

**Part 1: Roadmap for 20 | 20 KSU-
QPMS Quality and Performance
Management System (2023 – 2030)**

Underpinning

**20 | 20 Strategic Plan of Deanship of
Development and Quality(2023 –
2030)**

Roadmap for 20 | 20 KSU-QPMS Quality and Performance Management System (2023– 2030)

Part A: Potential issues arising from 2017 to 2022

1. **After KSU 2016 Institutional Re-Accreditation** – Returning to the previous *modus operandi* until 2023 (Third KSU Re-accreditation), with diverse projects and activities disparately accomplished outside the Planning and Quality Management System’s scope. Three critical issues compounded the whole performance management over these years:
 - a. *Decommissioning of the ITQAN e-QMS system* in 2019 due to contractual parties’ issues,
 - b. *Covid-19 Pandemic* from the end of 2019 to mid-2021 brought about chaotic discords and disruptions to the whole academic and administrative efficient functioning,
 - c. *NCAAA-ETEC December 2022*, the newest set of Institution and Programmatic Standards and Templates continued the significant effect that affected all institution and programmatic accreditation changes of 2018-2019 into 2023. All institutions and programs must re-align their IQA (Internal Quality Assurance) System and mechanisms to address two (2018-2019 and 2022) changes.
2. **Splintered silos and disparate actions** – Due to the critical issues above and the traditional *modus operandi*, the quality and performance management lapsed into disruptive and discontinuous academic and administrative units’ planning-information-quality management, all compounding and continuing in disparate and non-cooperative or non-integrated-approaches-that-undermine a higher level of KSU intra and inter units’ performance.
3. **Deanship of Development and Quality** – Adhering to the old *modus operandi* and inward-looking approaches of the past as opposed to an integrated planning-information-quality system approach that is outward-looking, providing leading service support in three primary planning management, information management, and quality management (KSU-QMS and ISO 9001:2015) underlying a successful performance management approach to the whole of KSU’s academic and administrative units.

Part B: 20 | 20 Integrated KSU-QPMS Quality and Performance Management System

Since 2010 and the updated KSU 2030 Strategic Plan in 2021, the critical value of “Quality and Performance Excellence” and KSU “Towards Excellence” has underpinned the DoDQ’s strategic directions. The KSU Updated 2021 Strategic Plan that the DoDQ Strategic Plan is guided by:

1. The Matrix of Alignment Between Saudi Vision 2030 Programs and KSU Goals.
2. The 2010 seven KSU Goals, of which Goals 1 to 4 focus on the quality and its assurance towards higher levels of “performance” of the fundamental teaching-learning-research mission (Figure 1) and the six pillars of the updated 2021 Strategic Plan’s Pillars 1 and 2 Strategic Objectives and Initiatives (Figure 2).

This culminated in the August 2022 Royal Commission for Riyadh City (RCYC)’s mandate of KSU being in the top 20 rankings, further guiding the aspiration of KSU and DoDQ, all of which points towards a higher bar of “Towards Excellence

