



جامعة الملك عبد الله
للعلوم والتقنية
King Abdullah University of
Science and Technology

Accelerating Impact: For the Kingdom and the world



Our strategic plan
2023-2030

Excerpts from media release dated 20 August 2023

An historic moment for KAUST

The Accelerating Impact strategy aims to **transform research into economically productive innovations**, by **focusing on the national priorities** for research, development, and innovation, and **strengthen KAUST's partnerships** with both the public and private sectors, which will contribute to achieving the objectives of Vision 2030.

"Since the foundation of KAUST, it has distinguished itself with its research, innovations, and talents, and has become one of the leading research universities in the world.



The Accelerating Impact strategy marks a new era, to consolidate the scientific and academic position it has reached, to be a beacon of knowledge and a source of inspiration and innovation, in line with the aspirations of Vision 2030 for a better future, to the Kingdom and the world."

His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud
Crown Prince, Prime Minister, and Chairman of KAUST Board of Trustees

(SAR750 million) to deliver unmet investment in local and international firms specializing in high-tech, which will enhance economic diversification and contribute to the creation of high quality technical jobs.

The strategy also aims to provide quality opportunities for researchers, faculty staff, and students, supporting them to apply science and research to create a sustainable global impact by strengthening international and local partnerships. Among the most important initiatives resulting from these partnerships is the KAUST Reefscape Restoration Initiative, in partnership with NEOM, which will focus on cultivating and restoring hundreds of thousands of coral reefs on an area of 100 hectares, on Shushah Island in the Red Sea. Another of the key priorities of the strategy is to strengthen international partnerships and develop cooperation frameworks with leading academic institutions and technology pioneers in the world. This includes forging strategic cooperation agreements with leading academic and commercial institutes in the Chinese city of Shenzhen to collaborate on applied research across cutting-edge fields like aerospace, robotics, and microelectronics.

Through these initiatives and partnerships, KAUST will contribute to developing the higher education ecosystem, nurturing the future scientific research pioneers in the Kingdom, promoting research and global innovation, and stimulating the growth of advanced technology startups. This will enhance the competitiveness of the Kingdom's economy and its global position as a leader in innovation.

The new strategy focuses on increasing the likelihood of turning research into economically beneficial innovations. This ambition will be achieved through three major initiatives: the launch of the National Transformation Institute for Applied Research (NTI) to accelerate technology development and commercialization to support the Kingdom's economic diversification aspirations; the restructuring of research centers to align with national priorities for research, development, and innovation; and the creation of a \$200m fund

December 2023

From the President of KAUST & the Chairman of the KAUST Board of Trustees



"Nearly 15 years on, we have demonstrated an unrelenting commitment to research, innovation and talent, which has solidified our place as one of the top-ranked research universities in the world.

We've achieved this position by prioritizing impact, which sits at the heart of our research, to deliver tangible contributions to Saudi Arabia and the betterment of the world. Our prominent role in Saudi Arabia has evidenced this - hosting G20 and S20, our work with the Ministry of Energy and the National Circular Carbon Program, the MEWA-led Coral Research and Development Accelerator Platform, the Saudi Green Initiative, and much more.

Since our inception, a lot has changed for Saudi Arabia. The Kingdom is taking monumental steps to diversify its economy, guided by the nation's Vision 2030 strategy. The 2022 establishment of the Research, Development, and Innovation (RDI) priorities aims to unlock an ambitious annual investment equivalent to 2.5% of KSA's GDP in 2040.

Our new Accelerating Impact strategy sets out how KAUST will play a more active role in supporting that vision and accelerating impact in the RDI priority areas of Health & Wellness, Sustainable Environment & Essential Needs, Clean Energy & Industrial Leadership, and Economies of the Future.

By aligning what we do with these priorities, we will unlock new opportunities and enhance the commercialization of our world-leading research. To ensure we are ready to do so, and can fully leverage the opportunities before us, we will restructure research at KAUST, form a National Transformation Institute, and forge new partnerships and strengthen existing strategic relationships

This focus will unlock new pathways for partnerships with local and international collaborators and provide our existing and prospective faculty, researchers, and students with opportunities to apply science and research at unprecedented speed and scale.

Taken together, the initiatives outlined in this document will help us consolidate our real-world impact and premier academic position to fully realize our founding purpose of being a beacon of knowledge and a source of innovation for the future of the Kingdom and the world."

Professor Tony Chan
KAUST President



Our story so far

Established in 2009, KAUST is a graduate research university devoted to finding solutions for some of the most pressing scientific and technological challenges for Saudi Arabia and the world in food and health, water, energy, environment and the digital domain.

KAUST is a curiosity-driven, interdisciplinary problem-solving environment, with state-of-the-art labs, distinguished faculty and talented students. We are a catalyst for innovation, economic development and social prosperity, with research resulting in novel patents and products, startups, regional and global initiatives, and collaboration with academic institutions, industries and Saudi organizations.

