



Digital Transformation Strategies for the KAU Documents and Archives Center According to the KSA's Vision of 2030

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Abstract

This study discusses drawing up strategies leading to the digital transformation of the Documents and Archives Center of King Abdulaziz University, aiming at identifying the current situation of the Documents and Archives Center and identifying the strategies that highlight the digital transformation of the Center in accordance with a carefully conceived plan depending on programs, projects, and practices that contribute to the development of the Center's performance. The study's data collection was based on the intellectual production of printed and electronic publications as well as on the documents, information, and evidence available in the Center. This work uses the descriptive approach, and the strategy drawn up for digital transformation led this study to reach several results such as the absence of the strategic planning culture inside the Center and lack of cooperation of the sectors within the University in order to make the Center's development policies successful. This study suggests some recommendations the most important of which is the allocation of a future building for the Center and supported by several specialists in archiving, documentation, and information science, as well as the need to keep up with technical developments in archiving and electronic documents.

Disciplinary: Digital Library & Information Science and Management.

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1 Introduction

Several goals emerged from the general plan of the Kingdom's Vision 2030 such as promoting the effectiveness of the government sectors that certainly reflects the themes of the

principal plan which draw heavily on that all of these goals being translated into the following three basic elements: A Dynamic society, A Prosperous Economy, and An Ambitious Country. Regarding the goal of promoting the effectiveness of government sectors, the themes of the principal plan were based on three levels:

The First Level: Based on the Kingdom's Vision 2030:

- § Promoting the Islamic values and national identity
- § Enabling a prosperous and a healthy life
- § Developing and diversifying the economy
- § Increasing employment rates
- § Promoting the effectiveness of the government
- § Enabling social responsibility

The Second Level: addressing the followings

- § Balancing the public budget
- § Improving the functioning of the governmental apparatus
- § Interacting effectively with citizens
- § Protecting the vital resources of the State

The Third Level: reflecting

- § Enhancing the effectiveness of financial planning and the efficiency of government spending
- § Diversifying government revenues
- § Maximizing revenue from state-owned assets (such as companies)
- § Diversifying government revenues
- § Maximizing revenues gained from the service fees
- § Diversifying government revenues
- § Increasing revenues gained from fees without imposing taxes on citizens' income or wealth
- § Maximizing revenues generated from oil production

The importance of the study comes from the important role of digital transformation for government sectors mentioned in the Kingdom's Vision 2030 because the digital transformation of all government sector work will greatly reduce bureaucracy and contribute to the expansion of the transparency-based e-services as well as the effective functioning of the government sector, which will be reflected effective services to the citizen. All the above-mentioned benefits will be achieved by this study through drawing up a strategy for the University's Documentation and Archives Center for digital transformation and investigating its impact on the Center's staff as well as its beneficiaries.

2 Methodological Framework

Strategic planning is considered one of the most important practices done by both the governmental and private sectors. It is also an important tool for the sectors to do their work to the fullest extent through managing and activating their energy and ensuring that all their work is in a pre-planned direction according to the human, physical, and available equipment capacities. Strategic plans in the governmental and private sectors are in line with the national plans reflecting the accommodation between national institutions and the master plan of the state.

The Documents and Archives Center is considered one of the important sectors at King Abdulaziz University (KAU). It cares for collecting, organizing, and making available the documents

in a developed manner that helps in reducing beneficiaries' time and effort. The Center has been included in the University's programs, projects, and practices dependent basically on the Kingdom's Vision 2030 to be a contemporary center offering its services within and outside the University based on the state-of-the-art technologies, programs, and applications that contribute to offering a distinguished service. So, the problem of this study can be stated as follows:

- What are the technical capacities that could contribute to offering distinguished services in accordance with the Kingdom's Vision 2030?

This study's objectives are to identify the current status of the Documents and Archives Center, to draw up strategies for the Center to offer distinguished services widely dependent on digitization, to identify initiatives, projects, and practices capable of contributing to the development of the work in the Center, and to offer proposals and solutions capable of helping the Center as well as similar centers to develop their services internally and externally.

