



# DAU's COMMUNITY ENGAGEMENT STRATEGIC PLAN 2023-2027



# Community Engagement Strategic Plan of DAR AL ULOOM University

## 2023-2027



Developed by

Community Engagement Unit

## Contents

List of Abbreviations .....	5
1. Preamble .....	6
2. Community Engagement: Background and context .....	6
3. DAU's Community Engagement Strategic Plan 2023-2027 .....	6
4. DAU's Community Engagement Strategic objective (2.3): Enhancing Engagement with the Community. ....	7
4.1 Strategic Initiative 2.3.1: Creating Community Engagement Unit at DAU Level with Appropriate Autonomy, Budget, and Resources .....	7
4.2 Strategic Initiative 2.3.2: Developing and Implementing a Community Engagement Strategy in Partnerships with Public and Private Entities with the Participation of all DAU's Units .....	8
5. Balanced Scorecard for DAU's Community Engagement Strategic Plan .....	12
Key Performance Indicator Sheets .....	13

## List of Abbreviations

AA&CGU	: Alumni Affairs & Career Guidance Unit
AY	: Academic Year
BSC	: Balanced Scorecard
CEU	: Community Engagement Unit
DAU	: Dar Al Uloom University
DQA	: Directorate of Quality Assurance
GDPD&QA	: General Directorate of Planning, Development & Quality Assurance
PR&M	: Public Relations & Marketing
TBD	: To Be Determined
UP	: University President
UV-P	: University Vice-President

## 1. Preamble

DAU's Community Engagement Strategy outline the context within which Community Engagement approach is set and provide a roadmap for future community engagement up to 2027. **In this strategy, best** practices for community engagement activities are developed that can be applied both locally and nationally. The strategy aims to foster meaningful and sustainable partnerships with external stakeholders, such as local communities, organizations, and industry partners. It encourages active participation and involvement from all parties, seeking to create positive impacts and address community needs through collaborative initiatives.

DAU's community engagement strategy is driven by a profound commitment to transforming the lives of its students. It encompasses a diverse range of approaches through which the institution can share the activities and benefits of its work in teaching, learning, research, and knowledge exchange with the wider community.

DAU's community engagement approach involves utilizing the talents of students, and academic and administrative staff's passion and expertise, as well as available excellent facilities, in order to evaluate how these assets can be utilized in partnership to provide a significant impact on the community DAU serve. Additionally, our community provides valuable guidance, insight, live data, and opportunities. Identifying opportunities for community engagement is the responsibility of all academic and administrative staff at DAU. It is their duty to seek the views of those affected by or interested in the activities of DAU. DAU is engaged to assist faculties and administrators in designing an engagement process in accordance with its community engagement policy. By engaging the community, we will advance the university's vision of becoming a world-class university.

## 2. Community Engagement: Background and context

In its previous Research Strategic Plan (2017-2022), DAU set the goal of expanding engagement and outreach. Among the significant initiatives taken by DAU are partnerships with community and business institutions, strategic societal responsibility plans, and master plans for academic and research collaborations with national and international institutions. As a result of these initiatives, DAU has implemented 58 community engagement activities involving 791 students, faculty members, and administrators.

In the next five years, the community engagement strategy incorporates goals, objectives and initiatives builds upon and further improves communication and engagement with all DAU stakeholders. Moreover, the strategy promotes a DAU-wide philosophy of engagement, exploring interactive engagement tools to further enhance opportunities for community and DAU partnerships.

Community engagement strategic plan for 2023-2027 was developed based on an analysis of the first community engagement strategic plan accomplishments (2017-2022) and in accordance with the University Strategic Plan (2023-2027). Over the next five years community engagement excellence will be a fundamental component of DAU's vision, mission, and values.

## 3. DAU's Community Engagement Strategic Plan 2023-2027

A variety of tools of strategic analysis were used to create DAU's strategic plan for 2023-2027 that covered teaching and learning, research, and community engagement. The SWOT analysis was preformed to identify and analyse internal strengths and weaknesses as well as external opportunities and threats. To identify strengths and weaknesses, we conducted many brainstorming sessions and focus groups with internal and external stakeholders. To identify opportunities and threats, we rely on Porter's Five Forces framework, which identifies and analyses the five competitive forces shaping the private higher education

industry in Riyadh, and on the PESTEL framework for analysing macro-environmental factors affecting the industry holistically. Then a TOWS Matrix was developed to generate possible strategic alternatives by matching internal strengths and weaknesses with external opportunities and threats.

