



جامعة المستقبل
Mustaqbal University

Strategic Plan of Mustaqbal University

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**We plan for accomplishment of all ambitions and fulfilment
of all aspirations**

His Majesty King

Salman Bin Abdulaziz Al Saud



"Our ambition is to establish a more progressive state where every citizen can find what he desires".

His Royal Highness Crown Prince

Mohammed Bin Salman Bin Abdulaziz Al Saud

Deputy Prime Minister, Minister of Defense



Dr. Abdulrahman Bin Saleh Alshetewi

Founder and Member of Mustaqbal University Company Administration

Out of the views of His Majesty, the Custodian of The Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and Crown Prince Mohammed bin Salman ben Abdulaziz, may Allah protect both of them, who confirm that the private education sector in the Kingdom of Saudi Arabia is an effective factor in the growth and development of this country by means of empowering young males and females with knowledge and education and improving their skills and abilities. The establishment of Mustaqbal University, after the issuing of the said agreement on 5/7/1440 AH, was to change the nomenclature of Qassim Private Colleges into Mustaqbal University. This academic change entails such quality enhancement as enables the



University to be the cornerstone in pushing the wheels of progress and prosperity in this abundant country, especially with the fast-paced progress that the world is witnessing in technology and education. From this standpoint, Mustaqbal University seeks to put strategic planning among its top priorities for the future. This leads to the preparation of a strategic plan of Mustaqbal University 2020- 2025 targeted to provide distinguished education and professionalism and enhancing innovations and partnership to meet the needs of our people.



Dr. Abdulrahman Bin Abdullah Almoshaiqeh

Chairman of Mustaqbal University Company Administration

Considering the private education sector as a crucial component in the Kingdom of Saudi Arabia, it is also the concern of His Majesty, the Custodian of the Two Holy Mosques, King Salman and Crown Prince Mohammed Bin Salman, may Allah protect both of them. The Vision of Mustaqbal University is to be nationally distinguished in education and professionalism for future competences enlightened with the contents of Vision 2030 envisaged for the Kingdom. So, the University seeks to improve and revise all educational and administrative processes to cope with modern academic needs, quality assurance standards and academic accreditation. The University endeavors to rejuvenate its academic programs of institutional and program accreditation to ensure quality education and learning outcomes.



Mr. Yousif Ben Saleh Alshetewi

General Manager of Mustaqbal University Company

Based on the encouragement and support of the private education by His Excellency the Custodian of the Two Holy Mosques and His Crown, Mustaqbal University seeks effectively to contribute to the national changes to attain the Vision of the Kingdom 2030 by means of matching learning outcomes with market demands and needs affording community and research services and supporting ongoing development in the Kingdom. So, the University prepared its strategic plan 2020/2025 that aims at modifying the University goals as per the actuality by implementing subtle and restricted initiatives and measuring its achievements by the key performance indicators. May Allah help us achieve our objectives.



Dr. Mohammed bin Saleh Alshetewi

Rector of Mustaqbal University

Mustaqbal University strategic plan 2020/2025 represents an important step in achieving excellence and development that all University administrations and its colleges seek. The University seeks, while preparing its strategy for the coming five years, to prioritize the implementation of distinguished academic programs suitable to the development plans and market needs. The University is greatly committed to community service programs and considers it one of the pillars of its Vision and mission. The University accordingly participates in many programs that contribute to the progress of the community and the country, and seeks to establish scientific partnership with other universities and institutions for their and its own good accruing exposure to national and international cultures and experiences. The strategic plan also includes an ongoing search for national and international accreditation outlines to achieve academic credit. May Allah help us achieve the desires of

our leaders and our aims to achieveth desired developmental goals.

1. Governaning Strategic Frameworks and its Reflections on Mustaqbal University Strategy

No	Governaning Strategic Frameworks	Their Reflections on the Strategy
1.	Enhancing our efforts in matching the outcomes of learning process with market needs where the national gate (TAQAT) was established/ released (the Kingdom Vision 2030)	Studying the market to determine the requirements of marketing process es, revising and developing the learning outcomes to match the same
2	Encouraging universities and intuitions to invest innovations and development. The tenth strategy of development (2015-2019) indicated that contribution of the private sector on research, development and innovation spending should reach 38% of the total spending these by the end of the plan.	Increasing the financial fund for applied and innovative researches and encouraging research culture among the teaching community Encouraging universities and institutions to invest in the field of research, development, and innovation which are relevant to the development and problem solving in the current environment.
3.	Matching training to the learning outcomes to be attained and which are needed for marketing, and the ability of learning system to optimize human skills and competences to contribute in	Adopting "matching initiative" for all majors, programs, and research as well as training and consulting programs.

No	Governanng Strategic Frameworks	Their Reflections on the Strategy
	achieving the requirements of all development fields in the community (strategic plan of the Ministry of Education 2016-2020).	
4.	Working towards practical experience for the students through partial work, cooperative training programs, community service programs and voluntary projects. (policies of achieving goals of human resources- the tenth Strategic Plan of Development (2015).	Contracting cooperation memoranda with relevant local community institutions to train students during study period. Increasing the number of community programs and voluntary projects afforded by the University and involving students and employees in implementing them.
5.	Enhancing the competency of higher education and widening the scope of the evaluation process and academic accreditation (policies of achieving the goals of human resources - the tenth strategic plan 2015-2019)	Giving priority to establish a quality system at University level and the attainment of institutional and program accreditation.
6.	The National Transformational Program includes special initiatives for sports activities in universities which aim at increasing sport practices at least once per a week from 13%-40% (National Transformational Program 2020).	The University commitment to care of health, entrainment, culture components of its members, and improving their quality of life by different initiatives. Deriving scientific specializations in these fields at the levels of higher studies, bachelor levels and occupational diplomas.