2.1 The Study Approach

This work used the descriptive method as it is the most suitable method for this study as well as used various resources for data collection based on printed and electronic intellectual production

This study depends on the reports, proofs, and statistics available in the KAU Documents and Archives Center and on the exploring experiences of other documents and archives centers that have transformed to digitization through investigating the reviewed previous studies.

3 Literature Review

Issawi (2018b) deals with the development of the administrative bodies in the Kingdom and the expansion of their activities in various Saudi regions since its establishment in 1351 H / 1932 G. This expansion has led to the increase in the volume of the papers produced by those administrative bodies. That issue necessitated the need to solve the problem of the accumulation and damage of these archives over time realizing the bad consequences on the State's documents that represent its political, economic, administrative, social, and cultural history. Since the documentary and archival legislation represents the guarantee of the flow of documents and information in all State agencies, the current study focuses on the legislation, laws, and regulations regulating the documents and archives in Saudi Arabia since 1409 H / 1989 G - the date of issuance of the documents and archives system, and the law of establishing and organizing Saudi national archives. The study is also an attempt by the researchers to monitor, compile, and analyze the basic Saudi systems, legislation, laws, and regulations issued to regulate the circulation and preservation of documents until the date of the establishment of the Saudi national archives (the National Center for Documentation and Archives).

Ali Al-Hamoudi (2018) deals with one of the most important technical problems facing the national archives and documents centers, i.e., the problem/regulations of adding and developing the archive balance or the legal filing of the kinds of documents produced by the governmental institutions in Saudi Arabia. In contrast, the lending and internal circulation of these documents which are dealt with by the regulations of the National Center, have set out in a separate list the

technical features and characteristics of the types of documents that can be produced by government agencies in order to make clear the technical process of dealing with government documents in all their aspects.

Issawi (2018a) studied the general policy of preserving documents and archives in the Kingdom of Saudi Arabia addresses several systems, laws, and specialized technical regulations in a short period beginning in 1409 H/1988 G. The study aims at collecting these systems, laws, regulations, and decisions concerning documentation and archiving in one comprehensive work covering the whole field in the Kingdom of Saudi Arabia. These regulations, laws, systems, and decisions needed to be collected, commented on, and addressed with suitable scientific observations that live up to the status of these issued technical regulations - if any. Furthermore, the compilation of such legislation (systems, laws, and regulations) in one place would protect those on the follow-up and implementation of such archival legislation in the ministries and government departments in the country.

Additionally, Borg (2015) discusses the necessary tools that should help keep documents longer by providing good ventilation and reducing moisture inside the center as it requires natural ventilation as well as microbial and fungal disinfectors, i.e. observed the presence of eight indoor fungal types affecting the quality of the documents. She found the proportion of bacterial substances in the first and second floors fairly high as a result of its isolation from air and natural ventilation and the increase in moisture and rising temperatures. The study confirmed the importance of natural ventilation to preserve documents and turn them into electronic media to take advantages of them.

Issawi (2014) deals with the services of documents of various administrative and technical types produced or received by libraries as historical archival collections in an objective comparison between the services required by these documents and the services required by the other information resources which these libraries used to acquire such as books, printed materials, manuscripts, audio-visuals, and other library collectibles. The researcher also presents the types of beneficiaries expected to deal with these documentary sources in public libraries in Saudi Arabia. He has found that all kinds of documents held in public libraries, whether for administrative, technical, or historical purposes, need to carry out complete technical projects of electronic archiving at the level of the Kingdom. The results confirmed the importance of the role of the Documents and Archives Center in caring for the documents in public libraries.

