

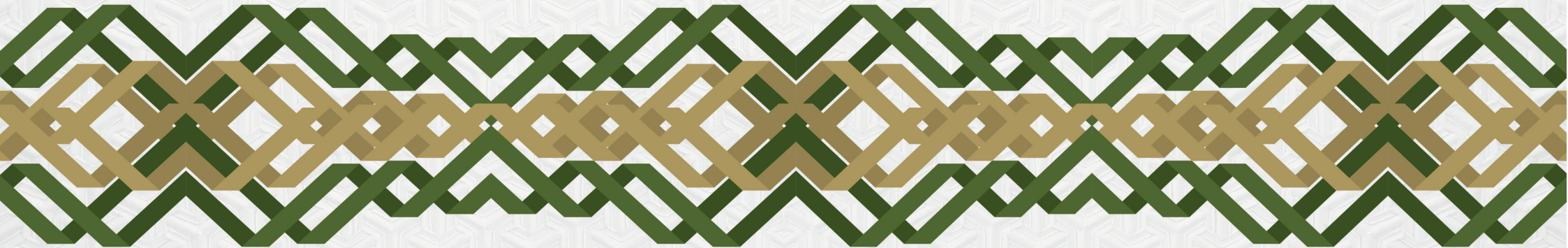


جامعة المجمعة
Majmaah University
الإدارة العامة للتخطيط الإستراتيجي

Fourth Strategic Plan 2025–2030

Sustainability of Development and Empowering the Future

An Executive Summary



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



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Message from the University President

In the name of Allah, the Most Gracious, the Most Merciful, and peace and blessings be upon the noblest of creation and messengers, our Prophet Muhammad, and upon his family and companions.

Since its establishment, our university has adopted a clear strategic vision aimed at fulfilling its mission of enhancing and developing the capabilities of society through science and knowledge. Our efforts align with the objectives of Saudi Vision 2030 and the requirements of the Ministry of Education, in addition to our commitment to academic standards and accreditation criteria that strengthen our global competitiveness.

Through successive strategic plans, culminating in this new fourth plan, we have worked to build a strong academic and research foundation that enables us to achieve our future aspirations across all fields. We extend our gratitude to all who have contributed and continue to contribute to these goals, and we ask Allah Almighty for success and guidance in continuing this path that seeks to elevate our beloved nation.

In conclusion, I congratulate all university staff for their continuous efforts and dedication, which reflect the bright image of this pioneering educational institution.

Allah is the grantor of success.

Prof. Dr. Saleh bin Abdullah Al-Muzail
President of the University



Message from the Vice President for Development and Investment Chairman of the Fourth Strategic Plan Preparation Committee

The experiences and lessons learned from the three previous strategic plans of Majmaah University highlight the importance of adhering to an integrated methodology that combines institutional identity with future vision. With the rapid changes facing higher education locally and globally, it has become necessary to develop a more flexible and adaptive strategic plan capable of addressing challenges and seizing opportunities.

In preparation for implementing the Fourth Strategic Plan (2025–2030), the university has adopted an Integrated Approach that brings together best practices and planning models, including the Logical Framework Approach (LFA), the issue-based model, and the goal-oriented model. This approach is based on a deep analysis of the university's internal and external environment, while keeping pace with national and global trends, including Saudi Vision 2030 objectives, academic accreditation standards, and alignment with the Sustainable Development Goals.

The plan aims to strengthen the university's identity and competitiveness at both national and international levels, with a focus on institutional and financial sustainability, digital transformation, and enhancing community impact. This includes developing sustainable infrastructure, empowering students and academic staff, fostering innovation and entrepreneurship, and ensuring the quality of education and scientific research.

On behalf of the Fourth Strategic Plan Preparation Committee, we extend our sincere thanks to the University President, vice presidents, and leaders for their support and active participation in achieving the objectives of this ambitious plan. Together, we strive to sustain excellence and fulfill the aspirations of society and the nation, in line with Majmaah University's vision to be an academic institution with a distinctive identity, competitive academic and research programs, and a strong community impact aligned with a sustainable national development approach.

Prof. Dr. Muslim bin Mohammed Al-Dosari
Vice President for Development and Investment



Introduction to the Fourth Strategic Plan

The Fourth Strategic Plan of Majmaah University represents a new, transformative step built upon the successes of previous plans, benefiting from the experiences gained and the challenges faced by the university.

This plan reflects the institutional ambition of the university to become a leading academic and research center, aligned with the requirements of the Saudi Vision of 2030 and reinforcing the sustainability of economic and social development.

Pillars of the Fourth Strategic Plan:





The Analysis of the Concepts of the Strategic Plan Title

The title “Sustainability of Development and Empowering the Future” expresses a comprehensive strategic vision that links long-term sustainability and development on one hand, and preparation for building a bright future on the other. The title is characterized by its inclusiveness and its ability to summarize the essence of the university’s fourth strategic plan.



