



Our institutional culture is the heartbeat of our university

“ As we conclude 2025, we reflect proudly on a year where transformation wasn't only a plan it became a lived experience across our university. Culture is what shapes behavior, strengthens belonging, and connects our legacy to the future we aim to build. Together, we are creating a university that thrives through unity, purpose, and shared values.



Acting University President
Prof. Ali M. Masmali

Culture is not an initiative it is the foundation that enables transformation to flourish

“ This quarter marked a milestone with the launch of Ignite Week, the engagement of hundreds of our colleagues and students, and the acceleration of programs that reinforce collaboration, belonging, and well-being. As we move toward 2026 and the official launch of KSU's strategy, our cultural identity becomes our greatest differentiator and our strongest enabler. Thank you for your energy, participation, and trust. Together, Our KSU builds our nation.



Chief Transformation Officer
Andrea Longhi

Transformation in Action

Our Culture Investment Program

Culture is built by people, not policies

At KSU, our transformation is not only about structures and systems, but about how we think, act, and work together. Through the Culture Investment



Program, we are shaping a shared purpose, values, and behaviors that unite our community. This is how we ensure our transformation is lived, felt, and sustained by our people, for our people

Abdulmajeed Mohammed Al-Qusaibi
Chief Human Resources Officer (CHRO)

Culture Investment Program (CIP) is KSU's effort to strengthen our institutional identity and co-define our purpose, values, and behaviors that unite us and move us forward. As KSU progresses in its Transformation journey, culture becomes increasingly important for our success. The CIP ensures that the university's evolution is not only operational and structural, but also deeply human, lived, and felt across all of KSU

CIP began this year with a simple yet powerful question:

What does it feel like to be part of KSU today, and what do we want it to feel like tomorrow?

To explore this question with depth and authenticity, we engaged thousands of members of the KSU community. Faculty, business support, and students participated in interviews, workshops, surveys, and open discussions, which allowed us to better understand daily experiences and behaviors. These diverse inputs provided a truly holistic picture of our culture. They highlighted not only the strengths that define KSU, but also the aspirations and opportunities that will shape the path forward. The process revealed a strong desire for collaboration, innovation, accountability, all for the beneficiaries of KSU

Culture Ignite Week

One of the most significant milestones in this journey took place this quarter through the delivery of the Culture Ignite Week. Over three days, more than 700 students, faculty members, business support employees, and leadership representatives participated in 36 interactive workshop sessions designed to help the KSU community explore and shape KSU's future culture.

Culture Ignite Week was intentionally open, inclusive, and participatory. It created a vibrant environment where community members could share their perspectives on the culture the university aspires to build. The experience brought together individuals from different colleges, roles, and viewpoints, creating meaningful opportunities for dialogue and connection.



At the heart of Culture Ignite Week were four experiential corners, each offering a unique way for participants to engage with KSU's emerging cultural identity:

CREATE: LEGO Serious Play

In this zone, participants used LEGO pieces to build metaphors that expressed how KSU's values can come to life in real actions and interactions. Through play, storytelling, and emotional expression, they produced tangible LEGO Artifacts that illustrated the university's lived values and aspirations for the future.

UNCOVER: Find the Magic

This storytelling zone invited participants to explore the deeper essence of KSU by sharing meaningful experiences that define everyday life at the university. Through guided prompts, they identified key moments, rituals, and behaviors that reflect KSU's identity. The activity generated Postcards from the Heart, capturing written and spoken reflections on what makes KSU memorable and meaningful.

INSPIRE: VR Inspiration Zone

This immersive corner expanded horizons by immersing participants in example institutions that showcase collaboration, innovation, and beneficiary-focus through virtual environments such as a global university and a modern workplace. The experience sparked imagination and led participants to capture personal reflections on the ideas, behaviors and mechanisms the VR journey inspired.

UNITE: Purpose Graffiti Wall

This corner centered on aligning around a shared purpose. Participants reflected on who we are, why we matter, and what unites us as a KSU community. Together, we co-created a large graffiti-style mural capturing collective expressions of identity and purpose. The result was the Wall of Purpose, a powerful visual representation of what binds the KSU community together.

CREATE نصنع

LEGO SERIOUS PLAY
How can we bring KSU's values to life through play, storytelling, and emotion?



لبنينا أفكارنا معاً
ما القيم الإنسانية التي نريد أن
نصنعها ونحافظ عليها معاً؟

UNCOVER نكتشف

FIND THE MAGIC
What key moments, rituals, and daily behaviors bring our identity to life?



اكتشف ما يصنع الفرق
ما السلوكيات والممارسات التي
تجسد قيمنا وهويتنا؟

INSPIRE نلهم

VR INSPIRATION
How can we draw inspiration to shape the culture we aspire to?



الواقع الافتراضي الملهم
كيف نستمد الإلهام لبناء الثقافة
التي نطمح إليها؟

UNITE نتحد

GRAFFITI WALL OF PURPOSE
What shared purpose and collective ambition should unite us as a community?



مساحة غايتنا
ما الغاية المشتركة التي يجب أن
توحدنا كمجتمع مترابط؟



Across all corners and activities, participants contributed openly, exchanged insights, and connected with colleagues from across the university. The atmosphere of curiosity and collaboration created a strong sense of unity and highlighted the collective potential of the KSU community. Culture Ignite Week demonstrated that culture is built through shared experiences, collective reflection, and the willingness of community members to imagine and shape the future together.

Leading from the Front

From Commitment to Action

Transformation at KSU is not a single milestone, it is a continuous journey we move through together. Building on our previous communication about the Leading from the Front, this update highlights how listening has translated into coordinated action and visible progress.