Musa and Babiker (2012) address the documentation institutions in their different forms as an essential source of knowledge and a major supplier that both it and its administration must be given intensive care to achieve the desired goals and to contribute to building the society of knowledge, called state archives. Sudan is one of the first Arab countries which focused on documents and took care of them since 1916 when government correspondences and official letters have been preserved in the Sudan Office of Archives. This care develops up to this day. In recent years, the Sudanese government has taken care of information and issued the necessary laws and

regulations in this regard. It has also issued resolutions and orders supporting the establishment of organizations and institutions of interest in the information. Issuance of those regulations was represented in the decision of establishing the National Library in 1994 and the National Information Center in 1999, etc. However, the laws and orders of the establishment of the state bodies of documents are considered earlier and provided for by the Sudanese National Archives Act.

On the other hand, Swain (2004) deals with the archival groups of documents, considering important for officials, students, alumni, and society. The study also deals with the digital methods that help librarians and archivists spread information awareness to preserve this information wealth - an example of the importance of students' participation at all levels, faculty members, administrators, and alumni in the University's electronic archive program.

Zanish-Belcher et al. (2001) addressed the age of electronic documents: The challenges facing documents in academic documentation. The study discussed the methods of archiving documents, archives, and electronic records as well as the mechanisms of documentation and archiving without paper. The study also discussed Intellectual Property Rights (IPR) and how to deal with them. The study pointed out that the digital transformation does not mean that papers are not used as a result of some challenges and obstacles that hinder the full digital transformation. It also mentioned that the traditional people who insist on using papers will be able to replace their practical methods with some flexibility when dealing with electronic media.

4 About the Documentation and Archives Center (Files of the Documentation and Archives Center, 2020)

The purpose of establishing the documents and archives centers in the country was as a result of searching for a solution to the accumulations of information and documentation resulting from the expansions in the state sectors, including the university. This accumulation of documents and information made it difficult to control the volume of these documents. Thus, a scientific method should have been found to facilitate the control of these documents by first being limited, processed, and made available to facilitate access to information in the least effort and time possible. This task was therefore entrusted to the centers of documents and archives in the governmental bodies as specialized authorities that work for the inventory, organization, and automatic availability of documents according to the regulations and legislation adopted in this regard in terms of document care and use and the disposal of the worthless and unnecessary ones. Therefore, according to this vision, there should be a higher regulatory body working on the development of plans and regulations and the approval of the Center's work relating to the University's documentation of plans, development, procedures, and regulations carried out for the University's documentation affairs. As a result, a permanent committee of documents and archives has been established according to the sovereign ordinance organizing that issue, where the Committee shall work as the first reference for the University's documents affairs, as well as the clearance of the documents issued to the National Center for Documentation and Archives and the disposal of documents that are no longer needed per the systems and regulations (see Table 1).

Table 1: Documents and Archives Center – Vision, Message, Values, & Objectives.

Vision	Message
The Documents and Archives Center shall be a national reference for the documents of King Abdulaziz University in implementing the systems and regulations of the National Center for Documentation and Archives to achieve the Vision of 2030.	Documents and Archives Center becomes a supporting administrative and technical hub to serving KAU employees in the field of documents and archives preservation.
Values	Objectives
Honesty Cooperation Transparency Sustainability	To achieve quality standards in the conservation of documents and archives To apply the rules and regulations of conservation under the standards of the National Center for Archives and Records on the different sectors of the University. To carry out a periodic review to evaluate the application of the system of documents and archives. To collect, organize, and save the documents of the device. To facilitate access to the documents when needed by officials and researchers according to the governing rules and regulations.

5 Establishment of the Documentation and Archives Center

The establishment and foundation of the Documentation and Archives Center include three phases.

