KINGDOM of Saudi Arabia
Ministry of Education
Majmaah University

SECOND STRATEGIC PLAN OF MAJMAAH UNIVERSITY (MUST) 1440 AH – 2020 AD

Executive Summary

IN THE NAME OF ALLAH, THE MOST GRACIOUS, THE MOST MERCIFUL

" The university in order to determine the strategic direction, it becomes necessary and commitment to share insights and discuss priorities with government and community institutions, to promote a genuine Shura principle in our beloved country."

From the Keynote Speech of the University Rector during a workshop to identify national priorities in higher education.

(Majmaah University, Rajab 1436 AH)

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The Rector Keynote Speech

Praise be to Allah who said in His holy book "Allah will raise degree those of you who believe, and those who have been granted knowledge." and may the peace and blessing of Allah be upon His Messenger Muhammad who said, "If the Final Hour comes while you have a palm-cutting in your hands and it is possible to plant it before the Hour comes, you shall plant it." Our prophet Mohammad is the guidance for values of hope, work, due diligence, planning and positive toward the future. Therefore, if the administration target is to build civilization, the planning shall be the main principle, upon which it depends for the purpose of achieving targets and objectives and monitor the situation on the ground to pursue the course of the future and hopes. Without commitment to a clear strategic plan that represents the future desired map, and without checking and pursuing achievement's levels, we would never move on and will be stuck between reality and ambition.

In that sense and in order to cross the line of establishment and foundation stage and to pass the targets of the first strategic plan 2012/2015, we have to proceed with preparing the second strategic plan (2020). That will be an announcement of a new phase towards a better future to achieve the paradigm shifting that all of us as University and society are look for. The aim of strategic plane is to support the courses towards a bright future for students, affiliates, and leaders.

I would like to thank the main and sub-committees prepared such plans, all partners, and community parties who supported such development. I am sure that all collages, deans, departments, and administrations will be committed to the University's strategic guidance coming from its vision expressing its dream, ambition and mission align with its role and institutional values; loyalty to the University and to a country was and still with held straight.

Best wishes and success for our precious University and our beloved country.

Rector of Majmaah University

Dr. Khaled bin Saad Al-Muqrin

Introduction by Second Strategic Plan Preparation Committee Chair

Since its inception, Majmaah University struggled towards overall strategic planning to enable the University to step towards its objectives achievement. The planning is an essential pillar, upon which the university depends in its course. That would assist in mapping out the right path towards improvement of institutional performance and putting the approach that will be pursued by the University in the upcoming years. Therefore, crossing of the current phase is necessary for developing such plan and achieving the paradigm shift that the University is targeting under the theme (MUST), i.e. (Necessity) of a plan and the need for commitment by all to the strategic trend targeted, and priorities and objectives specified during the next phase.

The strategic trend of any University must come from its members' ambitions, support by its leaders, and efforts of its human resources that represent its intellectual assets. Ongoing monitor of performance levels and achievement through checking, assessment, pursuing and pursuing is necessary matter.

This plan depends upon several methodology phases as per well-defined and a specific form of structure based on scientific analysis of internal and external environment of the University as well as monitoring of national and global orientations effecting the future of higher education. This is to study its reflections and requirements in order to be able to cope with it. We aim to determine strategic issues to put vision, mission and objectives with the participation of all related parties as teamwork. We follow the participation way in planning so as we can receive commitment from all parties to the future approach and the general strategic trend. Detailed and technical reports have been issued by the committee reflecting such phases as follows:

1. Report on describing University current situation.

2. Report on analyzing national orientations.
3. Report on studying global orientations.
4. Report on reference Benchmarking.
5. Report on features of strategic plans.
6. Report on methodology of preparing the strategic plan.

Therefore, the second strategic plan is considered guidance due to the included general strategic orientation of the University during the coming five years. That is also because the future vision and institutional values that will be guidance and behavioral frame committed by all parties. The plan will also include performance indicators to monitor gabs between the achieved and targeted objectives.

On behalf of the members of supreme committee for strategic plan preparation and sub-committees, I do appreciate the importance of the proper planning as main ground for building and guidance for orientation and trend, taking into consideration the accuracy of the next phase where the University will move from inception to starting point. Based on the mission specified and duties being executed by all plan committees and sub-committees, commitment to targets, methodology to consequences and outcomes, and as promoting for teamwork spirit and values of conciliation between visions and visuals and appreciating the response of all parties including leaders, students, and affiliates through surveys and workshops, I am truly honored to submit the second strategic plan as a road map towards a great paradigm shift, wishing it to contribute in determining our present and providing courses to illuminate our future.

Thanks to Allah for many blessings and I do appreciate the support by the University leadership in all phases of developing such plan and for full promoting and trust.

May Allah help us in achieving our target and may lead us to the correct path.

Chair of Second Strategic Plan Preparation Committee
Prof Dr. Mohamed bin Othman Al-Rukban

Preface

Preface

The strategy of Majmaah University represents the reference document that determines the frameworks, courses and priorities through turning the University future vision and mission to set of clear strategic, developmental, and procedural targets. The University strategy 2020 was developed with participation of wide range of parties and partners in away aligned with national development requirements of higher education sector. The strategy was formulated on the basis of liminal phase approach, including analysis of internal and external environment of the University to prospect potential chances and challenges. It also depended on analyzing the internal environment in terms of efficiency, self-power, points of strength and weakness to achieve co-ordination and integration among all elements and variables affecting the strategic position of the University.

The plan passed through several and main consecutive phases including the following:

First phase: Planning for the plan

This phase based on configuration, preparation, providing expected requirements, forming the main committee, sub-committees, different teams of the plan, distributing roles and missions and adopting the methodology pursued in plan development.

Second phase: Analyzing Current Situation and Studying National and Global Orientation of the Higher Education

This phase includes analyzing the current situation of the University, in addition to SWOT analysis based on making several scurvies of higher and executive leadership, University staff, administrative employees, students, representatives from local and national community of its governmental and non-governmental institutions, and other stakeholders to realize points of strengths, weaknesses, chances and challenges. Group of workshops were held to discuss the reality variables and determining national and international priorities affecting the Universities, its reflections and ways to cope with.

Third phase: Determining the issues and developing the vision and mission

This phase ensured the investment of all results concluded by the report of describing the current situation, including indicators and signs of all sides of University performance as well as reports on national and international orientations and reference benchmarking; that could ensure a proper determination of the most important issues upon which the University is bases through planning phase. In this light, we have concluded to seven fundamental issues including the following:

- Competitiveness of students.
- Building academic and administrative capabilities.
- Developing institutional performance.
- Adequacy of infrastructure and its operational efficiency.
- Readiness of programs and departments for quality and accreditation requirements.
- Added-value of scientific research and innovation.
- Social responsibility and community participation.

Upon the aforementioned, University strategic orientation was determined through the following phase and compatibility about vision, mission and core values as a behavior frame being committed by all for promoting duties, missions and responsibilities, taking into consideration visions and visuals of various parties inside and outside the University to a common and compatibility vision about features and dimensions of strategic orientation achieved through a survey and workshops to exchanges and consultations. The strategic vision, University's mission and its seven values will be reviewed in detailed context under (Where are we want to reach?).

Fourth Phase: Development of Goal Matrix and Performance Indicators

The main phase in developing the plan was based on the outcomes of sub-committees, quantitative teams and analyzing all results concluded regarding the University strategic position, the most important gaps, and fundamental issues to be aligned with strategic priorities and targets. Seven general strategic targets were

drafted including several procedural or detailed targets, through which projects and operational initiatives would build, taking into consideration drafting performance measurement of all targets, which would assist in assessment, periodical monitoring and preparing reports on achievement.

Strategic goals were various including the following:

- Building the students' competitiveness according to community of knowledge and market requirements.
- Upgrading capabilities and skills of academic and administrative cadres.
- Developing institutional performance and administrative system.
- Developing technological and infrastructure and rising up its operational efficiency.
- Meeting the requirements of quality assurance and preparedness for institutional and program accreditation.
- Improving quality value of scientific research and innovation according to development priorities.
- Promoting social responsibility and community partnership.

A strategic plan was drafted to represent an obvious model of courses, connections, lines of casual links among dimensions, and multiple strategic priorities. Strategic plan will be considered an integrated virtual model for future orientations and activities that we should follow to reach the target determined for the plan period to assist in building the various qualitative added value through executing duties and missions by all entities.

Finally, the practical application of the plan came to accurately describe steps, financial, and material procedures to achieve strategic targets and objectives through concrete results and outcomes. Therefore, basis of success, continuity and sustainability were discussed at the end of plan. All that was based on realizing that due to increasing and accelerating development of all systems and educational institutions, it is important to concentrate on balance between the stability of organizational infrastructure needed by the university for education aspects, scientific research, community service from one hand and dynamic nature

imposed by preparation and readiness from the other hand to ensure changes and understanding future facts in combining between planning requirements, flexibility of strategic thought, and looking ahead.