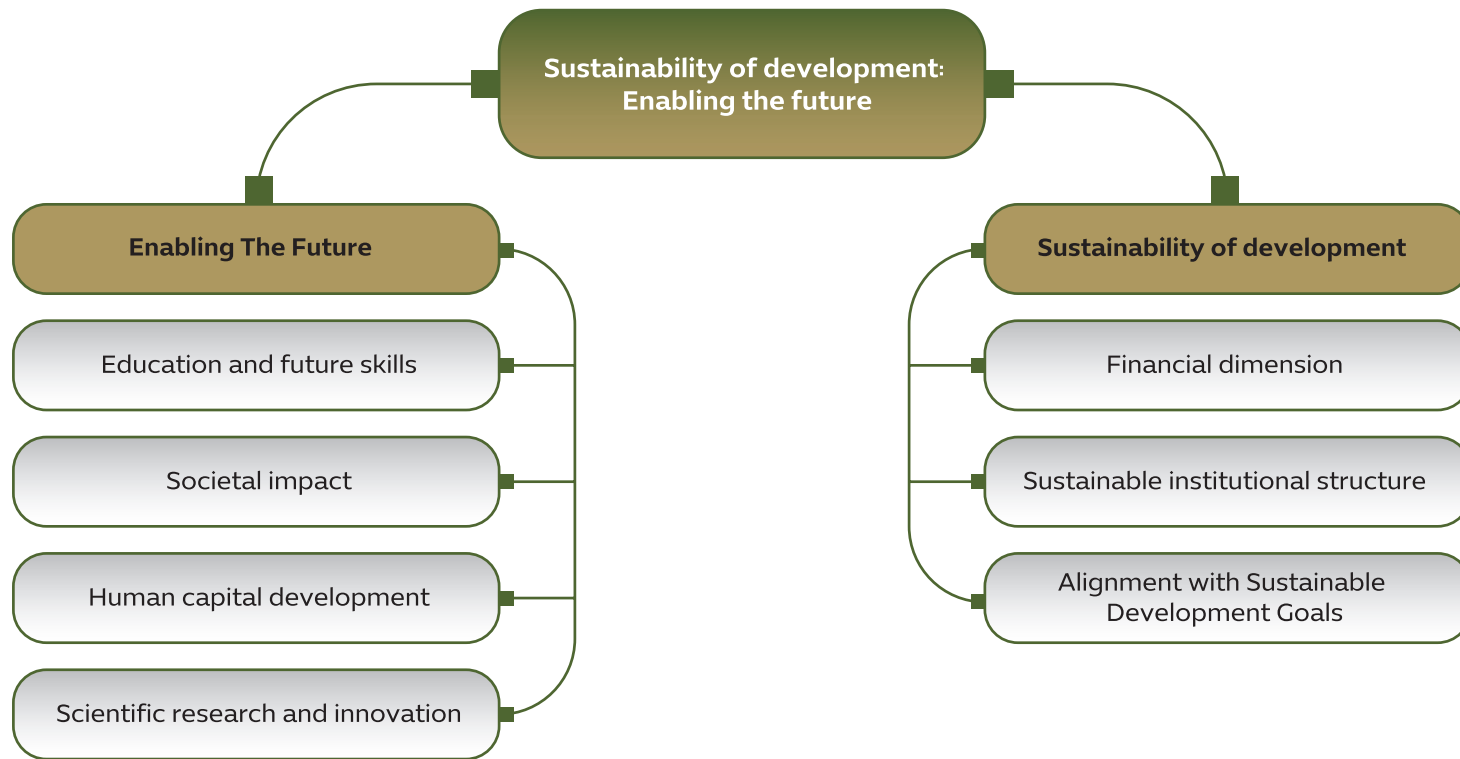
Analysis of the Title Elements

First: Sustainability of Development

- 1. Financial Dimension.** The plan emphasizes diversifying revenue sources and strengthening financial sustainability through investment and innovation, while improving spending efficiency and managing resources in innovative ways to achieve sustainable development.
- 2. Sustainable Institutional Infrastructure.** The plan highlights enhancing institutional efficiency by improving infrastructure, advancing digital transformation, and strengthening cybersecurity. These efforts align with the university's objectives to achieve long-term operational sustainability.
- 3. Alignment with Sustainable Development Goals (SDGs).** The plan focuses on linking its strategic objectives with the SDGs, such as quality education, innovation, and equality, reflecting the university's commitment to achieving comprehensive development.

Second: Empowering the Future

- 1. Education and Future Skills .** The plan seeks to develop an advanced educational system that prepares students with future competencies and labor market skills. This includes life-long learning, field training, and strengthening technical skills.
- 2. Scientific Research and Innovation.** Enhancing scientific research and innovation is a central pillar of empowerment, achieved through supporting high-quality research, entrepreneurship, and expanding international research collaboration.
- 3. Human Capital Development.** The plan emphasizes empowering academic and student cadres through professional training programs, nurturing talented individuals, and developing leadership skills, thereby contributing to building a sustainable future.
- 4. Community Impact.** The plan strengthens the university's community impact through innovative educational programs and community initiatives, supporting its vision as an incubator of sustainable development and a driver of future generations' empowerment.



Vision

“A university with a distinctive identity, competitive academic and research programs, strengthened by sustainable community and developmental impact.”

Mission

“Commitment to investing resources and enhancing institutional efficiency in knowledge and community fields, developing capacities, and strengthening competitiveness.”