Phase One

1. Before the founding and establishment of the Center, its processes were run out by the Standing Committee of Documents and Archives under the chairmanship of the KAU Vice President. KAU's vice presidents have rotated on the chairmanship of the Committee since 1417 H in the enforcement of Royal Decree No. 372/7/M and dated 27/8/1417 H, which includes the approval of the formation of a committee within the governmental system called the Standing Committee for Documents and Archives. This will be a major reference for the documentation of the system to ensure the optimal application of the systems of documentation and archives and their regulations, policies, plans, and programs.
2. His Excellency the Director-General of Statistics and Information Center was commissioned to work as a general secretary of the Committee and to be carried out the required studies for the planning and establishment of the Documents and Archives Center of the University in terms of the geographical location and the number and titles of required posts in addition to the furniture, devices, and equipment needed by the Center.
3. His Excellency the President of the University issued decision No. 17377/S on 15/11/1427 H, appointing a director of the Documents and Archives Center.
4. His Excellency the President of the University issued decision No. 2246/S on 14/02/1428 H on the formation of a preparatory committee for the documents in the University, headed by the Director of the Documents and Archives Center and the membership of the Director of the Center for Administrative Communications, the Deputy Director-General of the Legal Administration, and the Director of the Administrative Development Management. The Committee has answered all the inquiries of the National Center for Documentation and Archives.
5. Furthermore, His Excellency the President of the University issued decision No. 6383/S on 05/04/1430 H on the redistribution of the dependency of KAU sectors. Item (i) of the decision included, for the first time, the admission of the Documents and Archives Center to the sectors of the University Vice Presidency.

Phase Two

A temporary location on the first floor of the Northern Tower of the University was secured and allocated for the Center in 1431 H. The allocated building included four rooms in addition to another room for the archive, and a small warehouse to save the stationery and furniture. The site was an indicator of the launching of the Center's work and preparation for the decision of its establishment.

- A. Conducting tours and field visits to the sectors of the University to publicize the functions of the Center and the nature of the documents to be monitored and collected for preservation, documentation, or deportation to the National Center for Documentation and Archives.
- B. Working with the Deanship of Information Technology to design a card of classification, preservation, and archiving of the University's core documents such as policies, and procedural manuals and bulletins ...etc.
- C. 4350 documents have been archived and serial numbers were created to archive them in the comprehensive content system.
- D. Educational training courses for KAU Administrative Communications staff in cooperation with the Administrative Development Management.
- E. Upon the recommendation of the Standing Committee of Documents and Archives in its first meeting held on 29/07/1431 H that have been submitted to His Excellency the University President, KAU E-Management has been commissioned to hire a national company which achieved the following:
 - Arranging, cataloging, organizing, and archiving all files, records, documents of KAU staff (officials, contractors, self-finance employees, the staff of King Abdulaziz University Hospital) on the job at that time.
 - Arranging, cataloging, organizing, and archiving the active files and documents of the archive of KAU Financial Administration.
 - Arranging, cataloging, organizing, and archiving all active files and documents of the Procurement Administration Archive.

Phase Three

1. Appointing a director for the Documents and Archives Center since 1434 H to date.
2. Work continued on monitoring and documenting the University's core documents, and emphasis was placed on documenting the General Directorate of Budgeting and Planning (its plans, policies, and budgets ...etc.), the Labor Administration (job configurations, job ranks & categories), and the issues related to the E-management and the publications of the Scientific Publishing Center, etc.
3. To date, 4350 documents have been documented during this period.
4. Submitting periodic achievement reports to the Vice President to inform the administration on the progress of work, obstacles, and challenges that face the completion of the tasks and activities of the Center.
5. Organizing a visit of the members of the Standing Committee of Documents and Archives to the National Center for Documentation and Archives.
6. The issuance of the new unified regulations for the center of documentation, archives, and confidential documents, as well as the consolidated list of administrative documents and archives and the request for the inventory of KAU specialized documents. The President of the University issued administrative decisions to regulate the work of the Center to ensure that its objectives were achieved, including
 - § To issue a decision to form a committee for the inventory of confidential documents and their degree of importance and reporting that to the National Center for Documentation and Archives.
 - § To issue the decision of the establishment of the Center and the approval of the administrative structure of the headquarters in the Boy's Campus.
 - § A committee on the evaluation of University documents and Archives was formed.
 - § The standing Committee of Documents and Archives was restructured.
 - § Because of the shortage in the number of employees of the Center compared to the size of the documentary work at the University, the following actions were taken:
 - A circular was sent to all sectors of the University regarding the implementation of the consolidated regulation of the administrative documents and archives.
 - KAU Vice President issued a circular regarding the direction of printing the University logo on its publications for official correspondences.
 - His Excellency KAU President issued a circular to KAU vice presidents to commission their related sectors to appoint a liaison officer for immediate communication with the Center and start the work procedures required by the Center to activate the rules and regulations of documents in all of the sectors of the University.
 - His Excellency KAU President issued a circular to KAU vice presidents to commission their related sectors to organize and isolate the confidential documents and handover the keys of