No	Governanng Strategic Frameworks	Their Reflections on the Strategy
7.	<p>Developing the ongoing learning courses in pushing the national development wheel, improving the processes and styles of learning and teaching, updating them with the development of modern sciences and its changes for the sake of increasing the information and knowledge of students to archive scientific and technological development using a variety of evaluation techniques and styles (strategic plan of the ministry of education 2016-2020); developing a new model in courses designing towards transformation from teacher centered learning to learner centered learning (Transformational Program 2020)</p>	<p>Developing the methods and styles of evaluation and encouraging the application of modern techniques in teaching and learning.</p>
8.	<p>Based on 2030 KSA Vision, we adopt Islamic principles which can be achieved by: Moderation, Toleration, Perfection, Discipline, Justice, Transparency appreciating the ancient national identity (Vision 2030)</p>	<p>The University inserts values and principles in its strategic plan and endeavors to obtain them in its private educational research and community system.</p>
9.	<p>Enhancing services quality, in both protective and proactive terms, is one of the Kingdom objectives before 2030 by means of increasing the average expected age from 74 to 80 years (Kingdom Vision 2030)</p> <p>Developing the underground establishment and involvement ability in searching for health occupations and widening the scope of medical care depending on private sector (as mentioned in National</p>	<p>Possibility of widening academic programs in health specializations and opening external clinics in the required specializations.</p>

No	Governanng Strategic Frameworks	Their Reflections on the Strategy
	Transformation Program) First dimension: progress in medical care	
10	The University Vision 2030 and the tenth strategic plan confirm the importance of developing the tourism sector (Vision 2030) (the tenth strategic plan)	Directing applied research and community programs in Mustaqbal University to develop local tourism.
11.	The tenth Strategic Plan of Development confirms the necessity of normal continuity resources as one of the primary foundations of our quality of life as it aims at getting three Saudi cities among the best cities in the world (the tenth strategic plan).	The University is adopting some initiative, programs and applied research in continuing development fields and seeking its internship to sustainable universities club according to an institutional system.
12.	Providing students with the skills and knowledge and good morals to have an independent personality by encouraging independent learning, assiduity, initiative and leadership. and adequate amount of social, cultural self-awareness. (Vision 2030)	The University is adopting some initiatives to prepare the students with positive characteristics such as positivity independent learning, initiative, assiduity, leadership and awareness.
13	We lean to work, we continue investment in education and training and provide our children the needed skills and knowledge for the future jobs (Kingdom Vision 2030)	Adopting the initiative " future issuances" and careful determination of future jobs and adopting appropriate specializations according to scientific marketing, and subtle limitations.
14.	Limiting scholarship chances to fields that serve the local economy,	Adopting that in scholarship programs and

No	Governanng Strategic Frameworks	Their Reflections on the Strategy
	in distinguished majors in the best international universities.	evaluating the suitability of the innovative technical majors and the superiority of the University in the light of scientific considerations and requirements of the market (transformational program 2020).
15.	According to the Kingdom Vision 2030, we support our novice and small and medium institutions as well as productive families. The small and medium institutions could participate with an amount not more than 20% of the total production in comparison to the ratio achieved by advanced economy to reach 70% (2030 Vision). Increase in small and medium enterprises contributions in the total production for about 20%- 35%. The tenth strategic plan confirms the importance of having small and medium enterprises with cognitive content (the tenth strategic development plan).	The University serves a range of community services in the field of productive families and small and medium enterprises.
16.	Improving women's talents and investing their powers by empowering them to get suitable opportunities to ensure a bright future while also contributing in the development of our community and economy by raising their participation in marketing from 22% - 30% (Kingdom Vision 2030). - The tenth Strategic Plan of Development confirms the necessity of empowering women by creating employment chances for them,	Adopting an initiative that empowers women and identifying the suitability of some specializations for them that also agree with scientific considerations and market requirements.

No	Governanng Strategic Frameworks	Their Reflections on the Strategy
	thereby widening their participation in national development and civil community (the tenth Strategic Plan of Development)	
17.	Polarizing the competences that the Kingdom needs (Kingdom Vision 2030)	Improving polarizing programs and conducting training courses for enhancing scientific, research and administrative competences.
18.	The Kingdom Vision 2030 confirms the importance of adopting an education that contributes to boosting the local economy and differentiating sectorial and regional economy	Adopting an initiative for reviewing the majors and other programs in the light of national economic requirements. -
19.	We seek to fill the gap between higher education outcomes and market demands, developing the public education system, directing it towards professionally and occupationally needed choices, giving chance for rehabilitating them and ensuring flexibility in transformation across different educational paths. (Kingdom Vision 2030) -Enhancing the competency of higher education and widening the evaluation process and academic accreditation. It also confirms the importance of cooperative training and University students' attainment of practical experience (the tenth strategic plan)	Adopting an initiative of transformation among majors and bridging according to flexible matrices.
20	We target five Saudi universities at least to be reckoned among the	Adopting an initiative for the improvement and

