



جامعة المستقبل
Mustaqbal University

Executive Plan of Mustaqbal University Strategy 2020 – 2025



Executive Plan of Mustaqbal University Strategy 2020 –2025

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جامعة المستقبل
Mustaqbal University

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Institutional Values

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First: The Strategic Framework of Mustaqbal University (Strategy)

Vision

A nationally distinguished university in education and professionalization for future competent people

Mission

Providing distinguished education and professionalization, fostering innovation and partnership, in fulfillment of the needs of our society

Institutional Values (University Values)

1. Quality:

- We are committed to high quality in inputs, processes and outputs.

2. Honesty:

- We perform our work with sincerity and dedication in accordance with professional ethics.

3. Transparency:

- We are committed to the highest levels of transparency, integrity and accountability in institutional governance framework.

4. Teamwork:

- We do our work in a team spirit.

5. Innovation:

- We promote creative thinking and creative spirit, both intellectually and productively.

6. Continuous Learning:

- We support education and continuous learning inside and outside the university.

7. Development:

- We believe in the necessity of development and growth in all fields and works.

Strategic Objectives and Key Performance Indicators

Table (1) Matrix linking strategic objectives and key performance indicators

Strategic Objective No.	Strategic Objectives	Indicator No.	Key Indicators
O1	Academic, skill, professional and marketing empowerment for university graduates.	I4	Number of beneficiaries of electronic vocational training
		I7	Percentage of new majors at the university.
		I8	The level of beneficiaries' satisfaction with teaching and learning quality
		I9	Percentage of diverse professional programs.
		I10	Approval of the development of the preparatory year
		I11	The level of graduates' satisfaction with the services.
		I12	The percentage of electronic courses at the university.
		I13	Percentage of participating national and international lecturers.
O2		I1	Obtaining institutional accreditation

Strategic Objective No.	Strategic Objectives	Indicator No.	Key Indicators
	Institutionalize, govern and automate good practices and obtain institutional accreditation	I14	The level of satisfaction of the beneficiaries from the regulations.
		I15	The level of beneficiaries' satisfaction with the organizational structure.
		I16	Complete management automation and strategic planning
		I20	Satisfaction level of university affiliates.
		I21	University Ranking on WebMatrix
		I23	The level of the beneficiaries satisfaction with the facilities of the university
O3	Developing the education quality and obtaining program accreditation	I6	Percentage of accredited programs
O4	Developing a system of research, development and postgraduate studies.	I2	Increase the production of scientific research
		I3	The number of journal issues
		I18	Number of Postgraduate Programs
		I24	Number of databases subscribed to

Strategic Objective No.	Strategic Objectives	Indicator No.	Key Indicators
O5	Providing a stimulating environment for innovations and community services of sustainable value.	I5	The level of the beneficiaries' satisfaction with the awareness initiative
		I17	University ranking in international rankings.
		I19	The level of job satisfaction for university employees.
		I26	Percentage of community programs supported by the university.
O6	Strengthening educational, research and community partnerships.	I25	The number of partnerships the university entered into.
		I34	Number of services and consultancy provided
O7	Developing the university's own resources, diversifying and sustaining its income sources, and marketing its services and products.	I22	Level of satisfaction of beneficiaries with tuition fees
		I27	Resource consumption rate
		I28	Operating Profit Ratio
		I30	University entrance rate
		I31	The number of views of the channel on YouTube



Strategic Objective No.	Strategic Objectives	Indicator No.	Key Indicators
		133	Profit rate on investment
		132	Completion of the establishment of the gym
		133	Completion of the opening of a branch of the university

Strategic Objectives, Programs and Initiatives

Table (2) Matrix Linking Strategic Objectives and Programs

Strategic Objective Symbol	Strategic Objective	Strategic Program Symbol	Strategic Programs
O1	Scientific, skill, professional and marketing empowerment for university graduates..	P1	Education, Professionalization and Competitiveness for Graduates
O2	Institutionalization, governance and automation of good practices and obtaining institutional accreditation	P2	Institutionalization, Governance, and Automation
O3	Developing quality education and obtaining program accreditation.		
O4	Developing a system of research, development and postgraduate studies.	P3	Research, development and community services
O5	Providing a stimulating environment for innovations and community services of sustainable value.		
O6	Strengthening educational, research and community partnerships.		

Strategic Objective Symbol	Strategic Objective	Strategic Program Symbol	Strategic Programs
O7	Developing the university's own resources, diversifying and sustaining its income sources, and marketing its services and products.	P4	Finance, Investment, Growth and Marketing

Table (3) The Matrix of Linking Strategic Programs and Initiatives

Program symbol	Strategic Programs	Strategic Initiatives Number	Strategic Initiatives
P1	Education, Professionalization and Competitiveness for Graduates	8	Future Jobs/ Specializations Initiative Initiative of developing teaching and learning means Initiative to offer diverse and flexible professional programs Preparatory Year Development Initiative Graduates Services Initiative Electronic learning Initiative Electronic Vocational Training Initiative

Program symbol	Strategic Programs	Strategic Initiatives Number	Strategic Initiatives
			The initiative of involving competent national and international lecturers
P2	Institutionalization, Governance, and Automation	8	Institutional Accreditation Initiative Program accreditation initiative Initiative to develop legal aspects, regulations and governance Organizational structuring Development Initiative Management automation and strategic planning initiative (Dashboard system) Initiative to improve the university's electronic infrastructure University website improvement initiative Maintenance and Facilities Development Initiative

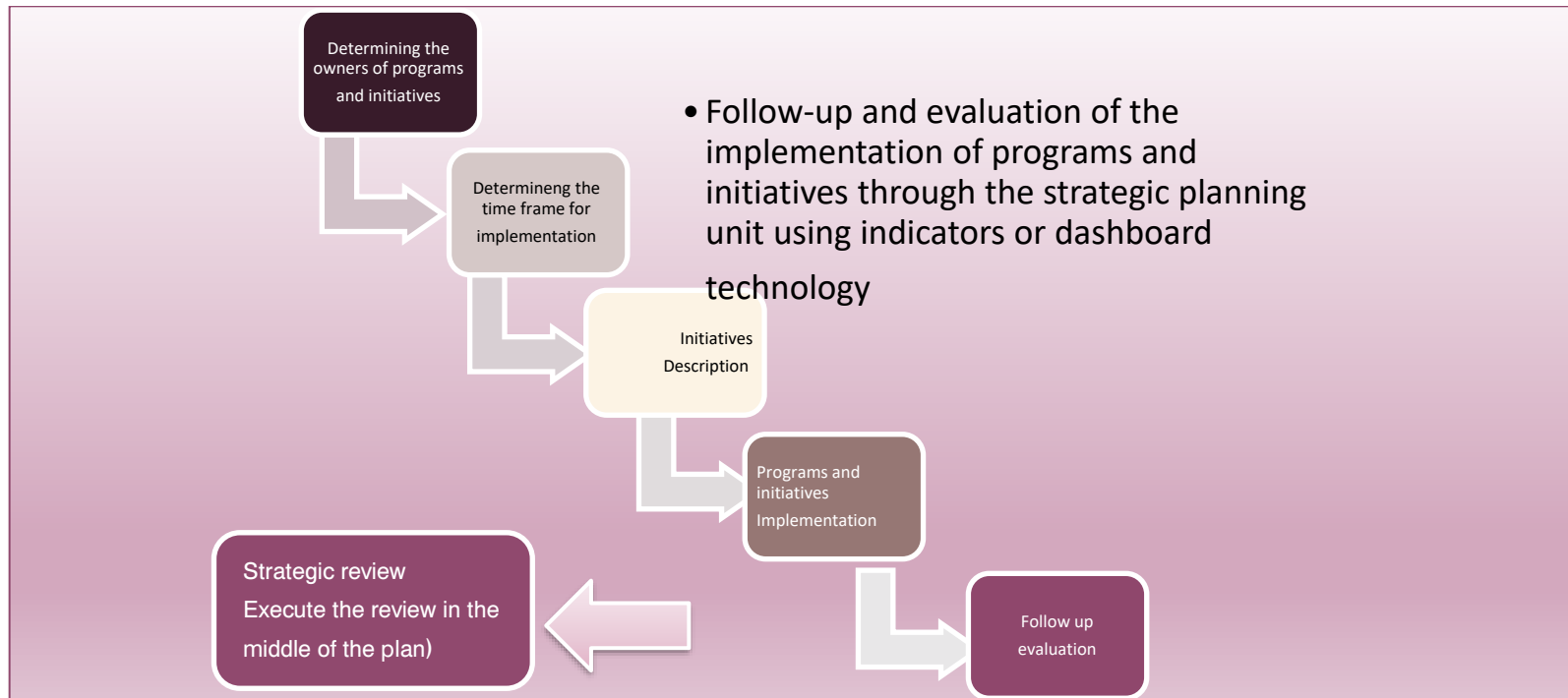
Program symbol	Strategic Programs	Strategic Initiatives Number	Strategic Initiatives
P3	Research, development and community services	9	Initiative to prepare a plan for research and development R&D An initiative to establish the university's refereed journal (Mustaqbal Scientific Journal) Awareness initiative for a prosperous future. Initiative to improve the international ranking of the university Postgraduate initiative with nationally and internationally reputable universities Recruitment, Retention and Job Satisfaction Initiative The initiative to subscribe to some global databases Initiative to develop research, investment and community partnerships Community Program Support Initiative