The strategic planning methodology adopted is the Balanced Scorecard framework (BSC) which is a strategic planning and performance management framework allowing an organization to track financial and non-financial metrics and aligning its vision, mission, and values with all activities. The BSC approach organizes goals and objectives into four perspectives: financial, stakeholders, internal processes, and learning and growth. The figure below illustrates DAU's overall strategic planning methodology.

These analyses revealed the necessity and urgency of enhancing engagement with the community (strategic objective 2.3). Implementation of the engagement community strategic plan will be monitored and evaluated based on detailed and precise Key Performance Indicators (See Appendix for Key Performance Indicator Sheets): A total of five KPIs are used, three of which are Saudi Global Rankings (SGRs) and NCAAA KPIs, and two of which are DAU's institutional performance indicators.

#### 4. DAU's Community Engagement Strategic objective 2.3: Enhancing Engagement with the Community.

Engaging the community is fundamental to DAU's strategy and mission achievement. As a result of SWOT and TOWS analyses, DAU has identified two strategic initiatives that are critical to enhancing its engagement with the community:

- ✓ **Strategic Initiative 2.3.1:** Creating Community Engagement Unit at DAU Level with Appropriate Autonomy, Budget, and Resources.
- ✓ **Strategic Initiative 2.3.2:** Developing and Implementing a Community Engagement Strategy in Partnerships with Public and Private Entities with the Participation of all DAU's Units.

##### 4.1 Strategic Initiative 2.3.1: Creating Community Engagement Unit at DAU Level with Appropriate Autonomy, Budget, and Resources

The purpose of creating a Community Engagement Unit at DAU is to effectively respond to community needs. The responsibilities of this unit are to review community engagement activities and processes developed by DAU's colleges and units, engage DAU's colleges and units in common activities and processes for community engagement, support and expand on the implementation of community engagement plans, continue to undertake the beneficiaries' satisfaction survey annually, and report on the performance of community engagement activities in DAU's Annual Report.

##### **Challenges and opportunities:**

According to DAU's SWOT analysis, lack of tangible outcomes or benefits, inadequate participatory processes and limited participation and engagement, and the lack of proper planning and implementation are the main obstacles to more university-community partnerships. These hindrances are perceived as challenges that should be considered to accelerate the progress of community engagement initiatives. As is evident from the perceptions of SWOT analysis participants, the future is promising for both the university and community if they work in collaboration and establish strong, well-institutionalized engagement efforts. To facilitate collaboration, partnerships, and engagement between DAU and its diverse communities, DAU will create a community engagement with appropriate autonomy aiming to accelerate the realization of local community expectations and needs through improving services,

empowerment, and community participation. It is to increase effectiveness by providing with adequate financial, human, and technical resources that secures its autonomy.

Strategic Initiative 2.3.1 RACI Matrix			
Responsible	Accountable	Consulted	Informed
University Vice-President	University President	CEO	

To create community engagement unit at DAU, the following actions are developed:

Actions of Strategic Initiative 2.3.1					
#	Actions	Deliverables	Target Date	Needed Resources	Responsibility
1	Completing the requirements to establish the CEU (CEU)	Completed set-up of CEU	Sep-23	Institutional support	UV-P
2	Ensuring appropriate autonomy for the unit and setting an annual budget for community engagement activities.	CEU Organizational structure, guideline and budget	Sep-23	Institutional support	UV-P

To monitor and evaluate the strategic initiative 2.3.1, the following KPI is used:

KPI			
Code	Name	Computation Responsibility	Data Source
<a href="#">KPI L2 2.3 01</a>	Creating Community Engagement Unit at DAU Level with Appropriate Autonomy, Budget, and Resources	CEU	Finance Report of Community Engagement Activities at DAU

The KPIs are detailed in the Appendix.