No	Governanng Strategic Frameworks	Their Reflections on the Strategy
20.	<p>200 best international universities before 2030.</p> <ul style="list-style-type: none"> - Empowering our students to achieve top results in comparison with the average of international results and getting top advanced classification in international indicators of scientific achievement (Kingdom Vision 2030). 	<p>classification of the University to improve and classify it locally, continentally and internationally.</p> <ul style="list-style-type: none"> - Adopting an initiative to encourage elite students to win high positions in national and international competitions.
21.	<p>Enlargement of our investment abilities to attain different additional returns for the economy and improving the techniques of investment in the state, specially the public investment fund (Kingdom Vision 2030)</p>	<p>Adopting the initiative of investment and endowment to verify the sources of income and support.</p> <ul style="list-style-type: none"> - looking into the suitability of introducing some majors in the field of investment in the light of scientific considerations and emerging needs of the market place.
22.	<p>Improving the sector of mining and increasing its contribution in local economy thus creating " a market for renewable power" (Kingdom Vision 2030)</p> <ul style="list-style-type: none"> - Raising the ratios of mining wealth investment (King Salman for renewable power. (the tenth Strategic Plan of Development) 	<p>Introducing sustainable, scientific contributions in Qassim Region.</p> <p>Looking into the suitability of some majors in mining and renewable sources sector in the light of scientific considerations and needs of the market.</p>
23.	<p>The importance of adopting a foreseeable economy depending on knowledge (10th Strategic Plan of Development).</p>	<p>Introducing scientific and service contributions in Qassim Region to increase the effectiveness</p>

No	Governanng Strategic Frameworks	Their Reflections on the Strategy
		of charitable voluntary work.
24.	Raising the ratio of charitable projects that have a social effect from 7% to 32% and getting a million volunteers in the non-profit sector annually in comparison to the current 11 thousand volunteers (Kingdom Vision 2030)	Adopting an initiative of volunteering and introducing scientific and service contributions in Qassim region to increase the effectiveness of charitable and voluntary work.
25	Being committed to spending competency and financial balance (Qewam program 2030) The tenth strategic plan confirms the necessity of public spending competency. (tenth strategic plan).	Adopting an initiative of spending and looking into the suitability of some majors in spending competency and financial consideration in view of scientific considerations and requirements of work place .
26	Leading the world in the field of electronic treatments (Program Electronic Government Development) by moving from position 80 to position 20 regarding Government Effectiveness Indicator, and moving from position 36 to position 5 regarding Electronic Government Effectiveness Indicator. (Kingdom Vision 2030) The percentage of Saudi youth who used information technology (as per the latest data) was 93.66% on internet and 97.92% on mobile phones (according to Saudi report in 2019 General Census Organization)	Introducing scientific and service contributions in Qassim region. looking into the suitability of some majors in electronic treatments in the light of scientific considerations and requirements of workplace. - Adopting the use of modern techniques in teaching and using learning styles that use the internet (electronic courses and e-learning)

2. Diagnosing the Present Situation and Strategic Environmental Analysis

2. Diagnosing the Present Situation and Environmental Analysis

	Strengths	Weaknesses
1.	The positive indicators regarding the name of the University as the private University in the area.	Lack in marketing and attracting distinguished students
2	The dedicated support of University leaders and owners in quality assurance to obtain both institutional and program accreditation.	Some targeted groups have poor perception/ image of the University
3	Financial solvency and stability of the University; strategic, geographical location of the University in the center of the governorates	Weakness in grossing the operating profits
4	The strategic geographical location of the University in the center of the governorates	Non-inclusion of the University in local or international rankings
5	Emphasis on quality in forming the University higher councils and committees	Poor budget allocated to scientific research
6	Availability of specialized, competent teaching staff.	Managing the lectures using traditional methods
7	Positive drive in raising the students' level in the academic preparatory year	The absence of a good plan for scientific research
8	The high quality of the infrastructure of the	Weakness in research production of

	Strengths	Weaknesses
	University in terms building infrastrcuture	some members of the teaching staff
9	The availability of hi-fi laboratories and halls	Weakness in the electronic infrastructure
10	Getting super international accreditations for some colleges	Deficiency in students' support services

	Threats	Opportunities
1.	Expansion in the direction of establishing more private universities	Paying attention to training students
2.	Proactiveness in attracting students towards occupational and technical education	Launching new programs according to the needs of the growing labor market demands from University education
3.	Poor secondary level of graduates joining the University	The possibility of expansion in the faculties and specializations of the University
4.	Permanent changes in market demands	The lack of distinguished research, advisory and service centers in the Qassim region
5	Variety in learning styles and the availability of some universities to effectively cope with students' issues	Expansion of research partnerships and the possibility of developing University resources
6	Lack of scholarships granted by the University due to the prerequisites of the University	Establishing and publishing refereed magazines dealing with targeted research fields
7	The requirements, costs and restrictions rising from the new labor legislations	Possibility of adopting the outcomes of the University to community needs
8	Strong advertising by competitors	Availability of academic and research partnerships with other universities and the possibility of increasing it

	Threats	Opportunities
9	Existence of new decisions and requirements that apply to private universities only	Making cooperation contracts with other companies for work
10	Competitor universities offering reduced tuition fees	Providing jobs to graduate students by communicating with other sectors of employment and work

3. Benchmarking

Benchmarking is considered a methodological pillar in strategic planning as it enables us to measure and compare our University with many distinguished universities in terms of organizational and administrative set up, financial status, scientific, research, instructional characteristics, leading to crystallization of beneficial lessons in targeted fields to qualify the preparation of Mustaqbal University strategy. For this, the preparation team of the strategic plan have determined a criteria for choosing local, national and international universities, collecting their relevant data, analyzing it according to scientific methodology, and then, determining the benchmarking criteria. The total number of private universities in Qassim is 16 besides 6 regional universities, 10 national and 5 international universities. Thus, the total number of the benchmarking universities is 31.