Program symbol	Strategic Programs	Strategic Initiatives Number	Strategic Initiatives
P4	Finance, Investment, Growth and Marketing	9	Initiative to establish a center for research, advisory and training services Fee study initiative, scheduling and payment mechanisms Rationalization initiative The initiative to increase operating and non-operating profits Initiative to develop the marketing and media dimension The university's YouTube channel initiative Investment, Endowment and Financing Initiative The initiative to establish a gym and recreational activities The initiative to open a branch of the university
Total Strategic Initiatives		34	

Second: The Executive Framework for Mustaqbal University Strategy (Executive Plan)

The Methodology of Mustaqbal University to Implement its Strategy

Figure (1) The scientific methodology used to implement the strategy, follow-up and evaluate the implementation



Who are the owners of strategic programs and initiatives?

First, the Concepts

+ Strategic Programs:	A set of strategic objectives that are complementary and harmonious in terms of their field and organizational track, according to the structure adopted by the university.
+ Strategic Initiative:	A set of objectives, activities and detailed performance indicators for implementing a part of a specific strategic program, in a way that contributes to achieving the envisaged strategic objectives.
+ Owners of Programs and Strategic Initiative:	The entity concerned with implementing programs/initiatives in terms of their content and organizational subordination, which has the technical ability to set its requirements or contribute to their development, with the full ability to supervise the implementation and coordinate with the concerned units (may be an organizational unit or a specific official).
+ Implementation Partners:	The entity that directly or semi-directly falls within the scope of its main work. This makes it implement major parts of the programs/initiatives (participating entities), or the entity that does not fall within the programs/initiatives within its main scope of work. However, it is able to provide effective contributions and logistics services that help to improve and facilitate implementation (supporters).

When will the strategic initiatives be implemented?

Taking into account the governing strategic frameworks of vision, mission, institutional values, strategic objectives and the development agenda of Mustaqbal University, and in order to achieve the administrative principles in terms of workload, burdens and pressures, and in order to strike a balance between the years of implementation, the initiatives will be implemented as follows:

Table (4) The Timeline for Implementing Strategic Initiatives

Year	Strategic Initiatives
2020	▪ Institutional Accreditation Initiative. ▪ Initiative to prepare a plan for research and development R&D ▪ Initiative to establish a center for research, advisory and training services ▪ Awareness initiative for a prosperous future ▪ Preparatory Year Development Initiative ▪ graduates Services Initiative ▪ involving qualified national and international lecturers initiative ▪ Initiative to develop legal aspects, regulations and governance ▪ Organizational structuring Development Initiative ▪ Management automation and strategic planning initiative (Dashboard system ▪ Initiative to improve the university's international ranking ▪ Postgraduate initiative with nationally and internationally reputable universities

Year	Strategic Initiatives
	▪ Recruitment, Retention and Job Satisfaction Initiative ▪ Initiative to improve the university's electronic infrastructure ▪ University website improvement initiative ▪ Fee study initiative, scheduling and payment mechanisms ▪ Maintenance and Facilities Development Initiative ▪ The initiative to subscribe to some global databases ▪ Community Program Support Initiative ▪ rationalization initiative ▪ The initiative to increase operating and non-operating profits ▪ Initiative to develop the marketing and media dimension ▪ The university's YouTube channel initiative
2021	▪ Institutional Accreditation Initiative. ▪ Initiative to prepare a plan for research and development R&D ▪ Electronic Vocational Training Initiative ▪ Awareness initiative for a prosperous future. ▪ Initiative of developing teaching and learning means ▪ An initiative to offer diverse and flexible professional programs ▪ Graduates Services Initiative ▪ Electronic learning initiative ▪ The initiative to involve qualified national and international lecturers

Year	Strategic Initiatives
	▪ Initiative to develop legal aspects, regulations and governance ▪ Initiative to improve the university's international ranking ▪ Postgraduate initiative with nationally and internationally reputable universities ▪ Recruitment, Retention and Job Satisfaction Initiative ▪ Initiative to improve the university's electronic infrastructure ▪ University website improvement initiative ▪ Fee study initiative, scheduling and payment mechanisms ▪ Maintenance and Facilities Development Initiative ▪ The initiative to subscribe to some global databases ▪ Initiative to develop research, investment and community partnerships ▪ Community Program Support Initiative ▪ Rationalization initiative ▪ The initiative to increase operating and non-operating profits ▪ Initiative to develop the marketing and media dimension ▪ The university's YouTube channel initiative ▪ Investment, Endowment and Financing Initiative ▪ The initiative to establish a gym and recreational activities
2022	▪ Institutional Accreditation Initiative. ▪ Initiative to prepare a plan for research and development R&D ▪ An initiative to establish the university's refereed journal (Mustaqbal Scientific Journal)



Year	Strategic Initiatives
	▪ Electronic Vocational Training Initiative ▪ Awareness initiative for a prosperous future. ▪ program accreditation initiative ▪ Future jobs/ Specializations initiative ▪ An initiative to offer diverse and flexible professional programs ▪ Graduates Services Initiative ▪ Electronic learning initiative ▪ The initiative to involve qualified national and international lecturers ▪ Initiative to develop legal aspects, regulations and governance ▪ Initiative to improve the university's international ranking ▪ Postgraduate initiative with nationally and internationally reputable universities ▪ Recruitment, Retention and Job Satisfaction Initiative ▪ Initiative to improve the university's electronic infrastructure ▪ University website improvement initiative ▪ Fee study initiative, scheduling and payment mechanisms ▪ The initiative to subscribe to some global databases ▪ Initiative to develop research, investment and community partnerships ▪ Community Program Support Initiative ▪ Rationalization initiative ▪ The initiative to increase operating and non-operating profits

Year	Strategic Initiatives
	▪ Initiative to develop the marketing and media dimension ▪ The university's YouTube channel initiative ▪ Investment, Endowment and Financing Initiative ▪ The initiative to establish a gym and recreational activities ▪ Opening a branch of the university
2023	▪ Initiative to prepare a plan for research and development R&D ▪ Electronic Vocational Training Initiative ▪ Awareness initiative for a prosperous future. ▪ Program Accreditation Initiative ▪ Future jobs / specialization initiative ▪ An initiative to offer diverse and flexible professional programs ▪ Graduates Services Initiative ▪ Electronic learning initiative ▪ The initiative to involve qualified national and international lecturers ▪ Initiative to develop legal aspects, regulations and governance ▪ Initiative to improve the university's international ranking ▪ Postgraduate initiative with nationally and internationally reputable universities ▪ Recruitment, Retention and Job Satisfaction Initiative ▪ Initiative to improve the university's electronic infrastructure ▪ University website improvement initiative

Year	Strategic Initiatives
	▪ Fee study initiative, scheduling and payment mechanisms ▪ The initiative to subscribe to some global databases ▪ Initiative to develop research, investment and community partnerships ▪ Community Program Support Initiative ▪ Rationalization initiative ▪ The initiative to increase operating and non-operating profits ▪ Initiative to develop the marketing and media dimension ▪ The university's YouTube channel initiative ▪ Investment, Endowment and Financing Initiative ▪ The initiative to establish a gym and recreational activities ▪ The initiative to open a branch of the university
2024	▪ Initiative to prepare a plan for research and development R&D ▪ Electronic Vocational Training Initiative ▪ Awareness initiative for a prosperous future ▪ Program Accreditation Initiative ▪ Future jobs / specialization initiative ▪ An initiative to offer diverse and flexible professional programs ▪ Graduates Services Initiative ▪ Electronic learning initiative ▪ The initiative to involve qualified national and international lecturers

Year	Strategic Initiatives
	▪ Initiative to develop legal aspects, regulations and governance ▪ Initiative to improve the international ranking of the university ▪ Postgraduate initiative with nationally and internationally reputable universities ▪ Recruitment, Retention and Job Satisfaction Initiative ▪ Initiative to improve the university's electronic infrastructure ▪ University website improvement initiative ▪ Fee study initiative, scheduling and payment mechanisms ▪ The initiative to subscribe to some global databases ▪ Initiative to develop research, investment and community partnerships ▪ Community Program Support Initiative ▪ Rationalization initiative ▪ The initiative to increase operating and non-operating profits ▪ Initiative to develop the marketing and media dimension ▪ The university's YouTube channel initiative ▪ Investment, Endowment and Financing Initiative ▪ The initiative to establish a gym and recreational activities
At the end of 2024	▪ Preparing and forming a team for preparing a strategy for 2025-2030
January 2025	▪ Electronic Vocational Training Initiative ▪ Closing the 2020-2025 strategy and preparing the annual report ▪ Preparing 2025-2030 strategy

How are strategic initiatives described?