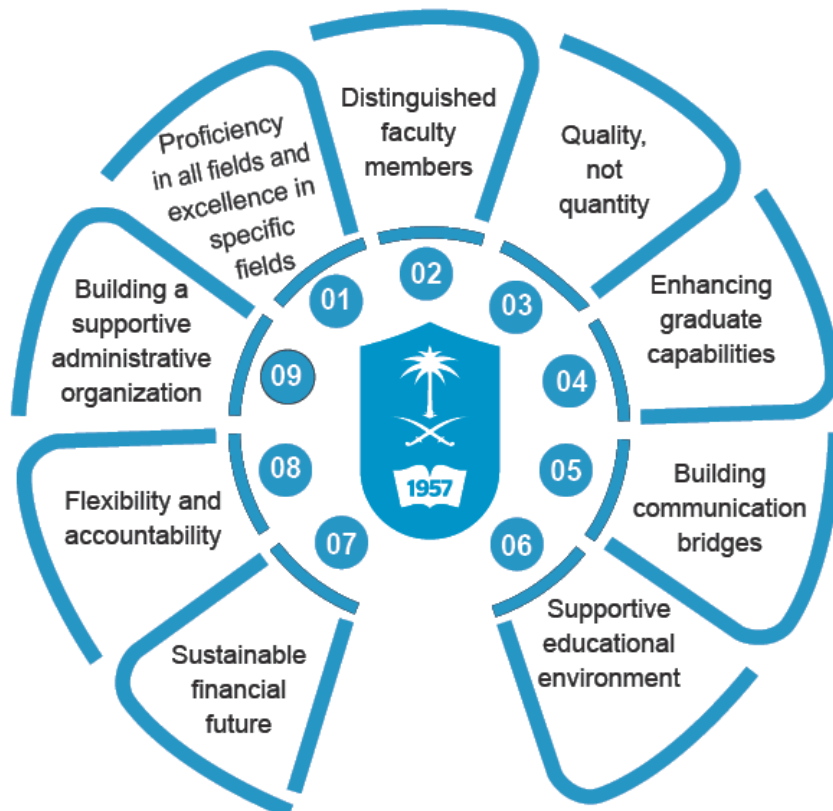


Figure 1: Goals of 2010 Strategic Plan (KSU 2030)

Main Pillars	Strategic Plan
Scientific Research	First objective: Creativity and innovation in scientific research.
Education and Learning	Second objective: Proficiency in academic programs and their outcomes.
Community Service	Third objective: Contribute to community service and improve the quality of life.
Institutional Work Environment	Forth objective: Supportive and enabling university governance.
	Fifth objective: Raising the efficiency of the University human resources.
Self-Revenue and Investment Variety	Sixth objective: Self-revenue development.
	Seventh objective: Investment diversification and asset growth.
Fiscal Balance and Spending Efficiency	Eighth objective: Raising spending efficiency for a sustainable financial future.