#### 4.2 Strategic Initiative 2.3.2: Developing and Implementing a Community Engagement Strategy in Partnerships with Public and Private Entities with the Participation of all DAU's Units

DAU's Community Engagement Strategy outlines its commitment to community engagement and sets a strategic direction to improve opportunities for genuine participation. This strategy supports DAU's units to engage with the community effectively and be more responsive to the community.

##### **Challenges and opportunities:**

As a result of the SWOT analysis, DAU has difficulty meeting changing community needs due to a lack of community awareness of collaboration. The lack of an updated community partnership strategy is also considered the primary reason for a lack of community engagement activities. In addition, faculty members' high teaching loads and academic responsibilities negatively impact their commitment to



community engagement. Nevertheless, the SWOT analysis reported that DAU can benefit from government support for Public Private Partnerships (PPPs).

During the next five years, it is crucial for DAU to develop a community engagement strategy aimed at improving community access, facilities, and resources, exchanging knowledge and skills with DAU's stakeholders (alumni, employers, parents, universities, government and private institutions, etc.) and community at large and promoting their involvement in DAU's community engagement activities, while engaging on local issues and community agendas in a constructive and mutually beneficial way, raising awareness of community engagement opportunities among faculties and students and encourage to be engaged in community activities, developing joint community activities involving public and private entities.

Strategic Initiative 2.3.2 RACI Matrix			
Responsible	Accountable	Consulted	Informed
Community Engagement Unit	University Vice-President	General Directorate of Planning, Development & Quality Assurance	University President

To developing and implementing a community engagement strategy, following actions are developed:

Actions of Strategic Initiative 2.3.2					
#	Actions	Deliverables	Target Date	Needed Resources	Responsibility
1	Reviewing and updating community engagement policies	Updated community engagement policies	Dec-23	Existing community engagement policies	DQA
2	Developing and implementing a strategy to promote DAU community engagement	Community Engagement Strategy	Sep-23	Institutional support	CEU
3	Raising awareness of community engagement opportunities among faculties and students	Awareness campaign	Annually - End of AY	Institutional support	CEU
4	Identifying specific initiatives that encourage faculties, students, and administrative staff to be engaged in community activities.	Report of implemented initiatives to support faculty, administrative staff, and students' engagement in community activities	Annually - End of AY	Institutional support	CEU

5	Exploring the scope to share expertise and support with community-based organizations.	Hosted events	Annually - End of AY	Institutional support	CEU
6	Developing joint community activities involving public and private entities	Joint activities	Annually - End of AY	Institutional support	CEU
7	Promoting alumni involvement in DAU's community engagement activities.	Promotion initiatives and report of DAU's community engagement activities with participation of alumni	Annually - End of AY	Institutional support	AA&CGU
8	Encouraging programs and colleges to sign agreements with government and private institutions promoting DAU's community engagement	Signed Agreements	Annually - End of AY	Institutional support	CEU
9	Publicizing faculty and student community engagement contributions through diverse highlighting tools.	Report of DAU's community engagement media exposures	Annually - End of AY	Institutional support	PR&M
10	Introducing a community engagement award for faculty, administrative staff, and students	Community engagement award	Annually - End of AY	Institutional support	University President
11	Developing and implementing mechanisms for mentoring and evaluating community engagement activities	Evaluation Report	Annually - End of AY	Community engagement activities evaluation procedures and policies	CEU

To monitor and evaluate the strategic initiative 2.3.2, the following KPIs are used:

KPIs			
Code	Name	Computation Responsibility	Data Source
<a href="#">KPI L2 2.3 02</a>	Percentage of achieved DAU's community engagement strategic plan KPIs.	CEU	Achievement of DAU's Community Engagement Strategic Plan
<a href="#">KPI L2 2.3 03</a>	Satisfaction of beneficiaries with the community services	DQA	Beneficiaries' Satisfaction Report of the Community Service Activities

<a href="#">KPI L2 2.3 04</a>	Rate of community programs and initiatives	CEU	Achievement of DAU's Community Engagement Strategic Plan
<a href="#">KPI L2 2.3 05</a>	Rate of volunteer	CEU	Achievement of DAU's Community Engagement Strategic Plan

The KPIs are detailed in the Appendix.