Taking into account the scientific and professional frameworks, performance standards and indicators, and the methodological and professional experiences of the strategic plan team and the various administrative units at Mustaqbal University, an accurate scientific methodology has been developed, so that the initiative is described through joint work between the strategic plan team and the various administrative units in order to achieve Mustaqbal university's vision, mission and strategic objectives of the highest quality and efficacy possible. To facilitate the implementation process of the initiatives, a short form was designed to describe the initiatives, to include all dimensions and scientific, professional, temporal and financial information necessary for implementation, which made it contain:

- The general objective of the initiative.
- The initiative's most important outcomes
- Basic determinants of implementation (Frequency of implementation of the Initiative - time for implementation - time period for implementation - budget). It should be noted that many initiatives do not require any budget or financial terms, as they lie at the core of the work of the administrative units and do not require work outside the scope of contracting with the individuals involved in the implementation.
- Special requirements for initiative implementation (if any)
- The main bodies for implementation (the owners of the initiative and the participating and supporting parties).
- Performance implementation Indicators (KPIs) which serve to achieve the main performance indicators (34 indicators).

Description of Strategic Initiatives

Strategic Initiative	I.1 Institutional Accreditation Initiative	Strategic Program	Institutionalization, Governance, and Automation	The Initiative Owner	Quality and Development Center
Strategic objective	(O:1): Institutionalization, governance and automation of good practices and obtaining institutional accreditation				

The overall objective of the initiative

Enabling the university to obtain national institutional accreditation

The most Important Outcomes of the Initiative		Basic Determinants of Implementation
1. Determining the compatibility of the university establishment decision with the number and quality of the university's programs 2. The approved university mission statement + a report on the compatibility of the mission with the establishment decision 3. The strategic plan of the university (approved) 4. University Rules and Policies Manual	11. Report on the results of the students' opinion poll for programs and courses 12. Data of the Standing Committee for Quality (tasks, meetings and samples of decisions) 13. Institutional Performance Indicators 14. Benchmarking Report 15. The system of collecting research and scientific theses for students 16. Community service activities 17. Report on the number of graduates + the results of the graduate questionnaire	Timeline for implementation: (From 2020 to 2022)

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Strategic Initiative	I.1 Institutional Accreditation Initiative	Strategic Program	Institutionalization, Governance, and Automation	The Initiative Owner	Quality and Development Center
5. Students manuals and brochures 6. Sample of Program Description (Certified) 7. Sample of course description 8. Guide to the regulations, policies and procedures for the programs approval 9. Quality Control Manual 10. Report on Students Records Management System			18. Self-evaluation scales 19. Self-study and attachments for each standard		
Performance Indicators			Special Requirements for Implementation (if any)		
- Quality preparation and provision of institutional accreditation requirements - Obtaining national institutional accreditation (complete, unconditional)			- Senior management support for project - Provide the necessary information and statistics for the project		
Strategic Initiative	I. 2 Preparing a plan for	Strategic Program	Research, development and	Initiative Owner	University Vice Presidency for

Strategic Initiative	I.1 Institutional Accreditation Initiative	Strategic Program	Institutionalization, Governance, and Automation	The Initiative Owner	Quality and Development Center
		research and development		community services	
					Educational Affairs and Scientific Research

Strategic Objective

O4: Developing the system of research, development and graduate studies.

The Overall Objective of the Initiative

Developing the research and development system in accordance with scientific determinants and good practices in a way that contributes to raising the scientific research level at the university and achieving its vision and mission.

The most Important Outcomes of the Initiative

- A benchmarking report for research and development plans for distinguished universities.
- A report on the research fields of the university's faculties and scientific departments
- A report on the common research areas between the faculties and specializations of the university

Basic Determinants of Implementation

- Timeline for implementation: (from 2020 to 2024)
- The presence of distinguished scientific cadres in the field of scientific research at the university.

Strategic Initiative	I.1 Institutional Accreditation Initiative	Strategic Program	Institutionalization, Governance, and Automation	The Initiative Owner	Quality and Development Center
• A report on current research trends (including the trends of the Kingdom's development plans - the trends of Vision 2030 - the trends of Mustaqbal university - and the requirements of the labor market) • The scientific research plan document is formulated in a scientific manner and includes a timetable for implementation. • Practical proposals to activate the marketing of research and development outputs to achieve an added value for the university.		• Provide an appropriate budget for the implementation of the scientific research plan.			

Performance Indicators

- A benchmarking of the research plans of at least five distinguished universities.
- The quality of the current research trends report

Special Requirements for Implementation (if any)

- The senior management support of the project.

Strategic Initiative	I.1 Institutional Accreditation Initiative	Strategic Program	Institutionalization, Governance, and Automation	The Initiative Owner	Quality and Development Center
- Percentage of scientific departments participating in topics in Mustaqbal university's scientific research plan. - The rate of balance between research fields in the scientific research plan - The quality of the final drafting of the document of the scientific research and development plan and its approval by the concerned councils		Collaboration of university faculties and departments in providing the necessary data for the project.			

Strategic Initiative	I. 3 An initiative to establish the university's refereed journal (Mustaqbal Scientific Journal)	Strategic Program	Research, development and community services	Initiative Owner	Scientific Societies
Strategic Objective	O4. Developing the system of research, development and graduate studies.				
The Overall Objective of the Initiative	Establishment of the university's refereed journal to publish scientific research in the targeted disciplines in both Arabic and English				
The most Important Outcomes of the Initiative	Basic Determinants of Implementation				
• A comparative reference report for refereed university journals for distinguished universities. • A report on the criteria and publication mechanisms in the university's refereed journal. • A report on the criteria and mechanisms for selecting arbitrators and the editorial board of the University Journal	• Timeline for implementation: (2022) • The presence of distinguished scientific cadres in the field of scientific research at the university. • Provide an appropriate budget for the initiative implementation				

Strategic Initiative	I. 3 An initiative to establish the university's refereed journal (Mustaqbal Scientific Journal)	Strategic Program	Research, development and community services	Initiative Owner	Scientific Societies
• Choosing the journal's chief editor • Forming the journal's editorial board • Formation of the journal's advisory body. • The first issue of the university refereed journal.					
Performance Indicators	Special Requirements for Implementation (if any)				
• A benchmarking of refereed university journals for at least five distinguished universities. • The quality of standards and publication mechanisms in the university's refereed journal. • The quality of criteria and mechanisms for selecting research	• The senior management support of the project. • Collaboration of university faculties and departments in providing the necessary data for the project				



Strategic Initiative	I. 3 An initiative to establish the university's refereed journal (Mustaqbal Scientific Journal)	Strategic Program	Research, development and community services	Initiative Owner	Scientific Societies
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arbitrators and the editorial board of the University Journal.

- The journal obtained a license from the ISSN Network.
- Publication of the first issue of the University's Refereed Journal

Strategic Initiative	I. 4 Establishing a research, advisory and training services center	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Strategic Objective	(O6:): 7. Developing the university's own resources, diversifying and sustaining its sources of income, and marketing its services and products.				

The Overall Objective of the Initiative

Establishing a center to provide research, academic, advisory and training services in accordance with the highest scientific and professional standards.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
• A benchmark comparison report for research, advisory and training services centers for distinguished universities. • A statistical analysis report for the results of the opinions survey of the relevant authorities on the desired research services. • Statistical analysis report for the results of the opinions survey of the relevant authorities on the quality and areas of the desired consultancy.	Timeline for implementation: {2020} • The presence of distinguished scientific cadres in the field of scientific research, consultancy and training at the university. • Provide an appropriate budget for the center establishment.