As an institution in the heart of a nation undertaking a science and tech-driven transformation, KAUST is a unique destination for students, faculty and collaborators and an ideal environment to discover real-world, innovative solutions to fundamental problems. Our location on the Red Sea provides a 'living lab' for researchers seeking answers to a broad range of environmental and sustainability questions. KAUST brings together the best minds from around the world to advance research. Our faculty and student body are subject experts in their fields and represent more than 120 nations, bringing diverse perspectives and research approaches that stimulate and enrich the academic community.



Stage 01

2009 - 2014
Establish university

Key objective

Establish KAUST and prove feasibility of the concept in KSA

Milestones

- Completed campus in Thuwal
- Graduated first PhD student
- Reached 1,000 publications per year

Stage 02

2015 - 2022
Build global reputation

Key objective

Attract top faculty and students globally, develop network of partners and build global reputation

Milestones

- Ranked #1 globally in Citations per faculty in QS
- Obtained first license
- Exceeded 100 patents per year
- Conducted 150 research projects funded by industry partners through the KAUST Industry Collaboration Program (KICP)

Stage 03

2023 - 2030
Accelerate impact

Key objective

Accelerate our positive impact on the world through a new strategy that:

- Aligns with new Saudi RDI priorities by re-focusing research in key areas and establishing centers of excellence
- Accelerates our technology development and commercialization with the establishment of the KAUST National Transformation Institute (NTI)
- Forges synergistic partnerships with leading academic institutions and international innovation hubs

Our story so far

Our KAUST community – in the Kingdom and around the world

 **1,720** students
from 80+ nationalities around the world across 16 programs

 **937**
post-doctoral researchers and research scientists


 **197**
Faculty


 **Alumni community of 2,862**
(68% international; 32% Saudi) with 93% employment rate


Our commitment to high-quality research

 **#1**
in the Times Higher Education Arab University Rankings 2023

 **18**
Highly Cited Researchers affiliated to KAUST in Clarivate's 2023 Highly Cited Researchers list

 **29.8%**
Top 10% most cited publications worldwide (2022-2023 QS rankings)

 **28,131**
Scholarly Publications

 **898,816**
Citation Count

Delivering impact in the Kingdom and beyond

 **1,940**
Invention Disclosures


 **345M**
USD capital raised

 **531**
US patents granted

 **24,430**
Innovators trained

 **320+**
Startups supported

 **214**
Licence Deals

 **59**
Research translation grants awarded

Vision and mission

Our vision

KAUST aspires to be a destination for scientific and technological education and research. By inspiring discoveries to address global challenges, we strive to serve as a beacon of knowledge that bridges peoples and cultures for the betterment of humanity.

Our mission

KAUST advances science and technology through distinctive and collaborative research integrated with graduate education. We are a catalyst for innovation, economic development and social prosperity in Saudi Arabia and the world.

We exist for the pursuit and advancement of scientific knowledge and its broad dissemination and benevolent application. We strive to enhance the welfare of society with a special focus on four areas of global significance – food, water, energy and the environment.



Our values and guiding principles

As an institution, we are guided by a combined set of values and core principles, which have, as KAUST has evolved, shaped the culture and experience of our staff, students and the broader campus community. These values and guiding principles act as a unifying and energizing force, bridging peoples and cultures to create a collegial, open and transparent community.

Our values

We attract people from Saudi Arabia and around the world who want to create impact beyond their own achievements. The people of KAUST are 'people of the world' who uphold our values of:

Achievement

Passion

Inspiration

Citizenship

Diversity

Integrity

Openness

Our guiding principles

As an institution, we are guided by a set of core principles:

- **Advancement** of science and technology for the public good. We encourage collaboration among scientists, researchers, students, and staff from different disciplines, nationalities, and cultural backgrounds. We leverage these global partnerships in pursuit of excellence to support the nation's aspirations and address global challenges.
- **Environment** where inquiry and debate can occur with purpose, passion, and respect. We are committed to the highest standards of moral, ethical, and professional conduct in our scholarly and research activities and daily lives throughout the community.
- **Dedication** to academic and professional best practices that uphold transparency and meritocracy in our people's recruitment, development, and advancement. We are committed to excellence across all activities and embrace global benchmarks for performance.

In all that we do - education, research, and innovation - KAUST acts globally and delivers both locally and internationally.



Heralding a new era

Since our inception in 2009, KAUST has established itself as **one of the leading research universities in the world** – ranking #1 for citations per faculty globally and #1 in the 2023 Times Higher Education Arab University Rankings. Our commitment to excellence has helped us quickly build a **reputation for impact-driven research and education** that contributes to our society and the world.

In August 2023, KAUST launched its *Accelerating Impact* strategy, which aims to build on our strong foundations and **grow our contribution to Saudi Arabia** and its rapidly increasing science and innovation demands, particularly in light of the newly launched RDI priorities in health and wellness, environmental sustainability, energy and industrial leadership, and economies of the future.

KAUST will **accelerate the pace and scale of our applied research**, so more of our innovations can **create a positive impact** on people in the Kingdom and the world. Our *Accelerating Impact* strategy is also intended to help us more quickly and effectively **contribute to the nation's economic development**.