Values

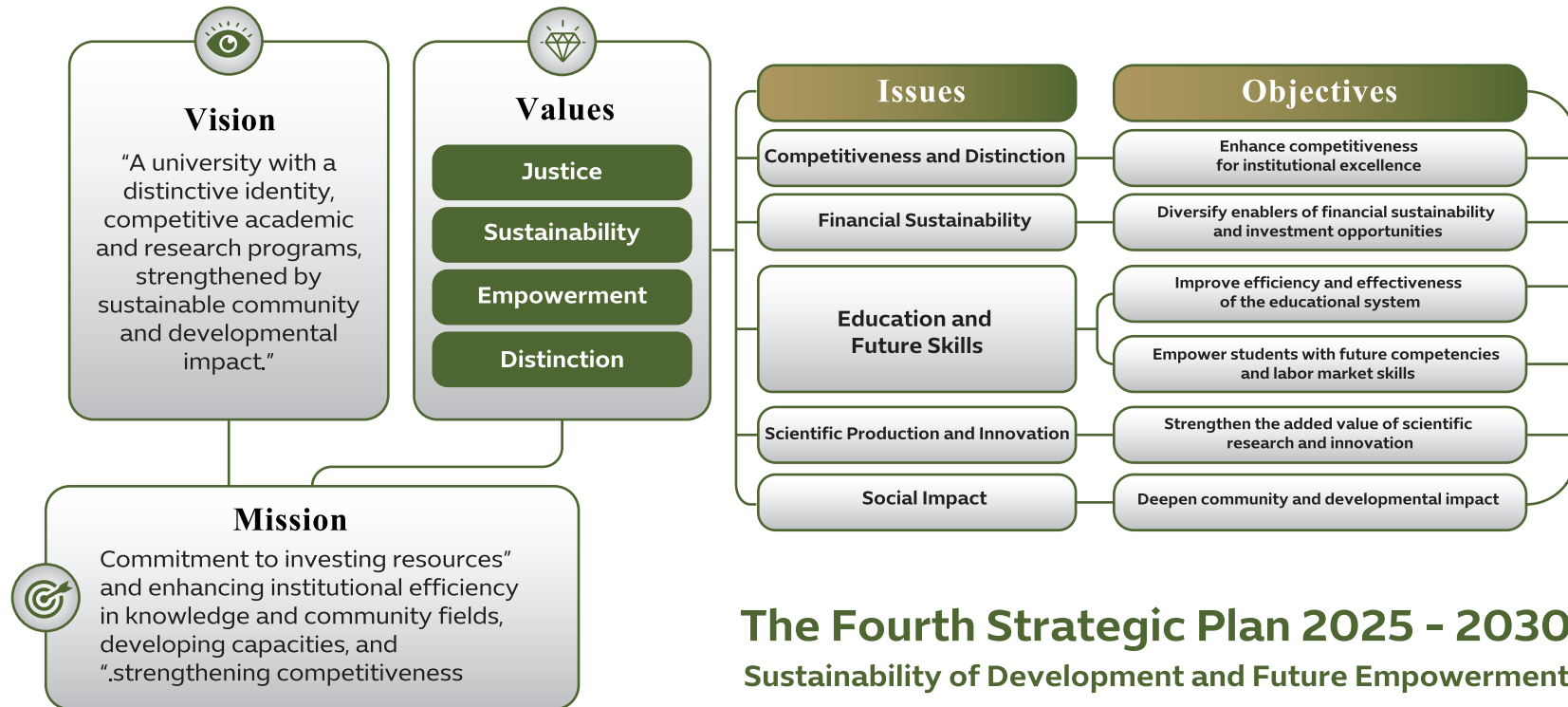
- Justice
- Sustainability
- Empowerment
- Distinction

Objectives

- Enhance competitiveness for institutional excellence
- Diversify enablers of financial sustainability and investment opportunities
- Improve efficiency and effectiveness of the educational system
- Empower students with future competencies and labor market skills
- Strengthen the added value of scientific research and innovation
- Deepen community and developmental impact



Fourth Strategic Plan 2025–2030



The Fourth Strategic Plan 2025 - 2030
Sustainability of Development and Future Empowerment

Strategic Issues & Priorities	#	Strategic Objective	#	Detailed Objective	#	Associated Initiatives
Competitiveness and Differentiation	1	Enhancing competitiveness for institutional excellence	1	Enhancing the differentiation of the university's identity and its competitive standing	1	<ul style="list-style-type: none"> Corporate identity program. A guiding manual for aligning the operational plans of the university's entities. Preparing institutional studies on strategic transformation. The university's corporate memory program. A plan to improve university rankings.
				Expanding the partnerships base	2	Developing a platform to enhance partnerships.
				Governance of administrative and organizational practices	3	<ul style="list-style-type: none"> Governance of administrative procedures. Developing oversight and compliance practices. Developing a methodological framework for internal audit.
				Advancing digital transformation toward a smart infrastructure	4	Digital transformation and cybersecurity.
				Assuring the quality of university services	5	Work environment and organizational climate.

