maintain financial and economic sustainability systems

**IMPACT  
(GOALS)**

Encourage a healthy sustainable environment for all university members to easily initiate and implement projects

Establish a sustainable institutional system financially and administratively

The Operational level of the Plan

The Strategic level of the Plan

## GOALS

## OBJECTIVES

## INITIATIVES

### FIRST GOAL

Encourage a healthy sustainable environment for all university members to easily initiate and implement projects

### OBJECTIVE ( 1 )

Develop ways of enhancing KU contribution to sustainability

### OBJECTIVE ( 2 )

Sustainable design and construction for KU facilities

- Increase the number of awareness campaigns (seminars – conferences – workshops) and encourage initiatives.
- Introduce new academic programs that embed concepts of sustainability. ( undergraduate – postgraduate)
- Target researcher to research areas of priorities and current strength particularly development sustainability.
- Stimulate the application of sustainability concepts in student's research and projects

- Sustainable land use of green areas.
- The construction of environmentally sustainable new buildings and facilities.
- Encourage projects that utilize alternative energy.
- Achieve sustainable purchasing of consumable items and supplies.
- Sustainable waste management.

### SECOND GOAL

Establish a sustainable institutional system financially and administratively

### OBJECTIVE ( 1 )

Build a complete institutional system that supports administrative sustainability

### OBJECTIVE ( 2 )

Maintain financial and economic sustainability systems

- Increase the number of awareness campaigns (seminars – conferences – workshops) and encourage initiatives.
- Increase the awareness of practicing strategic planning and use its tools to set up operational plans.
- Provide one accessible source of database to achieve transparency
- Effectively utilize the measuring performance system in decision making.
- All university procedures (academic, research, administrative, financial) should be documented to ensure work consistency and sustainability.

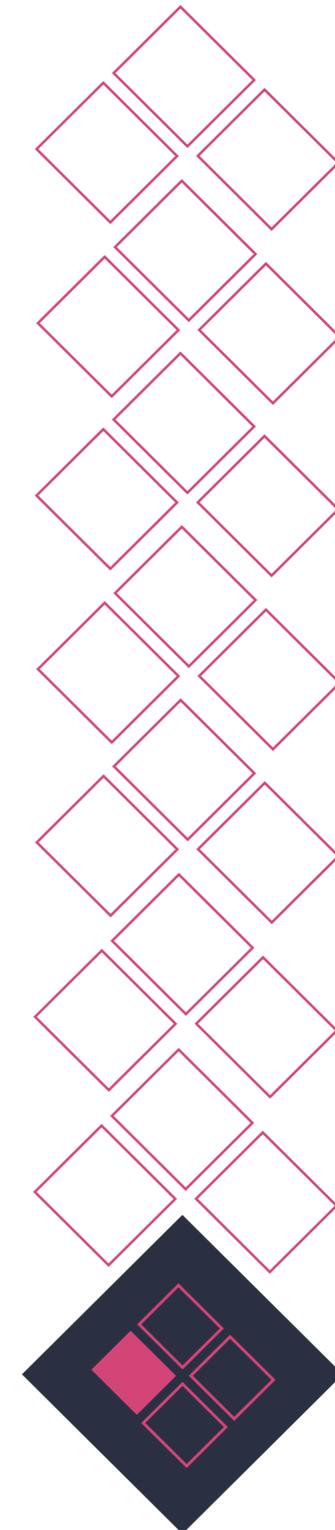
- Ensure the best use of resources by setting up university budget in line with the strategic priorities of the plan.
- Activate policies and regulations that grow income from economic –related activities.
- Diversify sources of income ( revenues – donations - endowment capital – sponsors )
- Activate the terms of the memorandums of understanding for more support in different fields.
- The recruitment policy of administrative vacancies should be in line with the State's policy of Kuwaitization.



## GLOBAL VISIBILITY

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Building international reputation for Kuwait University is fundamental to becoming a globally recognized institution. This strategy is adopted in the plan to actively build Kuwait university's name and ensure it is synonymous worldwide. This can be achieved best by playing a role in the development of the country's priorities in addressing the contemporary challenges of the region and the world. The University will also establish its profile by increasing international and local engagements and participations in conferences and competitions. The ultimate objective is to be among top ranked universities worldwide and achieve international recognition.