Categories and Names of Benchmarking Universities and Their Achievement Ratios According to the Standard Criteria

Category	Flag	University		Ratio Of Achieving Standard Criteria	Flag	University	Ratio Of Achieving Standard Criteria
National Universities		Prince Sultan	100%	Regional Universities		Abu Dubai	100%
		Effat University	100%			6 th Oct. University	100%
		Prince Mohamed Ben Fahd University	100%			Alrefaq University	90%
		Al-Yamamah University	100%			Amman Arab University	100%
		Dar Al-Hekma University	89%			Middle East University	
		Dar Al-Uloom University	89%			Oman Private University	100%
		Business And Technology University	89%			Arab American University	100%
		Alfaisal University	78%			Al Ein for Sciences And Technology University	100%

Category	Flag	University		Ratio Of Achieving Standard Criteria	Flag	University	Ratio Of Achieving Standard Criteria
		Fahd Bin Sultan University	78%	international universities		Kingdom University	90%
		Riyadh Elm University	78%			Sahar University	90%
		Qassim University	80%			British University In Egypt	
		Buraidah Private Colleges	100%			Northern Ohio University	100%
		Onaiza Private Colleges	70%			Jordan University	100%
		Technical College In Buraidah	70%			Soka University	100%
		Al-Ghad International Colleges	80%			Bond University	100%
		Sulaiman Al Rajhi Colleges					

Standard Standards of Benchmarking

First Folder	Second Folder	Third Folder	Forth Folder
<ul style="list-style-type: none"> strategic plan strategic plan availability 	<ul style="list-style-type: none"> male and female student averages quality of accepted students <ul style="list-style-type: none"> lower limits of admission standard waiting lists 	<ul style="list-style-type: none"> diversity of specializations, fees and privileges specialization diversity ratio fee ratio according to specialization ratio and quality afforded to distinguished students 	<ul style="list-style-type: none"> teaching staff, scientific activities and community service specializations and nationalities participation in scientific activities achievements and community activities
Fifth Folder <ul style="list-style-type: none"> graduating numbers and employment ratio, training and partnership average of graduates and ratio of employment ratio and partnership quality compared to other institutions ratio class training quality 		Sixth Folder <ul style="list-style-type: none"> services and utilities places of doing exercises halls and prepared laboratories 	

First Standard: Strategic Plan

	Vision	Mission	Values	Objectives	Projects	Performance indicators	Availability on sites	Total
Regional Un.	69%	69%	38%	38%	19%	13%	25%	38%
National Un.	100%	100%	60%	60%	10%	10%	50%	49%
International Un	80%	100%	40%	60%	20%	0%	20%	40
Targeted Un.	0%	0%	0%	0%	0%	0%	0%	0%

Learned lessons

1. Completing the components of good strategic plan.
2. Taking noticeable care of publishing their Vision and missions and endeavoring to achieve them.
3. Endeavoring to prepare strategic plans on electronic sites like regional universities.

The Second: Students

category	Students Average			Students Quality		Lower Standard Of Admission					Waiting List	
	males	females	total	national	international	work preferences	60%	70%	80%	90%	allowed	NOT ALLOWED
Local Universities	2130	2209	3741	100%	100%	36%	18%	9%	27%	9%	0%	100%
National Universities	2622	2934	3981	100%	100%	17%	83%	0%	0%	0%	0%	100%
International Universities	3562	3183	6745	100%	100%	80%	20%	0%	0%	0%	0%	100%
Targeted Universities	0	0	0	100%	100%	100%	0%	0%	0%	0%	0%	100%

Learned Lesson

Excessive care in collecting students' statistics, analyzing them to support the decisions, improve marketing process, and attract targeted students.

Finding preference according to the rate as the best way of accepting students.

Being sensitive to accept national and international students.

Focusing on raising student numbers.

Third Standard: Specializations and Fees

category	average of specialization				average of study fees							
	health	engineering	scientific	humanities	health	engineering	scientific	humanities	concrete	abstract	others	not allowed
local universities	44%	81%	81%	81%	8533	56878	55349	50103	93%	6%	0%	13%
national universities	70%	100%	80%	100%	3580	29118	26851	26913	56%	44%	44%	40%
international universities	100%	100%	60%	100%	6469	50202	37219	44334	80%	20%	0%	0%
targeted universities	100%	100%	0%	100%	6000	40000	0	20000	100%	0%	0%	0%

Learned: Lesson

Emphasis on the quality of specializations.

Focusing attention to introduce programs with the least fees which conforms. with the university target to reduce the cost and hold out high quality standards.

The Fourth Standard: Teaching Staff

Category	Ratio of Teaching Staff specialization varieties, nationalities and their participation in scientific activities, achievements, and Community Activities							
	Specialization	Nationality	Participation in Scientific Activities			Achievements and Community Activities		
			Conferences	Seminars	Others	Different Achievements	Community Activities	
Local Universities	100%	100%	94%	44%	69%	100%	94%	
National Universities	60%	50%	100%	100%	100%	100%	100%	
International Universities	100%	25%	100%	100%	80%	100%	80%	
Targeted Universities	100%	100%	100%	100%	100%	100%	100%	

Learned Lessons

Directing effort towards attracting teaching staff of different specializations and nationalities.

Seeking to attain different national and international levels.

Focusing on the activities of community service.

