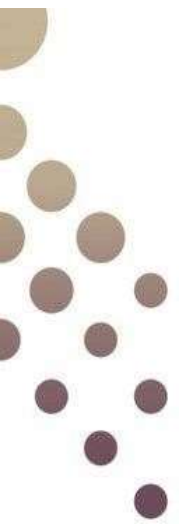


جامعة المستقبل
Mustaqbal University

Scientific Research Executive Plan

2020-2025





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First: The Strategic Framework of the Scientific Research Strategy

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.
- Integrity: Adherence to research ethics and scientific integrity at all stages of research.
- Transparency: Clear procedures, support criteria, and peer review and evaluation processes.
- Collaboration: Fostering collaboration among researchers both internally and externally.
- Innovation: Encouraging creative thinking in research and scientific applications.
- Continuous Improvement: Ongoing efforts to enhance research performance and improve its outcomes.
- Partnership: Openness to local and international collaborations to achieve scientific and societal impact.

Scientific Research Related 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
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
		I5	The level of the beneficiaries' satisfaction with the awareness initiative

Scientific Research Strategic Objectives, Programs and Initiatives

Table (2) Matrix Linking Strategic Objectives and Programs

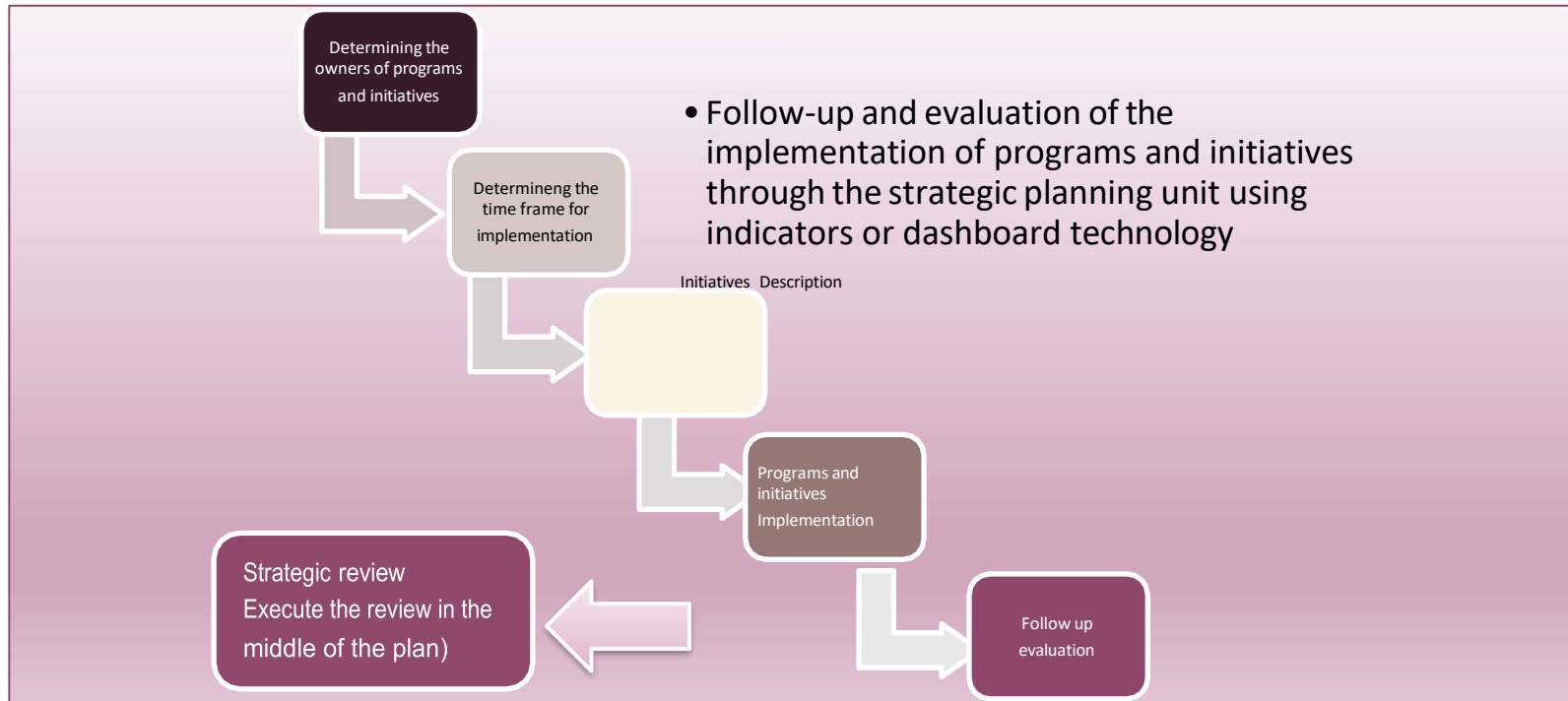
Strategic Objective Symbol	Strategic Objective	Strategic Program Symbol	Strategic Programs
O4	Developing a system of research, development and postgraduate studies.	P3	Research, development and community services
O5	Providing a stimulating environment for innovations and community services of sustainable value.		
O6	Strengthening educational, research and community partnerships.		

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

Program symbol	Strategic Programs	Number of Strategic Initiatives	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) Initiative to develop research, investment and community partnerships

Program symbol	Strategic Programs	Number of Strategic Initiatives	Strategic Initiatives
P4	Finance, Investment, Growth and Marketing	9	Initiative to establish a center for research, advisory and training services

Second: The Executive Framework for Mustaqbal University Scientific Research Strategy



The Owners of Strategic Programs and Initiatives

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).

The strategic initiatives Implementation Time Schedule

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

2022	▪ Initiative to prepare a plan for research and development R&D ▪ An initiative to establish the university's refereed journal (Mustaqbal Scientific Journal) ▪ Initiative to improve the university's international ranking
2023	▪ Initiative to prepare a plan for research and development R&D ▪ Initiative to improve the university's international rank ▪ Initiative to develop research, investment and community partnerships
2024	▪ Initiative to prepare a plan for research and development R&D ▪ Initiative to improve the international ranking of the university
At the end of 2024	▪ Preparing and forming a team for preparing a research strategy for 2025-2030
January 2025	▪ Closing the 2020-2025 strategy and preparing the final report

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

	research and development		community services		Educational Affairs and Scientific Research
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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	Basic Determinants of Implementation
• 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	• Timeline for implementation: (from 2020 to 2024) • The presence of distinguished scientific cadres in the field of scientific research at the university.

- 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.

- 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

- 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
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- 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 Indictors	Special Requirements for Implementation (if any)
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- 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
• 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)		
• 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.
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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

Basic Determinants of Implementation

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

Performance Indictors Special Requirements for Implementation (if any)

• Number of beneficiaries of electronic vocational training.	• Supporting the information technology department.
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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

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
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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. 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 • 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	Basic Determinants of Implementation • 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

- 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. 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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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.	• Timeline for implementation: (from 2021 to 2024).

- 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

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)
• A benchmarking comparison report for five distinguished universities on partnership mechanisms in the research, investment, and societal fields • 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.	• Senior management's support for the project • Collaboration of university colleges and departments in providing the necessary data for the project.

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.



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Done with Allah's Grace!

Scientific Research Executive Plan

2020-2025

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