Aligned to our bold ambitions for applied research at KAUST is our continued **commitment to excellence in education**, delivered through our innovative and interdisciplinary graduate programs. Our Masters and PhD programs will evolve and grow in line with our **refocused research portfolio and emerging national needs**, to include new areas such as Artificial Intelligence, and we will continue to explore **new programs and delivery models**, such as a Technology Innovation and Entrepreneurship program. The KAUST Academy will continue to expand our training engagement in the Kingdom.

We will also strengthen our impact by **expanding collaborations and partnerships** locally and internationally. KAUST will unlock new opportunities to partner with organizations in the public and private sectors, international institutions and research centers. These collaborations are critical opportunities for our faculty, researchers and students to apply science and research to **drive global impact at an accelerated speed and scale**.

Our Accelerating Impact strategy

Our strategy provides a roadmap for meeting the challenges and opportunities in the years leading up to 2030, Saudi Arabia's well-known target for many of its ambitious transformation milestones as laid out in the Saudi Vision 2030 plan.

OUR STRATEGIC PILLARS

Re-focused research to align with RDI priorities

KAUST National Transformation Institute

Stronger International Collaboration & Partnerships

OUR NATIONAL INITIATIVES

Reefscape Restoration Initiative

Cryogenic Carbon Capture project

Capital K Investment Fund

OUR STRATEGIC ENABLERS

People and Culture

Finance

Governance

Communications

Infrastructure

Our new strategy defines and accelerates our impact across three strategic pillars:

- 1. Re-focused research to align with RDI priorities:** restructuring our research to better align with new RDI demands and the establishment of centers of excellence
- 2. KAUST National Transformation Institute:** establishing the National Transformation Institute (NTI), focused on commercialization and applied research benefiting Saudi Arabia
- 3. Stronger international collaboration & partnerships:** enhancing our global integration and collaboration with high-tech, high-talent areas like Silicon Valley and Shenzhen through the establishment of KAUST hubs and partnerships

Our five strategic enablers are the critical corporate functions that must both themselves become future-ready and, together, ensure KAUST is both successful and sustainable.

In the following pages, we outline the specific ambitions and priorities for each pillar, initiative and enabler in more detail. In subsequent issues of this document, we will share further information, including updates and success stories, as we progress towards 2030.



Strategic Pillar: Re-focused research to align with RDI priorities Refocusing our research

Our Accelerating Impact ambition:

We will evolve our research model to re-focus and align with the Kingdom's new RDI priorities.

Achieved by:

- Aligning our strengths and structures with KSA priorities to unlock further opportunities for RDI funding and strategic partnerships.
- Transferring knowledge from international partners to contribute to the Saudi economy.
- Creating a seamless transition between research and innovation through an integrated ecosystem for research that facilitates both the generation and application of solutions and knowledge.
- Centralizing support and resources to encourage closer scientific collaboration and greater efficiency.



Strategic Pillar: Re-focused research to align with RDI priorities Refocusing our research

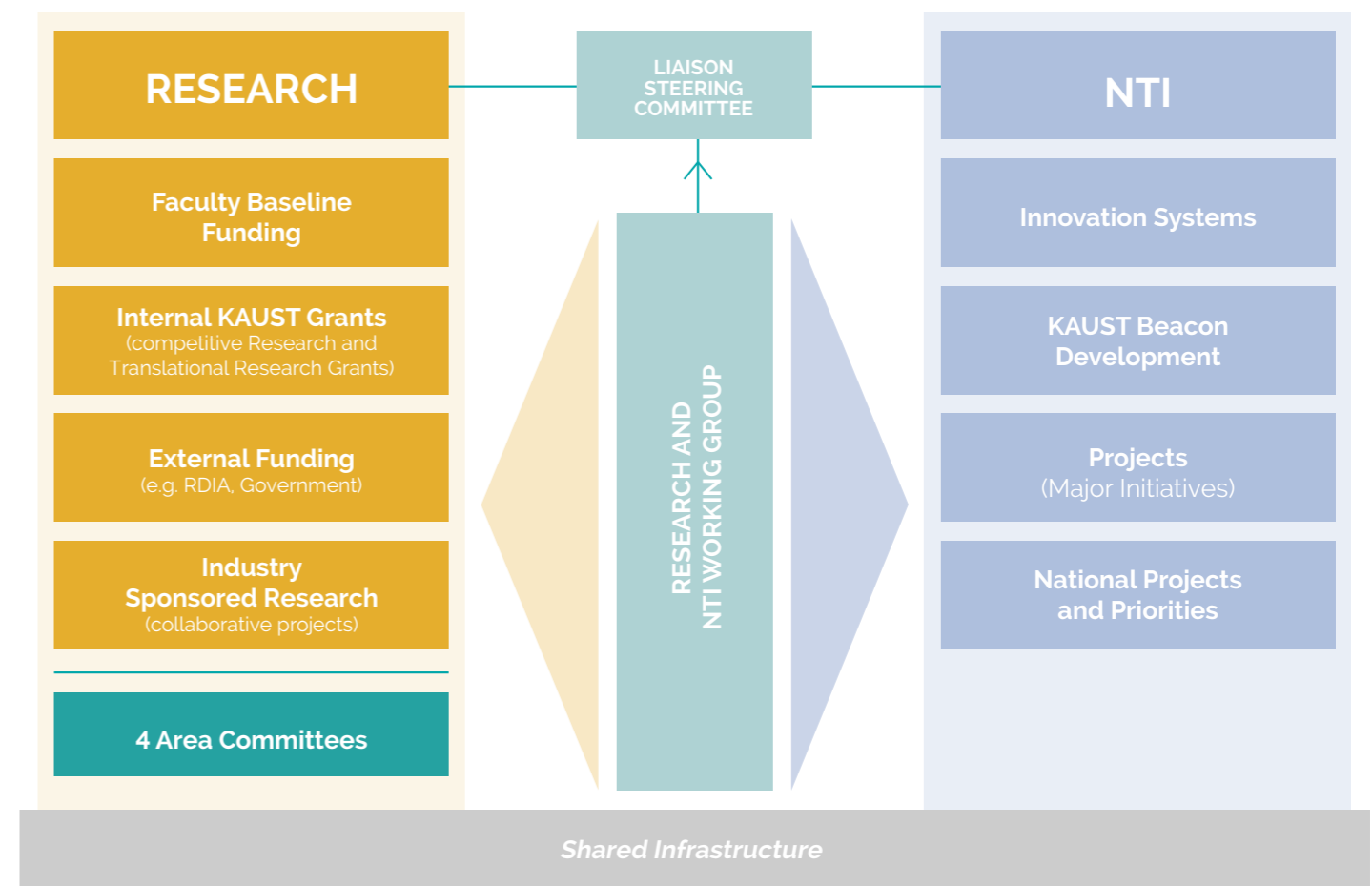
KAUST faculty will have access to wide-ranging funding opportunities to support and further their research.