**INPUTS  
(RESOURCES)**

- Academic staff
- Administrative staff
- Budget
- Buildings and facilities
- Electronic systems
- Time
- International partnerships and agreements

**Processes**  
  
**Action Plan**
**OUTPUTS  
(INITIATIVES & PROJECTS)**

- Clear identity for Kuwait University.
- Colleges and work centers that are in line with the unified identity of the University.
- A clear-cut media plan.
- The percentage of media coverage of KU's achievements
- Developed Organizational Structure for KU
- Updated and approved organizational functions
- A comprehensive guideline for the entire procedures conducted by the KU.
- Executive plans for colleges and work centres directly linked with financial and human resources
- Number of activated agreements.
- Multiple resources for financial support.
- Developed policies and regulations that supports KU in managing and investing its own financial resources

**OUTCOMES  
(OBJECTIVES)**

- Establish a clear identity for Kuwait University
- Build and strengthen KU's international and local profile and position
- Projects and initiatives that address community's issues (research- consultations – developmental projects).
- Voluntary initiatives to the community from (students – academic staff members - administrative staff members).
- International conferences attended by University representatives during one year.
- Top Positions in athletic and cultural participations of KU.
- KU with higher position in the world university rankings.
- Academic research papers published in international journals.
- Top positions in students projects competition.

**IMPACT  
(GOALS)**

- Enhance University's academic identity and its renowned national and international position
- Maintain visibility through effective local and global engagements and participations

The Operational level of the Plan

The Strategic level of the Plan

## GOALS

## OBJECTIVES

## INITIATIVES

### FIRST GOAL

Enhance University's academic identity and its renowned national and international position

#### OBJECTIVE ( 1 )

Establish a clear identity for Kuwait University

- Adopt and finance a unified institutional identity project for Kuwait University.
- Unify media coverages to mirror coherent identity and presence of KU

#### OBJECTIVE ( 2 )

Build and strengthen KU's international and local profile and position

- Develop a clear media plan to support the accomplishments and identity of KU.
- Maximize the utilization of social media and media campaigns to optimize KU presence.
- Train and educate staff with expertise in communications and media to effectively use it, especially in crisis management.
- Develop KU website to mirror its identity and be user friendly and accessible to all users.
- Increase the number of printed media coverage of KU achievements.

### SECOND GOAL

Maintain visibility through effective local and global engagements and participations

#### OBJECTIVE ( 1 )

Play a leading role in the local development of the community

- Strengthen collaboration with public and private institutions to develop key areas and research.
- Adopt Kuwait's strategic priorities in academic research and projects.
- Encourage students, academic staff members and administrative members to engage in community service and voluntary work.

#### OBJECTIVE ( 2 )

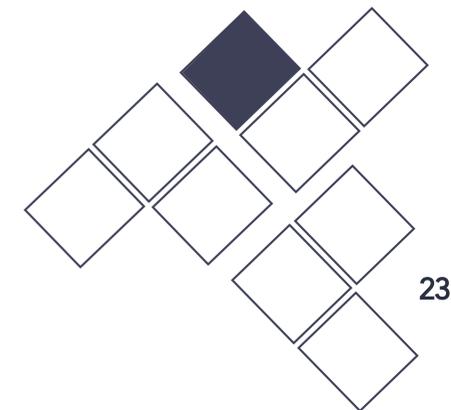
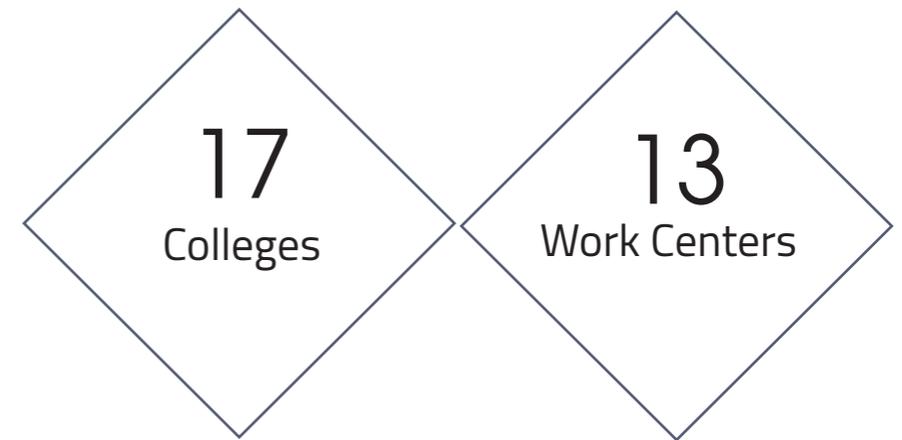
Achieve global and regional excellence in areas of academics, research, cultural and athletic achievements

- Positively represent Kuwait University in international conferences and events.
- Active participations in regional and international competitions of cultural, artistic and athletic nature.
- Organizing joint academic, research and cultural conferences and events between universities and regional and international institutions.
- Activate students exchange programs with Arabic and international universities.
- Establish a research database to facilitate access to research outputs and data.
- Score high in regional and international research competitions.