- their lockers and rooms to the Center as a lead-up to move them to the Center immediately after it receives its new building.
- Follow-up circulars were issued to KAU vice presidencies to ensure that the previous decisions have been implemented by their respective colleges and sectors.
 - A working group named “Supervisors of the liaison officers in the University Vice Presidencies” was formed to supervise and follow-up with the liaison officers and direct communication with the Center to implement the rules and regulations governing the documentation and archival works.
 - Responding to beneficiaries’ inquiries and providing them with the appropriate technical support
 - A survey of customer satisfaction was made to explore the negatives in the performance and procedures of the Center to be improved.
- § A number of decisions have been issued by HE KAU President regarding the following:
- The establishment of a branch of the Center in the Girls’ Campus at Rabigh Branch
 - The establishment of a branch of the Center in the Boy's and Girls’ Campus at Rabigh Branch
 - The appointment of an assistant general manager for the main branch of the Center
 - The appointment of a female assistant general manager for the main branch of the Center
 - The appointment of an assistant general manager for the Boy's Campus at Rabigh Branch
 - The appointment of a female assistant general manager for the Girl's Campus at Rabigh Branch
- § Forwarding the above-mentioned decisions to the Ministry of Finance and Ministry of Civil Service for the adoption of the administrative structures and the modification of the jobs required by the Center.
- § Coordination with the Vice Presidency for Projects regarding the following:
- Urgently preparing a temporary building for the Center to start its work.
 - Working on executing the diagrams of the global specifications on the Center and enlist it under the list of KAU future building projects.
- § Working on developing follow-up forms and reports with stakeholders to implement the Unified Regulation of Administrative, Financial, and confidential Documents.
- § Forwarding the specialized documents of the University sectors according to what has been confined and studied.
- § Carrying out a study of the procedures of establishing a documents and archives Center at Jeddah University after the secession of KAU Northern Branch. The study should be forwarded to KAU Administration.
- § Receiving the managers of documents and archives centers of other universities or institutions and showing them the experience of establishing the KAU Center and the electronic archiving of KAU documents.
- § Making orientation presentations and workshops to train staff and liaison officers in the field of documentation.
- § Organizing meetings coupled with visual presentations for KAU leaders to explain the importance of the role they should play in supporting the liaison officers of their sectors to achieve the required tasks.
- § Organizing meetings with the supervisors of the liaison officers in each vice presidency to explain their roles, answer their queries, and explain the practical steps required from them.
- § Setting up workshops, briefings, and educational meetings for KAU administrative managers and staff members of the documentation field in the Center's headquarters and branches both in the Boys’ Campus and Male and Female Rabigh Branch.
- § The publication of a booklet of specifications is in progress for laying and securing the needs of the Center such as documents containers and lockers following the technical specifications included in the University’s inquiry into this regard from the National Center for Documentation and Archives.
- § Asking the English Language Institute (ELI) to assign one faculty member for the translation of the documents written in English or other languages through coordination between the Center and ELI faculty members.
- § Publishing a 3-version introductory leaflet about the Center, its tasks, and departments.

- § Carrying out field trips and educational visits about how to deal with documents and about the punishment of the dissemination of documents. Also educating KAU officials and staff about the importance of preserving the documentary legacy of the University.
- § Carrying out circulars and field visits to ensuring that documents are not to be destroyed. This should be done in coordination with the Center to evaluate the documents of the specific department, determine the periods of preservation, and examine the expired documents and complete their required official forms.
- § Developing illustrative forms to help in following up the implementation of rules and regulations of the University documents.