Figure 2: Updated 2021 Strategic Plan Pillars

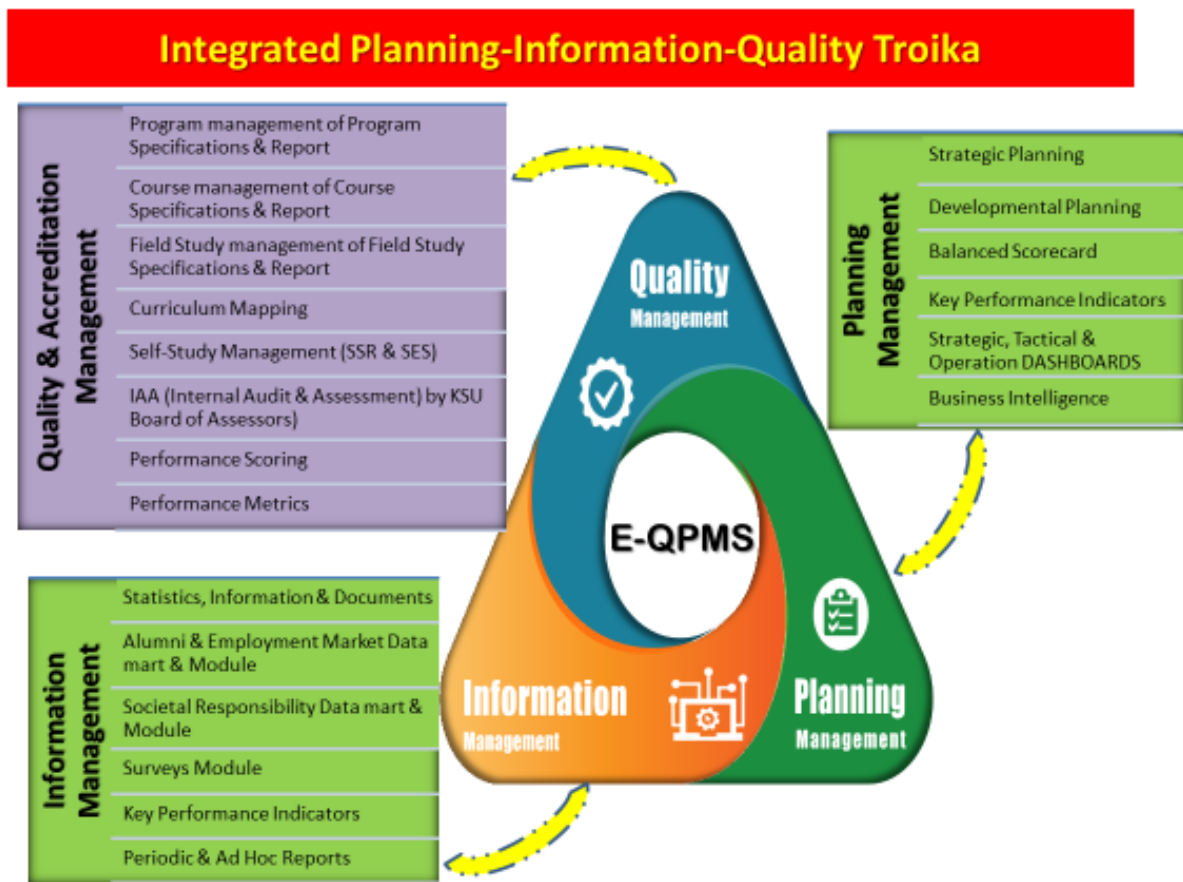







Figure 3: Integrated Planning-Information-Quality Troika of e-QPMS

Based on the KSU 2021 Strategic Plan Update and the RCYC's mandate, the DoDQ defined its 20 | 20 Integrated KSU-QPMS (Quality and Performance Management System) as having three main pillars and system components or three core strategic services (Figure 2). It is based on the PIQ (Planning-Information-Quality) Troika, which started in 2017. It laid down the foundation and fundamentals of an integrated approach for quality & performance management based on the information and sustained by planning management. These are the following:

1. **Planning Management** - This addresses all academic and administrative planning and performance management that are aligned to the KSA Vision 2030 and KSU 2030 updated Strategic Plan of 2021 via the use of the Balanced Scorecard system of its vision, mission, goals, objectives that are accomplished and achieved through the action plans and projects management.
2. **Information Management** - This addresses the use of the KSU-DES (Documentary Evidence Ssystem) as Central Storage for the collation & validation of datasets, data modeling, data processing, and data delivery of all KPIs & statistics, data & documents performance dashboards for use by all management and academic and administrative units' quality and planning management or in totality its performance management. It includes providing technical support in the use of 20 | 20 KSU-QPMS.
3. **Quality Management** - The use of data/statistics and data analytics addresses all the quality management of the academic and administrative units via the 20 | 20 KSU-QPMS quality management system supporting national and international accreditation of academic units and the ISO 9001:2015 QMS leading to ISO certifications of organizational units.

Part C: Execution of the 20 | 20 integrated KSU-QPMS Quality and Performance Management System

As quality and planning management started in KSU from 2010 onwards, rather than using its existing strategy of maintenance of existent performance retrenchment through a decline in these critical areas of quality and planning management, KSU should go on a "growth strategy to grow its existent services, support, and system strategically over the next eight years." Based on the holistic approach in the integrated quality and performance management framework, the following represents a roadmap for each critical component action and its targeted accomplishments and achievements from 2023 to 2030. This includes pursuing data analytics for informed decision-making through Institutional Research (Figure 4).

	Duties	Responsibilities
	1. Identify information needs	<ul style="list-style-type: none"> the iterative process of identifying relevant stakeholders and their decision support needs assisting stakeholders in developing and refining research questions
	2. Collect, analyze, interpret, and report data and information	<ul style="list-style-type: none"> provide data, information, and analysis for decision support process of collecting and reporting required and requested data incorporates applied research methods to analyse data to provide information for decision making, including appropriate interpretation of analysis results
	3. Plan and evaluate	<ul style="list-style-type: none"> planning may include operational, budgetary, and strategic planning include program review, particularly for accreditation purposes formative and summative evaluation processes conducted at an institution use IR data and analysis for planning and decision making purposes
	4. Serve as stewards of data and information	<ul style="list-style-type: none"> institutional research's role in ensuring an institution-wide data strategy (privacy and security and ethical issues) data quality assurance activities ensuring data are appropriately accessible and usable to those who need them to make decisions
	5. Educate information producers, users, and consumers	<ul style="list-style-type: none"> training and coaching related to the use of data, analysis, and information to inform decision making ensuring the ability to collect, access, analyze, and interpret information independently and in collaboration with other stakeholders scholarship to inform and improve data, information, and analysis for decision support

Source: Adapted from AIR (Association for Institutional Research) 2017, *Development of Duties and Duties & Functions of Institutional Research*, FL, U.S.A., <https://airweb.org/>

Figure 4: 20 | 20 KSU Institutional Research Framework

The above calls for KSU and the Deanship of Development and Quality (DoDQ) as the Standard Bearer of the Planning, Information, and Quality Management in:

- a. **Growth of Strategic Services** - There are three strategic or core services that KSU and DoDQ should focus or concentrate on or “grow,” which are the integrated Planning-Information-Quality Troika:
 - i. **Quality Management services** - This is accomplished by building and enhancing the academic and administrative quality management services of its plans & policies, processes, practices & procedures, and critically its people via the 20 | 20 KSU-QPMS and ISO 9001:2015, leading to enhanced national and international accreditation of academic units and ISO certification of administrative units under the KSU-QPMS. It calls for embracing and strengthening the fundamentals and foundations of the strategic and tactical integrated PIQ through an enhanced QPMS for performance monitoring and management.
 - ii. **Planning and Performance management services** - These call for revamping the existing BSC and Planning into the Planning and Performance services, which are aligned across all levels of KSU through the goals, objectives, initiatives, action plans, and projects and to the quality management through

the developmental planning into a holistic planning and performance management system (PPMS).

- iii. **Information Management services** – The above (i) quality management and (ii) planning and performance management are linked together via the seamless information services of data/statistics/KPIs and documentation within the information management system (IMS) in the 20 | 20 KSU-QPMS and its forthcoming revamped electronic QPMS Platform.
- b. **Growth of Strategic Support** – These call for the DoDQ to be outward looking to go down to all academic and administrative units to provide two key support areas of consultation and training and any facilitation that underlies successful planning-information-quality management alignment, integration, and execution across all units and levels in KSU.
- c. **Growth of Strategic System** – These call for the 20 | 20 KSU Quality and Performance Management System to be used as the strategic performance management platform that links the planning-information-quality services via an electronic and integrated quality and performance management system, with further enhancement to complete its role for decision support and data mining as envisioned in the KSU-IR (Institutional Research) Framework using data analytics and Business Intelligence tools, all supporting informed decision-making.
- d. **Consolidation of Strategic Structure** – These call for the DoDQ to move away from the traditional inward-looking structure based on human or old practices and develop an efficient and effective organizational structure supporting the three core or strategic services at the DoDQ, which should have three core departments. At the Colleges and programs, each College should have a College Quality and Performance Management Unit covering Planning, Information, Quality, and Performance management and services at the College level and certification for ISO9001:2015. A Program Quality and Performance Management Unit should cover Planning, Information, Quality, and Performance management and services at the Program level, including each program’s accreditation.

Part 2: 20 | 20 Strategic Plan of Deanship of Development and Quality (2023 – 2030)

Our Vision

To be a leading pacesetter for educational value towards performance excellence in the region.

Our Mission

The Deanship is committed to enhancing an integrated Planning-Information-Quality Management approach to strengthening and sustaining performance management through digital transformation to accomplish KSU 2030 “Towards Excellence.”

Our Values

Based on our Islamic and cultural values, we, the Deanship of Development and Quality, uphold:

- ✓ **Quality and Performance Excellence:** We measure ourselves according to challenging performance criteria by pursuing distinctiveness in quality and development towards performance excellence that underscores our commitment to the highest standards in continuous improvements and innovations.
- ✓ **Leadership and Teamwork:** We remain committed to promoting individual and institutional leadership roles that drive our quality and development team spirits and work drivers in our quality and development commitment.
- ✓ **Freedom of Inquiry:** We promote rigorous and honest intellectual explorations as the fundamentals to our quality and development traditions, and these are reflected in all dimensions of our activities and performance towards KSU scholarly, research, and social endeavors and excellence.

- ✓ **Fairness and integrity:** We abide by the principles of non-prescriptive but open-minded approaches recognizing equal performance opportunity and cultural diversity, consequently holding the members of our community to the highest standards of integrity, respect, and ethics towards their professional performance.
- ✓ **Transparency and accountability:** We remain committed to exposing our thinking and ideas for society and scholars to judge our contributions in quality management towards performance excellence by holding answerability to everybody in our community for respecting and upholding transparency and accountabilities in all forms of their quality and development aspirations and practices.
- ✓ **Lifelong learning:** We are committed to continuous improvements through lifelong learning inside and outside the KSU community, enhancing the continued promotion of performance excellence growth towards society.

Our Roles

We, the Deanship, see our “Pacesetter” role:

- ✓ Seamlessly bringing the best from national or international bodies’ knowledge and skills to the Deanship, identify and select best practices, processes, and policies for sharing and dissemination across all KSU,
- ✓ Services and Support Provision to all KSU units with state-of-art practices and processes to enhance the units’ performance excellence work through the upgraded 20|20 KSU-QPMS (Quality and Performance Management System),
- ✓ Strengthening the KSU Units’ quality, development, and performance management practices through developments and training and facilitating their work and aspirations through the e-QPMS (Quality and Performance Management System) and e-DES (Documentary Evidence System).
- ✓ Sustaining our performance and all KSU Units through streamlined Quality and Performance Planning, Evaluation, and Assessment of the 20|20 KSU-QPMS.

