



جامعة المستقبل
Mustaqbal University

Strategic Plan of Scientific Research at Mustaqbal University

Jan. 2020- Jan. 2025

Approved by the University Council
No (3/2/42) on 13/2/1442 AH

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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 prepare 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 Holly 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

Introduction

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 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 achieve the desired developmental goals.

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

No	Governing Strategic Frameworks	Their Reflections on the Strategy
1	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.
2.	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 achieving the requirements of all development fields in the community (strategic plan of the Ministry of Education 2016-2020).	Adopting "matching initiative" for all majors, programs, and research as well as training and consulting programs.
3.	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)	The University inserts values and principles in its strategic plan and endeavors to obtain them in its private educational research and community system.
4.	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.

5.	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.
6.	Polarizing the competences that the Kingdom needs (Kingdom Vision 2030)	Improving polarizing programs and conducting training courses for enhancing scientific, research and administrative competences.

2. Diagnosing the Present Situation and Strategic Environmental Analysis

	Strengths	Weaknesses
1	Emphasis on quality in forming the University higher councils and committees	Poor budget allocated to scientific research
2	Positive drive in raising the students' level in the academic preparatory year	The absence of a good plan for scientific research
3	The high quality of the infrastructure of the	Weakness in research production of
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	Strong advertising by competitors	Availability of academic and research partnerships with other universities and the possibility of increasing it

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 scientific, research, 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 criterion 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

Ratio of Achieving Standard Criteria							

Category	Flag	University	
National Universities		Prince Sultan	100%
		Effat University	100%
		Prince Mohamed Ben Fahd University	100%
		Al-Yamamah University	100%
		Dar Al-Hekma University	89%
		Dar Al-Uloom University	89%
		Busniss And Technology University	89%
		Alfaisal University	78%

Flag	University	Ratio Of Achieving Standard Criteria
	Abu Dubai	100%
	6 th Oct. University	100%
	Alrefaq University	90%
	Amman Ara b University	100%
	Middle East University	
	Oman Privat e University	100%
	Arab Americ	100%

Category	Flag	University	Ratio of Achieving Standard Criteria	Flag	University	Ratio Of Achieving Standard Criteria
		Fahd Bin Sultan University	78%		Kingdom University	90%
		Riyadh Elm University	78%		Sahar University	90%

		Qassim University	80%		British University In Egypt	
		Buraidah Colleges	Private 100%		Northern Ohio University	100%
		Onaiza Colleges	Private 70%		Jordan University	100%
		Technical College In Buraidah	70%	international universities	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
• strategic plan • strategic plan availability	male and female student averages • quality of accepted students • lower limits of admission standard • waiting lists	• diversity of specializations, fees and privileges • specialization diversity ratio • fee ratio according to specialization • ratio and quality afforded to distinguished students	• teaching staff, scientific activities and community service • specializations and nationalities • participation in scientific activities • achievements and community activities

Fifth Folder

- 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

- services and utilities
- places of doing exercises
- halls and prepared laboratories

Seventh Folder

- e-learning and communication channels
- communication channels with beneficiaries

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.

Second Standard: 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%	85333	56878	55349	50103	93%	6%	0%	13%
national universities	70%	100%	80%	100%	35806	29118	26851	26913	56%	44%	44%	40%
international universities	100%	100%	60%	100%	64694	50202	37219	44334	80%	20%	0%	0%
targeted universities	100%	100%	0%	100%	60000	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.

Fourth Standard: Teaching Staff

Ratio of Teaching Staff specialization varieties, nationalities and their participation in scientific activities, achievements, and Community Activities								
Category	Specializations and Nationalities		Participation in Scientific Activities				Achievements and Community Activities	
	Specialization	Nationality	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

Average of Student Numbers, Quality of Partnerships with other Institutions and Summer Training											
Category	Average Of Employment	Student' N.	And Employment	Partnership Quality With Other Institutions					Average Of Training Quality		
				Partnership	Academic	Research	Training	Others	National	International	
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.

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.

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%

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

4. Vision, Mission, Values and Strategic Objectives

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.

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.

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.

5. Key Indicators of Performance

No	Indicator
1.	Scientific research production
2.	Published University magazines
3.	Number of subscribed information databases
4.	Number of partnerships formalized by the University

6. Strategic Initiatives and Programs Related to Scientific Research

A) Strategic Programs Related to Scientific Research

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

Objectives Code	strategic objectives	program code	Strategic Programs
H4	Developing research and higher studies processes.	B3	Research, Development and Community Services.
H5	Creating encouraging environment for innovations and sustained societal services.		

7. Matrix of Aligning Objectives, Programs with Initiatives

Strategic Objectives	Programs	Initiatives That Attain Objectives	
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 with a continuous value	The Third Program: Researches, development and community services	Awareness for a progressive future initiative	Rationalizing, Conducting and profession satisfaction
The Sixth Objective: Enhancing educational, Research and community partnership	The Third Program: Researches, Development and community services	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 service 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
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8. The Targeted Levels for Achieving Strategic Objectives with Initiatives

Strategic Objective	Relevant Initiatives	Program Code	Indicators No.	Key Indictors	Targeted Level	Polarity	Measurement cycle
4 Improving research, development and higher studies	2 preparing a plan for research and development (R&D)	B3	2	increase of international research	10% research production	+	annual
	3 establishing a university's refereed magazine		3	number of magazine issues	3 issues	+	within 5 years

	25 participations in some scientific database		24	number of databases getting participation	3 scientific databases	+	annual
	Improving University classification initiative		17	University rank in international classification	among 200 best Arab universities	+	within five years
6. Enhancing educational, research and community partnerships	26 improving research, investment and community initiative	B3	25	number of partnerships formalized by the University	One partnership	+	every year
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
	30 Developing marketing and information dimensions		30	ratio of admissions in the University	5.7% in comparison to previous years	+	annual
	32 Backing, investment and endowment initiative		33	ratio of achieved profits of investment	15% in comparison to the previous years	+	within 5 years

9. Years of Strategic Initiatives Implementation

Strategic Initiatives	Years of Implementation				
	2020	2021	2022	2023	2024
Preparing a plan for research and development initiative	√	√	√	√	√
Establishing a university, a refereed magazine initiative			√		
Establishing research, consulting, training and service center initiative	√				
Improving the University international classification initiative	√	√	√	√	√
Developing scientific, research, community and investment partnership initiative		√	√	√	√

10. Timeline for Implementing the Strategic Initiatives

Year	Strategic Initiatives
2020	Preparing a plan for research and development initiative
	Establishing a refereed magazine initiative
	Improving the University international classification initiative
2021	Preparing a plan for research and planning
	Establishing research, consulting, training and service center initiative
	Improving the University international classification initiative
2022	Developing scientific, research, community, and investment partnership initiative
	Preparing a plan for research and development initiative
2023	Establishing a university refereed magazine initiative
	Improving the University international classification initiative
	Developing scientific, research, community, and investment partnership initiative

2024	Preparing a plan for research and development initiative
	Improving the University international classification initiative
	Developing scientific, research, community, and investment partnership initiative
Jan. 2025	Closing the strategy of 2020-2025 and preparing the annual report
	Preparing the strategy of 2025-2030

Scientific Research MUSTAQBAL UNIVERSITY STRATEGY

JAN 2020-2025

The End