Monitoring Assessment	
Vision and Mission	**University Rector**
Strategic and detailed targets and indicators	**Plan Supervisor**
	Plan Main Committee
Execution	**Coordination Committee and Sub-committees**

Ascending and descending approach in plan preparation
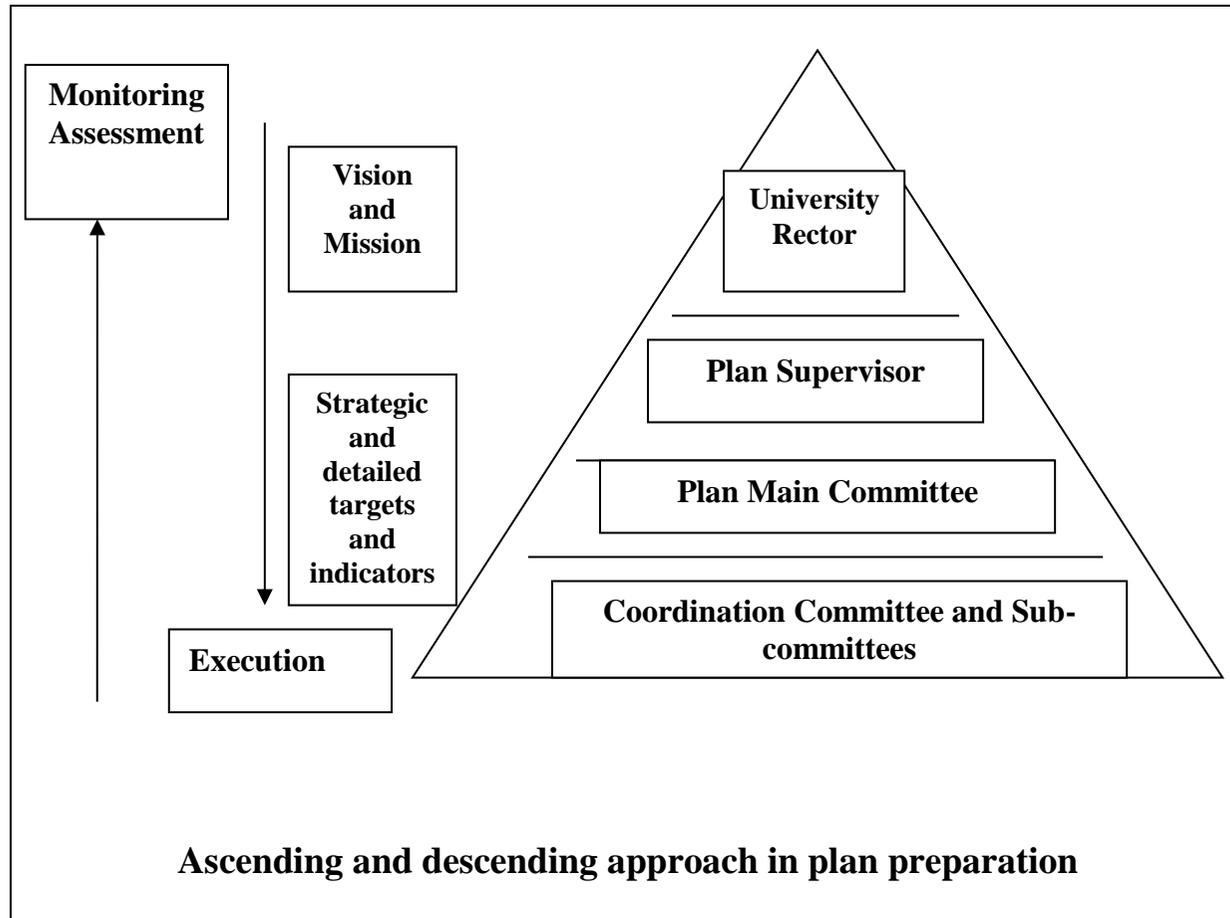
THE PLAN REFERENCE PREMISES

Plan Reference premises

The second strategic plan of Majmaah University was based on set of Referential points, platforms, principles, criteria, and controls including the following:

- Islamic morals and values, believe in Islam as a belief, sharia and constitution of life aligned with our present and coordinates with future course, taking into Arabic language as a factor of renaissance and association that gathers nation citizens in terms of culture, social, political and civilization.
- National identity and specialty of Arab and Islamic culture that support the graduation of aware generation and can effectively participate in society building and maintaining its identity by knowledge, work, and development.
- National orientation for developing college education and developing the competitiveness under an economy based on knowledge and innovation, including future plan of higher education at KSA "Afaq"
- Legislations and regulatory provisions of higher education and future orientations of Ministry of Education.
- Specificity and excellence of geographic location of Majmaah University, its outstanding location between Riyadh and Al-Qassim region as a crossroad point and fulcrum characterized by its cultural and civilized heritage that have features as well as needs and expectations.
- Looking for requirements of the University during the coming phase and a transformation from inception and foundation phase to the stage of improvement and quality.
- Seeking to adopt exponential growth based on continuity and sustainability of various achievements and experience accumulation which could achieve a paradigm shift.

- Linking the strategy with the development plans to assist in looking the official orientation of education and dimensions of its effects on development sides to achieve harmony among them; as the education is the main source of human resources able to achieve sustainable development.
- Consistency to outcomes of 01st strategic plan of the University.
- Monitoring the features of several plans at global and national universities through a survey to review visions, values and missions in terms of similarity of several issues and problems faced by the Universities, considering the difference of social and cultural contexts.
- Strategy responsive and being compatible with all administrative, regular, academic, scientific and technical variables on levels of University's unions and its various entities and to achieve coherence, integration, connection and co-ordination with each other.
- Programmatic, flexibility and coverage of the strategy to consistent with rapidity changes of age and increased requirements of all parties related to educational service along with meeting needs of labor market renewable including knowledge and various skills.
- Adopting comprehensive strategic priorities regarding issues as a matter of priority during the upcoming phase and resulting from the visions of leaders of all university's union, this could assist in establishing procedural initiatives, programs and comprehensive executive projects of all fields at University.
- Providing a system of performance measurement indicators for each strategic target, which will help in assessment's process, monitoring achievements and preparing reports on pursuing plan execution.
- Building a clear-phase strategy in the light of modern planning methodologies with specified dimensions subject to variables in surroundings, context of the community of the educational institutions.

- Extrapolating global tendencies affecting the higher education and scientific research as well as understating its reflections on Universities' future courses in addition to requirements necessary for alignment.

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                  / │   MISSION    │ \───────────────►  PURPOSE
                 /  ├──────────────┤  \
                /   │   VISION     │   \──────────────►  FUTURE
               /    ├──────────────┤    \                IMAGE
              /     │  STRATEGIC   │     \
             /      │   INTENT     │──────\────────────►  FUTURE
            /       ├──────────────┤       \              PATHS
           /        │  STRATEGIC   │        \            FOCUS
          /         │   THEMES     │─────────\─────────► DIMENSIONS
         /          ├──────────────┤          \
        /           │    GOALS     │───────────\──────►  TARGET
       /            ├──────────────┤            \        OUTCOMES
      /             │  STRATEGIC   │             \
     /              │    MAP       │──────────────\───►  CASUAL
    /               ├──────────────┤               \     RELATIONS
   /                │    KPIs      │────────────────\──► EVALUATION
  /                 ├──────────────┤                 \
 /                  │ INITATIVES&  │──────────────────\► EXECUTIVE
/_____│  PROJECTS    │_____\ ACTIVITIES
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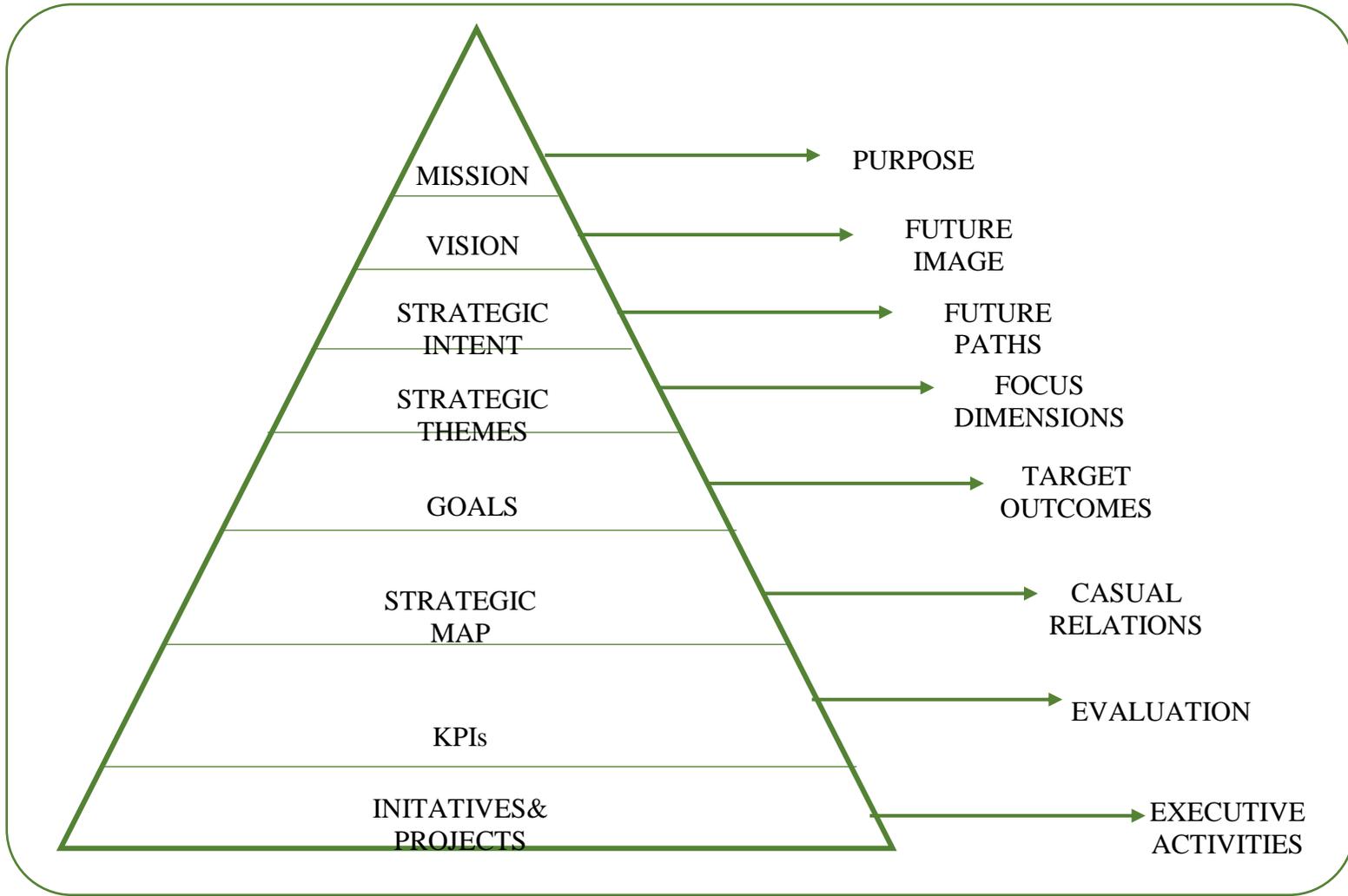
Hierarchy of the Strategic Plan