### 5. Balanced Scorecard for DAU's Community Engagement Strategic Plan

Perspective 2: Internal Processes													
Strategic Goal 2: Developing Excellent Learning Processes													
Strategic Objectives	KPI Codes	KPI Names	KPI Baseline 2022	Targets					Strategic Initiatives	RACI Matrix			
				2023 Target	2024 Target	2025 Target	2026 Target	2027 Target		R	A	C	I
2.3 Enhancing Engagement with the Community	<a href="#">KPI L2 2.3 01</a>	Proportion of the budget dedicated to community engagement	TBD	0.12%	0.15%	0.20%	0.25%	0.3%	2.3.1 Creating Community Engagement Unit at DAU Level with Appropriate Autonomy, Budget, and Resources	UV-P	UP	CEO	
	<a href="#">KPI L2 2.3 02</a>	Percentage of achieved DAU's community engagement strategic plan KPIs.	70%	75%	80%	85%	90%	95%	2.3.2 Developing and Implementing a Community Engagement Strategy in Partnerships with Public and Private Entities with the Participation of all DAU's Units	CEU	UV-P	GDPD&QA	UP
	<a href="#">KPI L2 2.3 03</a>	Satisfaction of beneficiaries with the community services	4.7	4.7	4.7	4.7	4.7						
	<a href="#">KPI L2 2.3 04</a>	Rate of community programs and initiatives	9	10	11	12	14	15					
	<a href="#">KPI L2 2.3 05</a>	Rate of volunteer	TBD	TBD	TBD	TBD	TBD	TBD					

# Appendix

## Key Performance Indicator Sheets

## KPI\_L2\_2.3\_01

KPI Name	Unit	Frequency of computation
Proportion of the budget dedicated to community engagement	Percentage	Annually

Description: Community engagement funding is essential to conduct community services. DAU dedicates a part of its annual budget to sustain mutual, reciprocal community-DAU partnerships . This KPI measures the proportion of the budget dedicated to community engagement.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> <li>The total amount of the budget dedicated to community engagement is the total budget spent by DAU including community engagement projects serving the community, events fostering interdisciplinary collaboration; student engagement through volunteering activities for free (without payment). This excludes consultation or academic services or provision of services with payments in cash and kinds.</li> <li>The total amount of the institution budget in the same year</li> </ul>	$= \left[ \frac{\text{The total amount of the budget dedicated to community engagement}}{\text{The total amount of the institution budget}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Finance Report of Community Engagement Activities at DAU	Finance Platform	Community Engagement Unit	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
TBD	0.12%	0.15%	0.20%	0.25%	0.3%	1	< 0.1% achievement	Unacceptable
						2	0.1% < 0.2% achievement	Emerging
						3	0.2% < 0.3% achievement	Minimally Acceptable
						4	0.3% < 0.4% achievement	Acceptable
						5	0.4% < 0.5% achievement	Accomplished
						6	≥ 0.5% achievement	Excellent



[Return to Perspective 2 BSC](#)



[Return to Strategic Objective 2.3](#)

## KPI\_L2\_2.3\_02

KPI Name	Unit	Frequency of computation
Percentage of achieved DAU's community engagement strategic plan KPIs.	Percentage	Annually

**Description:** DAU is interested in maintaining an effective community engagement through collaborative relationships leading to productive partnerships that yield mutually beneficial outcomes. The objective of this interest is to improve DAU's visibility and reputation in its environment. This KPI measures the average percentage achievement of DAU's community engagement strategic plan.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> <li>The sum of the performance indicators of DAU's community engagement strategic plan that achieved the targeted annual level.</li> <li>The total number of indicators targeted for DAU's community engagement strategic plan in the same year.</li> </ul>	$= \left[ \frac{\text{The sum of the performance indicators of DAU's community engagement strategic plan that achieved the targeted annual level}}{\text{The total number of indicators targeted for DAU's community engagement strategic plan in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_02	Achievement of DAU's Community Engagement Strategic Plan		Community Engagement Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
70%	75%	80%	85%	90%	95%	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 75% achievement	Minimally Acceptable
						4	75% < 85% achievement	Acceptable
						5	85% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



[Return to Perspective 2 BSC](#)



[Return to Strategic Objective 2.3](#)