Strategic Initiative	I. 4 Establishing a research, advisory and training services center	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- Statistical analysis report for the results of the views survey of the relevant authorities on the desired training programs and courses.
 - A detailed report on the center's work methodology, including (administrative aspects - financial aspects - organizational regulations)

Performance Indicators	Special Requirements for Implementation (if any)
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- A benchmark comparison of research, advisory and training services centers for at least five distinguished universities.
- The quality of the statistical analysis report for the results of the views survey of the relevant authorities on the desired research services.
- The quality of the statistical analysis report for the results of the views survey of the relevant authorities on the quality and areas of the desired consultancy.

- The senior management support of the project.
- Collaboration of university faculties and departments in providing the necessary data for the project.

Strategic Initiative	I. 4 Establishing a research, advisory and training services center	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- The quality of the statistical analysis report for the results of the opinions survey of the relevant authorities about the training programs and courses.
 - The quality of the center's work methodology report, including (administrative aspects - financial aspects - organizational regulations)
- Approving the center's establishment document by the authorized persons.

Strategic Initiative	I. 5 The Electronic Vocational Training Initiative.	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	E-Learning
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Strategic Objective	O1: Scientific, skill, professional and marketing empowerment for university graduates
The Overall Objective of the Initiative	Activating the role of e-vocational training in achieving professional development for university employees.

Strategic Initiative	I. 4 Establishing a research, advisory and training services center	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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The most Important Outcomes of the Initiative

1. A benchmarking comparison of five similar online platforms. 2. Preparing a distinguished electronic training platform 3. Develop a plan for remote vocational training. 4. Implementation of annual training programs in accordance with the e-learning center plan	5. Providing distinguished programs for university students and graduates that meet the labor market's needs 6. Designing electronic training bags. 7. Providing training courses in flexible times and at a nominal fee. 8. Raising the efficiency of faculty members. 9. Providing technical support services for e-training work
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Basic Determinants of Implementation

- Timeline for implementation: (from 2021 to 2025)
- Project budget: to be determined by the responsible authorities

Performance Indictors

- Number of beneficiaries of electronic vocational training.

Special Requirements for Implementation (if any)

- Supporting the information technology department.

Strategic Initiative	I. 4 Establishing a research, advisory and training services center	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
• Beneficiaries' satisfaction with vocational training programs.					

Strategic initiative	I. 6 Awareness Initiative for a Prosperous Future	Strategic Program	Research, Development and Community Services	Initiative Owner	Media Management
Strategic Objective	(O5) Providing a stimulating environment for innovations and community services of sustainable value				

The Overall Objective of the Initiative Enhancing societal awareness about the future in the scientific, technical, economic and social fields in a way that contributes to preparing the community to exploit the appropriate opportunities and face potential challenges according to a scientific methodology.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
• A benchmark comparison of ten distinguished universities in the field of future awareness. • Preparing a community awareness document of the future in the targeted areas. • Identifying 20 topics in each target future field.	• Timeline for implementation: (from 2020 to 2024) • Project budget: It is determined by the responsible authorities

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Strategic initiative	I. 6 Awareness Initiative for a Prosperous Future	Strategic Program	Research, Development and Community Services	Initiative Owner	Media Management
• Determining the criteria for preparing, publishing and distributing scientific material for community awareness of the future. • Determining the criteria for the presentation and development of scientific material for community awareness of the future					
Performance Indictors			Special Requirements for Implementation (if any)		
• Implementation of no less than 15 illustrated presentations in the selected fields. • Implementation of at least 10 scientific subjects in the chosen fields. • The level of beneficiaries' satisfaction with the awareness programs. • The level of enhancing the mental image of the university.			• Senior management support for the initiative		

Strategic initiative	I. 7 Program Accreditation Initiative	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	University Colleges
Strategic Objective	O3: Developing education quality and obtaining program accreditation				

The Overall
Objective of the
Initiative

Enabling colleges to obtain program accreditation

The most Important Outcomes of the Initiative		Basic Determinants of Implementation
1. Obtaining program accreditation. 2. Signing the program accreditation contra 3. Getting an outstanding grade in the secondary internal audit, 75% or above. 4. Adopting the college's strategic plan.	7. Quality control manual. 8. Completion of automating the quality processes 9. Report on the results of the students' opinion poll for programs and courses 10. Measuring program performance indicators. 11. Benchmarking report. 12. Self-evaluation scales.	• Timeline for implementation: (from 2020 to 2024) • The initiative budget : to be determined by the responsible authorities

Strategic initiative	I. 7 Program Accreditation Initiative	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	University Colleges
5. Adopting the college's policies and regulations guide.		Self-study and attachments to each standard.			
6. Guide to the regulations, policies and procedures for approving the programs.					
Performance Indictors				Special Requirements for Implementation (if any)	
• Completion of the national program accreditation requirements. • Obtaining program accreditation for two of the college's programs.				• Senior management support for the initiative. • Supporting the Quality and Development Center. • Financial management support	

Strategic Initiative	I.8 Specialties/ Future Jobs	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Strategic objective	(O1): Academic, skill, professional and marketing empowerment for university graduates				
The Overall Objective of the Initiative	Creating academic and professional specializations at the university in line with the requirements of the future labor market.				
The most Important Outcomes of the Initiative			Basic Determinants of Implementation		
• A benchmark comparison report on the newly created specialties in line with future jobs. • Developing at least three specializations in future jobs. • Activate at least a specialty/job for the future. • A statistical report to survey the views of university faculties, graduate students, and employers on the desired future majors.			Timeline for Implementation: (2022-2024)		

Strategic Initiative	I.8 Specialties/ Future Jobs	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Performance Indicators			Special Requirements for Implementation (if any)		

- A benchmarking report for at least five distinguished universities on the newly created disciplines in line with the labor market.
- The quality of preparing a report polling the views of university faculties, graduate students, and employers about the desired future majors.
 - Number of newly created academic majors at the bachelor's level.
 - The level of satisfaction of the relevant authorities with the new specializations at Mustaqbal University

- The senior management support of the project.
- Collaboration of university faculties and departments in providing the necessary data for the project.

Strategic Initiative	I. 9 The initiative to develop teaching and learning aids	Strategic Program	Education, professionalization and competitiveness of graduates	Initiative Owner	Quality and development center
Strategic objective	O1: Scientific, skill, professional and marketing Empowerment for university graduates				
The Overall Objective of the Initiative	Improving the educational performance/ assessment performance of the teaching staff and raising the efficiency of learning in accordance with scientific determinants and good practices				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
1. A benchmarking comparison of ten universities in the field of teaching and learning. 2. Attracting distinguished scientific competencies. 3. Report on the development of using educational aids in the educational process.				7. Providing books, scientific references and various electronic learning resources. 8. Holding workshops on teaching strategies and modern assessment methods. 9. Holding workshops on college's learning outcomes	
				- Timeline for implementation: (2021) - Project budget: to be determined by the responsible authorities.	

Strategic Initiative	I. 9 The initiative to develop teaching and learning aids	Strategic Program	Education, professionalization and competitiveness of graduates	Initiative Owner	Quality and development center
4. Report on using interactive strategies in the teaching process. 5. Achieving the appropriate proportionality between the number of students and the faculty member, which helps in the efficiency of the educational process. 6. A report on the development of periodic maintenance of educational aids and resources.			10. Holding workshops on educational technology at the college. 11. Holding workshops on e-learning and distance education at the college		
Performance Indicators			Special Requirements for Implementation (if any)		
• Benchmarking quality. • Improving the educational performance of the teaching staff. • Improving students' learning efficiency. • Improving maintenance work and the efficiency of using equipment and laboratories in education			• Supporting the Information Technology Center. • Financial management support.		

Strategic initiative	I. 10 An initiative to provide diverse and flexible professional programs.	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	Training and Skills Development Department
Strategic Objective	scientific, skill, professional and marketing Empowerment for university graduates				
The Overall Objective of the Initiative	Improving performance and increasing productivity by providing diverse and flexible professional training programs for university employees in accordance with scientific and methodological determinants.				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
1. A benchmark comparison in the field of professional training programs. 2. Determining the professional needs of faculty members. 3. Help provide supportive and stimulating professional learning environments. 4. Providing courses on the personal, technical and professional skills required by the labor market.				• Timeline for implementation: (from 2021 to 2024) • Project budget: to be determined by the responsible authorities	
6. Providing educational, cultural and religious seminars for students. 7. Providing courses to raise the level of professional performance of faculty members. 8. Developing the personal skills of faculty members, such as working in a team or decision-making skills in academic and administrative work.					