6 Implementation Framework

Strategic planning (Imam-Mohammad-Bin-Saud-Islamic-University, 2020) is considered one of the most important elements of the success of both government and private organizations. Its importance comes from drawing up a future vision of the organization. One of the most important processes of strategic planning is SWOT Analysis. This concept depends on the analysis of strengths and weaknesses which is the starting point towards success where after planning will start by classifying the strategic situation of the sectors within the organization to identify the opportunities and threats of development.

Table 2: Examples of strategies that contribute to the digital transformation of the KAU Documents and Archives Center

The focus of the plan	Targeted Job	Objectives:	Target Category	Impact	Implemented period	Benchmarks
Digital Transformation	Cloud Computing	The goal is to expand the storage space	Employees of the Center as well as all classes of the University community and beyond	Enabling the Center to add a huge amount of data and information, which helps absorb all documents and data of the University	Two years	The amount of the data and information preserved in the cloud computing systems
Digital Transformation	The Fourth Generation Technology	Displaying all documents and forms in a default manner	To all community classes within and outside the University	Will motivate the other centers inside and outside the Kingdom to benefit from the contents of the Center out of participation, exchange, and use of information	Three years	The number of the centers benefiting from the services of the KAU Documents and Archives Center
Digital Transformation	Augmented Reality	Making available documents and archives in an advanced and modern way	to all community classes within and outside the University.	What motivates participants to use the Center's files and models.	Five years	Statistics and figures showing the number of uses
Digital Transformation	3D printing	Providing the Center services in a 3D dynamic way	to all community classes within and outside the University.	Making available the information in a modern and sophisticated audiovisual form that facilitates getting the benefit of it	Five years	Statistics and figures showing the number of users
Digital Transformation	Big Data analysis	Helping in decision making	Workers within the Center	Availability of the information that helps the officials in the Center make the correct and suitable decisions	Two years	The number of data analyzed through figures and statistics
Digital Transformation	Beneficiaries data collection	Facilitating access to Users' database	to all community classes within and outside the University.	Reaching user information with minimal effort and time to communicate with them and keep them informed	Four years	Number of users in the database
Digital Transformation	Artificial intelligence and expert information systems	An evolving human-machine interaction	All community classes within and outside the University	Reduction of human resources as well as the financial costs involved	Five years	The software used and the statistics and figures of use
Digital Transformation	social networks	The goal is to make available several channels to provide information	All community classes within and outside the University	To reflect the Center in a developed manner through the use of social networks in services, advertising, and ongoing briefing	One year	Statistics and figures
Digital Transformation	Platforms of Internet of Things	It is the use of platforms that make access to information easier for beneficiaries, make information available on the internet, and link it to all services of the Center.	All community classes within and outside the University	Linking all services of the Center to the related internet services	Four years	Statistics and figures
Digital Transformation	Cellular phones	Easy access to data and information from anywhere	All community classes within and outside the University	It enables the Center to deliver data and information and make them available with minimal effort and time without the need for personal attendance to the Center.	Two years	The number of users who have been served through smartphone applications

Most of the Saudi universities have adopted an approach based on strategic plans aimed at enhancing their performance to identify their current status and future needs. The researchers will draw strategies for the Documents and Archives Center to achieve digital transformation through models and templates including key elements from the strategic plan in addition to initiatives supporting the trend of the Center towards digital transformation.

To positively get the best out of digital transformation, KAU Documents and Archives Center should take many initiatives that contribute to the development and enrichment of the services within and outside its premises. Table 3 gives the most important of these initiatives.

Table 3: Initiatives contributing to the development and enrichment of the services.