PLANE PREPARATION METHODOLOGY

Plane Preparation Methodology

Strategic planning methodologies are various within higher education institutions in nowadays; which imposes aware choosing to a methodology that is consistent with the main objective of developing the second plan of the University subject considering the conditions and requirements of moving from inception and establishment phase to quality, improvement, and accreditation phase. Planning module is the logical method for organizing the planning process as the module determines the start and end. It helps also in identifying concentration fields and volume size between each planning phase and participating in working on how to bridge such gap.

However, strategic planning models vary according to targets, requirements, institutions nature, scope of work, and purpose of inception, there are common phases among various planning models. The most important phases represent in identifying vision and mission, analyzing internal and external environment, gap of performance, reference comparisons to provide an appropriate context for understanding the main strategic issues. Then come the phase of strategic programming to develop specific strategy that includes strategic detailed targets and assessment. Finally came the phase of reviewing initiations considering any of urgent strategies or prospective changes.

Majmaah University has adopted in preparing its strategic plan a scientific planning model appropriate to university context featured by clear logic characteristics with coordinated and complementary dimensions. The following figure describes such planning model:

- Develop the plan.
- Analyze the status quo and identify global and national orientations.
- Identify strategic issues and develop mission, mission and institutional values.
- Formulate strategic goals and main performance indicators.
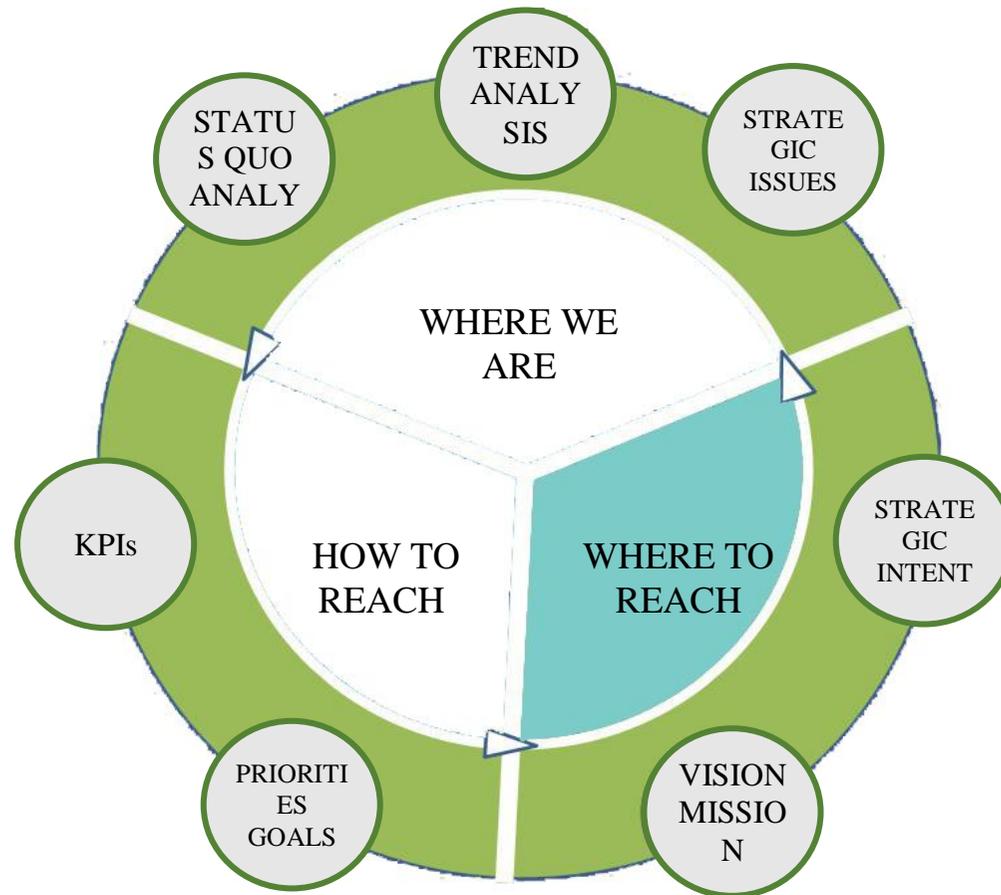
Schematic Model for Strategic Plan Preparation

PLAN DOCUMENTS AND INPUTS

The following table includes the important inputs of the second strategic plan for Majmaah University:

Reports and documents	- The global attitudes of higher education. - The most prominent national attitudes of higher education. - Reading in the vision, tasks and values of selected universities. - Report about the reality of the university: Indicators and significances. - The report of referential comparison. - The annual reports of the university. - The future plan for the higher education in the Kingdom of Saudi Arabia. - The report of the primary self study. (Afaaq) - The report of the developmental project for the General Academic Accreditation Authority. The documents that were analyzed to induct the national orientations in the higher education: - The objectives of the tenth development plan. - National strategy for employment. - National strategy for integrity and anti-corruption. - The transformation strategy towards the society of knowledge. - The strategy of combating drugs and mental effects. - The quality assurance of scientific research in the Arab World. - The second executive plan for electronic transactions. - The Saudi women in higher education.

- Higher education and building the society of knowledge in the Kingdom of Saudi Arabia: International Assessment.
- Saudi Universities on the international map.
- The strategic plan for the Ministry of Higher Education: An executive summary.
- The project of the future plan of Higher Education in the Kingdom of Saudi Arabia.
- The alternatives of financing the governmental education in the Kingdom of Saudi Arabia.
- The third function of universities.
- The condition of Higher Education in the Kingdom in 2003.
- The role of Saudi universities in achieving the intellectual security (A field study).
- Quality assurance in scientific research in the Arab World.
- The eighth plan of development in King Abdulaziz University.
- The strategic plan for Jazan University for 2020.
- The strategic plan for Qassim University.
- The strategic plan for Alhudud Ashamaliyah University.
- The strategic plan for King Abdulaziz University (The executive summary).
- The strategic plan of Kuwait University (Summary).
- The summary of national plans for a number of Saudi Universities.
- The strategic plan for King Saud University.
- The strategic plan for the Electronic Saudi University.
- The strategic plan for Taibah University.

Many reports and documents were also analyzed for the sake of induction of the global orientations in Higher Education as the following:

- University Leaders, governmental foundations and civil society organizations.
- The report of the International Association for Universities in November 2014.
- The report of the International Conference about Higher Education for Sustainable Development sponsored by UNESCO in 2014.
- Orientations in Higher Education (A report issued by the Associations of Universities and Colleges of Canada).
- The Journal of the Association of Arab Universities for researches in Higher Education (Issue No.34/2014).
- The future plan for the African Union 2014-2024.
- Developing the future of the policies of scientific research in United Kingdom, 2012.
- The future of Higher Education and the opportunities of International Cooperation: The British Council, 2014.
- The Journal of the orientations in scientific research – Alsafir, 2014.
- The research of "Future Challenges for Higher Education", prepared by: Akl Abdelaziz Elakl, 2006.
- Strategic plans for some of the globally classified universities represented in:
- University of California.
- Oxford University.
- Harvard University.
- Cambridge University.
- Hong Kong University.

Reports and documents

Workshops

- A workshop of the SWOT (Strength, weakness, Opportunities and threats) analysis for the coordinators of plans and reports.
- A workshop of the SWOT analysis for the deans and Leaders of universities.
- A workshop of the global attitudes and referential comparison.
- A workshop of prioritization and national issues.
- Focus groups for male and female students.
- A workshop of the "Primary vision for the second strategic plan" for the university to build vision, mission and values.

Interviews and surveys

- An interview with the rector of the University.
- An interview with the vice rector of the University.
- An interview with the vice rector of the University for learning affairs.
- An interview with the vice rector of the University for postgraduate studies and scientific research.
- Students' questionnaire for the features of the University's status quo.
- The faculty questionnaire for the features of the University's status quo.
- The leaders' questionnaire for the SWOT analysis for the indoor and outdoor environment.
- Employees' questionnaire about the organizational atmosphere and administrative irregularities.