Baseline funding will continue to enable our researchers to focus on their fields of expertise. Subsequently, our competitive research and research translation grants facilitate the progression and translation of research, supplemented by additional opportunities from external funding such as grants from the Research, Development and Innovation Authority and co-funding by industry and government partners from both the Kingdom and globally.

Two new governance forums will be created to ensure seamless transition and engagement between KAUST's research and the newly established National Transformation Institute for applied research and commercialization. These are the 'Research and NTI Working Group' and the 'Liaison Steering Committee'. They will provide the framework and guidance for the development and translation of research, management of partnerships, and make recommendations on investment opportunities and the prioritization of research and identification of 'flagship projects' with the strongest potential to address challenges facing the Kingdom.

How we will measure success:

- Successful realignment and creation of Centers of Excellence to align with RDI priorities.
- Creation of strong governance, and oversight structures impacting the funding and application of research, and ensuring greater alignment of research to RDI priorities.
- Continued success and reputation of research at KAUST, as measured through citations and scholarly publications.
- More KAUST students involved in applied, multidisciplinary research programs solving near-term challenges facing the Kingdom and world.



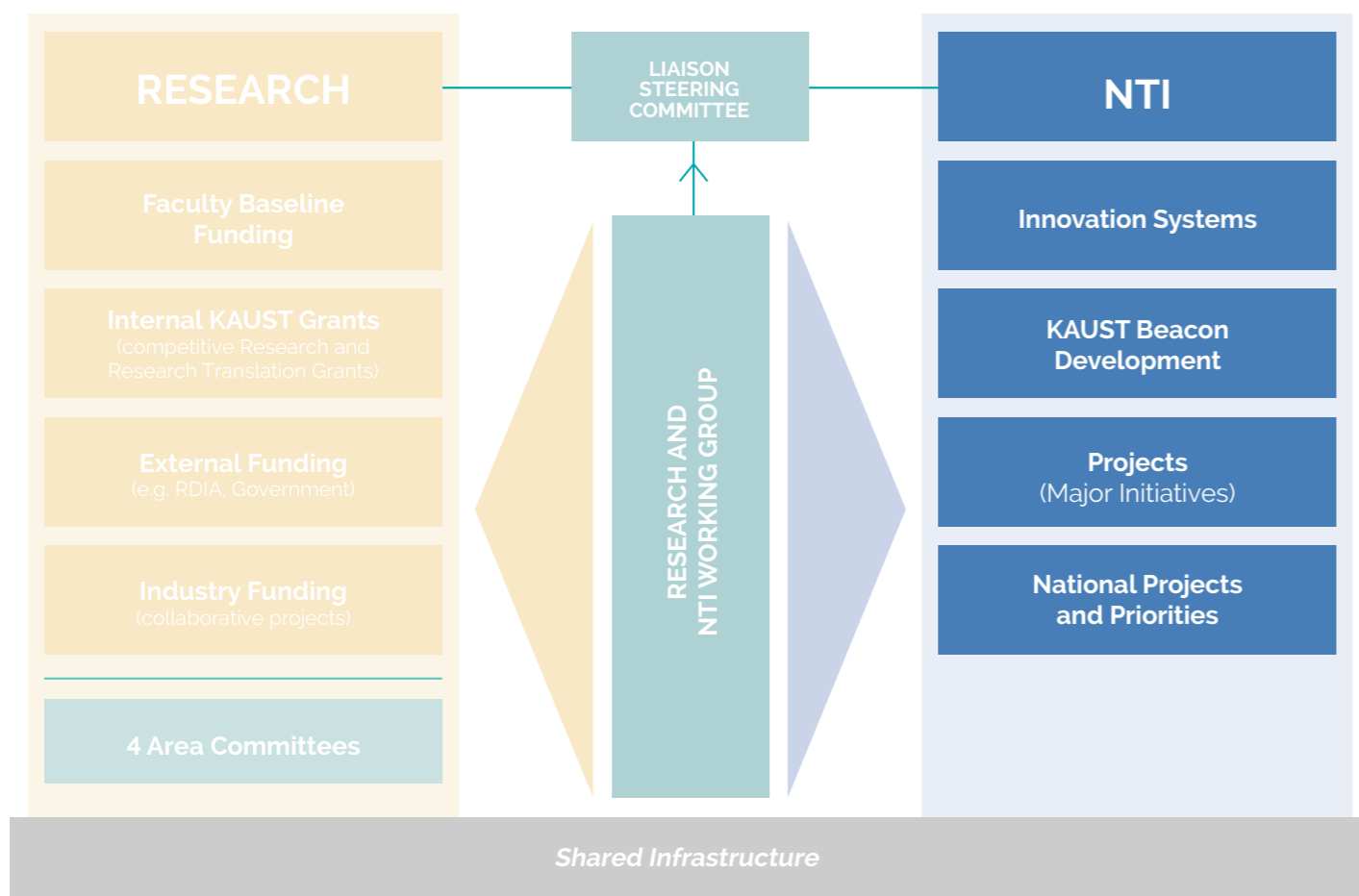
Strategic Pillar: KAUST National Transformation Institute Supercharging innovation