Our Goals and Strategic Objectives

SG1: Streamlining Quality and Planning Practices and Processes for 20 | 20 KSU-QPMS (Quality and Performance Management)

- SO 1.1: Perform an in-depth analysis of KSU units' 20 | 20 KSU-QPMS services and support needs. Conduct extensive research, identify international practices for quality and planning transformation, and develop a robust performance of a State-of-Art 20 | 20 KSU-QPMS system by June 2023.
- SO 1.2: Design and develop streamlined systems and mechanisms for 20 | 20 KSU-QPMS transformation based on stakeholders' needs for phased implementation throughout KSU for KSU performance management by June 2025 (25%), June 2026 (50%), June 2027 (75%) and June 2028 (100%).
- SO 1.3: Measure the accomplishment of the 20 | 20 KSU-QPMS accomplishments throughout KSU based on the primary targets of SO. 1.2, and its appending projects and activities.

SG2: Strengthening and sustaining Quality Management (QM) for 20 | 20 KSU-QPMS performance excellence

- SO 2.1: Strengthen the 20 | 20 KSU-QPMS implementation to cover undergraduate and post-graduate academic units' internal quality audit, assessment, and accreditation by June 2025 and all units by June 2026 on the 20 | 20 e-QPMS.
- SO 2.2: Strengthen the ISO 9001:2015 implementation to cover 50 % of administrative units and certification by June 2026 and the rest by June 2028.

SG3: Enabling efficient and effective development through Planning Management (PM) for 20 | 20 KSU-QPMS performance excellence

- SO 3.1: Strengthen the 20 | 20 KSU-QPMS Planning System for the Academic and Administrative Units' Quality and Performance Plan development and implementation by June 2024 and full implementation by June 2026, respectively, on the 20 | 20 e-QPMS System.

- SO 3.2: Identify and develop mechanisms for monitoring the accomplishment of the Academic units' Quality and Performance Plan throughout KSU by June 2024.
- SO 3.3: Create a monitoring and management system to manage ongoing projects' accomplishment in support of quality, information, planning, and performance management of 2-Years, 4-Years, and 6-Years planning horizon.

SG4: Strengthening the 20|20 KSU-QPMS Information Management (IM) support.

- SO 4.1: Develop the 20|20 KSU-QPMS Information Management (IM) Framework and establish a phased, robust, and systematic approach to information management by June 2023.
- SO 4.2: Build the 20|20 KSU-QPMS Information Management (IM) mechanisms of electronic QPMS by June 2026 to support KSU's education value management for all academic and administrative units.
- SO 4.3: Complete the 20|20 KSU-QPMS electronic System platform for Quality & Performance Management by 2026, with 25% utilization by 2026, 50% by 2027, 75% by 2028, and full utilization by 2029, to be evaluated and accomplishment assessed in target dates.

SG5: Building vital 20|20 KSU-QPMS Institutional Research (IR).

- SO 5.1: Develop and implement the 20|20 KSU-QPMS Institutional Research Framework and establish a strong and systematic approach in IR by June 2023.
- SO 5.2: Build the Institutional Research data analytics and Business Intelligence mechanisms with formative IR outputs defined and initiated by June 2026 to support KSU's education value management.

Part 3: Action Plans for 20 | 20 Strategic Plan of Deanship of Development and Quality (2023 - 2030)