Fourth Strategic Plan 2025–2030

Strategic Issues & Priorities	#	Strategic Objective	#	Detailed Objective	#	Associated Initiatives
Competitiveness and Differentiation	1	Enhancing competitiveness for institutional excellence	1	Elevating the professional efficiency of human capital	6	<ul style="list-style-type: none"> Improving the professional efficiency of university staff. Enhancing the impact of excellence in employee engagement. Human resources transformation plan. Talent investment plan. Attracting distinguished faculty members. Professional development for faculty members. Recruitment and visiting professors. Leadership succession plan.

No.	Performance Indicator (KPI)	Responsible Entity	Measurement Method	Indicator Source	Indicator Level	Indicator Type
1	Percentage of strategic plan objective indicators achieved by the institution	General Administration of Planning	Percentage	Entity	Institutional	Strategic
2	Number of local and international awards and certificates	Vice Rectorate for Graduate Studies and Scientific Research	Number	Entity	Institutional	Annual
3	University ranking in local and global rankings (Saqr, Shanghai, Times, QS)	Vice Rectorate for Educational Affairs; Vice Rectorate for Graduate Studies and Scientific Research – Ranking Administration	Total points	Ranking agencies	Institutional	Composite
4	Number of strategic partnerships (research, educational, and community)	Center for Cooperation and Partnerships	Number	Entity	Institutional	Composite
5	Percentage of the university's compliance with employment data quality standards	Budget Administration	Annual Percentage	National Center for Performance Measurement of Government Agencies	Institutional	
6	Degree of compliance with final accounts submission standards	Budget Administration	Number of days	National Center for Performance Measurement of Government Agencies	Institutional	
7	University score in the Digital Government Index	Electronic Transactions and Digital Transformation Unit	Annual Percentage	Digital Government Authority	Institutional	
8	Compliance rate with cybersecurity standards	Cybersecurity Administration	Annual Percentage	National Cybersecurity Authority	Institutional	
9	Beneficiary satisfaction rate with technical services	Electronic Transactions and Digital Transformation Unit	Five-point scale	Opinion Surveys Digital Platform	Institutional	
10	Beneficiary satisfaction rate with the quality of university services and facilities	Deanship of Development and Quality	Five-point scale	Opinion Surveys Digital Platform	—	Programmatic

Fourth Strategic Plan 2025–2030

No.	Performance Indicator (KPI)	Responsible Entity	Measurement Method	Indicator Source	Indicator Level	Indicator Type
11	Percentage of employees holding a bachelor's degree or higher	General Administration of Human Resources	Annual Percentage	Digital	Institutional	
12	Employee engagement measurement rate	General Administration of Human Resources	Annual Percentage	Ministry of Human Resources Report	Institutional	
13	Attrition rate of faculty members and employees leaving the university for reasons other than retirement	General Administration of Human Resources	Annual Percentage	Digital	Programmatic	Composite
14	University staff satisfaction rate with the organizational climate	General Administration of Human Resources	Five-point scale	Opinion Surveys Digital Platform	Programmatic	
15	Percentage of faculty members holding a doctoral degree	General Administration of Human Resources	Annual Percentage	Digital	Programmatic	
16	Ratio of international faculty members to total faculty members	General Administration of Human Resources	Annual Percentage	Digital	Institutional	
17	Number of training programs directed to faculty members and employees	Initiatives Management and Vision Realization Office – General Administration of Human Resources	Number (Digital – Ertiqaa Platform / Entity)	Digital – Ertiqaa Platform / Entity	Institutional	Composite
18	Percentage of trained faculty members and employees relative to the total number	Initiatives Management and Vision Realization Office – General Administration of Human Resources	Percentage (Digital – Ertiqaa Platform / Entity)	Digital – Ertiqaa Platform / Entity	Institutional	Composite
19	Percentage of healthcare practitioners achieving an average of 60 hours of continuing education	Professional Development Administration	Annual average	Entity	Institutional	

Issues & Priority No.	Strategic Objective	Strategic Objective No.		Detailed Objective No.	Detailed Objective	Associated Initiatives
2 2 2 3	Financial Sustainability	2	Diversifying financial sustainability enablers and investment opportunities	7	Diversify income sources and self-generated revenues	<ul style="list-style-type: none"> Revenue Diversification Plan Improving the efficiency of alternative revenue management
				8	Enhance expenditure efficiency	Expenditure Efficiency and Financial Planning Plan
				9	Strengthen investment drivers and financial returns	<ul style="list-style-type: none"> Sustainable Investment Plan Activating the role of the Investment Fund Investment in university facilities Establishment of an investment university hospital
				10	Develop asset and institutional resource management	<ul style="list-style-type: none"> Construction development and enhancement of campus facilities efficiency Green Majmaah University Initiative Asset Sustainability Plan
	Education and Future Skills	3	Improving the efficiency and effectiveness of the educational system	11	Ensure the quality of academic programs	<ul style="list-style-type: none"> Academic Program Accreditation Readiness Development of quality unit performance in colleges Improving admission to specialized programs
				12	Develop the e-learning and teaching system	Development of electronic courses
				13	Develop graduate programs in line with national priorities and qualitative expansion	Enhancing the quality of graduate programs