Our Accelerating Impact ambition:

The creation of the new KAUST National Transformation Institute (NTI) will accelerate our technology development and research commercialization to support the Kingdom's economic diversification aspirations.

Achieved by:

- Creating new opportunities for applied science and research to deliver real-world impact and solve national challenges.
- Building on our innovation ecosystem to accelerate the translation of KAUST's knowledge for commercialization of downstream products and services for KSA stakeholders and the national economy.
- Unlocking new opportunities for funding and synergy between KAUST, government, academia and industry.



Strategic Pillar: KAUST National Transformation Institute Supercharging innovation

Part of the seamless transition between research and innovation, the NTI receives knowledge and research generated by KAUST faculty and creates the conditions to successfully translate it and bring it to the market, creating real-world, applied solutions to problems facing the Kingdom.

The NTI comprises four key elements:

- **Innovation Systems** – via the KAUST Investment Fund, KAUST provides seed funding for new companies and ideas, often in partnership with other funders. It also provides training, advice and support for small- and medium-sized enterprises, enabling entrepreneurs to grow innovative businesses. The KAUST Technology Transfer Office supports the creation and registration of intellectual property, such as patents, trademarks, copyrights, and licensing.
- **KAUST Beacon Development** – KAUST's in-house consulting capability, providing specific expertise to solve specific problems facing industry and government partners.
- **Major initiatives** – priority, multi-disciplinary initiatives across KAUST, such as the KAUST Reefscape Restoration Initiative on Shushah Island and the KAUST SMART initiative, a digital testbed for smart technology and infrastructure, where the government and others can test their solutions for traffic management, ground scanning and smart homes, to name a few. These initiatives are a priority for KAUST and the Kingdom.
- **National projects and priorities** – transformative projects and priorities that arise, largely from Saudi government ministries, in line with Vision 2030 objectives and the RDI pillars. The NTI will facilitate applied science solutions to deliver results and help ministries and others meet their goals.

Case study



KAUST Beacon Development recently partnered with the Saudi government to translate an early-stage research project exploring how to grow spirulina algae in salt water, into a potential solution to produce 100 tons of animal and fish feed per year, reducing the Kingdom's reliance on, and costs of, importing feed from abroad. Other opportunities to further translate and leverage this research include the development of perfumes and Omega 3 oil using spirulina algae.

How we will measure success:

- Impact of projects supported by KAUST, including job creation, quality of intellectual property, and supporting investment in R&D nationally.
- Growth of funding (incl. through co-funding) and support provided by KAUST to new companies and more established entrepreneurs and enterprises.
- Strengthening partnerships with government and industry in the Kingdom and the world, as KAUST contributes to solving Kingdom and global challenges.
- KAUST is recognized for its academic research and ability to contribute to the Kingdom's challenges in a manner recognized and valued by the Saudi public.
- KAUST is a prominent member of the Saudi and global ecosystems for knowledge exchange and innovation through translational applied research.