A statistical statement of the plan inputs:

Serial	Statement	Number
1	Official reports	37
2	International strategic plans	5
3	National strategic plans	10
	Total	52

A statistical statement of the workshops, interviews and surveys:

Serial	Statement	Number
1	**Workshops**	7
2	**Interviews**	
	• Senior leaderships	4
	• Student focus Groups	12
3	**Surveys**	
	• Students	309
	• Faculty members'	233
	• Employees	650
	Total	1215

MAJMAAH UNIVERSITY
PRIVACY AND FEATURES

Majmaah University: Location and Privacy

Majmaah University is one of the most modern Saudi universities. It was founded on August 24, 2009 upon a resolution of The Servant of the Two Noble Sanctuaries, His Majesty King Abdullah Bin Abdulaziz, may mercy of Allah be upon him, the prime minister and the head of the Council of Higher Education in Saudi Arabia. The name of Majmaah University refers to Majmaah Province that is located north of Riyadh City and one of its provinces. The base of the province and the biggest of its cities are attributed to Majmaah city. It is located at the North West and far 180 km from Riyadh City, while it is 150 km far from Qassim City. Majmaah University targets in its services the provinces of Majmaah, Alzulfi, Alghat, Ramah and Hotah Sudair Town. Therefore, it covers a large geographical area consists of four provinces that contain dozens of cities, villages and hamlets. The total population of these provinces and the towns is more than 250 thousands. Thanks to Allah, general education requirements have been completed in such area. This University has completed the system of education by the spread of colleges with their different departments for men and women so as to accomplish the objective of the Ministry of Education by the expansion in academic education and helps in consumption of the growing numbers of the high schools graduates in this large geographical area. The headquarter of the campus is located at the southern direction of Majmaah City in a part of the plots customized for the universities in an area of more than 6 million square meters. We can see it from the high way that links between Riyadh and Qassim as one of the milestones in the region. More than twenty premises, for the administration of the University, colleges, supportive deanships, medical services and different administrative and academic units spread in the four provinces, follow the University to provide its services in the field of education, scientific research and the community service for the residents of this dear geographical spot of the precious home,

and distributes its efforts among these provinces to contribute in urbanization, development and progress witnessed by these provinces, which are:

Majmaah Province:

It is bordered from the north by the Eastern Region, from the south by the provinces of Thadeq and Shaqra, from the east by the provinces of Ramah, and from the west by the provinces of Alzulfi and Alghat. Its area is 30000 square kilometers.

- Alzulfi Province:

It is bordered from the north and west by the Region of Qassim, from the south by the provinces of Alghat, from the east by the provinces of Majmaah; its area is 5540 square kilometers.

- Ramah Province:

It is bordered from the north by the Eastern Region, from the south by the region of Riyadh, from the east by the Eastern Region, and from the west by the provinces of Thadeq and Huraymilaa. Its area is 15900 square kilometers.

- Hutat Sudair Town:

It is bordered from the north by the Majmaah Province, from the south by the city of Riyadh, from the east by Ramah Province, and from the west by the provinces of Shaqra. Its area is 25000 square kilometers.

- Alghat Province:

It is bordered from the north by the Alzulfi Province, from the south by the province of Shaqra, from the east by Majmaah Province, and from the west by Qassim Region. Its area is 2690 square kilometers.

The major tasks of Majmaah University:

Majmaah University has sought, since its foundation, to define the major tasks that it will undertake within its geographical region due to the importance of framing these tasks to the functions of the university and how do these tasks affect the definition of these tasks on the priorities and the future vision of the university. These tasks were specified through profound readings in the official reasons for the University foundation, interviews with officials at the Ministry of Higher Education, and induction of many international attitudes in this field. These tasks were defined as follows:

- Accomplish the principle of equal opportunities and expanding of the enrollment of the students from this geographical region of the University.
- Support the efforts of accomplishing the economic and social development in the domestic region.
- Improve the quality of learning opportunities that are provided on the territorial level.
- Expand and develop the institutional capacities of the system of Higher Education on the National and Saudi level.

Given that these four tasks are directly related to the services provided by the University to the surrounding region, and since the work on these tasks will achieve the major objective of Majmaah University, the team of position personification decided to continue in those four tasks in the second strategy but in a different and profound way.

The Major Features of Majmaah University:
The first strategic plan has confirmed the rank of Majmaah University as a regional university. This affects the quality of regional service provided by the University, and it affects the University's objectives and the modes of the provided academic programs. The following is a review of a set of characteristics that distinguish Majmaah University of other universities.

❖ **Acceptance and Admission:** Where Majmaah University accepts all male and female students who will probably join the stage of University Education and graduates from all the geographical region served by the University, this characteristic means that Majmaah University, even it accepts students from outside the geographical region, it does not target those students in marketing its regional programs. The University also does not adopt the selective method that uses high norms for the students' admission. Conversely, the University seeks to provide high quality education for all accepted students regardless their scientific and skillful backgrounds.

❖ **University that provides comprehensive teaching:** Majmaah University combines between the two modes of universities, which are teaching universities and comprehensive universities. This means that Majmaah University offers miscellaneous in addition, extensive academic programs and serves in particular the needs of the geographical region in which the University provides its services in (Such as the professional programs, which serves Sudair City for Industry and business). This also means that the University is not a specialist university as it concentrates on the bachelor programs and diplomas, and provides limited master program. It grants a few number of academic degrees of PhD, if any.

❖ **High Quality Programs**: Majmaah University seeks to develop high quality and reputable academic programs thanks to two reasons; the first is the quality of academic programs and students' performance considered among the major reason for University establishment. The second is to meet the special needs of the geographical area or what it offers of development opportunities since the university can provide developed academic industrial or administrative majors because of the nearness to Sudair Industrial and Business City.

❖ **Reputation and competition**: Majmaah University, as a regional university, seeks to provide high quality educational services to geographical region. In this, it seeks to create a reputation on the regional level and then on the national one. The University also does not seek to compete with its counterparts in polarizing students from outside the geographical region. Finally, the matter of revealing in global classification is not a great issue for the University and it does not devote activities as don by National or the international universities.

❖ **The cultural, economical and social needs of the University environment:** The needs of the societies may vary, and the expectations of stakeholders may differ as per the urban or rural region, in which the university is located. Consequently, the roles of Majmaah University in its territorial region are different from other majestic universities or other universities located in cities and urban regions. Among the social needs of the region, to which the University provides its serves, came the need to change, develop, create a cultural and scientific mobilization, and contribute to comprehensive and sustainable development in its economic and social aspects throughout the assistance of human and ecological capacities investment to achieve the best revenue in the shortest time.

The Rector

- Experts & Consultants
- Supervisor of the Rector's Office
- Office of Rector

Directorate of Legal Affairs	Follow-up Department
Financial Controller	Department of Public Relations & Media
Internal Audit	Deanship of Faculty & Staff
General Directorate of Administrative & Financial Affairs	King Salman Institute for Studies & Consulting Services

Vice-Rector for Postgraduate Studies & Scientific Research	Vice-Rector for Educational Affairs	Vice-Rector	Deans of Colleges
Deanship of Postgraduate Studies	Deanship of Quality & Skills Development	Deanship of E-learning & Distance Education	
Deanship of Scientific Research	Deanship of Admission & Registration	Deanship of Information Technology	
Deanship of Library Affairs	Deanship of Student Affairs	Deanship of Community Service	
Scientific Council	Deanship of Preparatory Year	General Administration of Safety & Security	
Scientific Chairs Administration	Assessment & Measurement Administration	General Administration of Projects & Technical Affairs	
Demonstrator & Lecturer Unit	Student Support Administration	General Department of Planning & Administrative Development	
Conference & Symposium Unit	Administration of Planning & Academic Development	General Department of Facility & Services	
Istiqtab Unit	Arabic Language Center for Non-Native Speakers	General Department of Operating & Maintenance	
Publishing Center and translation	Excellent Teaching & Learning Administration	Innovation & Outstanding Students' Ideas Center	
Center of innovation and ideas outstanding student	Planning & Curriculum Administration	Documents & Records Center	
Scientific Organizations Administration	Graduates Administration	Project Manager Office	
Department of International Cooperation			

WHERE ARE WE NOW?

Where are we now?