Strategic initiative	I. 10 An initiative to provide diverse and flexible professional programs.	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	Training and Skills Development Department
5. Develop students' talents through the practice of various extra-curricular activities.	9. Attracting competencies from outside the college to provide courses on professional development.				
Performance Indicators				Special Requirements for Implementation (if any)	
- The number of various professional programs offered. - Completing the establishment of the gym. - Beneficiaries' satisfaction with professional programs				- Supporting the Development and Quality Center. - Supporting the College Deanship.	

Strategic initiative	I. 11 The preparatory year Development	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Strategic Objective	(O:1): Scientific, skill, professional and marketing empowerment for university graduates				
The Overall Objective of the Initiative	Improving the performance of students in the preparatory year and raising the rates of learning and passing through the development of the preparatory year program and the reformulation of learning outcomes in a way that contributes to the development of students' skills.				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
• A benchmarking report for the preparatory year development experiences for distinguished universities. • A report on the consistency of the outcomes of the preparatory year program and courses with the mission of Mustaqbal university, the characteristics of the university's graduates, the skills of the 21st century, the National Transformation Program 2020, and the Kingdom's 2030 vision. • The preparatory year development document is formulated in a scientific manner.				• Timeline for implementation: (2020)	

Strategic initiative	I. 11 The preparatory year Development	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Performance Indicators				Special Requirements for Implementation (if any)	

- A benchmarking of the preparatory year development experiences for at least five distinguished universities.
- The quality of the report on the consistency of the outputs of the preparatory year program and courses with Mustaqbal university mission, the characteristics of the university's graduates, the skills of the 21st century, the National Transformation Program 2020, and the Kingdom's 2030 vision.
 - The success rate of students in the preparatory year
- Level of satisfaction of university students, faculty members, and relevant authorities about the preparatory year.
 - The dropout rate of students enrolled in the university.
- The quality of the final drafting of the preparatory year development document and its approval by the concerned councils.
- The senior management support of the project.
- Collaboration of university colleges to participate in responding to opinion polls.

Strategic Initiative	I.12 Graduates Services Initiative	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Strategic Objective	(O:1): Scientific, skill, professional and marketing empowerment for university graduates				
The Overall Objective of the Initiative	Strengthening partnership with university graduates by providing academic and professional services in accordance with best practices.				
The most Important Outcomes of the Initiative			Basic Determinants of Implementation		
• A benchmarking report for graduate services at distinguished universities • Statistical analysis report of the graduates' opinions survey results on the quality and areas of desired services. • A detailed report on the proposed services for graduates.			• Implementation Time: (from 2020 to 2024)		

Strategic Initiative	I.12 Graduates Services Initiative	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- Mechanisms for measuring graduates' satisfaction.
- Holding an extended meeting for the graduates.
 - Building a database of graduates.
- Forming a committee representing the graduates.

Performance Indicators	Special Requirements for Implementation (if any)
• A benchmarking of graduates services for at least five distinguished universities • The quality of the statistical analysis report of the results of a survey of graduates' opinions on the quality and areas of desired services. • Number of services provided to graduate students. • Percentage of the number of services provided to the number of graduate students. • Level of satisfaction of graduate students with the services provided to them.	• The senior management support of the project. • Collaboration of university faculties and departments in providing the necessary data for the project.



Strategic initiative	I. 13 The E-learning Initiative	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	E-Learning
Strategic Objective	O. 1 Scientific, skill, professional and marketing empowerment for university graduates				
The Overall Objective of the Initiative	Improving educational performance and raising learning efficiency by providing distinguished e-learning.				
The most Important Outcomes of the Initiative			Basic Determinants of Implementation		
1. A benchmark comparison of ten distinguished universities in e-learning. 2. Qualifying students and preparing them for the appropriate technical preparation. 3. Providing a suitable environment to promote e-learning applications. 4. Establishing training programs in the field of e-learning and related programs. 5. Creating an e-learning platform.			•Time for implementation: (from 2021 to 2024) • Project budget: to be determined by the responsible authorities		

Strategic initiative	I. 13 The E-learning Initiative	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	E-Learning
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6. Providing various learning resources that serve e-learning.
7. Preparing electronic educational bags for academic courses.

Performance Indicators	Special Requirements for Implementation (if any)
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| <ul style="list-style-type: none"> • The number of electronic courses in the university in all colleges. • Interaction rate and entry rates in the electronic platform. • Beneficiaries' satisfaction with the college's e-learning. | <ul style="list-style-type: none"> • Development and Quality Center. • Financial management support. |
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Strategic Initiative	I. 14 Involvement of qualified national and international lecturers	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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Strategic Objective	O. 1 Scientific, skill, professional and marketing empowerment for university graduates				
The Overall Objective of the Initiative	Developing educational performance and its outputs through the involvement of qualified national and international lecturers in various disciplines in a way that supports the educational process in the university colleges.				

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
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- Participation of lecturers from distinguished national universities.
- Participation of lecturers from distinguished international universities.
 - Number of lecturers from national universities.
 - Number of lecturers from international universities
- A benchmarking report on the mechanisms for involving qualified national lecturers.
- A benchmarking report on the mechanisms for involving international qualified lecturers.

- Time for implementation: (from 2020 to 2024)

Strategic Initiative	I. 14 Involvement of qualified national and international lecturers	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- Involving at least five lecturers in each college.
- Report on developmental proposals for the educational performance of the university teaching staff
- A statistical report to survey the university faculties' opinions on the number and specializations of national and international lecturers to be involved.

Performance Indicators	Special Requirements for Implementation (if any)
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- A benchmarking of alumni services for at least five distinguished universities.
- Percentage of the number of participating national lecturers to the number of university faculty members.
- Percentage of the number of participating international lecturers to the number of university faculty members.
- Percentage of the number of specializations of participating national lecturers to the number of specializations at the university.
- Percentage of the number of majors of participating international lecturers to the number of majors at the university

- The senior management support of the project.
- Collaboration of university faculties and departments in providing the necessary data for the project.



Strategic Initiative	I. 14 Involvement of qualified national and international lecturers	Strategic Program	Education, Professionalization and Competitiveness for Graduates	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- The quality of the statistical analysis report of the results of a survey of university colleges' opinions on the number and specializations of national and international lecturers to be involved.

Strategic initiative	I. 15 The initiative to develop legal aspects, regulations and governance	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Legal Administration
Strategic Objective	O. 1 Scientific, skill, professional and marketing empowerment for university graduates				

The Overall Objective of the Initiative

Strengthening the institutional performance at the university by developing the legal aspects, regulations and governance in a way that contributes to improving oversight, accountability, follow-up and development processes.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
• A benchmarking report on the development of governance rules, legal aspects and regulations in universities. • A statistical report to survey the university's employees' views on the developmental processes of legal aspects and regulations. • A report on the proposed developmental aspects of the regulations and laws governing the university and its practice. • Develop targeted regulations, rules and manuals.	• Time for implementation: (from 2020 to 2024)



Strategic initiative	I. 15 The initiative to develop legal aspects, regulations and governance	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Legal Administration
Performance Indicators			Special Requirements for Implementation (if any)		

- A benchmarking on the development of governance rules, legal aspects and regulations for at least five distinguished universities.
 - Quality of regulatory and legal development.
 - The level of satisfaction of university employees with the developmental processes of legal aspects and regulations.

- Supporting the senior management of the project.

Strategic Initiative	I.16 Initiative of Organizational Structuring Development	Strategic Program	Institutionalization, Governance and Automation	Initiative Owner	Quality and Development Center
Strategic Objective	O2: Institutionalization, governance and automation of good practices and obtaining institutional accreditation.				

The Overall Objective of the Initiative

Strengthening the institutional performance at the university by developing the organizational structure of the university, its faculties and units

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
• A benchmark comparison of five distinguished universities in the field of organizational structure development. • Preparing the organizational structure. • Elaboration of the organizational competencies of the units included in the organizational structure. • Preparing job description cards • Preparing the regulatory guide report, including the previous three aspects.	• Time for implementation: (2020)

Strategic Initiative	I.16 Initiative of Organizational Structuring Development	Strategic Program	Institutionalization, Governance and Automation	Initiative Owner	Quality and Development Center
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Performance Indicators	Special Requirements for Implementation (if any)
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- Quality of the organizational structure preparation.
- The quality of crystallizing the terms of reference for the organizational units.
 - Quality of job description.
 - Quality of organizational guide.
- The level of satisfaction of the beneficiaries with the organizational structure.

