



جامعة المستقبل
Mustaqbal University
أول جامعة أهلية بمنطقة القصيم

Final Report of Mustaqbal University Strategic Plan (2020–2025)

Prepared by

The Strategic Planning Department

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Introduction

Mustaqbal University prepared a comprehensive strategic plan for the period (2020–2025), and the implementation of the plan was extended until the beginning of 2026. The plan served as the reference framework that guided institutional development and growth over the past years. It was based on an environmental analysis covering strengths, weaknesses, opportunities, and threats (SWOT Analysis), and was developed through a participatory methodology involving academic and administrative leaders and stakeholders, ensuring a comprehensive vision, effective implementation, and sustainable impact. The plan included a set of strategic objectives that were translated into specific programs and implementation initiatives with measurable quantitative and qualitative Key Performance Indicators (KPIs). These were tracked through an electronic monitoring and periodic follow-up system supervised by the Strategic Planning Department. Over the past six years, the University sought through this plan to achieve a qualitative transformation in its educational and administrative systems by focusing on key pillars, including: improving the quality of education and strengthening academic and institutional accreditation standards; developing the research and innovation system; expanding national partnerships; professionally and skillfully empowering graduates in line with future labor-market requirements; enhancing financial sustainability and institutional investment; strengthening governance and automation; improving administrative and operational efficiency; and activating the University's community role through development and service initiatives of sustainable value.

This report represents the final closure stage of the Strategic Plan (2020–2026). It aims to document the level of achievement attained in light of the defined performance indicators, analyze the actual implementation rates of initiatives and programs against planned targets, highlight the success factors and institutional improvements achieved in education, research, and community service, and identify future improvement opportunities in preparation for formulating the second Strategic Plan (2026–2030) on more mature and sustainable foundations. Monitoring and evaluation results showed that Mustaqbal University achieved an overall completion rate of approximately 83% of the strategic plan targets and reached advanced stages in several qualitative initiatives that contributed to embedding the principle of Continuous Improvement and moving from the establishment stage to institutional empowerment. Accordingly, this report serves as a reference document for closing the University's first strategic planning cycle and establishing an analytical database that can be built upon in designing the second strategic plan. This will enhance the University's

position among distinguished higher education institutions and support its ability to contribute effectively to achieving the objectives of Vision 2030 through education, scientific research, and community service.

Report Objectives

This report aims to achieve the following:

1. Document the level of achievement: Present the results achieved during the Strategic Plan period (2020–2025) according to the specified performance indicators and assess the extent to which the planned targets were achieved.
2. Analyze implementation rates: Compare the implementation rates of programs and initiatives with the established objectives, and identify gaps and their causes.
3. Highlight success factors: Shed light on the qualitative initiatives and projects that contributed to institutional improvement and to enhancing the quality of education, research, and community service.
4. Evaluate the impact of the strategic plan: Measure the extent to which implementation of the plan affected institutional performance and the achievement of the University's vision and mission.
5. Identify future improvement opportunities: Draw lessons learned and challenges, and propose recommendations for formulating the second Strategic Plan (2026–2030) in a way that ensures greater maturity and sustainability.
6. Provide a reference document: Prepare a comprehensive analytical record that can be used as a database for review and future planning.

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Vision, Mission, and Values

Vision A nationally distinguished university in education and in empowering future competencies.	Mission To provide outstanding education and learning, enhance innovation and partnership, and respond to our community's needs.
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Values

Quality We commit to high quality in inputs, processes, and outputs.	Integrity We perform our work with sincerity and excellence according to professional ethics.
Teamwork We carry out our work in a spirit of one team.	Transparency We adhere to the highest levels of transparency, integrity, and accountability within an institutional governance framework.
Innovation We promote creative thinking and the spirit of innovation in ideas and production.	Continuous Learning We support continuous education and learning inside and outside the University.
Development We believe in the necessity of development and growth in all fields and activities.	