Strategic Pillar: Stronger International Collaboration & Partnerships

Forging new partnerships and strengthening collaboration

Our Accelerating Impact ambition:

We will strengthen international partnerships and develop cooperation frameworks with leading academic institutions and technology pioneers in the world, such as: concluding strategic cooperation agreements with leading academic and commercial institutes in the Chinese city of Shenzhen to work on applied research in advanced fields like aerospace, robotics, and microelectronics.

Achieved by:

- Facilitating opportunities for strategic agreements with leading business and academic institutes.
- Leveraging partners' complementary strengths to expand capabilities in areas such as industrial innovation and exchange; technology transfer and incubation; knowledge sharing of talent and materials; joint laboratories and research and development platforms; and entrepreneurship training.
- Identifying and establishing mechanisms and platforms to help accelerate innovation at KAUST, while maintaining world-leading research and technology hub standards.
- Helping develop the Kingdom's higher education system and nurturing scientific researchers and innovation leaders.

How we will measure success:

- New partnerships created with government ministries and industry within the Kingdom, as well as private companies and academic institutions around the world.
- Increased collaboration by existing partners on new research and innovation programs, talent and knowledge exchange, and sharing of facilities and technology.
- Greater recognition for KAUST as a long-term, strategic partner and thought leader, and the Kingdom of Saudi Arabia as a magnet for foreign businesses, talent and investment.

Some of KAUST's current industry and government partnerships – at home and abroad

Industry in KSA and abroad



KSA government ministries and agencies



Global partnerships



National Initiative Reefscape Restoration Initiative at Shushah Island

Our Accelerating Impact ambition:

To leverage KAUST's reputation and multidisciplinary expertise in marine research, as well as proximity to the Red Sea, to create the world's largest reef restoration project focused on coral propagation, conservation and enhancement, with the aim of enabling cost-effective, large-scale coral reef restoration, and protect endangered coral reefs, which remain under great threat from climate change and pollution.

Achieved by:

- Working with NEOM to create the world's largest coral reef restoration project at Shushah Island, using novel technologies to restore 100 hectares of coral reef.
- Leveraging multidisciplinary teams and resources from KAUST's research and Coastal and Marine Resources Core Lab to provide world-class marine research to study, monitor and protect the Reefscape.
- Healing the Reefscape by employing novel and proven technologies for coral reef restoration, such as treating corals with probiotics to make them more resilient to global warming, pollution and diseases.
- Restoring the Reefscape by developing new ways to grow corals faster and make them more resilient to the challenging ocean conditions of tomorrow.
- Creating a digital twin (simulation) of the Reefscape, powered by machine learning, to assist scientists with the processing and modelling of data in support of their research.

How we will measure success:

- Successful opening of a Development Nursery, which will become the world's largest coral nursery.
- Delivery of a Primary Nursery, which will be 10x larger than the Development Nursery, where 400,000 corals per year will be grown for planting on the Reefscape.
- Creation of a research center on Shushah Island for scientists from KAUST and globally, inviting those from further afield to undertake their research at the center.



National Initiative Cryogenic Carbon Capture project

Our Accelerating Impact ambition:

To play a central role in Saudi Arabia's ambition to reduce its carbon footprint, by leveraging innovative, self-sustaining technology to capture and transform carbon dioxide into an energy source, solving one of the planet's most urgent challenges.

Achieved by:

- Developing and testing innovative techniques to capture carbon dioxide emissions from power plants in Saudi Arabia.
- Utilizing cutting edge technologies to extract and remove impurities in a low-cost and energy efficient manner to produce liquid carbon dioxide for transport and utilization or export.
- Partnering with industry and government partners within Saudi Arabia, including NEOM and the Saudi Electricity Company, to establish the infrastructure needed to achieve cryogenic carbon dioxide capture at scale.

How we will measure success:

- Successful development of cost-effective (less than 50% of current costs), self-sustaining carbon capture technology.
- Completion of pilot plant at Duba Green and power facility at NEOM.
- Achievement of short-term goal (within two years) of 25 tons of carbon dioxide captured per day.
- Use of captured carbon dioxide in wide-ranging settings, including food and fuel.
- Contribution to Saudi Arabia's net zero greenhouse gas emission target by 2060.



National Initiative Capital K Investment Fund

Our Accelerating Impact ambition:

To create the conditions where a deep-tech entrepreneurship ecosystem can grow and flourish in the Kingdom, delivering tangible improvements to the lives of people in the Kingdom, as well as economic benefits and progress towards Saudi Arabia's Vision 2030 goals.

Achieved by:

- Capital K – a Silicon Valley-based venture capital fund of c. \$200M, funded by, but operating independently of, KAUST, supporting 20-25 projects with investments of \$2-5M over ten years – providing financial support to deep tech projects in the Kingdom and around the world.