Fifth Standard: Graduates, Partnership, and Training

Category	Average of Student Numbers, Quality of Partnerships with other Institutions and Summer Training									Average Of Training Quality	
	Average Of Student' N. And Employment	Graduates N	Employment	Partnership	Academic	Research	Training	Others	National		
Local Universities	1969	26%		88%	31%	19%	0%	63%	44%	19%	
National Universities	9434	90%		60%	0%	10%	30%	40%	60%	20%	
International Universities	36249	79%		80%	100%	100%	100%	100%	40%	20%	
Targeted Universities	355	0%		100%	0%	100%	0%	100%	0%	0%	

Learned Lessons

The benchmarking universities care of following up its graduates and knowing their employment status

The benchmarking universities search for achieving a high quality of employment in other national universities

The benchmarking universities care of partnership with other institutions and differentiating it.

The local universities weakness in its students' summer training in contrary to other national universities.

The Sixth Standard: Utilities and Services

Category	Average of Utilities and Services in Benchmarking Universities	
	Places of Practicing Activities	Halls and Laboratories
Local Universities	69%	100%
National Universities	90%	100%
International Universities	80%	100%
Targeted Universities	0%	100%

Learned Lessons

Striving for providing places for practicing activities in contrast to local and targeted universities.
Endeavoring to prepare halls and laboratories with the most modern, state-of-the-art equipment.

The Seventh Standard: Electronic Learning and Communication Channels

Category	E- courses	E-Library	Twitter and Facebook	Other Channels
Local Universities	88%	81%	100%	94%
National Universities	70%	90%	100%	100%
International Universities				
	100%	40%	100%	100%
Targeted Universities	0%	0%	100%	100%

Learned Lessons

Investing in electronic learning environments by serving courses in electronic gates at websites.
Differentiating the communication channels with beneficiaries.

4. General Framework of Mustaqbal University

Implementation using Dashboard

34 Strategic initiatives

4 Strategic programs

34 Indicators of performance and outcomes

7 strategic objectives

Vision, Mission and

Institutional values

5. Vision, Mission, Institutional Values and Strategic Objectives

Vision

To attain the status of a distinguished university nationally in education and professionalism suitable for future competences.

Mission

Introducing distinguished educational and professional environment, enhancing innovation, encouraging partnerships to effectively meet community demands.

Institutional values

1. **Quality:** We adopt the highest quality standards to maintain the best outcomes and services.
2. **Integrity:** We work honestly, and are committed to professional ethics.
3. **Transparency:** We are committed to transactions disclosure, accountability and integrity requirements.
4. **Teamwork:** We do our duties as a team in thought and conduct.
5. **Creativity:** We encourage creative thinking and innovative behavior.
6. **Sustainable learning:** We support ongoing learning and teaching outside and inside the University.
7. **Development:** We believe in development and growth of all in all fields and actions.

Strategic objectives

1. Achieving scientific, practical, professional marketing empowerment for University graduates.
2. Institutionalizing good practices, implementing them, and getting institutional accreditation.
3. Developing quality teaching and learning and achieving programs accreditation.
4. Developing research and higher studies processes.
5. Creating encouraging environment for innovations and sustained societal services.
6. Enhancing educational and societal partnerships.
7. Improving the financial sources of the University, identifying income sources, and ensuring their continuity while actively marketing its services.

6. Key Indicators of Performance

6. Key Indicators of Performance

No	Indicator
1.	Institutional accreditation
2.	Scientific research production
3.	Published University magazines
4.	Electronic and occupational beneficiaries
5.	Level of beneficiaries' satisfaction with awareness initiatives
6.	No. of program accreditations achieved
7.	New specializations in the University
8.	Beneficiaries' satisfaction with teaching and learning quality
9.	Ratio of the different occupational programs
10.	Accreditation of the preparatory years
11.	Graduates satisfaction with services
12.	Electronic courses ratio in the University
13.	Ratio of national and international assistant teachers

No	Indicator
14.	Level of beneficiaries' satisfaction with the regulations
15.	Level of beneficiaries satisfaction with the general framework
16.	Automation of the administration, and strategic planning
17.	Ranking of the University in the international classification
18.	Number of higher studies programs
19.	University members' professional satisfaction
20	Beneficiaries' satisfaction with University infrastructure and electronic websites
21.	Rank of the University on Web matrix
22.	Beneficiaries' satisfaction with study fees
23	Beneficiaries' satisfaction with University utilities
24	Number of subscribed information databases
25.	Number of partnerships formalized by the University
26	No. of community programs supported by the University
27.	Measure of consumed resources
28.	Operational profits

No	Indicator
29.	Ratio of non-operational and operational profits
30.	Admissions in the University
31	Number of subscriptions on YouTube
32	Establishment of sports hall
33	Launching a new branch for the University
34	Number of services and consultations afforded by the University

7. Strategic Initiatives and Programs

A) Strategic Programs

1. Education, occupation, competition of Graduates
2. Institutional governance and automation
3. Research, development and community services
4. Backing, investment, growth, and marketing

Objectives Code	strategic objectives	program code	Strategic Programs
H 1	Achieving Scientific, practical, professional marketing empowerment for University graduates.	B1	Education, Occupation, Competition of Graduate
H2.	Institutionalizing good practices, implementing them, and getting institutional accreditation.	B2	Institutions Governance and Automation
H3	Developing quality teaching and learning and achieving program accreditations.	B2	Research, Development and Community Services Backing , Investment , Growth and Marketing
H 4	Developing research and higher studies processes.	B3	Research, Development and Community Services.
H6	Enhancing educational partnership, and societal partnership.		
IH7	Improving the financial sources of the University, identifying income sources, and ensuring their continuity while actively	B4	Backing , Investment , Growth and Marketing

Objectives Code	strategic objectives	program code	Strategic Programs
H 1	<p>Achieving Scientific, practical, professional marketing empowerment for University graduates.</p> <p>marketing its services.</p>	B1	Education, Occupation, Competition of Graduate