- Supporting human resource management
- Participation of the Strategic Planning Department

Strategic Initiative	I. 17 Management automation and strategic planning initiative (Dashboard system)	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Strategic Management
Strategic Objective	O2: Institutionalizing, Governance and Automation of Good Practices and Obtaining Institutional Accreditation				

The Overall Objective of the Initiative

Strengthening the institutional performance at the university through institutionalizing and automating strategic planning in a way that contributes to raising the rates of strategy implementation and developing mechanisms for its follow-up, evaluation, review and development.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
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- A benchmarking comparison report on the automation of strategic planning management using (Dashboard) in universities.
- Introducing a system to follow up on the strategy implementation using the Dashboard system.
- Completion reports on the implementation and evaluation of initiatives, including (following up on measuring performance indicators for each initiative) according to the approved plan.
- Time for implementation: (2020)

Strategic Initiative	I. 17 Management automation and strategic planning initiative (Dashboard system)	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Strategic Management
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- A statistical report to survey the university leaders' opinions on the performance of the Dashboard system.
- A statistical report to survey the university's employees' opinions on the departments' performance of their functions after their automation.

Performance Indicators	Special Requirements for Implementation (if any)
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- The level of the university employees' satisfaction with the questionnaire about the departments' performance of their functions after its automation.
- The quality of accomplishment reports for the progress of initiatives, including (following up on the measurement of performance indicators for each initiative) according to the approved plan.
- The level of university leaders' satisfaction with the performance of the Dashboard system.

- Supporting the senior management of the project.
- Participation of the Strategic Planning Department

Strategic Initiative	I. 18 Improving the international ranking of the university.	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Strategic Objective	(O:5): Providing a stimulating environment for innovations and community services of sustainable value				
The Overall Objective of the Initiative	Strengthening the university's position by improving its international classification by raising its Arab and continental rank				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
• A benchmark comparison report on the mechanisms and activities to improve the international classification of universities. • A report on the criteria for ranking universities, whether at the Arab or continental level. • Report developmental proposals to improve the international classification of the university. • Report the mechanisms for monitoring and evaluating performance in the field of improving the international classification				• Time for implementation: (from 2020 to 2024)	
Performance Indicators				Special Requirements for Implementation (if any)	

Strategic Initiative	I. 18 Improving the international ranking of the university.	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- A benchmarking on the mechanisms for improving the international classification of at least five distinguished universities.
 - The quality of preparing a report on university classification standards.
- The quality of preparing developmental proposals to improve the university's international classification
- Improving the ranking of Mustaqbal University at the Kingdom of Saudi Arabia level.
 - Improving the ranking of Mustaqbal University at the Arab universities level.
- Improving the ranking of Mustaqbal University at the Asian continent the level.
 - The high rate of scientific publication for faculty members at the Mustaqbal University.
- Supporting the senior management of the project.
 - Collaboration of university colleges and departments in providing the necessary data for the project.

Strategic Initiative	I.19 Postgraduate studies with prestigious universities nationally and internationally	Strategic Program	Research, development and community service	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Strategic Objective	(O:4): Developing the research, development and postgraduate studies' system				

The Overall Objective of the Initiative

Raising the education fields and the developmental societal impact of the university by opening postgraduate programs through cooperation with prestigious universities nationally and internationally

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
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- A benchmarking comparison report on the mechanisms of cooperation with universities in the field of postgraduate programs.
- A statistical report to survey the views of university colleges, graduate students and employers about postgraduate programs needed by the labor market
- Report with proposals for five master's programs in the targeted educational fields.
- Report with proposals for five doctoral programs in the targeted educational fields.

- Time for implementation: (from 2020 to 2024)

Strategic Initiative	I.19 Postgraduate studies with prestigious universities nationally and internationally	Strategic Program	Research, development and community service	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Performance Indicators				Special Requirements for Implementation (if any)	

- A benchmarking comparison report for at least five distinguished universities on the mechanisms of cooperation in the field of postgraduate programs.
- The quality of preparing a report polling the views of university faculties, graduate students, and employers about postgraduate programs needed by the labor market.
- The number of postgraduate programs introduced at the university.
 - Percentage of graduate programs majors for all majors at the university.

- Supporting the senior management of the project.
- Providing specializations and academic degrees for faculty members (professor - associate professor) to teach in postgraduate programs.

Strategic Initiative	I. 20 Recruitment, retention and job satisfaction initiative	Strategic Program	Human Resources	Initiative Owner	Research, development and community services
Strategic Objective	(O:5): Providing a stimulating environment for innovations and community services of sustainable value				

The Overall
Objective of the
Initiative

Enhancing the university's institutional performance by improving retention and job satisfaction processes in accordance with scientific and professional determinants.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
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| <ul style="list-style-type: none"> • A benchmark comparison of ten distinguished universities in this field. • A robust mechanism to determine the selection process from among qualified candidates <ul style="list-style-type: none"> • A tight mechanism to enhance the employees' job satisfaction. • A robust mechanism to enhance the retention of qualified competencies. • An effective mechanism for measuring the quality of recruitment and retention processes. | <ul style="list-style-type: none"> • Time for implementation: (from 2020 to 2024) |
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Strategic Initiative	I. 20 Recruitment, retention and job satisfaction initiative	Strategic Program	Human Resources	Initiative Owner	Research, development and community services
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Performance Indicators	Special Requirements for Implementation (if any)
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- Quality of recruitment mechanisms.
- Quality of retention mechanisms.
- The quality of the mechanisms for measuring the effectiveness of recruitment and retention.
 - Annual recruitment rate.
 - Annual retention rate.
- Employee satisfaction rate.

- Supporting the senior management of the project.
- Providing the necessary information and statistics of the project

Strategic Initiative	I. 21 Initiative to improve the university's electronic infrastructure	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Information Technology Management
Strategic Objective	(O:2): Institutionalization, governance and automation of good practices and obtaining institutional accreditation				

The Overall Objective of the Initiative

Enhancing the university's institutional performance by raising the quality level of electronic services inside and outside the university campus for all its employees.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
• A benchmark comparison of distinguished universities in this field. • Reporting developmental proposals to improve the electronic infrastructure. • Providing technical solutions that contribute to raising performance and ensuring speed of communication between the university's various colleges and departments through the developed local network. • Providing wireless access to the Internet within the university premises	• Timeline for implementation: (from 2020 to 2024) • Project budget: It is determined by the responsible authorities

Strategic Initiative	I. 21 Initiative to improve the university's electronic infrastructure	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Information Technology Management
Performance Indicators				Special Requirements for Implementation (if any)	

- The quality of the benchmarking report.
- The quality of the development proposals report.
- The high satisfaction of university employees with the electronic infrastructure and its services.
- Upgrading the infrastructure to the third level.
- Senior management support for the initiative

Strategic Initiative	I. 22 Initiative to improve the university's website.	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Information Technology Management
Strategic Objective	(O:2): Institutionalizing, Governance and Automation of Good Practices and Obtaining Institutional Accreditation				

The Overall Objective of the Initiative

Enhancing the university's institutional performance by improving its ranking in the world rankings of universities by improving the university's position in accordance with best practices.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
1. Supplying the website with all the necessary data and information in an institutional manner that ensures continuous updating. 2. A benchmark comparison of ten distinguished universities in this field. 3. Developmental proposals for the site in its informational, service and interactive sides. 4. A developmental report to improve the university's classification among the best Arab universities.	• Timeline for implementation: (from 2020 to 2024) • Project budget: to be determined by the responsible authorities.

Strategic Initiative	I. 22 Initiative to improve the university's website.	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Information Technology Management
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5. Activating the service aspects of the site for university employees.
6. The website design is attractive and distinct.
7. Publishing the college's vision, mission, goals and values on the website.
8. Publishing the college's news, activities and effectiveness on the website.
9. Contracting with specialists to design and manage the site.
10. The website language shall be the language of the target audience.
11. Increase the number of website views.
12. Linking the website to the university's social media.
13. Publishing the university regulations and policies on the website.
14. Providing a section for the common questions and suggestions.
15. The home page contains an introductory video of the university and its colleges.
16. Introducing faculty members and publishing their CVs.

Performance Indicators	Special Requirements for Implementation (if any)
Benchmarking quality.	