General Framework of the University Strategy

The University Strategic Plan (2020–2025) consists of the following strategic framework:

Vision, Mission, and Values	7 Strategic Objectives	4 Strategic Programs	33 Strategic Initiatives	33 KPIs and Outputs
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University Strategic Objectives

1. Objective One: Institutionalizing, Governing, and Automating Good Practices and Obtaining Institutional Accreditation
2. Objective Two: Developing the Quality of Education and Obtaining Program Accreditation
3. Objective Three: Scientific, Skill-Based, Professional, and Marketing Empowerment of University Graduates
4. Objective Four: Developing the Research, Development, and Graduate Studies System
5. Objective Five: Providing a Stimulating Environment for Innovations and Sustainable-Value Community Services
6. Objective Six: Strengthening Educational, Research, and Community Partnerships
7. Objective Seven: Developing Self-Generated Resources, Diversifying Income Sources, Financial Sustainability, and Institutional Marketing

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Detailed Presentation of Achievement Rates

Strategic Objective	Program	Initiatives	Outputs	Relative Weight	Completion Rate	Weighted Percentage	Initiative Achievement Rate	Objective Achievement Rate
Strategic Objective One: Institutionalizing, Governing, and Automating Good Practices and Obtaining Institutional Accreditation	Program One Institutionalization, Governance, and Automation	11: Institutional Accreditation Initiative	Report on the extent to which the University establishment decision aligns with the number and types of University programs.	5	%90	4.5	%80.75	Achievement Rate for Objective One (85)
			Approved University mission statement + report on mission alignment with the establishment decision.	5	%100	5	%80.75	
			University Strategic Plan (approved).	5	80%	4	%80.75	
			University Regulations and Policies Manual.	5	80%	4	%80.75	



			Student guides and handbooks.	5	80%	4	%80.75	
			Sample program specifications (approved).	10	80%	8	%80.75	
			Sample course specifications.	5	80%	4	%80.75	
			Manual of regulations, policies, and procedures for approving programs.	5	80%	4	%80.75	
			Quality Control Manual.	10	80%	8	%80.75	
			Report on the student records management system.	5	80%	4	%80.75	

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			Report on student survey results for programs and courses.	5	80%	4	%80.75	
			Data of the Permanent Quality Committee (tasks, meetings, and samples of decisions).	5	%90	4.5	%80.75	
			Institutional performance indicators.	5	%75	3.75	%80.75	
			Benchmarking report.	5	80%	4	%80.75	
			Community service activities.	5	80%	4	%80.75	
			Report on the number of graduates + results of the graduate survey.	5	80%	4	%80.75	



			Self-evaluation measures.	5	70%	3.5	%80.75	
			Self-study and attachments for each standard.	5	70%	3.5	%80.75	
		I4: Initiative to Establish a Research, Consulting, and Training Services Center	Benchmarking of research, consulting, and training service centers at three universities.	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	

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			Establishing the Research and Consulting Center (including administrative aspects, financial aspects, and the organizational regulation).	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Report on survey results regarding stakeholder needs for desired research services.	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	



			Report on survey results regarding stakeholder needs for desired types and areas of consulting.	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Report on survey results regarding stakeholder needs for desired programs and training courses.	10	%100	10	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	

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			Develop an annual plan for the Research and Consulting Center in light of benchmarking results and market needs survey.	25	%100	25	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Report on the implementation of the annual plan of the Research and Consulting Center.	25	%100	25	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
		I14: Initiative to Develop Legal	Benchmarking report on developing governance rules, legal aspects, and regulations at three universities.	25	80%	%0	%90	



			Statistical report on a survey of University staff opinions regarding development processes for legal aspects and regulations.	25	80%	20	%90	
			Report on proposed developmental aspects of the regulations and laws governing the University and its practices.	25	%100	25	%90	
			Develop regulations and systems and raise awareness of them.	25	%100	25	%90	
		I15: Organizational Structure Development Initiative	Benchmarking of five distinguished universities in the field of organizational structure development.	15	%100	15	%100	
			Prepare the organizational structure.	50	%100	50	%100	
			Define the organizational responsibilities of the units included in the organizational structure.	5	%100	5	%100	

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			Prepare job description cards.	30	%100	30	%100	
		I16: Initiative for Automatin g	Introduce a system for monitoring strategy implementation using dashboards.	50	%100	50	%100	



Strategic Objective Two: Developing the Quality of Education and Obtaining Program Accreditation			Achievement reports on implementation and evaluation of initiatives, including monitoring the measurement of performance indicators for each initiative according to the approved plan.	30	%100	30	%100	
			Report on performance indicators.	20	%100	20	%100	
		I7: Program Accreditation Initiative	Preparing to obtain program accreditation.	5	%100	5	%40	Achievement Rate for Objective Two (60)
			Signing the program accreditation contract.	5	%40	2	%40	