Since the University inception in 2009, there were accelerated procedures to improve existing colleges, establish new colleges, and add new departments and specialties required in labor market to keep up with development. The University has witnessed since its inception to 2015, an evolution and development at various fields, particularly infrastructure, scientific, academic, administrative, and sports fields. All that was accompanied by evolution in University performance on national and regional level as been described in the following presentation:
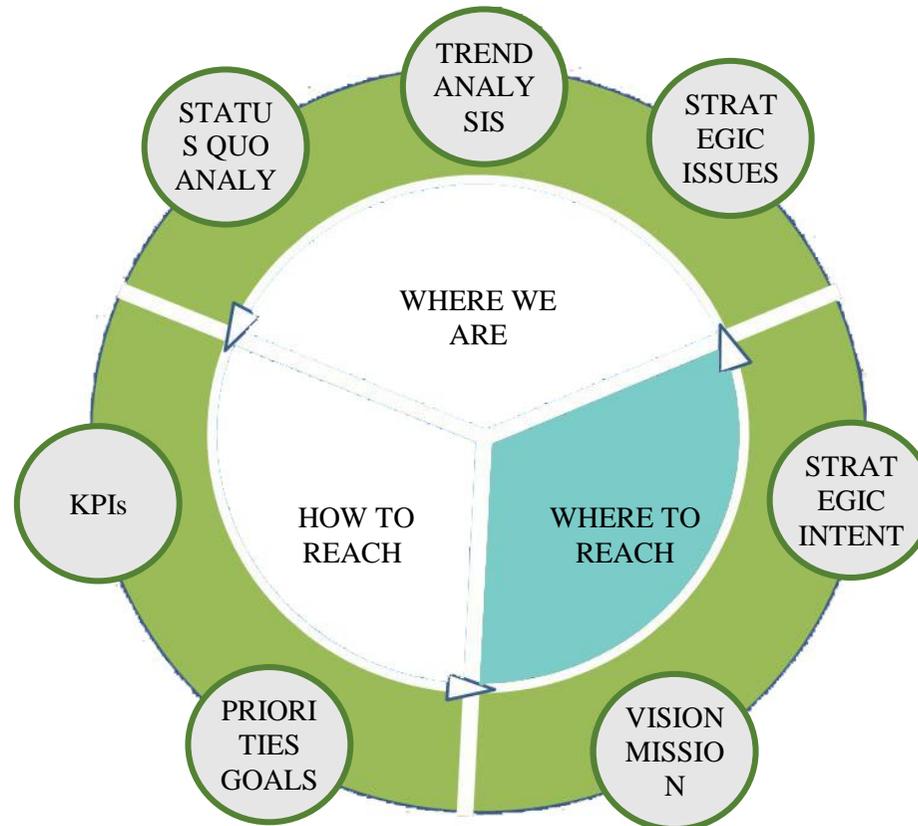
Expansion and Evolution in the Number of Students

Evolution in numbers of (Newcomers, Enrolled, Graduates) students at Bachelor degree since inception to the academic year of 2014.

Schedule of Evolution in Number of (Newcomers- Enrolled- Graduates) Students.

Academic Year	Enrolled Students	Newcomers	Graduates
2009/2010	9600	2795	463
2010/2011	12729	3674	495
2011/2012	15333	9992	541
2013/2014	16970	9849	2570
2014/2015	19296	6901	4015

Evolution in Staff Numbers

Schedule of Evolution in Staff Numbers and those in similar capacity

Scientific Degree	Saudis			Non- Saudis			Total			Grand Total	Annual Increase Percentage	Saudis Percentage to the Total
	Male	Female	Total	Male	Female	Total	Male	Female	Total			
2010/2011	72	51	123	179	78	257	251	129	380	083	-	32.36%
2011/2012	105	77	182	243	113	356	348	190	538	538	85.14%	33.82%
2012/2013	185	118	303	325	159	484	510	277	787	787	82.64%	38.50%
2013/2014	304	194	498	363	167	530	667	361	1028	1028	26.03%	48.44%
2014/2015	414	221	635	442	191	633	856	412	1268	1268	23.34%	50.07%

Growth in the University's Budget

Year	Budget	Increase	Rate of change
2009/2010	301,000,000		
2010/2011	358,994,000	57,994,000	19.3%
2011/2012	493,083,000	134,089,000	37.3%
2012/2013	949,406,000	456,323,000	92.5%
2013/2014	959,970,000	10,564,000	1.1%

SWOT Analysis for University's Reality:

After analyzing all the available reports and documents, the second part of diagnosis of the University's reality depended on analyzing the results of field surveys of the opinions of all parties (senior leadership, middle leadership, students, faculty members and officials). The most important results were represented in determining the prominent elements of strength and weakness in the University's indoor environment, and chances, and challenges in the outdoor environment. This is to determine the leadership points of view about the actual practices and the most important issues effecting the University's present and its future orientation in preparation for determining and analyzing all changes, chances, and challenges. In this frame, the aim of these interviews represented in determining and analyzing the status quo of the University, its future orientations and prospective aspirations.

SWOT Analysis Matrix

In the light of the outcomes of strategic analysis, the most important points of strength and weakness at indoor environment plus the best available opportunities and challenges, which may affect on the university general performance and its future development can be determined and summarized in the following:

The most important points of strength:	The most important points of weakness:
• Apply the electronic services for students and the University staff. • Start the project of development to qualify the University for accreditation. • Establish some units and administrations to complete the administrative system. • Senior leader's attention of building a distinguished institutional reputation. • Availability of organizational climate that supports achievement and appreciates distinction. • Take care of training and developing the faculty members and the administrators. • Senior management motivation provided to the executive leaderships. • Great importance of enhancing the ethics and the values of the public jobs. • Good degree of independency available to University departments in decision making. • Availability of many partnerships on the national and international levels.	• Need to increase the number of scholarships internally and externally. • Lack of the budget allocated to support the scientific research in the University. • Lack of experience at the system of censorship and internal auditing in the University. • Weakness of the efficacy of the students' academic guidance. • Need of some colleges and scientific departments to organizational restructure. • Weakness of human and financial resources at research centers of the University. • Lack of specific model of quality system on the level of the University units. • Weakness of the readiness of some programs to fulfill the requirements of accreditation. • Lack of academic and research competencies. • Lack of the infrastructure for some colleges (leased premises).

The most Important Opportunities	The most Effective Challenges
• National interest of quality guarantee and reliance on Higher Education. • Country support to new Universities for completing their constructions. • Increase of government expenditure on Higher Education and Scientific Research. • National Orientation towards knowledge economy and innovation support. • Availability of National strategy of anti-corruption and integrity promotion. • Country Support to mission program as the program of Custodian of the Two Holy Mosques. • Availability of field to expand campus and service projects. • The Importance of University geographic location and Sudair industrial city. • National Orientation towards support of excellence and variety in Universities programs. • Increase in governmental expenditure on higher education and scientific research.	• Effectiveness of social media on youth values. • Commitments of promoting University social responsibility. • Competition in attracting unique academic competencies. • Change of needs and requirements of production and labor market. • Rapid change in scientific and academic specialties. • Scientific qualification level of pre- University education Outcomes. • Need of harmonization with expansion and quality requirements. • Fare geographic distances that separate the University's entities. • Extreme Competition among national and international Universities to have ranks. • Industry and business sector's level of contribution in partnership and scientific research finance.

Strategic Position of Majmaah University

In case of comparison between University's internal abilities (Points of Strengths and Weakness) and external environmental changes (Opportunities and Challenges), this could lead to promoting strengths to invest the opportunities and decrease of challenges effects.

Strategic choices and orientations vary according to available recourses, possibilities, and targeted position or issues to be solved. The following figure shows such strategic choices according to matrix of SWOT analysis.

Points of Weakness Resolvable Negative Internal Changes	Points of Strengths Promoting of Positive Internal Changes	
WO Mini – Maxi Strategy Dealing with points of weakness to take the opportunities (Mini- Maxi Strategy)	SO Maxi – Maxi Strategy Maximizing points of strength to take opportunities (Maxi- Maxi- Strategy)	O Opportunities are positive external changes that shall be invested.
WT Mini- Mini Strategy Dealing with points of weakness to decrease challenges (Strategic Defense Orientation)	ST Maxi-Mini Strategy Maximizing points of strength to decrease challenges (Adjusted Strategic Orientation)	Challenges are negative external changes that shall be avoided

By using the outcomes of the matrix of internal and external environments elements to determine relative weights for points of strengths and weakness and their ranks, it is obvious that average of relative weight to total points of strength is (249.79). It is more than the average of total of points of weakness, which is (206.71). The average of relative weight of total of opportunities evaluated by (175.46) is more than the average of total of challenges, which are (162.56). Hence, the competitive and strategic situation of the

university lies within (Strengths and Opportunities) scope. It the point of strategic expansion (SO), that promotes the elements of strengths to invest the available opportunities according to matrix of SWOT analysis, which opens the field to grape the available opportunities or those opportunities resulting from improvements of University external environment. We also shall be aware of various kinds of challenges that may be faced in future to be dealt with in general to assists the University in achievement of its mission and targets. In addition, the strategic situation of Majmaah University refers to the achievements, improvements, and qualitative growth since last years. Therefore, we had to keep the courses of such growth and development and to maximize all strengths and excellence elements. Such elements may assist in investment of all available opportunities within external environment of University that may result from national and governmental orientations, that support the higher education and rapid technical development, and that enhance the innovation fields to achieve sustainability development.

National and Global Orientation of University Education

The pattern of University education represents an integral part of the whole economic, social and cultural pattern of any society; therefore, University shall not be separated from the great and effective directions that represent long term changes and developments in such rapid era with its renewed features, characteristics, and complicated economic, social, cultural scientific, and technical problems.

In an ever-changing world, educational systems shall be flexible in terms of structure, courses, branches, approaches, specialties, academic years, assessment methods, etc. as an essential need to meet the great changes, new effective orientations on all fields, renewable needs of labor market, economic problems, and cultural and social needs.

The following representations show the most highlighted national and global orientation that affect on the context of University education. They determine the most important harmonization requirements needed in Majmaah University to invest such orientations, which may assist in fulfilling University's mission and its strategic targets.