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No.	Performance Indicator	Related Entity	Measurement Method	Indicator Source	Indicator Type	Indicator Level
20	Ratio of total self-generated revenues to the government budget	General Administration of Alternative Revenues, Finance Administration	Annual Percentage	Relevant entities	Institutional	
21	Number of university-owned companies	Investment Fund	Number	Quantitative / Entity	Institutional	
22	Volume of self-generated revenues classified by source	General Administration of Alternative Revenues	Annual Amount	Entity	Institutional	
23	Number of expenditure efficiency opportunity points	Budget Administration	Annual Points	National Center for Performance Measurement of Government Agencies	Institutional	
24	Number of existing investment projects	Budget Administration	Annual Number	Entity	Institutional	
25	Expected return from future investment projects	Investment Fund	Annual Amount	Entity	Institutional	
26	Percentage of completion of the university infrastructure	General Administration of Facilities; Budget Administration; General Administration of Projects, Operations and Maintenance	Cumulative Percentage	Relevant entities	Institutional	Composite
27	Financial value of endowment assets and balances	General Administration of Endowments	Annual Amount	Relevant entities	Institutional	
28	Student-to-faculty ratio	Deanship of Admission and Registration; General Administration of Human Resources	Percentage	Digital	Programmatic	
29	Student satisfaction rate with program quality	Educational Development Administration; Vice Rectorate for Educational Affairs	Five-point scale	Opinion Surveys Digital Platform	Programmatic	

No.	Performance Indicator	Related Entity	Measurement Method	Indicator Source	Indicator Type	Indicator Level
30	Percentage of accredited programs	Deanship of Development and Quality	Percentage	Digital	Institutional	
31	Percentage of students holding professional and vocational certifications out of the total student population	Professional Certifications Administration; Vice Rectorate for Educational Affairs	Percentage	Entity	Institutional	
32	Student evaluation of course quality	Vice Rectorate for Educational Affairs	Five-point scale	Opinion Surveys Digital Platform	Programmatic	
33	Student evaluation of learning quality within the program	Vice Rectorate for Educational Affairs	Five-point scale	Opinion Surveys Digital Platform	Programmatic	
34	Percentage of students enrolled in Medicine, Engineering, Computer Science, and Business Administration programs relative to the total university enrollment	Deanship of Admission and Registration	Percentage	Digital	Annual Institutional	
35	Percentage of electronic courses relative to the total number of university courses	Deanship of Admission and Registration	Percentage	Digital	Annual Institutional	
36	Student satisfaction rate with the quality of electronic courses	Educational Development Administration; Vice Rectorate for Educational Affairs	Five-point scale	Opinion Surveys Digital Platform	Institutional	
37	Percentage of graduate programs relative to the total number of university programs	Deanship of Graduate Studies and Scientific Research	Percentage	Digital	Annual Institutional	
38	Student satisfaction rate with the quality of graduate programs	Deanship of Graduate Studies and Scientific Research	Five-point scale	Opinion Surveys Digital Platform	Institutional	

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#	Strategic Issues & Priorities	#	Strategic Objective	#	Detailed Objective	Associated Initiatives
3	Education and Future Skills	3	Empowering students with future competencies and labor market skills	14	Enhancing values, knowledge, and future skills	<ul style="list-style-type: none"> Qualifying graduates for national exams. Enhancing national belonging and loyalty. Students' soft skills. Developing the efficiency of the Graduate Follow-up Center. Career fair. Map of student competencies and skills. Project-based learning for students.
				15	Nurturing talent, creativity, and student excellence	<ul style="list-style-type: none"> Annual Forum for Talent and Creativity. Student Excellence Awards.
				16	Developing the effectiveness of field and cooperative training	<ul style="list-style-type: none"> Cooperative training. Transformational training.
				17	Improving academic life quality and student experiences	Improving admission into specialized majors.
				18	Caring for and supporting students with disabilities	Universal access for people with special needs.

#	Performance Indicators	Related Entity	Measurement Method	Indicator Source	Indicator Type	Indicator Level
39	Average student performance in professional and/or national exams	Department of Measurement and Evaluation - Vice Presidency for Educational Affairs	Average	Digital - National Center for Assessment	Programmatic	
40	Level of employer satisfaction with the competence of program graduates	Alumni Affairs and Employment Support Center	5-point scale	Digital - Opinion Polls Platform	Programmatic	
41	Percentage of graduates entering the labor market within a year of graduation	Alumni Affairs and Employment Support Center	Percentage	Digital	Programmatic	
42	Percentage of graduates localized in high-skilled jobs	Alumni Affairs and Employment Support Center	Percentage	Digital	Institutional	
43	Graduation rate within the specified time	Deanship of Admission and Registration	Annual rate	Digital	Programmatic	
44	Percentage of graduates enrolling in postgraduate programs within a year of graduation	Alumni Affairs and Employment Support Center	Annual percentage	Entity	Programmatic	
45	Number of students receiving local and international awards	Deanship of Student Affairs	Annual number	Entity	Institutional	
46	Percentage of programs that include cooperative training out of the total programs as a graduation requirement	Programs and Curricula Department - Vice Presidency for Educational Affairs	Annual percentage	Entity	Institutional	
47	Average number of field training days and professional practices prior to graduation	Programs and Curricula Department - Vice Presidency for Educational Affairs	Annual average	Entity	Institutional	
48	Retention rate of first-year students	Deanship of Admission and Registration	Annual percentage	Digital	Programmatic	
49	Average student satisfaction rating with the educational environment	Educational Development Department - Vice Presidency for Educational Affairs	5-point scale	Digital - Opinion Polls Platform	Institutional	
50	Percentage of satisfaction among students with special needs regarding service quality	Social Responsibility Observatory	5-point scale	Digital - Opinion Polls Platform	Institutional	