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		Obtaining an excellent rating in the second internal review, 75% or higher.	5	%60	3	%40	
		Approve the College Strategic Plan.	5	%100	5	%40	
		Approve the College Regulations and Policies Manual.	15	%50	5	%40	
		Manual of regulations, policies, and procedures for approving programs.	20	25%	5	%40	
		Quality Control Manual.	15	%30	5	%40	
		Completion of quality process automation.	5	%40	20	%40	

			Report on student survey results for programs and courses.	5	%20	1	%40	
			Measurement of program performance indicators.	5	80%	4	%40	
			Benchmarking report.	2	%50	1	%40	
			Self-evaluation measures.	3	%33.3	1	%40	
			Self-study and attachments for each standard.	5	%20	1	%40	

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		I9: Initiative to Develop Teaching and Learning Methods	Benchmarking of five universities in the field of teaching and learning.	20	%100	20	%100	
			Plan to develop the use of educational tools in the teaching process.	20	%100	20	%100	
			Report on implementing the development plan for using educational tools in the teaching process.	20	%100	20	%100	
			Report on periodic maintenance of educational tools and resources.	20	%100	20	%100	
			Timeline for developing the University's plans and curricula, including workshops on teaching strategies, modern assessment methods, program learning outcomes, and educational technology in programs.	20	%20	20	%100	
Strategic Objective Three: Scientific, Skill-Based, Professional	Program Two: Education,	I5: E-Professional Training Initiative	Benchmarking of three similar electronic platforms at universities and colleges.	25	%100	25	%70	Achievement Rate for Objective Three (86)

			Build an electronic training platform containing training templates.	25	%25	0	%70	
			Develop a plan for e-professional training.	25	%100	25	%70	
			Obtain a license to provide electronic training from the National eLearning Center.	25	%60	15	%70	
		I6: Awareness for a Prosperous Future Initiative	Benchmarking of three universities in the field of future awareness.	25	%100	25	%90	
			Prepare a community awareness plan for the future in the targeted areas.	25	%60	15	%90	
			Report on implementing the community awareness plan for the future in the targeted areas.	50	%100	50	%90	

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		I8: Future Specializations / Jobs Initiative	Benchmarking report for three universities on newly introduced specializations aligned with future jobs.	25	%100	25	%100	
			Report on surveying the opinions of University colleges, graduating students, and employers regarding desired future specializations.	25	%100	25	%100	
			Prepare a plan to introduce three specializations in future jobs.	25	%100	25	%100	
			Activate the plan.	25	%100	25	%100	
		I10: Initiative to Provide Diverse and Flexible Professional Programs	Benchmarking in the field of professional training programs.	5	%100	5	%80	
			Identify the professional needs of faculty members.	5	%100	5	%80	
			Help provide supportive and motivating professional learning environments.	5	%100	5	%80	



			Provide courses on the academic, administrative, personal, technical, and professional skills required by the labor market.	5	%100	5	%80	
			Develop students' talents through practicing various extracurricular activities, and provide courses, workshops, and seminars for them.	30	%33.3	10	%80	
			Provide courses to improve the professional performance of faculty members.	25	%100	25	%80	
			Attract competencies from outside the College to provide courses focused on professional development.	25	%100	25	%80	
		I11: Graduate Services Initiative	Benchmarking of three universities for graduate services.	10	%100	10	%92	
			Mechanisms for measuring graduates' needs (surveys, workshops, and interviews).	15	80%	12	%92	

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			Report on graduate survey results regarding the types and areas of desired services.	15	%86	13	%92	
			Strengthen communication with graduates.	10	%100	10	%92	
			Build a graduate database.	15	%100	15	%92	
			Form a committee representing graduates.	10	%100	10	%92	
			Build a partnership with employers.	25	%100	25	%92	
		I12: E-Learning Initiative	Benchmarking of five similar electronic platforms at universities and colleges.	20	%100	20	%100	
			Build an electronic learning platform containing electronic learning packages for courses.	20	%100	20	%100	