Strategic Initiative	I. 22 Initiative to improve the university's website.	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Information Technology Management
	• The university ranking improvement on WebMatrix. • The high satisfaction of the relevant parties with the site in its informational aspects. • Increasing the related parties' satisfaction with the site in its service aspects.			• Senior management support for the initiative • Providing the necessary information and statistics for the project	

Strategic Initiative	I. 23 An initiative to study the level of beneficiaries' satisfaction with tuition fees.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Tuition fee collection Unit
Strategic Objective	(O7): Developing the university's own resources, diversifying and sustaining its sources of income, and marketing its services and products.				
The Overall Objective of the Initiative	Raising university enrollment rates by enhancing beneficiaries' satisfaction with tuition fees and related aspects in accordance with best practices.				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	

- A benchmark comparison of ten distinguished universities in this field.
- Analysis of a questionnaire measuring beneficiaries' satisfaction with tuition fees.
- Developmental proposals regarding the provision of multiple means of payment, such as bank accounts.
 - Developmental proposals regarding the installment of tuition fees.
- Developmental proposals regarding the provision of partial scholarships.
- Timeline for implementation: (from 2020 to 2021)
- Project budget: to be determined by the responsible authorities.

Strategic Initiative	I. 23 An initiative to study the level of beneficiaries' satisfaction with tuition fees.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Tuition fee collection Unit
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- Developmental proposals regarding contracting with local banks to pay fees in installments through those banks.

Performance Indicators	Special Requirements for Implementation (if any)
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- Benchmarking quality.
- The quality of developmental proposals with regard to reimbursement.
 - The quality of the developmental proposals with regard to the installment of tuition fees.
 - The quality of developmental proposals with regard to granting scholarships.
- The quality of development proposals with regard to contracting with banks.
 - Level of beneficiaries' satisfaction with tuition fees.
- Approval of the legal department.

Strategic Initiative	I. 24 The initiative to develop maintenance and facilities.	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Facilities Management
Strategic Objective	(O2): Institutionalization, governance and automation of good practices and obtaining institutional accreditation				
The Overall Objective of the Initiative	Raising performance and productivity rates by improving the maintenance and development of facilities, preserving assets at the university, and rationalizing spending in accordance with the best sustainable practices.				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
1. Concluding contracts for maintenance					
2. Completion of the university stadium development.					
3. Implementation of a maintenance plan.					
4. Preparing and implementing a plan to develop facilities and maintain and sustain assets				•Implementation time: (from 2020 to 2025) •Project budget: It is determined by the responsible authorities	
5. Developing the university's internal and external facilities.					
6. Providing equipment for maintenance work.					

Strategic Initiative	I. 24 The initiative to develop maintenance and facilities.	Strategic Program	Institutionalization, Governance, and Automation	Initiative Owner	Facilities Management
Performance Indicators				Special Requirements for Implementation (if any)	
- Facilities maintenance and sustainability rates. - Asset preservation and sustainability rates. - Availability of modern, appropriate and effective systems for the operation of university buildings and facilities				- Senior management's support for the project - Financial management support	
- Rationalizing expenditure on energy and resources. - Users' satisfaction with the university's facilities - Number of completed contracts. - Number of facilities developed - Quality of monthly reports on the maintenance work performed					

Strategic Initiative	I. 25 The initiative to subscribe in some global databases	Strategic Program	Research, development and community services	Initiative Owner	Libraries
Strategic Objective	(O4): Developing the system of research, development and postgraduate studies.				

The Overall
Objective of the
Initiative

Improving the university's research performance by subscribing to some global databases in accordance with best practices.

The most Important Outcomes of the Initiative		Basic Determinants of Implementation
1. A benchmarking comparison of five distinct practices in this field.	5. Providing the appropriate financial support for participation in the information bases.	• Timeline for implementation: (from 2020 to 2024). • The budget of the initiative: to be determined by the responsible authorities.
2. Participation in national and global information bases.	6. Taking advantage of external partnerships in providing information bases.	
3. Increasing the number of scientific research for faculty members in the college.	7. Accessibility of databases for students and researchers.	
4. Participation in the rules that serve the college's specializations and programs.		

Strategic Initiative	I. 25 The initiative to subscribe in some global databases	Strategic Program	Research, development and community services	Initiative Owner	Libraries
Performance Indicators				Special Requirements for Implementation (if any)	

- Rate of scientific research production.
- The number of databases subscribed to.
- Users' satisfaction with the databases.

- The College's Deanship support for the initiative.
- The financial management's support for the initiative.

Strategic Initiative	I. 26 Developing research, investment and community partnerships	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
Strategic Objective	(O6): Strengthening educational, research and community partnerships				

The Overall Objective of the Initiative

Improving the university's research performance by developing the university's partnerships in the research, investment and community fields in accordance with best practices.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
• A benchmarking comparison report on partnership mechanisms in the research, investment and societal fields. • A statistical report to survey the views of the university's colleges and related parties on the areas of research partnership.	• A statistical report to survey the views of university colleges and related parties on the areas of community partnership • Suggested mechanisms for holding targeted research partnerships • Timeline for implementation: (from 2021 to 2024).

Strategic Initiative	I. 26 Developing research, investment and community partnerships	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- A statistical report to survey the views of the university's colleges and related parties on the areas of investment partnership.

Performance Indicators	Special Requirements for Implementation (if any)
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| <ul style="list-style-type: none"> • A benchmarking comparison report for five distinguished universities on partnership mechanisms in the research, investment, and societal fields <ul style="list-style-type: none"> • The quality of preparing a report polling the views of the university colleges and the relevant authorities on the areas of research partnership. • The quality of preparing a report polling the views of the university colleges and the relevant authorities on the areas of investment partnership. • The quality of research partnership mechanisms. • The quality of preparing a report polling the views of the university colleges and the relevant authorities on the areas of community partnership. | <ul style="list-style-type: none"> • Senior management's support for the project • Collaboration of university colleges and departments in providing the necessary data for the project. |
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Strategic Initiative	I. 26 Developing research, investment and community partnerships	Strategic Program	Research, development and community services	Initiative Owner	University Vice Presidency for Educational Affairs and Scientific Research
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- Number of memoranda of cooperation and partnership in research fields.
- Number of memoranda of cooperation and partnership in the investment and community fields.

Strategic Initiative	I. 27 Community Program Support Initiative	Strategic Program	Research, development and community services	Initiative Owner	Community Service Center
Strategic Objective	(O5): Providing a stimulating environment for innovations and community services of sustainable value				

The Overall Objective of the Initiative

Strengthening the university's position in the local development field by providing various programs to serve the community in accordance with best practices.

The most Important Outcomes of the Initiative	Basic Determinants of Implementation
1. A benchmark comparison of ten distinguished universities in this field. 2. Providing awareness and training services that go according to the college's strategic plan 3. Preparing awareness and training programs for nominal fee.	1. Providing scientific material (brochures, training bags) about the programs in which the college participated. 2. Participation in national events (such as celebrating the National Day). • Timeline for implementation: (from 2020 to 2024) • Project budget: to be determined by the responsible authorities

Strategic Initiative	I. 27 Community Program Support Initiative	Strategic Program	Research, development and community services	Initiative Owner	Community Service Center
4. Increasing the effectiveness of communication between the college and the community by following up on community issues on the university's website.		3. The college's participation in societal issues: such as blood donation. 4. Holding scientific events that address the society's problems. 5. Partnerships with community institutions.			
Performance Indicators				Special Requirements for Implementation (if any)	
• Benchmarking quality. • Beneficiaries' satisfaction with the awareness initiative. • Number of community partnerships concluded by the college. • Number of community programs supported by the college. • High satisfaction of the relevant parties with the programs offered.				• Supporting the Higher Committee for Scientific Research and Community Service. • Supporting the College. • Supporting the Development and Quality Center	

Strategic Initiative	I. 27 Community Program Support Initiative	Strategic Program	Research, development and community services	Initiative Owner	Community Service Center
Strategic Initiative	I. 28 The Rationalization Initiative	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Financial Management

Strategic Objective

(O7): Developing the college's own resources, diversifying and sustaining its sources of income, and marketing its services and products

The Overall Objective of the Initiative

Improving the institutional performance of the university and raising expenditure efficiency by rationalizing the use of resources of all kinds in accordance with the best sustainable practices.