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#	Strategic Issues & Priorities	#	Strategic Objective	#	Detailed Objective	Associated Initiatives
4	Scientific Production and Innovation	5	Enhancing the added value of scientific research and innovation	19	Qualitative research excellence	<ul style="list-style-type: none"> Stimulating international publishing. Scientific impact factor for university research. Quality assurance for university journals. Issuing a journal for interdisciplinary and future research. Journal of new researchers (postgraduate students and lecturers).
				20	Marketing the outputs of innovation and entrepreneurship	<ul style="list-style-type: none"> Startups and entrepreneurship. Intellectual property and patents. Student research forum.
				21	Improving the efficiency of research centers and their institutional resources	<ul style="list-style-type: none"> Developing research centers. Research schools.
				22	Diversifying national and international research collaboration opportunities	<ul style="list-style-type: none"> Activating periodic scientific conferences. Enhancing national and international research collaboration screening. Activating innovation applications.
5	Community Impact	6	Deepening the social and developmental impact	23	Investing the university's social capital	Developing the performance of the Social Responsibility Observatory.
				24	Expanding the scope of community programs	<ul style="list-style-type: none"> Community volunteering. National leadership excellence. Sustainable development plan.
				25	Enhancing the effectiveness of volunteer work among students and staff	<ul style="list-style-type: none"> Quality of life. Experts in Sustainable Development program.
				26	National contribution	<ul style="list-style-type: none"> Sustainable Development and Quality of Life Plan Experts in Sustainable Development Program

#	Performance Indicators	Related Entity	Measurement Method	Indicator Source	Indicator Type	Indicator Level
51	Number of research papers published in international publishing databases (ISI) and (Scopus)	Deanship of Scientific Research and Graduate Studies	Annual number	Digital	Institutional	
52	Percentage of scientific publishing by faculty members	Deanship of Scientific Research and Graduate Studies	Percentage	Digital	Programmatic	
53	Average number of refereed or published research papers per faculty member	Deanship of Scientific Research and Graduate Studies	Rate	Entity	Programmatic	
54	Average number of citations for refereed research in international publishing journals	Deanship of Scientific Research and Graduate Studies	Average	Entity	Programmatic	
55	Number of students who established enterprises or projects	Innovation and Entrepreneurship Center	Annual number	Entity	Institutional	
56	Total patents registered in the name of the university locally or globally and research excellence awards	Innovation and Entrepreneurship Center	Quantitative number	Entity	Institutional	
57	Growth in the number of research centers	Vice Presidency for Graduate Studies and Scientific Research	Quantitative number	Entity	Institutional	
58	Annual growth rate of the scientific research budget	Financial Department - General Administration of Alternative Revenues	Percentage	Percentage	Institutional	
59	Number of research collaboration agreements with research institutions, universities, and economic and industrial sectors	Deanship of Scientific Research and Graduate Studies	Annual number	Entity	Institutional	
60	Number of research projects with financial return	Deanship of Scientific Research	5-point scale	Digital - Opinion Polls Platform	Programmatic	