			Develop a plan to train students and faculty members on using the platform.	20	%100	20	%100	
			Obtain a license to provide e-learning from the National eLearning Center.	20	%100	20	%100	
			5. Implement the e-learning plan.	20	%100	20	%100	
		I13: Engaging Qualified National and International Lecturers	Benchmarking report on mechanisms for engaging qualified national and international lecturers.	25	%60	15	%60	
			Statistical report on surveying University colleges' opinions regarding the number and specializations of desired national and international lecturers to be engaged.	25	%100	25	%60	
			Prepare a plan to engage qualified national and international lecturers.	50	%40	20	%60	

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Strategic Objective Four: Developing the Research, Development, and Graduate Studies System	Program Three: Research, Development, and Community Services	I2: Initiative to Prepare a Research and Development Plan	Benchmarking report on research and development plans for at least three universities.	20	%75	15	%80	Achievement Rate for Objective Four (64)
			Report on the research areas of the University's colleges and academic departments.	20	%100	20	%80	
			Report on research trends, including the Kingdom's development plan directions, Vision 2030 directions, Mustaqbal University's scientific research priorities, and labor-market requirements.	20	%75	15	%80	
			A scientific research plan document formulated in an academic manner and including an implementation timeline.	20	%75	15	%80	
			Practical proposals to activate marketing of research and development outputs in a way that creates added value for the University.	20	%70	15	%80	



		I13: Initiative to Establish the University Refereed Journal (Mustaqbal Scientific Journal)	Benchmarking report for refereed university journals at distinguished universities. Report on publication standards and mechanisms in the University's refereed journal. Report on the criteria and mechanisms for selecting reviewers and the editorial board of the University's refereed journal. Select the editor-in-chief of the journal. Form the journal's editorial board. Form the journal's advisory board. The first issue of the University's refereed journal.				%0 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
		I24: Initiative to Subscribe to Some Global Databases						
		I18: Graduate Studies Initiative with Prestigious National and						
			Benchmarking of three universities in this field.	25	%100	25	%65	
			Subscribe to national and global databases.	25	80%	20	%65	
			Benefit from external partnerships in providing databases.	25	%20	5	%65	

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Strategic Objective Five: Providing a Stimulating Environment for Innovations and Sustainable-Value Community Services			Make databases available to students and researchers.	25	%60	15	%65	
			Report on labor-market needs for graduate studies programs.	40	25%	30	%70	
			Implement graduate studies programs.	60	%66.6	40	%70	
		I17: Initiative to Improve the University's International Ranking	Benchmarking report on mechanisms and activities for improving universities' international ranking.	15	%100	15	%70	Achievement Rate for Objective Five (85)
			Report on university ranking criteria at both the Arab and continental levels.	15	%100	15	%70	
			Report on developmental proposals to improve the University's international ranking.	50	%40	20	%70	



			Report on mechanisms for monitoring and evaluating performance in the field of improving international ranking.	20	%100	20	%70	
		I19: Recruitment, Retention, and Job Satisfaction Initiative	Benchmarking of ten universities in this field.	10	%100	10	%88	
			A rigorous mechanism to determine the need for faculty members and staff.	20	%90	18	%88	
			A rigorous mechanism to determine the selection process among job candidates.	10	%100	10	%88	
			A rigorous mechanism to enhance job satisfaction.	10	%100	10	%88	
			A rigorous mechanism to strengthen the retention of distinguished talent.	25	%100	25	%88	
			An effective mechanism for measuring the quality of recruitment and retention processes.	25	%60	15	%88	

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		I20: Initiative to Improve the University's Electronic Infrastructure	Benchmarking of five universities and colleges in this field.	25	%100	25	%90	
			Report on developmental proposals to improve electronic infrastructure (surveys, expert proposals, periodic meetings, and benchmarking).	25	%100	25	%90	
			Provide technical solutions (systems) that contribute to raising performance and ensuring fast communication among the University's various colleges and departments through the advanced local network.	25	%100	25	%90	
			Provide wireless Internet access inside University buildings.	25	80%	20	%90	
		I21: Initiative to Improve the University Website	Benchmarking of five universities in this field.	25	%100	25	%90	
			Development plan for the University website and its affiliated colleges.	25	%100	25	%90	



