



جامعة المستقبل
Mustaqbal University
أول جامعة أهلية بمنطقة القصيم

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

Prepared by
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Introduction

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

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

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empowerment. Accordingly, this report serves as a reference document for closing the University's first strategic planning cycle and establishing an analytical database that can be built upon in designing the second strategic plan. This will enhance the University's position among distinguished higher education institutions and support its ability to contribute effectively to achieving the objectives of Vision 2030 through education, scientific research, and community service.

Report Objectives

This report aims to achieve the following:

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

Vision, Mission, and Values

Vision National excellence in research and innovation development, and empowering an active research community that contributes to building a knowledge economy and serving society.	Mission To enhance the scientific research and innovation system at the university by supporting researchers, developing a stimulating research environment, and fostering local and international partnerships, thereby contributing to achieving sustainable development and institutional excellence at the university.
Values	
• Quality: Commitment to excellence in research processes and scientific outputs.	• Innovation: Encouraging creative thinking in research and scientific applications.
• Integrity: Adherence to research ethics and scientific integrity at all stages of research.	• Continuous Improvement: Ongoing efforts to enhance research performance and improve its outcomes.
• Transparency: Clear procedures, support criteria, and peer review and evaluation processes.	• Partnership: Openness to local and international collaborations to achieve scientific and societal impact.
• Collaboration: Fostering collaboration among researchers both internally and externally.	

Scientific Research Strategic Objectives

1. Developing institutional policies and procedures that support the quality, governance, and sustainability of scientific research.
2. Motivating faculty members and students to conduct high-quality research that aligns with national research priorities.
3. Building research partnerships with local and international scientific, industrial, and community institutions.
4. Enhancing the university's scientific publication efficiency in internationally ranked journals (Scopus – WOS).
5. Supporting value-added research initiatives in areas of national development.
6. Promoting a culture of scientific integrity and research ethics.
7. Developing the university's self-generated resources through research projects and scientific consultations.

Strategic Initiatives and Programs Related to Scientific Research

3. Research, development and community services
4. Backing, investment, growth, and marketing

Detailed Presentation of Achievement Rates



Strategic Objective	Program	Initiatives	Outputs	Relative Weight	Completion Rate	Weighted Percentage	Initiative Achievement Rate	Objective Achievement Rate
Strategic Objective Four: Developing the Research, Development, and Graduate Studies System		I4: Initiative to Establish a Research, Consulting, and Training Services Center	Benchmarking of research, consulting, and training service centers at three universities.	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Establishing the Research and Consulting Center (including administrative aspects, financial aspects, and the organizational regulation).	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Report on survey results regarding stakeholder needs for desired research services.	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	

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			Report on survey results regarding stakeholder needs for desired types and areas of consulting.	10	%0	0	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Report on survey results regarding stakeholder needs for desired programs and training courses.	10	%100	10	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Develop an annual plan for the Research and Consulting Center in light of benchmarking results and market needs survey.	25	%100	25	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Report on the implementation of the annual plan of the Research and Consulting Center.	25	%100	25	%60 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
			Report on performance indicators.	20	%100	20	%100	



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

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		I3: Initiative to Establish the University Refereed Journal (Mustaqbal Scientific Journal)	Benchmarking report for refereed university journals at distinguished universities. Report on publication standards and mechanisms in the University's refereed journal. Report on the criteria and mechanisms for selecting reviewers and the editorial board of the University's refereed journal. Select the editor-in-chief of the journal. Form the journal's editorial board. Form the journal's advisory board. The first issue of the University's refereed journal.				%0 Recommendation to carry this initiative forward to the strategic plan (2026-2030)	
Strategic Objective Five: Providing a Stimulating Environment for Innovations and Sustainable-Value Community Services		I17: Initiative to Improve the University's International Ranking	Benchmarking report on mechanisms and activities for improving universities' international ranking.	15	%100	15	%70	Achievement Rate for Objective Five (85)
			Report on university ranking criteria at both the Arab and continental levels.	15	%100	15	%70	
			Report on developmental proposals to improve the University's international ranking.	50	%40	20	%70	



Strategic Objective Six: Strengthening Educational, Research, and Community Partnerships	Program Four: Financing, Investment, Growth, and Marketing	I25: Initiative to Develop Research, Investment, and Community Partnerships	Benchmarking report for three universities on partnership mechanisms in research, investment, and community fields.	25	%100	25	%75	Achievement Rate for Objective Six (75)
			Establish research, investment, and community partnerships.	50	%100	50	%75	

Summary of Initiative Achievement Levels and Overall Completion Rate

Analytical Commentary:

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

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

The achievement rate reached (64%), a moderate rate that reflects a positive beginning in building research infrastructure, but it still requires greater institutional and financial support. The University launched several qualitative initiatives, such as preparing the

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research and development plan, subscribing to national databases, and building limited research partnerships. However, some initiatives, such as establishing the refereed University journal and implementing graduate studies programs, have not yet been completed and were carried forward to the next plan. This highlights the need to strengthen scientific research directed toward national priorities and Vision 2030, and to expand graduate studies programs in partnership with reputable universities.

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

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

Objective Six: Strengthening Educational, Research, and Community Partnerships

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

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

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

First: Environmental Analysis (SWOT)

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

Lessons Learned:

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

Second: Strategic Directions (Vision – Mission – Values)

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

Lessons Learned:

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

Third: Strategic Objectives

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

Lessons Learned:

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

Fourth: Key Performance Indicators (KPIs)

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

Lessons Learned:

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

Fifth: Initiatives and Their Realism

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

Lessons Learned:

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

Sixth: Executive Plan (Activities – Timelines – Responsibilities)

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

Lessons Learned:

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

Seventh: Benchmarking

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

Lessons Learned:

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

Eighth: General Observations and Recommendations

General Observations and Recommendations:

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

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- Prepare a risk management plan that includes practical alternatives for dealing with potential challenges.