Action Plans for Deanship of Quality and Development Strategic Plan 2023 to 2030

SG1: Streamlining Quality and Planning Practices and Processes for 20 20 KSU-QPMS (Quality and Performance Management)						
Strategic Objectives	Action Plan	Time Frame	Budget	TARGET		Responsible Parties
				Performance	KPI	
SO 1.1: Perform an in-depth analysis of KSU units' 20 20 KSU-QPMS services and support needs. Conduct extensive research, identify international practices for quality and planning transformation, and develop a robust performance State-of-Art 20 20 KSU-QPMS system by June 2023.	AP 1.1.1 Conduct extensive research and identify international practices for quality and planning performance frameworks.	2020 to June 2023		100% by June 2023	% achieved: %not achieved of the target at the due date	Dean, Vice Deans, & Consultants
	AP 1.1.2 Develop a robust performance of a State-of-Art 20 20 KSU-QPMS system	September 2021 to June 2023		100% by June 2023		Dean, Vice Deans, & Consultants
	AP 1.1.3 Perform an in-depth analysis and identify performance gaps of KSU units' 20 20 KSU-QPMS services and support needs.	May 2023 to December 2023		100% by December 2023		Vice Deans, Consultants (Planning & Quality Units)
	Ap 1.1.4 Develop Phase I, II, and III Action Plans and Implement them in phases 2024, 2025, and 2026 to all KSU Units.	January 2024 to December 2026		100% of Phase I, II % III by 2024, 2025, and 2026.		Vice Deans, Consultants (Planning & Quality Units)

<p>SO 1.2: Design and develop streamlined systems and mechanisms for 20 20 KSU-QPMS transformation based on stakeholders’ needs for phased implementation throughout KSU for KSU performance management by June 2025 (25%), June 2026 (50%), June 2027 (75%) and June 2028 (100%).</p>	<p>AP 1.2.1 Develop and implement key mechanisms to close performance gaps of quality and planning for performance management services and support systems for all stakeholders’ units’ performance.</p>	<p>December 2024 (development) and January 2025 onwards (implementation)</p>	<p>100% development accomplishment and implementation accomplishments June 2025 (25%), June 2026 (50%), June 2027 (75%), and June 2028 (100%).</p>	<p>% achieved: %not achieved of the target at the due date</p>	<p>Consultants (Planning & Quality Units)</p>
	<p>AP 1.2.2 Identify and implement new structural changes that manage and support PM, IM & QM under the QPMS integrated system at Deanship and all KSU academic and administrative units’ Quality & Planning performances.</p>	<p>June 2025 (25%), June 2026 (50%), June 2027 (75%), and June 2028 (100%).</p>	<p>100% structural changes in all academic and administrative units by May 2025</p> <p>Structural Implementation June 2025 (25%), June 2026 (50%), June 2027 (75%), and June 2028 (100%).</p>		<p>Vice Deans & Consultants (Planning & Quality Units) and Quality & Development Units of academic & administrative units</p>
<p>SO 1.3: Measure the accomplishment of the 20 20 KSU-QPMS accomplishments throughout KSU based on the primary targets of SO. 1.2, and its appending projects and activities.</p>	<p>AP 1.3.1 Set up performance management, measurement, and monitoring system of performance management at the Deanship and for all the KSU units.</p>	<p>December 2023 (100% monitoring system developed) and January 2024 (implementation), monitoring periods December 2025 (25%), 2026 (50%), 2027 (100%)</p>	<p>Performance management accomplishment of all KSU academic and administrative units by 2025 (25%), 2026 (50%), and 2027 (100%)</p>	<p>QPMSN-2-03 (I; College) Proportion of accredited programs</p>	<p>Vice Deans & Consultants (Planning & Quality Units) and Quality & Development Units of academic & administrative units</p>

SG2: Strengthening and sustaining Quality Management (QM) for 20 20 KSU-QPMS performance excellence						
Strategic Objectives	Action Plan	Time Frame	Budget	TARGET		Responsible Parties
				Performance	KPI	
SO 2.1: Strengthen the 20 20 KSU-QPMS implementation to cover undergraduate and post-graduate academic units' internal quality audit, assessment, and accreditation by June 2025 and all units by June 2026 on the 20 20 e-QPMS.	AP 2.1.1 Conduct situation analysis of KSU-QPMS & accreditation performance of all undergraduate and postgraduate academic programs and identify performance gaps.	December 2023		100% situation analysis completion by December 2023	QPMSN-2-03 (I; College) Proportion of accredited programs AND % achieved: %not achieved of the target at the due date	Vice Deans & Consultants of Quality & Development Units
	AP 2.1.2 Develop KSU-QPMS implementation master plan for management, measurement, and monitoring of all undergraduate and postgraduate academic programs leading based on KSU-QPMS protocols and SOPs.	June 2024		100% of the plan developed by June 2024		Vice Deans & Consultants of Quality & Development Units
	AP 2.1.3 Implement KSU-QPMS master plan	July 2024 onwards		Academic programs Internal audit and assessment and accreditation accomplishment by 2024 (20%), 2026 (50%), and 2028 (100%)		Vice Deans & Consultants (Planning & Quality Units) and Quality & Development Units of academic & administrative units
SO 2.2: Strengthen the ISO 9001:2015 implementation to cover 50 % of administrative units and certification by June 2028 and the rest by June 2030.	AP 2.2.1 Conduct situation analysis of ISO 9001:2015 performance of all administrative units.	December 2023		100% situation analysis completion by October 2017	% of all units achieving ISO 9001:2015 certification over 5 years period	Vice Dean of Quality and ISO 9001:2015 Consultants
	AP 2.2.2 Set up ISO 9001:2015 master plan for management, measurement, and monitoring	June 2024		100% of plan developed by June 2024		Vice Dean of Quality and ISO 9001:2015