			Report on implementing the development plan for the University website and its affiliated colleges.	50	80%	40	%90	
		I22: Initiative to Study, Schedule, and Set Payment Mechanisms for Fees	Benchmarking of ten universities and colleges in this field.	20	%100	20	%100	
			Tuition fee plan, scheduling, and payment mechanisms (providing multiple payment methods such as bank accounts, installment payment of tuition fees, partial scholarships, and contracting with local banks to finance tuition payments through those banks).	20	%100	20	%100	
			Mechanisms for measuring beneficiary satisfaction.	20	%100	20	%100	
			Implement the tuition fee plan, scheduling, and payment mechanisms.	20	%100	20	%100	
			Report on implementing the tuition fee plan, scheduling, and payment mechanisms.	20	%100	20	%100	
		I23: Maintenance and Facilities Development Initiative	Mechanisms for measuring beneficiaries' facility needs (surveys, workshops, interviews, suggestions, and complaints).	25	%40	10	%70	
			Report on the results of surveying beneficiaries' opinions about facilities.	25	%40	10	%70	

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			Prepare a plan to develop and maintain facilities and preserve and sustain assets.	25	%100	25	%70	
			Implement the development and maintenance plan.	25	%100	25	%70	
		I26: Community Programs Support Initiative	Benchmarking of seven distinguished universities in this field.	10	%100	10	%80	
			Provide awareness and training services in line with the University Strategic Plan.	10	%50	5	%80	
			Prepare awareness and training programs with nominal fees.	10	%0	0	%80	
			Increase the effectiveness of communication between the University and the community by following up on community issues.	10	%100	10	%80	
			Provide scientific material (brochures and training packages) for the programs in which the University participated.	10	%100	10	%80	
			Participate in national events and international days.	10	%100	10	%80	



Strategic Objective Six: Strengthening Educational, Research, and Community Partnerships	Strategic Objective Seven: Developing the University's Self-Generated Resources, Financing, Investment, Growth, and Marketing	Program Four: Financing, Investment, Growth, and Marketing	I25: Initiative to Develop Research, Investment, and Community Partnerships	University participation in community issues.	10	%100	10	%80	
				Hold scientific events concerned with community problems.	30	%83.3	25	%80	
		I27: Rationalization Initiative	I25: Initiative to Develop Research, Investment, and Community Partnerships	Benchmarking report for three universities on partnership mechanisms in research, investment, and community fields.	25	%100	25	%75	Achievement Rate for Objective Six (75)
				Establish research, investment, and community partnerships.	50	%100	50	%75	
			I27: Rationalization Initiative	Rationalization plan (preserving properties and facilities and using them optimally; automating academic and administrative transactions at the University; providing brochures on rationalizing resource use; and obtaining more than one quotation when purchasing College requirements).	50	%90	45	%95	Achievement Rate for Objective Seven (61)
				Implement the rationalization plan.	25	%100	25	%95	

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			Rationalization plan report.	25	%100	25	%95	
		128: Initiative to Increase Operating and Non-Operating Profits	Benchmarking of ten distinguished universities in this field. Form and activate the Investment Committee according to a governed mechanism. Detailed plan to increase operating profits. Detailed plan to increase non-operating profits. Integrated report on the percentage of operating and non-operating profits. Report on areas for developing and growing University resources.				%0 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
		129: Marketing and Media Dimension Development Initiative	Benchmarking of five universities in this field.	25	%100	25	%75	
			Development plan for the marketing and media dimensions, including mechanisms for measuring them.	50	%100	50	%75	
			Report on implementing the development plan for the marketing and media dimensions and media visibility.	25	%0	0	%75	

		I30: University YouTube Channel Initiative	Benchmarking of five universities in this field.	25	%10	25	%85	
			Development plan for the University YouTube channel.	25	%100	25	%85	
			Report on the development plan for the University YouTube channel.	50	%70	35	%85	
		I31: Investment, Endowments, and Financing Initiative	Benchmarking of ten distinguished universities in this field. Detailed endowment plan according to scientific parameters. Detailed investment plan according to scientific parameters. Detailed financing plan according to scientific parameters.				%0 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	

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		I32: Initiative to Establish the Gymnasium and Recreational Activities	Detailed concept for establishing the gymnasium and its facilities. Detailed concept on the uses of the gymnasium and its facilities. Detailed concept on meeting sustainability requirements in the gymnasium and its facilities. Detailed concept on the mechanism for soliciting offers and selecting the best one.				%0 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
		I33: Initiative to Open a University Branch	Feasibility study covering the suitability of the new University branch location and estimating construction and setup costs. Concept on the mechanism for agreement and contracting with relevant entities. Integrated report on the completed preparations for the new University branch. Obtain the necessary approvals and permits to establish the new University branch.				%0 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	