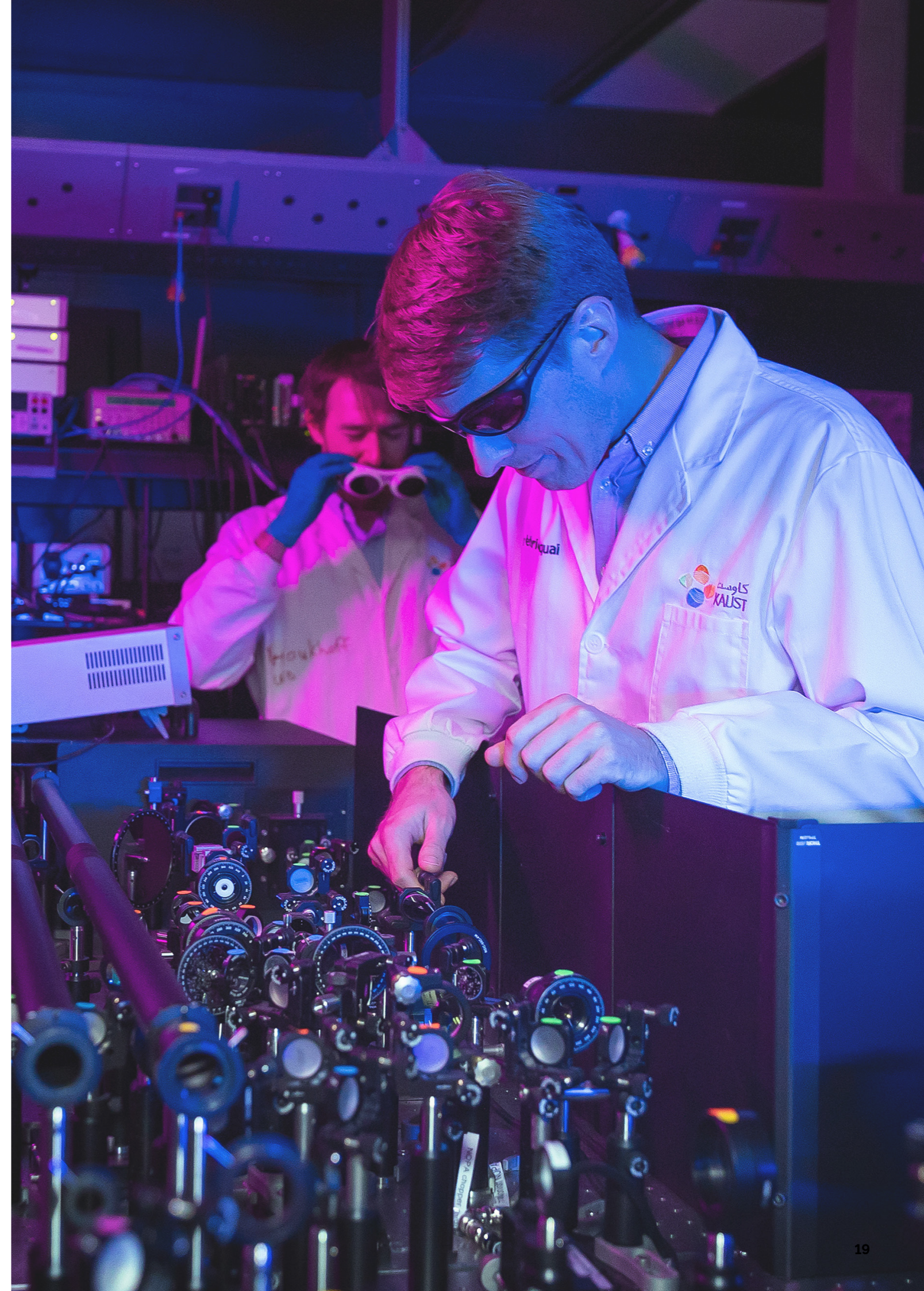
How we will measure success:

- Impact of projects funded and supported by Capital K, including company sustainability, jobs created, economic benefit to the Kingdom, the quality of intellectual property, and subsequent investment achieved.
- KAUST developed IP and faculty successfully receiving investment from Capital K, thereby bringing KAUST research and solutions to the market.
- KAUST becomes a gateway to the Kingdom of Saudi Arabia for foreign investment and talent, especially startups and investors, and drives growth of the Kingdom's innovation ecosystem.
- The Kingdom successfully develops a 'made-in-Saudi' high-tech sector, as well as making strategic investments in global technologies and companies.

Case study



Capital K and KAUST are proud to support ClimateCrete Inc., a KAUST spin-out centered on the transformation of fine sand from the Kingdom and beyond into aggregates suitable for the manufacture of concrete. This technology will enable the Kingdom to leverage more of its own natural assets, secure the supply chain and avoid the emission of millions of tons of Carbon Dioxide.



Enabling our success

Our enabling functions – People & Culture, Finance, Governance, Communications and Infrastructure – each have a critical role in the delivery of our *Accelerating Impact* strategy, both achieving our ambitions and maintaining KAUST's reputation for research excellence, as well as ensuring that they themselves are ready to support the KAUST of the future.

PEOPLE & CULTURE

Much of our success has been down to the excellence and expertise of our world-leading talent. If we are to accelerate our impact in the future, the people we attract and retain must be at the heart of our plans.