Title of Initiative	Objective of Initiative	Rationale behind Initiative	Marketing of Initiative	Methodology of Initiative	Benchmarks
Virtual Centers of Archives and Documentation	The contribution of the Documents and archives centers to linking all centers in one platform	Enabling those who wish to get access to the documents available in the archives centers without the need for personal attendance	Through newspapers, visual media, and social networks	The National Center for Documentation and Archives links all documentation and archiving centers in one platform that enables researchers to get what they want without the need to visit the Documents and Archives Center.	Number of participating centers Statistics and figures showing the number of users
Cooperative Training	Providing training opportunities, seminars, and workshops for the workers of the documentation centers	Raising awareness among the employees of the Documentation and Archives Center of the importance of documents and how to collect, organize and offer them	1. Annual and periodic meetings of the directors of documentation and archives centers 2. Conferences and Seminars 3. Creating a bloc concerned with documents	Reaching an agreement between the centers of documents and archives on holding training programs, scientific meetings, and seminars to disseminate knowledge	1. The number of training courses, meetings, and workshops 2. The number of attendees
Record Your Documents	Contacting families and the public in order to obtain the documents they own about the University	Inventory and compilation of the documents which are not available in the University	Raising awareness of the importance of the deposit of the documents owned by families and belonging to the University - Press interviews Social networks	Inventory of the families believed to have documents about the University and informing them about the desire to take advantage of the documents pertaining to the University to organize them and making them available	Statistics and figures showing the number of the exchanged documents
How You Protect Your Documents	Preserving old documents, treating them chemically, restoring them	The objective aims to protect documents from insects and sterilizing them as well as using the document as long as possible	Through advertisements Information Awareness Audio-visual media Personal visits to documents and archives centers	Inventory and compilation of timeworn documents due to being very old, exposure to moisture, high temperatures, or presence of fungi or insects, and then chemically process and restore them	Statistics and figures showing the number of the documents which have been processed 2. document shape after processing
Thaqqif Initiative	It is an initiative that aims at educating the University's colleges, deanships, centers, and administrations about the importance of documents and preserving them.	Providing the Center with the documents available in the colleges, deanships, centers, and University administrations to organize them and make them available.	Official letters sent to the sectors of the University E-mail messages SMS Personal visits to the faculties, deanships, centers, and institutes	Compiling documents, processing them if they are old or unusable, cataloging them, and then offering them as e-forms	Statistics and figures on the number of documents made available by the University sectors
Tawwir Initiative	Is an initiative aiming at providing new technologies to documents and archives centers. It seeks to acquire the technical means that contribute to decreasing the researcher's time and effort.	Helping documents and archives centers to offer developed services contributing to decreasing researcher's time and effort	Through periodical meetings, e-mail, and social networks	Centers share documents and archives according to an agreed-upon plan through which they (centers) are provided with documents about one of the technical developments whereby the exchange of information is being carried out.	Statistics and figures showing the number of the exchanged documents

7 Conclusion

The study dealt with the reality of the KAU Documents and Archives Center through which a digital transformation strategy has been drawn up along with many programs and projects that may contribute to a paradigm shift in the services provided by the Center either internally or externally.

The study also provided some initiatives that help in promoting the status of the Center. The most important findings of this study are

- § Holding intensive courses for the employees of the Center on how to draw up strategies
- § Absence of a culture of vision and strategic thinking
- § Reaching good strategic planning requires the collaboration of all sectors within the University to reflect an effective strategic plan.
- § Holding intensive training courses for the employees of the Center

Through the points put forward in the light of this study, it is suggested the following recommendations which will contribute to the upgrading of the Center:

- § Supporting the Center with specialized employees in the fields of archiving, documentation, and information Science
- § Allocating a separate building that meets the needs of the Center in accordance with the set strategy
- § Holding training courses for workers in the field of electronic documentation and archives
- § Keeping up with the updates and developments in the field of electronic archiving
- § Reliance on key performance indicators (KPIs) to evaluate the Center's work

8 Availability of Data and Material

Data can be made available by contacting the corresponding authors.

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