Summary of Initiative Achievement Levels and Overall Completion Rate

Analytical Commentary:

This report crowns the first Strategic Plan phase of Mustaqbal University (2020–2025), as its outputs reflected institutional maturity and the expansion of transformation across governance, education, research, innovation, and community domains. The report was characterized by comprehensiveness and accuracy in presenting performance indicators and achievement rates, providing an integrated analytical database for designing the next plan (2026–2030) on more sustainable and effective foundations. The following is an analytical commentary on performance by the main strategic objectives:

Objective One: Institutionalizing, Governing, and Automating Good Practices and Obtaining Institutional Accreditation

This objective achieved a high completion rate of approximately (85%), reflecting tangible progress in building the governance system and developing regulations, policies, and organizational manuals. Qualitative initiatives were completed, such as preparing the Governance Manual and the Quality Control Manual, activating the Permanent Quality Committee, and establishing an electronic system for monitoring strategy implementation (Dashboard) (Haqaq application). It is evident that the University succeeded in embedding institutionalization through preparing organizational structures, updating job description cards, and enhancing administrative automation. However, the next phase requires expanding the scope of institutional accreditation and activating it fully to include all academic programs, ensuring sustainable quality and integrated governance systems.

Objective Two: Developing the Quality of Education and Obtaining Program Accreditation

The achievement rate for this objective reached approximately (60%), indicating moderate progress that requires greater enhancement in the next phase. The University distinguished itself by beginning to prepare programs for program accreditation and developing the required manuals and policies. However, the low achievement rates of some initiatives, such as quality automation and student satisfaction surveys, reflect the need to raise academic readiness and strengthen the culture of self-evaluation and continuous review within colleges. The report also showed success in the initiative to develop teaching and learning methods, with

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a high completion rate of (90%), reflecting the University's interest in updating teaching approaches and using modern technologies in the learning environment.

Objective Three: Scientific, Skill-Based, Professional, and Marketing Empowerment of University Graduates

The achievement rate for this objective was high (86%), reflecting the University's excellence in linking education to the labor market and developing qualitative initiatives such as e-professional training, future specializations, graduate services, and e-learning. The University distinguished itself by activating communication with graduates and building an updated graduate database, in addition to establishing professional and community partnerships that help enhance employment opportunities. It is recommended to expand the scope of e-professional education and develop the graduate follow-up system to assess the actual impact of initiatives on employment and practical empowerment.

Objective Four: Developing the Research, Development, and Graduate Studies System

The achievement rate reached (64%), a moderate rate that reflects a positive beginning in building research infrastructure, but it still requires greater institutional and financial support. The University launched several qualitative initiatives, such as preparing the research and development plan, subscribing to national databases, and building limited research partnerships. However, some initiatives, such as establishing the refereed University journal and implementing graduate studies programs, have not yet been completed and were carried forward to the next plan. This highlights the need to strengthen scientific research directed toward national priorities and Vision 2030, and to expand graduate studies programs in partnership with reputable universities.

Objective Five: Providing a Stimulating Environment for Innovations and Sustainable-Value Community Services

This objective achieved a high completion rate (85%), reflecting the University's excellence in electronic infrastructure and in raising job and community satisfaction. The University succeeded in updating its website, improving communication networks, developing wireless Internet services, and implementing qualitative initiatives in maintenance, facilities, and community services. Nevertheless, it is recommended to strengthen innovation and entrepreneurship programs and link them to the community and private sector to achieve a sustainable developmental impact.

Objective Six: Strengthening Educational, Research, and Community Partnerships

This objective recorded a completion rate of (75%), reflecting the University's success in establishing (25) partnerships with academic, community, and government entities, which contributed to expanding research and developmental cooperation. It is evident that the University followed a benchmarking methodology with distinguished universities to develop partnership models. However, the next phase requires deepening these partnerships in applied and investment fields and strengthening follow-up on their impact on the quality of education, research, and community service.