I: Orientations of National University Education

Majmaah University, as a scientific institution, aims to benefit from its abilities, targets and aspirations based on the available choices to achieve a balanced growth, improve its academic level, and have a competitive position through considering its developmental and environmental position. Therefore, determining strategic visions shall came before targets, objectives, and developmental plans, and that shall be followed by programs, projects to be executed in a way that contributes in achieving sustainability development via real partnership with all beneficiaries including students, staff, employees and local society. Accordingly, the approve and implement of such plan throughout the specified period shall come only after considering and analyzing the national and global orientations ant its effects on Majmaah University position and orientations in the light of Ministry of Higher Education's plans and similar national

Universities' plans. In this regards, we shall benefit from the experiments and plans of premium Universities in national and global level.

By view of experiments and national, Arab, and global strategic plans, we can benefit from various experiments and orientations in developing plans and in draw strategic vision, mission, values, and orientations.

Prioritization of Axes According to Local Society Surveys and Leaders Opinions:

Axes have been generally prioritized according to the arithmetic average and using the results of statistical analysis of thirteenth national axes based on the responses of two samples of the local society and Majmaah University leaders.

Subsequently, phrases within each axe of national orientations have been analyzed alongside with specifying the most important prioritized phrases as per the arithmetic average of local society responses. The most important phrases were prioritized as per the arithmetic average of importance and feasibility of application of University leaders' responses. The order of phrases within each of national orientation axis came as follows:

Serial	Axe	Local community		Leaders	
		Average	Rank	Average	Rank
1	Academic Courses	4.73	13	4.34	3
2	Education and Learning	4.71	12	4.66	13
3	Governance of Universities (Administration and Management)	4.69	11	4.41	6
4	National Orientation within student's axe	4.63	10	4.40	5
5	Scientific Research	4.62	9	4.60	11
6	Staff and Academic Leaders	4.61	8	4.61	12
7	Information Technology	4.57	7	4.47	9
8	Infrastructure	4.55	6	4.42	7
9	Entrepreneurship	4.53	5	4.34	2
10	Talent, Creative and Innovation	4.54	4	4.38	4
11	Financial issues of Investment	4.51	3	4.50	10
12	Social Responsibilities	4.50	2	4.44	8
13	Quality and Academic Accreditation	4.45	1	4.28	1

II: The Most Prominent Global Tendencies That Affect on the Higher Education:

To achieve the general target of analyzing the global orientations and future variables that affect on strategic plan 2020, the most important global orientations and future variables in education, learning, scientific research, and society service were studied. Such study came through considering a group of researches and reports issued by prominent global institutions such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), International Union of University, Association of Arab Universities, and International Universities Ranking Organization) as well as strategic plans of specific globally classified Universities. The study also included data collected from researches, reports and entities to be analyzed for the most important points.

III: Benchmarking of National and Global Orientation

Benchmarking is a method for performance improvement and development to make a change within the University via participating in information, knowledge, and experiences with premium Universities and other entities. Benchmarking is one of the most important tools used in different planning processes to know the current position at the University and to determine the steps to be taken to achieve the perfect or desired situation though comparing and measuring University's activities or its internal processes to Universities/entities of high performance. The matrix of benchmarking of number of experiments at Universities and entities on national, regional, and global level was prepared as follows:

Benchmarking Matrix Axes:
- Preparing Strategic Plans
- Institutional Context
- Education and Learning
- Scientific Research and Society Service

Data Sources:

- Analysis of global experiments in preparing strategic plans:

  Experiments of (16) Universities in preparing strategic plans have been analyzed as follows: (6) on national level, (6) on regional level, and (4) on global level.

- Analysis of global experiments and future variables in preparing the institutional context based on (10) various sources (International Entities, Universities, Global Rankings and Global Reports).

- Analysis of global experiments, future variables in education and learning/ scientific research/ society service based on (15) various sources (International and Regional Entities, Academic Accreditations Entities, Universities, Global Reports and Studies).

I: Benchmarking of National Experiments
On National Level

- Social Responsibility (King Abdulaziz University).
- Research Excellence (King Saud)
- Pioneer Project for Administrative Development (King Fahd University of Petroleum and Minerals)
- Achieving quality and institutional accreditation (Qassim University)
- Graduate's enrollment at labor market (Qassim University).
- Creative Ideas (King Fahd University of Petroleum and Minerals).

Second: On Global Level

- Field of preparing strategic Plans.
- Field of Institutional Context.
- Field of Education and Learning.
- Field of Scientific Research and community Service.

Strategic issues

Strategic issues

Focus on the most pressing strategic issues, affecting the university future and its ability to achieve its mission, leads to identify strategic priorities properly. The goal is to sort the core problems and identify its causes and effects. This helps in identifying the interrelationships between the areas relating to the framework of mapping causes to facilitate appropriate goal setting for addressing those issues.

Strategic issues identification and formulation process is based on the fundamental gaps analysis resulting from the diagnosis of the university status quo in light of what the typical target performance should be to achieve the goals. Therefore, this analysis resulted in information on the gaps between reality and the target output in order to address those gaps.

Based on the results diagnosis and analysis of the status quo of the Majmaah University and the overall key performance gaps that have been identified in the context of the university report, "the reality of the university: indicators and evidence", we can review the most important strategic issues on which the university needs to focus in the context of strategic trend in the coming years of the implementation of its second strategic plan.

The first issue

Students' competitiveness capacities

This issue is closely linked to the main function of the university in education, skills development and capacity building. The university responsibility lies in building skills and developing competencies of all whether they are students or external beneficiaries of the population in the geographical area where the university offers its services. Majmaah University is one of the rare opportunities that the community can exploit in skills and competencies development as it is the only entity that provides higher education, development and general qualification services. Through monitoring and analysis, there is a need to increase its capacity in some fields while there is stability or decrease in others. Focus is on the scientific, technical and applied fields but there is no similar need to humanities. (one of the modern models in the field of needs forecasting is Analysis and Projection Model (ANPRO Model) prepared by the Institute of International Planning (UNESCO)

Developing academic counseling system is one of the factors that helps the university upgrade the competitive capabilities and academic performance of students and assists in the selection of appropriate specializations for their aptitudes and abilities. Besides, there is a focus on the development of entrepreneurial skills and access to employment as well as providing student support services after graduation. The University can, in this regard, establish a center for the development of student skills like many universities, international experiences and the best practices.

Impact global & national trends	Issue variables

Global trends	National trends	Internal environment	External environment
- Adopting developed academic counseling models to support the students' choice of academic specializations and provide employment data and labour market opportunities. - UNESCO approaches to twenty-first century skills. - The growing interest in culture skills and media, information and digital education in curricula as well as student activities at universities. - Promoting	-Nurturing innovation and supporting creativity through institutions such as the King Abdul Aziz and His Companions Foundation for Giftedness and Creativity, and King Abdullah City for Science and Innovation. - Providing opportunities for student scholarships through the Custodian of the Two Holy Mosques Scholarship Program. - Expansion acceptance due to the growing demand for higher education as well as enhancing aspects of justice to provide more opportunities for girls. - The growing interest in providing academic counseling services at universities. - Interest in the national framework of	**Strengths:** - Appropriateness of admission standards at the university for a broad base of students - University interest in the care of talented and outstanding students and investing their qualitative potential and abilities. - The development of electronic services offered to students on the educational and administrative level. - Support university student activities and social services and the deanship for student affairs concerned with developing their scientific, cultural and social skills. - Application of a number of initiatives through vice-deanship for academic affairs and establishing a graduates' unit, including support their follow up and satisfaction level with their abilities. **Weaknesses:** - The need to increase the number of both internal and external	**Opportunities:** - The Custodian of the Two Holy Mosques scholarship program for students - The growing demand for education and joining universities. - The national trend towards supporting the differentiation and diversity in university programs. - State support of new universities and this has a positive impact on the financing of student activities and all educational aspects. **Possible Challenges:** - The growing influence of social media on the value system of young people. - The rapid change in skills type required by the labour market. - The growing competition among universities to attract

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
entrepreneurship skills in curricula and applied activities - Supporting international communication and networking among students to gain life experiences and build new knowledge.	qualifications and its necessary competencies, skills and student experiences. - The establishment of graduates' units and departments to support communication with labour market institutions after graduation. - Increasing the official interest in strengthening loyalty values and institutional and national belonging.	scholarships to raise students competitiveness level. - The low standard of public education graduates and this has an impact on the level of internal efficiency of academic and learning aspects. - Academic counseling system and its methods are still new and traditional and this hinders students' tendencies identification and self-potential abilities. - Low motivation of students to participate in various student activities and this affects the development of specific skills and acquiring new life experiences. - Insufficiency of internal and external efficiency mechanisms of the educational process that help in the diagnosis of students' skills and qualitative abilities gaps.	outstanding students. - Employment institutions weak attraction of university graduates. This requires qualitative competitiveness skills that address the requirements of labour market institutions.

The second issue

Building academic and administrative staff capacity

This issue is consistent with the two major university tasks. They are;" achieving the principle of equal opportunities and expanding the students' enrollment in the geographical area to university "and "upgrading and developing the institutional capacity of higher education system on the Saudi national level". This contributes to achieving the university mission and unification the trend towards it. It is noted that the university has achieved a good rate for academic staff member / student with continuous growth in the percentage of saudization of academic staff members. Despite the great growth in the number of administrative staff, there is a need to the re-career of administrative personnel in accordance with their functional expertise and qualifications as well as strengthening their institutional loyalty and public job ethics.

In this context, the university is also in need to the structural reform of administrative and leadership skills development programs through unification of reference entity that offers such programs or upgrading performance of public administration for management development. Besides, there is another trend that keeps with international experiences and the best practices in this area which relies on the establishment of skills development center at the university level.