	for implementation of all units ISO 9001:2015 certification			Consultants
AP 2.2.3	Implement master plan of all units ISO 9001:2015 certification	ISO 9001:2015 certification targets December 2027 (50%) and June 2030 (100%)	ISO 9001:2015 certifications by administrative units by 2025 (10%), 2026 (35%), 2027 (50%), 2028 (70%), 2029 (85%), and 2030 (100%)	Vice Dean of Quality and ISO 9001:2015 Consultants

SG3: Enabling efficient and effective development through Planning Management (PM) for 20 | 20 KSU-QPMS performance excellence

Strategic Objectives	Action Plan	Time Frame	Budget	TARGET		Responsible Parties
				Performance	KPI	
SO 3.1: Strengthen the 20 20 KSU-QPMS Planning System for the Academic and Administrative Units' Quality and Performance Plan development and implementation by June 2024 and full implementation by June 2026, respectively, on the 20 20 e-QPMS System.	AP 3.1.1 Conduct situation analysis and identify performance gaps and needs of all academic & administrative units' Quality and Performance Plan development and implementation.	December 2023		100% situation analysis completion by December 2023	% achieved: %not achieved of the target at the due date	Vice Dean of Development and Consultant for Planning
	AP 3.1.2 Develop a DoDQ master plan for planning & performance management.	June 2024		100% of the plan developed by June 2024		Vice Dean of Development and Consultant for Planning
	AP 3.1.3 Ensure all academic and administrative units' Quality and Performance Plan development and implementation systems & mechanisms are developed and approved, kick-starting the annual operation plan implementation and performance monitoring on the E-QPMS platform by June 2025	June 2025 to June 2026		Academic & administrative units Planning & performance management system accomplishment by all by June 2025 (50%) and June 2026 (100%)		Vice Dean of Development and Consultant for Planning and Vice Deans of Quality & Development of academic units
	AP 3.1.4 Include the developmental planning from Quality Management as part of the linkage to overall planning and monitoring of performance in PM	June 2025 to June 2026		Developmental planning & performance from QM by all academic & administrative units accomplishment by June 2025 (50%) and June 2026 (100%)		Vice Dean of Development and Consultant for Planning and Vice Deans of Quality & Development of academic units

	AP 3.1.5 Implement all academic and administrative units' planning and performance management plans and annual operation plans for covering the PM-IM-QM Troika	June 2025 to June 2026	Planning and performance management system accomplishment by all academic & administrative units by June 2025 (50%) and June 2026 (100%)		Vice Dean of Development and Consultant for Planning and Vice Deans of Quality & Development of academic units
SO 3.2: Identify and develop mechanisms for monitoring the accomplishment of the Academic units' Quality and Performance Plan throughout KSU by June 2024.	AP 3.2.1 Develop training and technical support mechanisms for the management, measurement, and monitoring of the implementation of all units' planning and performance	June 2024, and implementation starting July 2024	100% development completion by June 2024 Implementation by 2018 (50%) and 2020 (100%)	% achieved: %not achieved of the target at the due date	Vice Dean of Development and Consultant for Planning and Vice Deans of Quality & Development of academic units
SO 3.3: Create a monitoring and management system to manage ongoing projects' accomplishment in support of quality, information, planning, and performance management of 2-Years, 4-Years, and 6-Years planning horizon.	AP 3.3.1 Conduct situation analysis of ongoing planned projects accomplishment and further actions.	May 2023	100% situation analysis completion by May 2017	% achieved: %not achieved of the target at the due date	Vice Dean of Development and Consultant for Planning
	AP 3.3.2 Development of Master plan for quality, information, planning & performance management.	June 2023 to 20230	100% of master plan developed by June 2023 with 2-Years, 4-Years, and 6-Years milestones		Vice Dean of Development and Consultant for Planning
	AP 3.3.3 Implement the ongoing master plan and measure and manage implementation accomplishment for planning and performance management	June 2023 to 20230	30%, 60% and 100% accomplishment of 2-Years, 4-Years, and 6-Years milestones		Vice Dean of Development and Consultant for Planning