Our priorities:

- Leverage benchmarks and best practice to ensure an employee value proposition that attracts and retains talent
- Ensure an optimal workforce with the right skills and capabilities to deliver on the new strategic direction through upskilling, redeployment and hiring of new skills
- Proactively re-align support and professional services, enhance functional leadership and partnering models, upgrade capability and skills, and streamline administrative processes for increased efficiency and a leaner operation
- Effective change management to ensure an organization design and workforce primed for success to deliver on the new strategy
- Preserve the unique community and workplace culture enjoyed by all in the KAUST community

FINANCE

Our financial strategy will evolve to ensure the sustainable delivery of our strategy. KAUST must both diversify its income and manage its cost base as efficiently and effectively as possible.

Our priorities:

- Strong focus and re-alignment of the financial strategy towards clear mission-related activities
- Seek new opportunities to increase and diversify our revenue streams to ensure the sustainability of KAUST into the future
- Achieve efficiencies and prioritize resource allocation by optimizing services and removing activities that are ancillary to the KAUST strategy
- Maintain the baseline research support model, critical to the recruitment and retention of world-leading faculty

GOVERNANCE

Enhancing our governance systems and processes, through measures including stronger Board of Trustees' guidance and reforming committee compositions, will help us achieve our RDI alignment, commercialization, and partnership goals faster and with more impact.

Our priorities:

- Design and implement more robust processes for seeking and incorporating Board of Trustees' guidance
- Revise the terms of reference and membership of Board committees
- Review governance processes to ensure decisions can be made as efficiently and effectively as possible

COMMUNICATIONS

We will employ a more focused approach to communications and external engagement to ensure KAUST can most effectively share its successes and knowledge with the Kingdom and beyond, in a way that builds the reputation of both KAUST and the Kingdom, to achieve a more strategic impact.

Our priorities:

- Develop and activate an integrated communications plan which delivers earned visibility for KAUST both domestically and internationally
- Achieve a strategic positioning and alignment step-change through elevated leadership, centralized human resources, coordinated planning, a brand strategy and governance
- Equip the organization with new tools and capabilities to meet the communication needs of the University in the future
- Deliver a revised digital presence to enable KAUST to interact more effectively with stakeholders, use best practices to create tangible action, and reinforce the University's strategy
- Evolve internal communications at KAUST to successfully engage and involve staff, students and the wider community with our strategy

INFRASTRUCTURE

Our campus and infrastructure will continue to enable our research ambitions, foster a deep sense of belonging in our community and encourage collaboration while also demonstrating contemporary safety and environmental sustainability practices.

Our priorities:

- Ensure our state-of-the-art facilities enable our future research ambitions to support world-leading science while maximizing utilization, accessibility, and commercial opportunities
- Monitor and meet modern safety and sustainability expectations
- Prioritize new investments toward the new strategy pillars and ensure opportunities are taken to reduce long-term costs of operations



Looking to the future

As we work towards our 2030 ambitions, we have identified a number of key success measures across the strategic pillars, major initiatives and enablers of our *Accelerating Impact* strategy, progress against which we look forward to sharing in subsequent revisions of this document.

RESEARCH AND EDUCATION	NATIONAL TRANSFORMATION INSTITUTE FOR APPLIED RESEARCH (NTI)	INTERNATIONAL COLLABORATION AND PARTNERSHIPS
<p>Our recognition: Recognized as the premier research-based university globally</p> <p>Our education: Enhanced interdisciplinary academic offerings that stimulate our learning environment, align with national workforce needs, and connect our students with the best employers nationally and globally</p> <p>Our applied research: An accelerated portfolio of early-stage projects that leverages our strengths and resources with competitive national funding, and demonstrates high potential for research translation and commercialization</p>	<p>Our national priorities and partnerships: Increased engagements and partnerships with industry, academia and government that strengthen our relevance and help guide our priorities, projects, initiatives and investments</p> <p>Our major initiatives: Growth in national scale demonstrator projects that showcase our capabilities in leveraging our R&D with partnerships, investments and industrial capacity to unlock economic, environmental and social value</p> <p>Our research translation: Accelerated knowledge transfer, commercialization and scaling of our research that diversifies our revenue sources, and supports our partners and wider society with adaptation and economic growth</p>	<p>Our international agreements: New strategic agreements with top-tier academic institutions and innovation hubs that leverage complementary strengths in research, development and innovation and create new opportunities and markets</p> <p>Our innovation ecosystem: New mechanisms, initiatives and incentives that attract top talent, investment and partners to utilize our infrastructure and catalyze technology adaptation, start-ups, product development and entrepreneurship</p>
<p>Our workplace: Become recognized in the region as an innovative and culture-first employer, which nurtures our unique environment, and attracts and retains the best people</p>		
<p>Our resources: Transition to a more efficient organization and increase our revenue-generating opportunities, without affecting our quality of research outputs</p>		
<p>Our positioning: Purposeful engagement and communication that amplify and uplift our position as a national and global leader in research and innovation</p>		
<p>Our governance: Enhanced governance that strengthens our Board and committee mandates, roles and operations</p>		
<p>Our impact: Measured by our social, cultural, economic and environmental impact</p>		



Have questions or feedback?

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