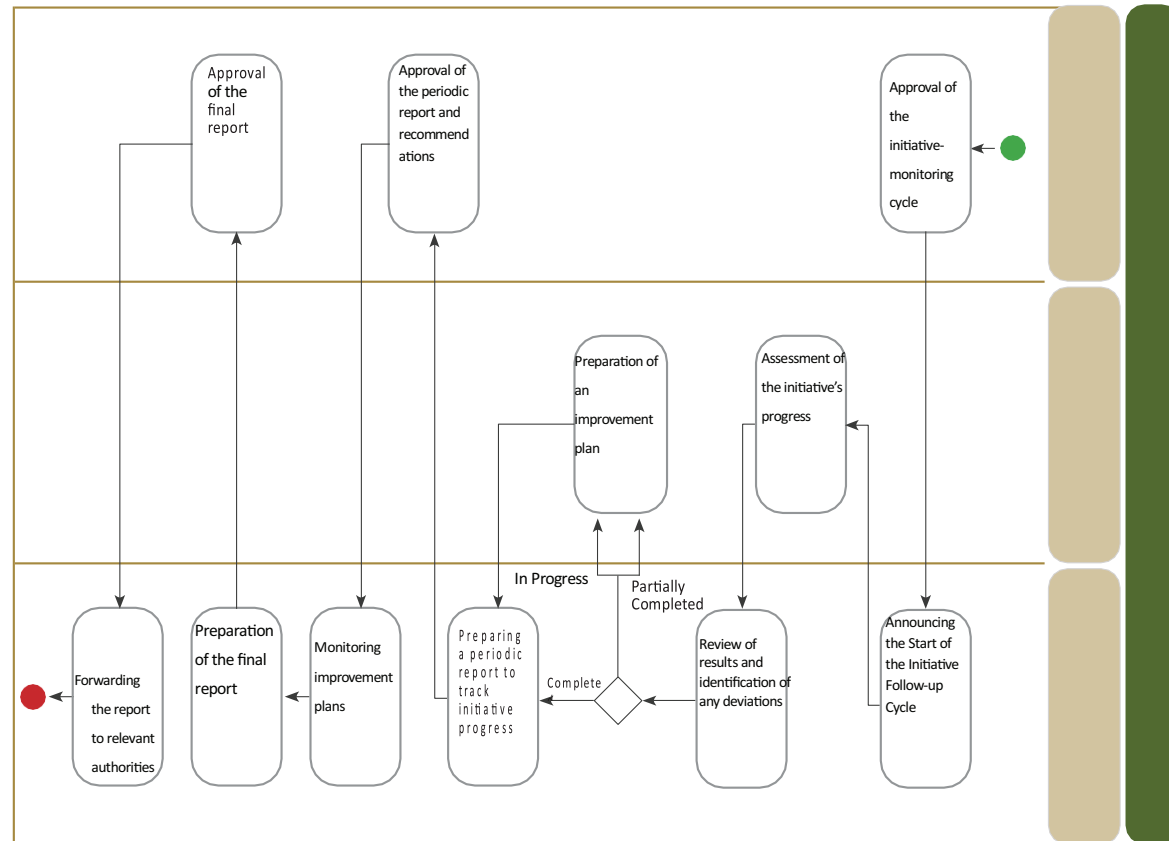
#	Performance Indicators	Related Entity	Measurement Method	Indicator Source	Indicator Type	Indicator Level
61	Percentage of faculty members, staff, and students participating in community activities	Social Responsibility Observatory	Annual percentage	Entity	Institutional	Composite
62	Percentage of beneficiaries' satisfaction with community services	Social Responsibility Observatory	5-point scale	Digital - Opinion Polls Platform	Institutional	
63	Number of community programs and initiatives provided by the university to the community	Social Responsibility Observatory	Number	Entity	Institutional	
64	Number of volunteer hours through the National Volunteer Work Platform	Social Responsibility Observatory	Annual number	Volunteer Platform	Institutional	Composite
65	Number of contributions by the university and its leadership at the national level	General Administration of Human Resources	Quantitative number	Entity	Institutional	

Governance of Plan Management and Implementation Follow-up

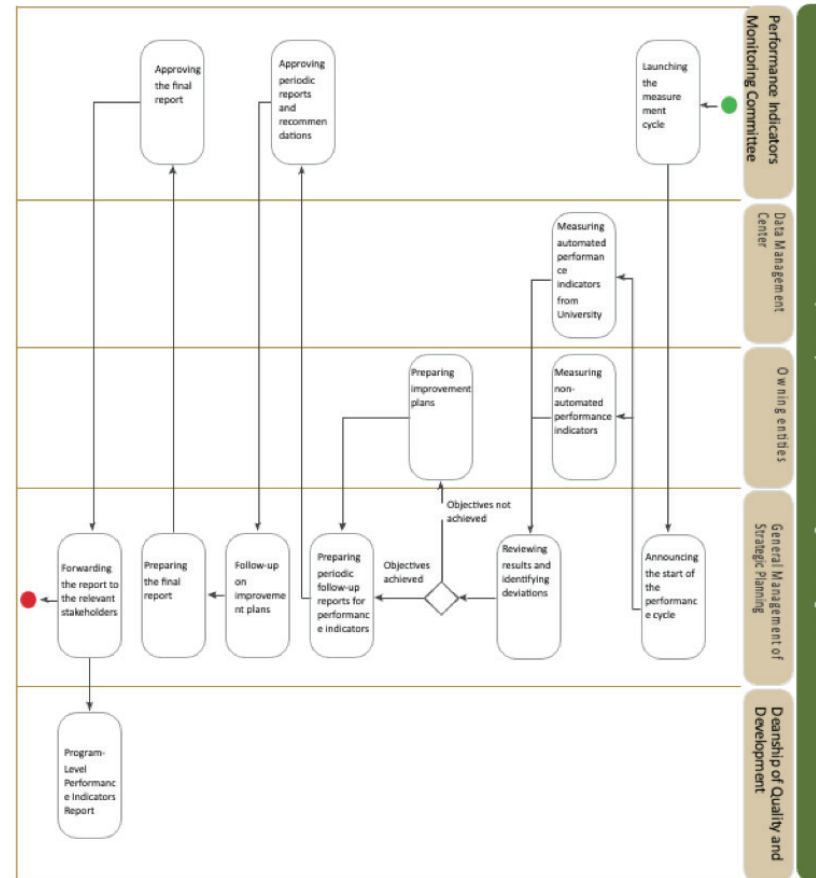
Good strategies, no matter how much effort is invested in their development, cannot succeed unless attention is given to the implementation structure, the cultivation of the necessary culture, and the creation of an environment that ensures successful execution. In addition, continuous monitoring of societal changes and emerging knowledge is essential for making necessary adjustments and responding appropriately to all transformations.

Below is the framework for monitoring the initiatives and performance indicators of the strategic plan:

The figure below shows the process for tracking the strategic plan initiatives and the roles involved.



The figure below shows the process for tracking the strategic plan initiatives and the roles involved.