SG4: Strengthening the Information Management (IM) support.							
Strategic Objectives	Action Plan	Time Frame	Budget	TARGET		Responsible Parties	
				Performance	KPI		
SO 4.1: Develop the 20 20 KSU-QPMS Information Management (IM) Framework and establish a phased, robust, and systematic approach to information management by June 2023.	AP 4.1.1 Conduct situation analysis of IM needs of all academic & administrative units.	December 2023		100% situation analysis completion by June 2023	% achieved: %not achieved of the target at the due date	E-QPMS Unit	
	AP 4.1.2 Development and approval IM master plan and SOP for information & performance management on E-QPMS platform.	January 2024 to June 2024		100% of the plan developed by June 2024		Consultant for IM and E-QPMS Unit	
	AP 4.1.3 Implement IM master plan and SOP for information & performance management in support of the PM-IM-QM Troika	July 2024 to June 2026		PM-IM-QM Troika Performance accomplishment by 2025 (50%) and 2026 (100%)		E-QPMS Unit and Vice Deans of Quality & Development of academic units	
SO 4.2: Build the 20 20 KSU-QPMS Information Management (IM) mechanisms of electronic QPMS by June 2026 to support KSU's education value management for all academic and administrative units.	AP 4.2.1 Develop E-QPMS performance management by June 2026	Development of e-QPMS from June 2024 to be completed by June 2026		50% and 100% mechanisms development completion by June 2025 and June 2026	% achieved: %not achieved of the target at the due date	Consultant for IM & E-QPMS Unit and Vice Deans of Quality & Development of academic & administrative units	
SO 4.3 Complete the 20 20 KSU-QPMS electronic System platform for Quality & Performance Management	AP 4.3.1 Implement e-QPMS and training and technical support mechanisms for management, measurement, and monitoring of the implementation of all units'	e-QPMS Implementation from June 2025 to June 2026		25% utilization by 2026, 50% by 2027, 75% by 2028, and full utilization by 2029, to		Consultant for IM & E-QPMS Unit with Vendors	

by 2026, with 25% utilization performance management on E-
by 2026, 50% by 2027, 75% QPMS.
by 2028, and full utilization
by 2029, to be evaluated and
accomplishment assessed in
target dates.

be evaluated and
assessed for
accomplishment on
target dates.

SG5: Building vital 20 20 KSU-QPMS Institutional Research (IR).						
Strategic Objectives	Action Plan	Time Frame	Budget	TARGET		Responsible Parties
				Performance	KPI	
SO 5.1: Develop and implement the 20 20 KSU-QPMS Institutional Research Framework and establish a strong and systematic approach in IR by December 2024.	AP 5.1.1 Conduct situation analysis of IR & data mining needs of all academic & administrative units.	June 2024		100% situation analysis completion by June 2024	% of total # of informed-decision, data-analytics usage accomplished over 5 years period	Consultant & e-QPMS team for PM-IM-QM and IR
	AP 5.1.2 Development and approval of IR & data mining implementation master plan supporting performance management on the E-QPMS platform.	December 2024		100% of the plan developed by December 2024		Consultant & e-QPMS team for PM-IM-QM and IR
	AP 5.1.3 Implement IM & data mining master plan supporting PM-IM-QM Troika strategic performance management	January 2025 to December 2027		Accomplishment of IR by 2025 (30%), 2026 (60%) and 2027 (100%)		Consultant & e-QPMS team for PM-IM-QM and IR
SO 5.2: Build the Institutional Research data analytics and Business Intelligence mechanisms with formative IR outputs defined and initiated by June 2027 to support KSU's education value management.	AP 5.2.1 Develop & Implement IR & data mining mechanisms for management, measurement, and monitoring of IR & data mining implementation on E-QPMS platform.	Development by June 2025 and implementation starting July 2025		Mechanisms development completion by June 2025 (100%) 30%, 60% and 100% accomplishment of IR by 2025 (30%), 2026 (60%) and 2027 (100%)	% of total # of informed-decision, data-analytics usage accomplished over 5 years period	Consultant & e-QPMS team for PM-IM-QM and IR