The implementation journey has been shaped through a dedicated, collaborative effort led by our Frontliners, working

closely with entities and stakeholders across the university. This approach has ensured alignment, transparency, and shared ownership at every step. The process also served as a hands-on learning journey for the 16 KSU Frontliners, strengthening leadership capability, building practical delivery skills, and enabling them to lead change more effectively in support of the university's broader transformation journey.

Phase One in Action

Delivering What We Set in Motion

Guided directly by what you told us matters most, Leading from the Front is now implementing three interconnected projects that reflect our shared priorities around Campus Environment and Culture and Community.

The insights gathered highlighted three core themes: wellbeing, community growth, and creative inspiration. These themes have now been translated into focused, student-centered projects:

- **KSU Bites**

Bringing the wellbeing priority to life, KSU Bites enhances the campus dining environment by

introducing a new food option within a social dining-style setting that supports learning and everyday connection.

- **Student Clubs**

Reflecting the importance of community growth, this project focuses on strengthening and digitally enabling student clubs so they can grow, collaborate, and engage more effectively across campus.

- **KSU Pulse**

Bringing creative inspiration to life, KSU Pulse transforms a space within the Central Library into a welcoming area for reading, reflection, and relaxation.

These projects represent the opening chapter of implementation, carefully selected as achievable, high-impact projects that can be delivered with existing resources while creating visible benefits. As we learn, iterate, and scale, longer-term priorities continue to advance in parallel.

Phase Two in Action

Leading from the Front, From Engagement to Preparation

In parallel with campus implementation, Leading from the Front continues its journey into Phase Two at King Saud University Medical City (KSUMC). Building on the strong engagement highlighted in our previous update, Phase Two is now moving from listening into preparation. We and KSUMC leaders are working closely to deepen understanding of needs and priorities, translate insights into clear opportunities, and align on the scope and direction of the upcoming Medical City initiatives. This includes

targeted interviews and structured cross-entity working sessions that will shape the next set of projects.

This work ensures that the next steps at KSUMC remain guided by lived experiences, strengthening a more patient-centered, collaborative, and responsive healthcare environment.

TOGETHER, we continue to lead from the front, learning, delivering, and shaping KSU's future step by step.

The Ambassadors Community

Transformation Ambassadors stepped into hallways, offices, classrooms, and events across KSU not to deliver presentations, but to start meaningful conversations. Their mission was clear: to explain the Purpose mindset and help individuals connect their daily roles to a deeper meaning.

As these conversations unfolded, faculty, staff, and students paused to reflect and put their thoughts into words. By the end of the quarter, 1,216 purpose statements had

been articulated across the university each one capturing how individuals see their contribution to KSU and beyond.

Beyond this mission, ambassadors continued to contribute to the Culture Investment Program, supporting initiatives that embed purpose, ownership, and collaboration into everyday practice. Through their active engagement in missions, strategic initiatives, and culture-building efforts, ambassadors demonstrated what it truly means to lead transformation from within.

An Ambassador Moment

One ambassador shared:

"When I asked someone about their purpose, they initially said they had never thought about it. A few minutes later, they told me, 'I realized my work matters more than I thought.' That moment reminded me that transformation doesn't always start with big initiatives—it starts with awareness."

Frequently Asked Questions FAQs

What is Institutional Culture and why is it important for KSU?

Institutional culture refers to the shared values, behaviors, and ways of working that shape how people across KSU interact, collaborate, and make decisions. It is important because a strong, unified culture enhances belonging, improves communication, and supports the university's transformation by aligning everyone behind a common purpose and identity.

How does the Culture Investment Program (CIP) support KSU's transformation?

CIP serves as the cultural enabler of the university's transformation. It focuses on embedding positive behaviors, strengthening engagement, and building a sense of community. Through initiatives such as ambassadors, frontliners, events, and culture tools, CIP ensures that transformation is not just structural but embraced and lived by people across KSU.

How is Ignite Week related to CIP?

Ignite Week is one of CIP's key activation events designed to bring institutional culture to life. It provides an interactive space for the KSU community to experience shared values, purpose, belonging, creativity, and collaboration. The event strengthens cultural understanding and fosters unity, making it a cornerstone activity for reinforcing culture across the university.

How will CIP impact employees and students?

CIP aims to improve the daily experience by promoting positive interactions, enhancing collaboration, and encouraging behaviors that create a supportive and engaging environment.

How does CIP differ from the KSU Strategy and the "Our KSU" Transformation Program?

The KSU Strategy defines the university's vision, priorities, and performance goals. The "Our KSU" Transformation Program is the umbrella ecosystem that brings together major initiatives such as strategy, corporatization, and cultural programs. CIP is a focused component within this ecosystem dedicated to strengthening behaviors, values, and mindsets that ensure transformation is embraced and sustained across KSU.

The university is proud..

At the HR Summit & Expo (HRSE) in Dubai, Our CHRO Mr. Abdulmajeed AlQusaibi was honored with the "CHRO of the Year 2025" award in recognition of his outstanding leadership, achievements in driving institutional transformation, empowering talent, and fostering a culture of appreciation in the workplace.

Additionally, at the 13th GCC Human Resources & Youth Empowerment Summit held in Abu Dhabi, he received the "People First Leader Award 2025" for the public and private sectors, celebrating his commitment to placing people at the center of organizational success.



End Note

“ Culture is the bridge that connects our present reality with the global impact we aspire to achieve

Our sincere thanks to the Culture Shapers, Transformation Ambassadors, frontline leaders, and all King Saud University employees who have contributed their time, ideas, and commitment to building our shared culture

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We'd love to hear
your thoughts
on this newsletter!



<https://forms.office.com/r/05wR9G6XLq>

Q4 2025 - PHOTO GALLERY