The most Important Outcomes of the Initiative

Basic Determinants of Implementation

1. A benchmark comparison of ten distinguished universities in this field. 2. Developmental proposals in the field of resource rationalization and sustainability. 3. Providing annual financial resources that contribute to the college	6. Sustainability of the college's sources of income 7. Automation of academic and administrative transactions at the college.	• Timeline for implementation: (from 2020 to 2024). • Project budget: to be determined by the responsible authorities.
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Strategic Initiative	I. 27 Community Program Support Initiative	Strategic Program	Research, development and community services	Initiative Owner	Community Service Center
development in accordance with its strategic plan. 4. Preserving property and facilities, and using them optimally. 5. Developing the college's own resources		8. Obtaining more than one offer when purchasing college requirements. 9. Providing brochures on rationalizing the use of resources			

Performance Indicators

Special Requirements for Implementation (if any)

• Benchmarking quality. • The quality of development proposals in the field of resource rationalization and sustainability. • The percentage of resource consumption. • Annual rationalization rate.	• Training college employees on the method of automating transactions. • Supporting the College's Deanship
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Strategic Initiative	I. 29 The initiative of increasing operational and non-operational profits.	Strategic Program	Finance and Investment, Growth and Marketing	Initiative Owner	Fixed asset and investment management
Strategic Objective	(O7): Developing the university's own resources, diversifying and sustaining its income sources, and marketing its services and products.				
The Overall Objective of the Initiative	Enabling the university to continue, grow and expand in its fields and achieve its main objectives through diversifying income sources o and increasing operational and non-operating profits in accordance with best practices.				
The most Important Outcomes of the Initiative			Basic Determinants of Implementation		

- A benchmark comparison of ten distinguished universities in this field.
- Forming and activating the investment committee according to a precise governance mechanism.
- A detailed plan for increasing operational profits.
- A detailed plan for increasing non-operational profits.

- Timeline for implementation: (from 2020 to 2024).

Strategic Initiative	I. 29 The initiative of increasing operational and non-operational profits.	Strategic Program	Finance and Investment, Growth and Marketing	Initiative Owner	Fixed asset and investment management
• An integrated report on the percentage of operating and non-operating profits. • A report on the areas of development of the university's resources.					
Performance Indicators			Special Requirements for Implementation (if any)		
• The quality of the detailed plan to increase operating profits. • The quality of the detailed plan to increase non-operating profits. • The quality and governance of the Investment Committee's work. • The percentage of operating profit • The percentage of non-operating profits.			• Senior management support for the initiative • Coordination with the fixed assets management and the preparation of estimated budgets for the project		

Strategic Initiative	I. 30 Initiative to develop the marketing and media dimension.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Media Management
Strategic Objective	(O7): Developing the university's own resources, diversifying and sustaining its sources of income, and marketing its services and products.				
The Overall Objective of the Initiative	Strengthening the university's position and increasing student enrollment rates through fundamental development in the processes of introducing and marketing the university, its colleges and services in accordance with best practices.				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
• A benchmark comparison of ten distinguished universities in this field. • Report developmental proposals for the marketing dimension • Report developmental proposals for the media dimension. • Report the mechanisms for measuring the effectiveness of marketing and media at the university.				• Timeline for implementation: (from 2020 to 2024).	

Strategic Initiative	I. 30 Initiative to develop the marketing and media dimension.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Media Management
	- Improving performance in social media sites - Creating an account on LinkedIn for the professional community				
	Performance Indicators		Special Requirements for Implementation (if any)		
	- Benchmarking quality. - The quality of the developmental proposals report for the marketing dimension. - The quality of the developmental proposals report for the media dimension. - The quality of the mechanisms for measuring the effectiveness of marketing and media at the university. - The level of beneficiaries' satisfaction with the means of introducing the university. - The increase in the university admission rate compared to the previous year.		Supporting the university's admission and registration.		

Strategic Initiative	I. 31 The university's YouTube Channel Initiative.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Media management
Strategic Objective	(O7): Developing the university's own resources, diversifying its sources of income, sustainability, and marketing its services and products.				
The Overall Objective of the Initiative	Strengthening the university's position by publishing scientific materials and events, introducing the university and raising the admission rate in accordance with best practices.				
The most Important Outcomes of the Initiative			Basic Determinants of Implementation		
• A benchmark comparison of ten distinguished universities in this field. • Suggestions for organizing the site and technical aspects of the presented materials. • Activating the live broadcast on the university channel website to transmit events • Report on the events broadcast on the university channel. • Submission of recorded material			• Timeline for implementation: (from 2020 to 2024) • Project budget: It is determined by the responsible authorities		
Performance Indicators			Special Requirements for Implementation (if any)		

Strategic Initiative	I. 31 The university's YouTube Channel Initiative.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Media management
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Benchmarking quality.

- The quality of the site's organization proposals.
- Percentage of the number of scientific materials and events broadcast on the university's channel.
- Percentage of views for a YouTube channel

Senior management approval of the project

Strategic Initiative	I. 32 Investment, Endowment and Financing Initiative.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Fixed asset and investment management
Strategic Objective	(O7): Developing the university's own resources, diversifying and sustaining its sources of income, and marketing its services and products				
The Overall Objective of the Initiative	Enabling the university to continue and expand its fields and achieve its main purposes by building endowments and improving financing processes in accordance with best practices.				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
• A benchmark comparison of ten distinguished universities in this field. • A detailed plan for the endowment according to the scientific determinants. • Detailed investment plan according to scientific determinants. • A detailed plan for financing according to scientific determinants.				• Timeline for implementation: (from 2021 to 2024)	
Performance Indicators				Special Requirements for Implementation (if any)	



Strategic Initiative	I. 32 Investment, Endowment and Financing Initiative.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Fixed asset and investment management
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- Benchmarking quality.
 - The quality of the detailed plan for the endowment.
 - The quality of the detailed investment plan.
 - The quality of the detailed plan for financing.
 - Forming a diversified investment portfolio.
 - The rate of increasing the percentage of non-operating profits.
- Senior management support for the initiative
 - Coordination with the fixed assets management and the preparation of estimated budgets for the project

Strategic Initiative	I. 33 The initiative to establish a gym and recreational activities.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Fixed asset and investment management
Strategic Objective	(O7): Developing the university's own resources, diversifying and sustaining its income sources, and marketing its services and products				
The Overall Objective of the Initiative	Improving the educational structure and enhancing recreational activities by establishing the gym and its facilities in accordance with the best sustainable practices.				
The most Important Outcomes of the Initiative			Basic Determinants of Implementation		
- Detailed conception of the establishment of the gym and its facilities. - Detailed perception about the uses of the gym and its facilities. - Detailed perception of achieving sustainability requirements in the gym and its facilities. - Detailed perception of the mechanism of solicitation of offers and selection of the best one.			- Timeline for implementation: (from 2021 to 2024) - Project budget: determined by the authorized person.		
Performance Indicators			Special Requirements for Implementation (if any)		



Strategic Initiative	I. 33 The initiative to establish a gym and recreational activities.	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	Fixed asset and investment management
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- The quality of the detailed conception of the establishment of the gym and its facilities.
- The quality of the detailed conception about the uses of the gym and its facilities.
- The quality of the detailed perception about meeting sustainability requirements in the gym and its facilities.
- Quality of perception about offers and selection of the best ones.
 - Completion of the gym establishment
 - Commitment to contract payment
- Senior management support for the initiative

Strategic Initiative	I. 34 Opening a branch of the university	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	General Manager of the company
Strategic Objective	(O7): Developing the university's own resources, diversifying and sustaining its income sources, and marketing its services and products.				
The Overall Objective of the Initiative	Enabling the university to grow and expand by opening a new branch of Mustaqbal University in one of the regions according to accurate scientific and marketing determinants				
The most Important Outcomes of the Initiative				Basic Determinants of Implementation	
• A feasibility study that includes the appropriateness of the location of the new university branch and estimating the cost of construction and equipment processes. • A perception about the mechanism of agreement and contracting with the relevant authorities. • An integrated report of the equipment of the new university branch. • Obtaining the necessary approvals and permits to establish a new university branch.				• Timeline for implementation: (From 2022 to 2024) - Project budget: to be determined by the authorized person.	
Performance Indicators				Special Requirements for Implementation (if any)	



Strategic Initiative	I. 34 Opening a branch of the university	Strategic Program	Finance, Investment, Growth and Marketing	Initiative Owner	General Manager of the company
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- The quality of writing the feasibility study and its inclusion of the required elements.
- The quality of the agreement and contracting mechanism.
- The percentage of completion of the new university branch's equipment.
 - Completion of opening one branch of the university.
- Senior management support for the initiative

Done with Allah's Grace!



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Executive Plan of Mustaqbal University Strategy

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