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
-Retaining competent human resources of the	-The official interest in raising the rate of Saudi male and female doctorate	**Strengths:** - paying interest in training and development of academic and	**Opportunities:** - There are many external

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
academic staff. - Supporting self-professional growth and professional development programs. - Enhancing job ethics and academic integrity. - Paying interest in the selection standards of academic and administrative leaders and adopting administrative creativity approaches. - Paying interest in material and moral motivation aspects of academic staff to increase competitiveness in	holders - Improving the academic staff/ students ratio, reducing the academic quorum and administrative burdens for academic staff. -Establishing special units for human resources in universities and developing attraction strategies. - Paying interest in modern approaches in human resources personnel management and development as well as investing their professional potential. - Providing opportunities for international communication of the academic staff through conferences, exhibitions	administrative staff members - Increasing interest in enhancing public job ethics and values . - Motivating executive leadership levels by senior management to help in developing the performance of the executive levels. - Providing organizational climate supporting achievement and appreciation of academic and career excellence. - The university is one of the least opportunities for females' development, qualification and participation in undertaking higher administrative jobs. - The university administration relies on transparency and open-door policy. - The university pays interest in providing training programs and developing academic staff members' skills - A great ratio of academic staff members' quorum decrease. - The university care of distinguished personnel and academic staff.	training opportunities that a great ratio of personnel and academic staff members benefit. - Rapid technological development which provides self -professional growth opportunities for academic and administrative staff. - Linking job promotion to the training courses passed by the administrative staff. - There are many governmental bodies and institutions that provide professional development opportunities for academics at the Kingdom's level. **Possible Challenges:**

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
attracting competent staff. - Allowing more freedom and autonomy for universities to review their salaries and incentives for the academic staff so as not to lose its competitive advantage in attracting competent ones.	and seminars. - Diversifying reliance on human resources between internal and external sources. - Increasing saudization rate particularly in the aspects and jobs in which national cadres are available. - Developing career paths and giving interest in administrative personnel rotation according to the quality of their experiences and qualifications.	**Weaknesses:** - Weak professional and academic competence of some academic staff members. - The need to re-career according to previous qualifications and career experiences for the university personnel. - Weak investment of human competences available at the university in the training courses provided to the personnel. - The poor quality of administrative qualification of some middle and executive leaders. - Increased administrative burden for academic staff members. - The limited participation of the female element in the decision-making and management positions.	- Great competitiveness in attracting outstanding academic competences. - Lack of specialized programs offered to academic staff members and administrative leaders at the Institute of Management. - Competition in attracting outstanding academic competences. - The rapid change in the scientific and academic specializations.

The third issue

The development of institutional performance:

The university has been exerting great efforts in promotion and achievement of its institutional identity since its establishment and up till now. It has faced very great obstacles represented in the spread of colleges and scientific departments on a large geographical area that belong to three universities previously as well as there is no a common identity among them. Besides, the establishment of the university administrative system, in all its organizational units, needs more substantial efforts.

The university in its second strategic plan moves from the origin and existence phase to the establishment and building one. This requires an institutional, organizational structure characterized by strength, expansion and extension as well as by quality and empowerment. Reports and actual reality also suggest that there is a structural gap that hinders recruitment and investment of university potentials and resources optimally. This gap represents in many ways such as the need for the establishment of some units and centers as a center for statistics and information and strategic planning directorate to support institutionalization, continuity and sustainability in performance. Besides, some academic and administrative units need to complete its infrastructure and internal organizational structure to specify the tasks and functions clearly in its different divisions.

Impact global & national trends		Issue variables	
Global trends	National trends	Internal environment	External environment

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
-The shift towards decentralization and devolution of powers and empowerment of administrative leaders to make decisions. - Development of organizational structures and reducing hierarchical organizational levels and support horizontal and network structures. - Complete autonomy of the universities in the management of its affairs , organizing its units and assessing its needs.	-The growing national trend towards performance based budgeting to motivate universities to enhance their performance and improve quality of their achievements. - Combating financial and administrative corruption and periodic follow-up to universities efforts as well as motivating them to establish departments of internal auditing and enhancing	**Strengths:** - Employing information technology in the educational and administrative activities to support development aspects of the university institutional performance system. - Establishing a number of units and departments to complete the administrative system and address all the requirements and needs of the effective administrative and institutional performance. - All university units prepare organizational and procedural manuals in order to prevent conflicts of tasks and functions and rationalize effort and time to achieve efficiency and effectiveness. - Developing indicators to assess institutional performance for all university units to help assess institutional performance and address any obstacles and weaknesses aspects. - The university entities have a good degree of autonomy in decision-making. - There are control and monitoring systems at the university level. - Senior leadership interest in building	**Opportunities:** - Increasing the official interest in performance development of universities in the development plans and higher education development plans . - There are national organizations to combat corruption and promote integrity to serve the institutional performance governance of all government agencies and entities including universities. - Supporting roles of the Institute of Management in the areas of administrative and institutional development. - The establishment of the National Authority for Assessment and Academic Accreditation and its provision of the quality standards for the

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
- Supporting institutional intelligence for making and taking decisions based on sound data and information. - Strengthening the institutional networking for all university units and with stakeholders and relevant institutions. - Paying interest in measuring institutional performance in accordance with comprehensive indicators for all work dimensions and variables in accordance with the	monitoring and supervision. - Official interest in the application of e-government systems in all government agencies and the shift towards the electronic administrative practices. - Modernization of universities administrative regulations and rules to achieve effective and flexible decision-making as well as quick achievement.	institutional outstanding reputation. **Weaknesses:** - Lack of institutional work values in the performance of some university units that hinder coordination between the various efforts to improve performance in order to avoid repetition and irregular, unified, integrated framework. - The need to establish some units and centers as a center of statistics and information, and strategic planning directorate to support performance institutionalization and sustainability. - Conflict of interests and tasks between some academic and administrative units and this requires a review and development of the systematic evidence, the goals and tasks of all units. - The weakness of relying on the exponential growth in order to benefit from the accumulation of individual and institutional expertise in the improvement and development and this requires a bank for initiatives ,	universities institutional performance. **Possible Challenges:** - The growing need to address the university requirements in its transition from origin and establishment phase and this requires a specific, clear and realistic vision and formulates a mission consistent with the general trend and future university aspirations. - The need to address the universities requirements to implement the national strategy to combat corruption and promote integrity and this requires the efficiency and effectiveness of the university overall institutional performance. - University education out of date regulations and this has a

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
institution strategy. - Paying interest in governance of work systems, the administrative procedures and facilitating the stages in the context of transparency and accountability.		developmental projects and innovative ideas, to force any trend for development to benefit from previous experiences and what has been achieved at the university level.	negative impact on the performance of universities and the requirements of development and adaptation to contemporary innovations. - The need to diversify the sources and financial resources so as to help the university in achieving its objectives.

The fourth issue

The adequacy of infrastructure and operational efficiency

Majmaah University has done its best to achieve rapid, qualitative achievement and growth by establishing facilities and improving its readiness such as buildings, classrooms, central laboratories and library. The university vice-deanship follows all the processes and procedures in this regard through many of its entities such as the General Directorate for Operation and Maintenance, the General Directorate for Security and Safety and Project Management and Technical Affairs. Information technology deanship is responsible for improving the readiness of the technical infrastructure and information networks at the level of the university entities.

Despite the university qualitative achievements in terms of infrastructure and improvement of all the facilities at the university units level, the status quo indicators show some weaknesses in the operational efficiency of facilities and their investment in making the university a cultural and societal education center that serves the local community and its institutions such as schools, departments of education, municipalities councils and development associations. Some rented buildings are considered one of the obstacles in achieving excellent operational efficiency. So, the university needs, during the coming period, to strengthen the functions and roles of the Project Management Office, the Directorate of Security and Safety, and the Directorate of Operation and Maintenance to address any deficiencies in the facilities, infrastructure and technology.

Impact global & national trends		Issue variables	
Global trends	National trends	Internal environment	External environment

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
-Developing and unifying university infrastructure and facilities specifications according to a distinguished design for every university. - Investing university facilities without neglecting the educational process. - Implementing contract partnerships with institutions for maintenance and operational efficiency. - Paying interest in upgrading information technology infrastructure. - Achieving alignment requirements with virtual universities patterns to support e-learning and distance learning - Raising the levels of	- The growing trend towards adopting crisis management, risk management and strengthening the means of security and safety to provide a safe working environment. - Exchange of experiences for academic staff members between the university and national and international universities. - Directing universities to provide periodic preventive maintenance for all utilities and facilities. - The trend towards provision of manuals for measures and specifications of work environment and survey	**Strengths:** - The university seeks to complete construction projects across all branches and headquarters to support all educational and academic activities. - There is a Project Management Office that follows aspects of implementation in cooperation with the university vice deanship to assure the standards and specifications for infrastructure. - There is a time plan for the development of facilities and equipment. - Continuous improvement of university facilities and infrastructure in accordance with the growing needs, educational requirements and expansion of facilities.	**Opportunities:** - Government support for the budget of universities with regard to the terms of the construction and facilities. - The availability of space for the expansion of the campus and service projects. - The availability of modern transportation (train service) near the university. **Possible Challenges:** - Adherence to the scope and standards of the enrollment capacity of universities. - The need to address and harmonize the technical infrastructure specifications with the standards , specifications and adaptation to rapid developments in the field of information and communication.