## KPI\_L2\_2.3\_03

KPI Name	Unit	Frequency of computation
Satisfaction of beneficiaries with the community services	Average rating	Annually

**Description:** This KPI measures the average of beneficiaries' satisfaction rate for the community services provided by DAU. The aim of this KPI is to measure the degree of community partners' satisfaction (student, teaching staff, employers...) with their involvement in various forms of DAU's community engagement.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> <li>The community services are components of the beneficiaries satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the beneficiaries' perception.</li> <li>The total number of beneficiaries who filled the survey is the total number of beneficiaries who responded to the survey.</li> </ul>	= Sum of the scores given by the beneficiaries who responded to the community services satisfaction / Total number of beneficiaries who filled the survey

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_03/ KPI-I-22	Beneficiaries' Satisfaction Report of the Community Service Activities	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
4.7	4.7	4.7	4.7	4.7	4.7	1	< 2.5	Unacceptable
						2	2.5 - 2.99	Emerging
						3	3 - 3.49	Minimally Acceptable
						4	3.5 - 3.99	Acceptable
						5	4 - 4.49	Accomplished
						6	4.5 - 5	Excellent



[Return to Perspective 2 BSC](#)



[Return to Strategic Objective 2.3](#)



## KPI\_L2\_2.3\_04

KPI Name	Unit	Frequency of computation
Rate of community programs and initiatives	Average	Annually

**Description:** Community partnerships refer to the involvement of higher education institutions in the implementation of mechanisms or local institutional organization of various areas of sustainable and comprehensive development, whether cultural, economic or social services. These partnerships are conducted with public, private or tertiary sector institutions. This KPI measures the average of community programs and initiatives provided by each academic program during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> <li>The total number of community partnerships (projects, initiatives and programs) provided is the total number of all community engagement activities serving the community, events fostering interdisciplinary collaboration, students engagement through volunteering activities for free (without payment) that have been executed by DAU's colleges and departments.</li> <li>The total number of academic programs is the total number of academic programs provided by DAU's colleges.</li> </ul>	$= \frac{\text{Total number of community programs and initiatives provided}}{\text{Total number of DAU's academic programs}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_04/ KPI-I-23/ C1D01S10I27	Achievement of DAU's Community Engagement Strategic Plan		Community Engagement Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
9	10	11	12	14	15	1	0 < 1 achievement	Unacceptable	
						2	1 < 3 achievement	Emerging	
						3	7 < 10 achievement	Minimally Acceptable	
						4	10 < 12 achievement	Acceptable	
						5	12 < 15 achievement	Accomplished	
						6	≥ 15 achievement	Excellent	



[Return to Perspective 2 BSC](#)



[Return to Strategic Objective 2.3](#)

## KPI\_L2\_2.3\_05

KPI Name	Unit	Frequency of computation
Rate of volunteer	Proportion	Annually

**Description:** The most significant benefit of volunteer work is the service it provides to the community in particular and to the country at large. Moreover, volunteering provides students with the opportunity to apply classroom knowledge to real-life scenarios. Taking on a volunteer role will help students develop new skills (interpersonal communication, time management, leadership, delegation, communication, leadership, and problem-solving), maturity, and self-awareness. This KPI measures the proportion of participants in volunteer opportunities through the National Volunteer Portal according to a specified time frame.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> <li>The total number of volunteer hours is the sum of student hours spent participating in volunteer activities that have been executed by DAU, its colleges, and departments and registered in Saudi "National Volunteer Platform".</li> <li>The total number of DAU's students is the number of all the students who are enrolled in DAU's undergraduate and postgraduate programs and have active status.</li> </ul>	= Total number of volunteer hours / Total number of DAU's students

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_05/ C1D01S10I28	Achievement of DAU's Community Engagement Strategic Plan		Community Engagement Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
TBD	TBD	TBD	TBD	TBD	TBD	TBD	1	0 < 0.25 achievement	Unacceptable
							2	0.25 < 0.5 achievement	Emerging
							3	0.5 < 1 achievement	Minimally Acceptable
							4	1 < 2 achievement	Acceptable
							5	2 < 3 achievement	Accomplished
							6	≥ 3 achievement	Excellent



[Return to Perspective 2 BSC](#)



[Return to Strategic Objective 2.3](#)