Objective Seven: Developing Self-Generated Resources, Diversifying Income Sources, Financial Sustainability, and Institutional Marketing

The achievement rate reached (61%). The University made notable progress in rationalization initiatives and in developing the marketing and media dimension. It also launched the University YouTube channel with an achievement rate of (85%), strengthening its media presence. However, several important initiatives were carried forward to the next plan, such as endowments, investment, and establishing a new university branch. This indicates the need to develop an integrated institutional framework for resource development and to ensure the University's financial sustainability.

Lessons Learned from Implementing Mustaqbal University Strategic Plan (2020–2025)

This section aims to record the most important lessons learned from implementing Mustaqbal University Strategic Plan during the period (2020–2025), based on the observations and analyses provided by the stakeholders of the strategic plan. This documentation is intended to enhance the quality of future planning, avoid previous challenges, and build a more efficient and realistic plan for the coming period (2026–2030):

First: Environmental Analysis (SWOT)

Implementation of the plan showed that the environmental analysis did not adequately cover all internal and external influencing factors, which weakened the direction of some initiatives. Limited participation by some departments in preparing the analysis was also observed, and this affected the realism of some initiatives that required unavailable financial or human resources, such as the initiative to establish the gymnasium.

Lessons Learned:

- The environmental analysis mechanism must be developed to be more comprehensive and accurate in identifying opportunities and challenges.
- All relevant departments should participate in preparing the analysis to ensure comprehensive representation and institutional integration.

Second: Strategic Directions (Vision – Mission – Values)

The vision, mission, and values were appropriate for the previous plan phase and its circumstances, and they helped clearly guide activities and initiatives.

Lessons Learned:

- Maintain alignment of the strategic directions with national changes and transformation projects in higher education.
- Review the vision and mission when preparing the new plan to ensure their alignment with the aspirations of the next phase (2026–2030).

Third: Strategic Objectives

Although the objectives were clear and comprehensive, the need emerged to strengthen the connection between objectives, resources, implementation capabilities, and the timeline.

Lessons Learned:

- Align strategic objectives with the University's realistic capacities.
- Prioritize objectives according to available resources to ensure implementability.

Fourth: Key Performance Indicators (KPIs)

The large number of performance indicators created an operational burden on implementing entities and made accurate monitoring of all indicators difficult.

Lessons Learned:

- Reduce the number of performance indicators and focus on the core indicators that have a direct impact on achieving the objectives.
- Unify measurement and evaluation methodologies among departments to ensure consistency and reliability of results.

Fifth: Initiatives and Their Realism

It became clear that some initiatives lacked realism in their objectives or resources, as a number of them could not be implemented due to shortages in human, financial, or technical resources, or due to weak operational readiness. The plan also did not include some key departments, such as Admission and Registration, Security and Safety, and Marketing.

Lessons Learned:

- Study operational capabilities carefully before approving any new initiative.
- Ensure that initiatives cover all departments with strategic impact.
- Focus on initiatives with measurable and sustainable institutional returns.

Sixth: Executive Plan (Activities – Timelines – Responsibilities)

Field implementation showed that failure to define responsibilities accurately led to delays in some initiatives. The adoption of electronic follow-up tools was also limited in the early stages.

The Strategic Planning Department

Lessons Learned:

- Clearly identify the owning entity for each initiative from the beginning.
- Adopt integrated digital follow-up tools, such as a Dashboard, from the first implementation stage.
- Activate a periodic system for phased review and continuous performance evaluation.

Seventh: Benchmarking

Despite the importance of benchmarking in improving planning quality, expanding its use at times without a clear need made some studies impractical because of the lack of available data from other universities.

Lessons Learned:

- Use benchmarking in a systematic and deliberate manner that serves the direct developmental purpose.
- Focus on universities similar in size and academic nature to ensure the accuracy of comparison.

Eighth: General Observations and Recommendations

General Observations and Recommendations:

- Enhance implementation flexibility in future plans to allow adjustment according to real changes.
- Administrative stability in the Strategic Planning Department and supporting departments is important to ensure continuity of performance and quality of follow-up.
- Spread strategic awareness among University staff and train them to implement initiatives and measure their impact.
- Assess resources in advance before adopting initiatives to avoid duplication of efforts or exceeding available capacity.
- Strengthen the culture of periodic follow-up through regular quarterly reviews that document progress indicators.
- Prepare a risk management plan that includes practical alternatives for dealing with potential challenges.



Main Page of the Haqiq Portal

The screenshot below documents the main page of the Haqiq program used for follow-up and performance monitoring.