Matrix of aligning Objectives, Programs with Initiatives

Strategic Objectives	Programs	Initiatives That Attain Objectives	
First Objective: Achieving Scientific, practical, professional marketing empowerment for University graduates.	First program: Education, vocation, competition of graduates	Future jobs specialization initiative Development of learning and teaching methods initiative Introducing flexible different professional programs initiative Development of preparatory year initiative	Graduate services initiative. Electronic learning initiative Electronic, professional training initiative Partnership of national and international lecturers initiative
The second objective: Institutionalizing good practices, governing them, and getting institutional accreditation e;	The second program: institutions Governance and automation	Institutions Governance and Automation program accreditation program Developing legislative and regulations initiative Developing organizational structure initiative	Administration and strategic planning automation (Dashboard) initiative Developing the University electronic infrastructure initiative Developing electronic websites initiative Developing maintenance and

Strategic Objectives		Programs	Initiatives That Attain Objectives	
			utilities initiative	
The Third Objective Developing teaching and learning quality and achieving programs accreditation.	The Second Program: institutional governance and automation	Programs accreditations initiative		
The Fourth Objective: Developing researches and development and higher studies process	The Third Program: researches, development and community services	Research and development initiative Establishment of University refereed magazine (Mustaqbal scientific magazine)	Conducting higher studies with super universities nationally and internationally initiative Participation in some international data base	
The Fifth Objective: Creating an encouraging environment for innovations and community services	The Third Program: Researches, development and community survives	Awareness for a progressive future initiative	Rationalizing, conducting and profession satisfaction	

Strategic Objectives		Programs	Initiatives That Attain Objectives	
with a continuous valve				
The Sixth Objective: Enhancing educational, research and community partnership	The Third Program: researches , development and community survives	Enhancing the international classification of the University initiative developing research , investment ,community imitative	Community programs support imitative	
The Seventh Objective: Developing the University self – sources and verifying their income sources, its continuity and marketing its services and products	The Fourth Program: Backing, investment growth and marketing	Studying study fees, coding them and its payment mechanism Increasing operational and non-operational and non-operationalization profits imitative Developing marketing and information dimensions	Establishing research. consulting training center imitative Having a University channel on you tube Investment and endowment and backing imitative Establishing a sport hall and entertainment activities Opening a new branch of the University	

The Targeted Levels for Achieving Strategic Objectives with Initiatives

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indicators	Targeted Level	Polarity	Measurement cycle
Achieving scientific, practical, professional marketing empowerment for University graduates.	5 professional electronic training initiative	B1	4	number of electronic occupational training beneficiaries	10% of beneficiaries	+	annual
	8 future job specialization initiative		7	ratio of University new specializations	10% of University programs	+	within five years
	9 teaching and learning methods development		8	beneficiaries' satisfaction of learning and teaching quality	rate 4 on five measure	+	half a year
	10 introducing different flexible occupational program		9	ratio of various program	10% of University programs	+	within five years
	11		10	preparatory	final	+	2022

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
	preparatory year development initiative			year development accreditation	accreditation		
	12 graduate services initiative		11	graduate level satisfaction with services	rate 4 out of 5 measure	+	half a year
	13 electronic learning initiative		12	ratio of electronic courses in the University	5% courses in the University	+	annual
	14 international and national, competent lecturers		13	ratio of national and international lecturer participation	5% of lectures number	+	annual
2. Institutionalizing good practices, governing them, and getting institutional accreditation	1institutional accreditation initiative	B2	1	getting institutional accreditation	a full instructional un-conditioned accreditation	+	within two years
	15 legislative sides		14	Beneficiaries' satisfaction	rate 4 on 5 measurement	+	half-a-year

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
	development ,reregulation and governance			with regulations			
	16 organizational structures development initiative		15	Beneficiaries' satisfaction with organizational structure	rate 4 out of 5 measurement	+	Half-a-year
	17 strategic planning, automation, dashboard		16	completing administration and strategic planning automation	100% automation	+	within five years
	21 enhancing electronic infrastructure		20	University members satisfaction level	rate 4 out of 5 measurement	+	annual
	22 enhancing University electronic website		21	University rank at web matrix	among best 300universities	+	within 5 years

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
	24 improving utilities and maintenance		23	Beneficiaries' satisfaction with University performance	rate 4 out of 5 measurement	+	half a year
3. Improving education quality to attain program accreditation	7 program accreditation imitative	B2	6	ratio of programs attaining accreditation	75% University program	+	within 5 years
3Improving research, development and higher studies	2preparing a plan for research and development (R&D)	B3	2	increase of international research	10% research production	+	annual
	3establishing University refereed magazine		3	number of magazine issues	3 issues	+	within 5 years
	19 higher studies in super national and international universities		18	19number of higher studies programs	5 programs of higher studies	+	within five years

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
5.Creating an encouraging environment for innovations and community services continually	25participation in some scientific database	B 3	24	number of databases getting participation	3 scientific databases	+	annual
	6 awareness of a progressive future initiative		5	Beneficiaries' satisfaction of awareness level	4 out of 5	+	annual
	improving University classification initiative		17	University rank in international classification	among 200 best Arab universities	+	within five years
	20polarization and professional satisfaction		19	University members' satisfaction of professional level	4 out of 5	+	half a year
6.Enhancing	27supporting community program	B3	26	ratio of programs supported by University	10% community programs	+	annual
	26improving		25	number of	one	+	every year