## PLAN PREPARATION PARTNERS

Workshops for colleges and Work Centers  
to contribute in the preparation of the strategic plan  
FROM DECEMBER 2016 TO JANUARY 2017





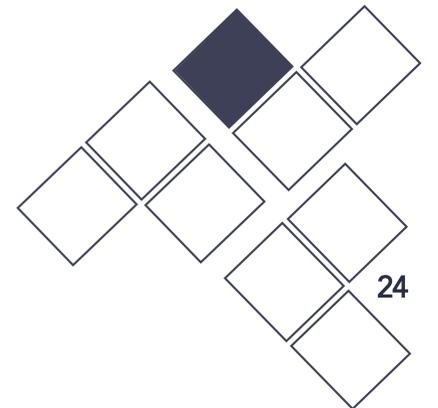
## PLAN PREPARATION PARTNERS

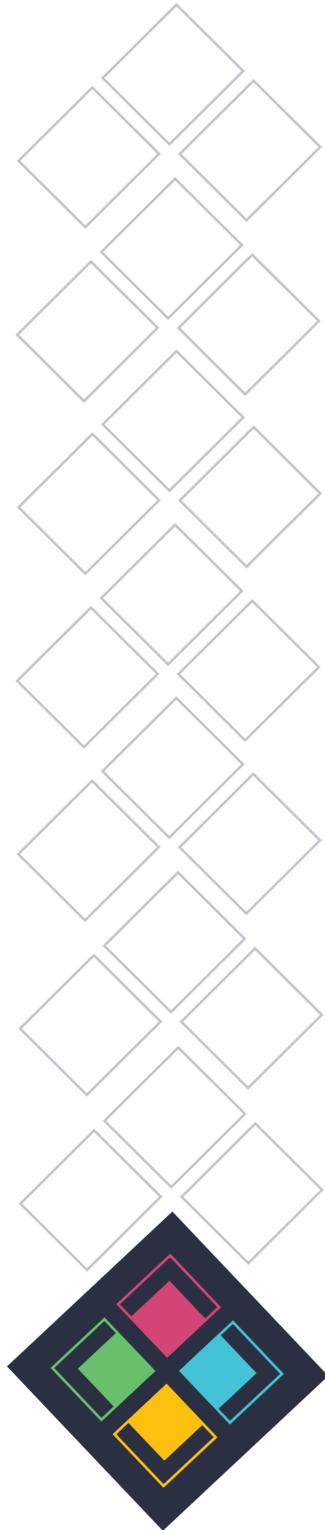
Meetings with government and private institutions to be involved in preparing the strategic plan of the university

National Fund for Small Enterprises .....	08/02/2016
Chamber of Commerce and Industry .....	21/02/2016
Abdulaziz Al-Sager Development Center .....	08/03/2016
Al Kout Industrial Projects & Industry Union .....	13/03/2016
Global Investment House (Global) .....	16/03/2016
Kuwait Fund for Development .....	29/03/2016
Kuwait Institute for Scientific Research .....	03/04/2016
Ministry of State for Youth Affairs .....	04/04/2016
Ministry of Higher Education .....	17/04/2016
Kuwait Foundation for the Advancement of Sciences .....	28/04/2016
Al-Shaya Group Company .....	13/09/2017

Meetings with The exteinal members of the university council to discuss the dimensions of the strategic plan

Mr. Mohamed Abdel Aziz Alshaya  
Mr. Abdulwahab Al Wazzan  
Prof. Ali Abdullah Al-Shamlan  
Mr. Abdurrahman Al-Ghunaim  
(Former Member of the University Council)  
Shaikha. Hessa Sabah Al-Salim Al-Sabah





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Hoping that we have succeeded in the accurate observation of the reality, and in the credibility of performance through formulating a realistic plan that contributes to achieve the vision of Kuwait University and its future aspirations.



## STRATEGIC PLANNING TEAM

**Dr. Adel Al-Hussainan**  
Vice President for Planning

**Prof. Majid Al-Daihani**  
Assistant of Vice President for strategic Planning

Eng. Khuloud Al-Jassim  
Acting Head of Dept. of Recourses Planning &  
Performance Management

Eng. Bashayer Al-Sharrah  
Director - Office of the Vice President for Planning

Eng. Dana Boodai  
Acting Head of Dept. of Institutional Innovation

Eng. Asma Al-Mutery  
Acting Head of Dept. of Studies and systems Development

Shaimaa Mahsain  
Administrative Specialist Officer -Dept. of Recourses Planning &  
Performance Management

Eng. Sarah Alharbi  
Industrial Engineer -Dept. of Recourses Planning & Performance  
Management

# **STRATEGY**

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Kuwait University

DESIGNER : ALHANOUF AL-NOUMAS

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