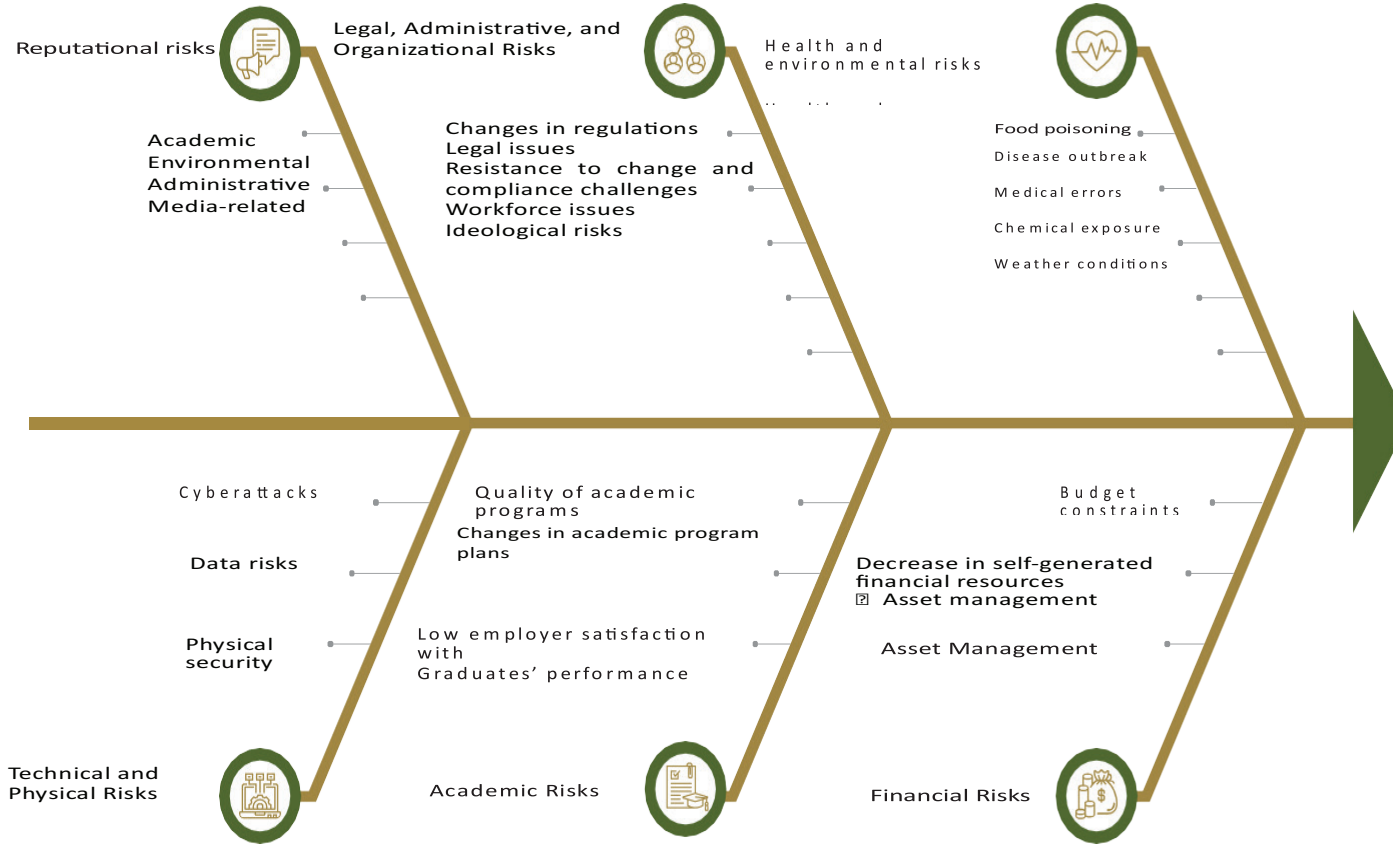
Potential Risk Management

The governance of the strategy is based on the existence of a strong risk management framework to identify potential risks, develop mitigation and protection strategies, and enhance adaptability and responsiveness to unforeseen circumstances or changes in the surrounding environment. This requires a flexible decision-making approach that allows for adjustments to the strategy when necessary.

The potential risks that the university may face are diverse, but they generally focus on administrative and organizational, legal, human and academic, health and environmental, and financial risks. The Fourth Strategic Plan anticipates these risks through a monitoring and follow-up model designed to improve preparedness and readiness. It relies on a participatory approach characterized by diverse expertise and perspectives to achieve the best possible preparedness and solutions for any potential risks.



Fourth Strategic Plan 2025–2030



Strategic Preparedness for Plan Risk Management

Fishbone Diagram – a risk analysis tool used in the detailed plan risk document.

Health & Environmental Risks	Legal, Administrative & Organizational Risks	Reputation Risks
Food poisoning	Regulatory changes	Academic
Spread of infection	Legal issues	Research
Medical errors	Resistance to change and compliance	Administrative
Chemical radiation	Workforce challenges	Media
Weather conditions	Intellectual risks	

Financial Risks	Academic Risks	Technical & Physical Risks
Budget constraints	Quality of academic programs	Cyberattacks
Decline in self-generated resources	Changes in academic program plans	Data
Asset management	Low employer satisfaction with graduates' level	Physical security



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