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
educational, research and community partnerships	research, investment and community initiative			partnerships formalized by the University	partnership		
7. Developing the University financial sources, identifying sources of income, ensuring their continuity while marketing its services and products	4 Establishing research. consulting training center imitative	B4	34	number of offered services and consultations	10% beneficiaries	+	annual
	Studying study fees , coding them and its payment mechanism		22	Beneficiaries' satisfaction level with study fees	4out of 5	+	half a year
	28 Rationalizing initiative		27	ratio of sources consumption	5% in comparison to previous years	-	annual
	29 Increasing operational and non-operational and non-		28	ratio of operational profits	5.7% in comparison to previous years	+	annual

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
	operationalization profits initiative						
	30Developing marketing and information dimensions		30	ratio of admissions in the University	5.7% in comparison to previous years	+	annual
	31Having a University channel on YouTube		31	number of subscription in YouTube	500,000 subscribe	+	within 5 years
	32Backing, investment and endowment initiative		33	ratio of achieved profits of investment	15% in comparison to the previous years	+	within 5 years
	33Establishing a sports hall and entertainment activities		32	completion of sports hall construction	100% complete	+	2022
	35opening a new branch of the University		33	finalizing the establishment of a new branch of the	one branch	+	within five years

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
				University			

Years of Strategic Initiatives Implementation

Strategic Initiatives	Years of Implementation				
	2020	2021	2022	2023	2024
Institutional accreditation initiative	✓	✓	✓		
Preparing a plan for research and development initiative	✓	✓	✓	✓	✓
Establishing a University a refereed magazine initiative			✓		
Establishing research , consulting , training and service center initiative	✓				
Electronic, professional training initiative		✓	✓	✓	✓
Awareness for progressive future initiative	✓	✓	✓	✓	✓
Programs accreditation initiative			✓	✓	✓
Future jobs specialization initiative			✓	✓	✓
Development of learning and teaching methods initiative		✓			
Introducing flexible different professional programs initiative		✓	✓	✓	✓
Development of preparatory year initiative	✓				
Graduate services initiative		✓	✓	✓	✓
Electronic learning initiative		✓	✓	✓	✓
Partnership of national and international lecturers initiative	✓	✓	✓	✓	✓
Developing Legislative and Governing regulations initiative	✓	✓	✓	✓	✓
Developing organizational structure initiative	✓				
Administration and strategic planning automation (Dashboard) initiative	✓				
Improving the University international classification initiative	✓	✓	✓	✓	✓
Conducting higher studies with super universities nationally and	✓	✓	✓	✓	✓

Strategic Initiatives	Years of Implementation				
	2020	2021	2022	2023	2024
internationally initiative					
Retaining and conducting and professional satisfaction initiative	✓	✓	✓	✓	✓
Developing the University electronic infrastructure initiative	✓	✓	✓	✓	✓
Developing electronic websites initiative	✓	✓	✓	✓	✓
Studying study fees, coding them and payment initiative	✓	✓	✓	✓	✓
Developing maintenance and utilities initiative	✓	✓			
Participating in international database rules initiative	✓	✓	✓	✓	✓
Developing scientific, research, community and investment partnership initiative		✓	✓	✓	✓
Supporting community programs initiative	✓	✓	✓	✓	✓
Rationalizing initiative	✓	✓	✓	✓	✓
Increasing operational and non-operational profits initiative	✓	✓	✓	✓	✓
Developing marketing and information dimensions initiative	✓	✓	✓	✓	✓
Having a channel for University in you tube initiative	✓	✓	✓	✓	✓
Investment, endowment, and backing initiative		✓	✓	✓	✓
Foundation of sport hall and entertainment activities initiative		✓	✓	✓	✓
Opening a new branch of the University initiative			✓	✓	

Timeline for Implementing the Strategic Initiatives

From Jan 2020- Jan 2025

Year	Strategic Initiatives
2020	Institutional accreditation initiative Preparing a plan for research and development initiative Establishing a refereed magazine initiative Awareness for progressive future initiative Development of preparatory year initiative Electronic, professional training initiative Graduate services initiative Partnership of national and international lecturers initiative Developing Legislative and Governing regulations initiative Developing organizational structure initiative Administration and strategic planning automation (Dashboard) initiative Improving the University international classification initiative Conducting higher studies with super universities nationally and internationally initiative Retaining, polarizing and professional satisfaction initiative Developing the University electronic infrastructure initiative Developing electronic websites initiative Analyzing study fees, coding them and payment initiative Administration and strategic planning automation (Dashboard) initiative Developing maintenance and utilities initiative Participating in international database rules initiative

Year	Strategic Initiatives
	<p>Supporting community programs initiative</p> <p>Development of learning and teaching methods initiative</p> <p>Rationalizing initiative</p> <p>Increasing operational and non-operational profits initiative</p> <p>Having a channel for University in YouTube initiative</p> <p>Future jobs specialization initiative</p> <p>Developing marketing and information dimensions initiative</p>
2021	<p>Preparing a plan for research and planning</p> <p>Programs accreditation initiative</p> <p>Awareness of a progressives future initiative</p> <p>Electronic, professional training initiative</p> <p>Development of learning and teaching methods initiative</p> <p>Investment, endowment, and backing initiative</p> <p>Foundation of sports hall and entertainment activities initiative</p> <p>Graduate services initiative</p> <p>Electronic learning initiative</p> <p>Partnership of national and international lecturers initiative</p> <p>Opening a new branch of the University</p> <p>Establishing research , consulting , training and service center initiative</p> <p>Introducing flexible, varied professional programs initiative</p> <p>Developing Legislative and Governing regulations initiative</p> <p>Improving the University international classification initiative</p>

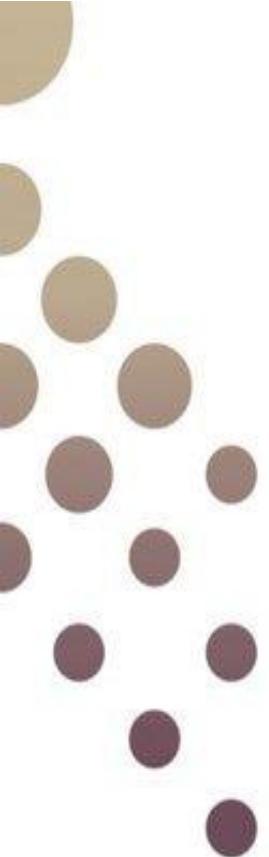
Year	Strategic Initiatives
2022	Developing scientific, research, community, and investment partnership initiative
	Conducting higher studies with super universities nationally and internationally initiative
	Retaining, polarizing , and professional satisfaction initiative
	Developing the University electronic infrastructure initiative
	Developing electronic websites initiative
	Analyzing study fees, coding them, and payment initiative
	Developing maintenance and utilities initiative
	Having a University channel on YouTube initiative
	Developing scientific, research, community, and investment partnership initiative
	Rationalization initiative
	Increasing operational and non-operational profits initiative
	Foundation of sports hall and entertainment activities initiative
	Developing marketing and information dimensions initiative
	Increasing operational and non-operational profits initiative
	Investment, endowment, and backing initiative
	Institutional accreditation initiative
	Preparing a plan for research and development initiative
	Establishing a University a refereed magazine initiative
	Awareness for progressive future initiative
	Electronic, professional training initiative
	Graduate services initiative
	Partnership of national and international lecturers initiative

Year	Strategic Initiatives
	Developing Legislative and Governing regulations initiative
	Developing organizational structure initiative
	Administration and strategic planning automation (Dashboard) initiative
	Improving the University international classification initiative
	Developing scientific, research, community, and investment partnership initiative
	Conducting higher studies with super universities nationally and internationally initiative
	Retaining, polarizing and professional satisfaction initiative
	Developing the University electronic infrastructure initiative
	Developing electronic websites initiative
	Studying study fees, coding them and payment initiative
	Developing maintenance and utilities initiative
	Introducing different flexible professional programs initiative
	Future jobs initiative
	Electronic learning initiative
	Participating in international database rules initiative
	Supporting community programs initiative
	Rationalization initiative
	Increasing operational and non-operational profits initiative
	Developing marketing and information dimensions initiative
	Foundation of sports hall and entertainment activities initiative
	Investment backing , endowment A initiative
	Opening new branch of the University initiative

Year	Strategic Initiatives
2023	<p>Preparing a plan for research and development initiative</p> <p>Electronic, professional, training initiative</p> <p>Awareness for progressive future initiative</p> <p>Institutional accreditation initiative</p> <p>Future jobs specialization initiative</p> <p>Introducing different flexible, professional programs initiative</p> <p>Graduate services initiative</p> <p>Electronic learning initiative</p> <p>Partnership of national and international lecturers initiative</p> <p>Developing Legislative and Governing regulations initiative</p> <p>Improving the University international classification initiative</p> <p>Conducting higher studies with super universities nationally and internationally initiative</p> <p>Retaining and polarizing and professional satisfaction initiative</p> <p>Developing the University electronic infrastructure initiative</p> <p>Developing electronic websites initiative</p> <p>Analyzing study fees, coding them and payment initiative</p> <p>Participating in international database rules initiative</p> <p>Developing scientific, research, community, and investment partnership initiative</p> <p>Supporting community programs initiative</p> <p>Developing organizational structure initiative</p> <p>Administration and strategic planning automation (Dashboard) initiative</p>

Year	Strategic Initiatives
	<p>Increasing operational and non-operational profits initiative</p> <p>Developing marketing and information dimensions initiative</p> <p>Foundation of sports hall and entertainment activities initiative</p> <p>Investment, backing , and endowment initiative</p> <p>Having a channel on YouTube initiative</p> <p>Opening a new branch for University initiative</p>
2024	<p>Preparing a plan for research and development initiative</p> <p>Electronic, professional, and training initiative</p> <p>Awareness for progressive future initiative</p> <p>Institutional accreditation initiative</p> <p>Future jobs specialization initiative</p> <p>Introducing different flexible, professional programs initiative</p> <p>Graduate services initiative</p> <p>Electronic learning initiative</p> <p>Rationalization initiative</p> <p>Developing Legislative and Governing regulations initiative</p> <p>Improving the University international classification initiative</p> <p>Conducting higher studies with super universities nationally and internationally initiative</p> <p>Retaining, polarizing, and professional satisfaction initiative</p> <p>Developing the University electronic infrastructure initiative</p> <p>Developing electronic websites initiative</p> <p>Analyzing study fees, coding them, and payment initiative</p>

Year	Strategic Initiatives
	Participating in international database rules initiative Developing scientific, research, community, and investment partnership initiative Supporting community programs initiative Developing organizational structure initiative Administration and strategic planning automation (Dashboard) initiative Increasing operational and non-operational profits initiative Developing marketing and information dimensions initiative Investment, backing , and endowment initiative Having a channel on YouTube initiative Foundation of sports hall and entertainment activities initiative
By the end of 2024	Preparing and forming a team for preparing the strategy 2025-2030
Jan. 2025	Electronic, professional, and training initiative Closing the strategy of 2020-2025 and preparing the annual report Preparing the strategy of 2025-2030



MUSTAQBAL UNIVERSITY STRATEGY

JAN 2020-2025

The End