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
labs quality standards and all the facilities that serve the educational process. -Application attractive university campus security terms to practise student activities. - Information Technology investment in building a knowledge society capable of lifelong learning.	the beneficiaries' satisfaction. - Expansion of facilities to accept the increasing enrollment ratios and taking into account the special needs requirements.	**Weaknesses:** - The weakness of some university facilities readiness. - The geographical dispersion of the colleges and administrative units affects follow-up of facilities and equipment. - The lack of facilities for the practice of student activities especially sports. - Poor infrastructure for some university colleges (rented buildings)	- Increasing harmonization and adaptation to rapid technological development, which imposes high IT infrastructure efficiency requirements.

The fifth issue

Programs and departments readiness for quality and accreditation requirements

At present, the university needs, more than before, to revise its academic programs and departments through conscious review of the labor market needs and requirements as well as making closer links between the university and its graduates and industry and business employers to ensure a better future for those graduates in quick labor market change. It also requires building a distinguished institutional reputation and distinct, unique identity associated with its academic programs, its excellent research, the academic staff ability or its outcomes quality. The university serves its geographical area, so, it accepts students in its academic programs according to standards that need some revision. This makes its program excellence a challenge that requires effective readiness.

This gap represents in several aspects including: poor readiness of some colleges and departments to achieve the quality standards and the requirements of institutional accreditation and programs and the growing need to adopt a model and a system of quality for Majmaah University (MU Quality model and system) in line with the capabilities , resources and consistence with the targets. This determines the general trend of all university units to undergo procedures , improvement and development processes in order to achieve program and institutional accreditation. Some entities still need more support and assistance to prepare them for achieving quality standards and academic accreditation requirements on both programs and institutional levels.

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
-The growing interest in self-assessment and accountability as approaches to continuous improvement and quality assurance in higher education programs. - Administrative and financial autonomy of the authorities and institutions of quality assurance and accreditation in conducting audits and providing consulting services to universities - paying interest in	- Growing government interest in programs quality and achieving accreditation standards. - Supporting universities to diversify their programs according to the needs of the local environment and changes in the labour market. - Focusing on applied specializations	**Strengths:** - The application of the electronic system in the educational process. (D2L) - Development of programs and courses classification to support the trend towards achieving quality and access to accreditation. - Beginning with developmental project for qualifying the university to adopt and improve readiness level of all academic and administrative units. - Addressing certain academic accreditation standards for some of the university entities as part of a stage plan in order that some departments and units access to accreditation. - A supportive administration and management centers for improving quality assurance processes.	**Opportunities:** - There is a trend in the development plan towards harmonizing university academic programs with the labour market. - National interest in quality assurance and accreditation of higher education institutions to provide opportunities for technical and advisory support for universities towards achieving quality. - There is the National Authority for

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
monitoring best practices in higher education and adopting appropriate context. - The transition from the traditional perspective of the total quality to strategic quality. - Promoting diversity and differentiation in the programs offered at universities and supporting modern interdisciplinaries. - Allowing freedom of scientific departments in the development of programs and the strengthening of international cooperation between universities.	(health, engineering, scientific, technical) - Motivating universities to conduct institutional self-study and evaluation to raise the readiness of their programs to achieve accreditation. - Increasing training programs and advisory services in the field of quality assurance at the national level. - The growing interest in the international order and global	**Weaknesses:** - A number of colleges and academic departments need to organizational restructure. - The absence of clear mechanisms to assure the adequacy of academic and professional programs that prepares students for employment and the labour market requirements. - Poor communication with graduates to identify their views of academic programs. - Poor effectiveness of students' assessment of the academic quality and the effectiveness of programs. - Poor coordination between the various academic and administrative units of the university and this hinders the exchange of views and experiences, reactivation of the horizontal communication levels between different departments. - Poor reactivation of performance indicators based on appropriate reference and comparisons. - Poor readiness of some programs to address accreditation requirements.	Assessment and Academic Accreditation (NCAAA) with the availability of manuals, experts and consultants in the field. **Possible Challenges:** - The university needs to build more positive, unique reputation than other universities. - The need to align with the needs and requirements of expansion in parallel with improving the level of quality on all educational and administrative levels. - The need to the restructuring of colleges to be more specialized as well as developing

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
	classification of governmental universities to raise the efficiency of their programs and support the level of competitiveness.	- Lack of a specific model of the quality system at the university unit level. - Poor awareness of some university units of the national and global trends in the development of university education and achieving competitiveness of its outcomes as well as enhancing public job ethics and values at the level of all its academic and administrative units. -The academic system in some departments at the university colleges is not complete as there are no councils that can discuss needs, educational and academic weaknesses aspects as well as senior leadership interest in building institutional outstanding reputation. - Poor standards of academic and learning aspects in diploma and master degree programs at the university as a result of the limited availability of academic cadres specialized in some programs.	standards to attract academic staff members. - The growing need to meet the requirements of the university in its transition from origin and establishment phase. - Different requirements and needs of the future phase of the university from the origin and establishment phase and this requires precise needs assessment, paths and alternatives available for developing and improving overall performance.

The sixth issue

The value added of scientific research and innovation

Majmaah University interest in scientific research is associated with surrounding environment needs. Therefore, it seeks to increase the link between research conducted by academic staff and researchers with local issues and needs of the region. Besides, the university seeks to develop students' and academic staff research capacity to find solutions to all community issues through rational scientific methods.

The organizational structure of the scientific research at the university relies on vice deanship of Graduate Studies and Scientific Research. There are three research centers for administrative sciences and humanities, health sciences and basic sciences and engineering. With regard to scientific publishing, the university issued three refereed scientific periodicals to increase academic staff scientific productivity. The university is seeking to increase the number of research courses and support the role of the Publishing and Translation Center in the publishing and translation of numerous scientific publications on priority issues.

In spite of the support and development efforts of scientific research at the university level in the past years, there are many gaps in performance related to the quality of academic staff efficiency and neglecting priorities and interdisciplinary development issues that need to be addressed from several scientific visions as well as poor contribution of industry and business sector to research partnership programs that serve both the university and the community.

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
- Interdisciplinary institutionalization to harmonize knowledge integration and comprehensiveness with community and development issues complexity. - Increasing the number of research excellence centers in applied specializations. - Strengthening the partnership between research centers, universities and industry and business sectors. - Attracting specialized research staff that does not teach. - The growing trend towards specialized universities in the field of scientific research and graduate studies(Research	- National interest in strengthening the capacities of scientific research and innovation - The increasing number of specialized research centers at universities. - The trend towards rationalization and support the effectiveness of research courses at universities. - Reactivating the partnership with industry and business sector and enhancing the flexibility of the advisory role of the universities. - Developing science and technology strategies and supporting the trend to conduct research in the areas	**Strengths:** - University interest in supporting scientific research to raise the scientific productivity of the academic staff members. - The growing interest in promoting the ethics of scientific research and providing a guide of the rules of research behaviour. - There are three specialized research centers and supporting research projects in engineering, medical and humanity fields that adopt developmental initiatives. - The university seeks to increase the number of research courses to serve the local community and national issues.	**Opportunities:** - Easy access to electronic data bases and research materials and scientific journals. - Increasing government expenditure on higher education and scientific research support. - The national trend towards knowledge economy and support innovation. - There are many government agencies that support universities in the aspects of scientific research, such as the King Abdul-Aziz City for Science and Technology. **Possible Challenges:** - Scientific research is related to management and organizational bylaws on the level of higher education. - Poor contribution of the

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
university) - Increasing the number of agencies , councils and entities supporting scientific research in universities and providing adequate financial resources for the quality research that serve the community and environment issues.	of qualitative sciences and rare specializations.	**Weaknesses:** - Lack of scientific research centers full-time leaders and the big administrative burden of academic staff members. - Poor budget allocated for support of scientific research at the university. - Weak human resources for research centers at the university. - The academic staff ratio who has at least one refereed research in the previous year is only 20%. - Poor cooperation between the academic staff members and the students in the field of scientific research and joint research projects.	private sector in partnership and research funding. - The complexity of the problems and issues that need interdisciplinary research to find qualitative and practical solutions of different dimensions. - The growing phenomenon of academic fraud and the difficulty of verifying the standards of scientific integrity. - Poor awareness of intellectual property rights and procedures for registering patents. - Poor contribution of the private sector to partnership and funding of scientific research.

The seventh issue

# Social responsibility and community participation

Majmaah University community responsibility is based on non-traditional vision to its responsibilities and roles towards the surrounding society. This vision reflects the university commitment to developing individuals intellectually and encouraging a cultural and social mobility in the area surrounding the university. The privacy of these roles and responsibilities lies in the community surrounding the university unique characteristics and needs which are different from other areas. Therefore, the university needs to work according to the principles of partnership with all public and private sectors to respond to the various needs of the community as well as working to find the optimal solutions for all the problems and issues. It is worthy of note that this performance gap is consistent with one of the main tasks for which the university is established, namely; support efforts to achieve economic and social development in the local area.

In spite of the geographical spread of the university and its colleges in five extended geographical locations and the university interest in expanding some continuous education programs in Riyadh and Hafr Al-Batin, the community awareness level remains below the desired level at which the university is seeking to achieve. The number of programs and initiatives of the partnership between the university and community institutions is still insufficient compared to the university potential. In light of this, the university needs more qualitative initiatives to promote social responsibility towards the surrounding geographical area and all stakeholders. All colleges should be directed towards doing more activities, programs and initiatives in the surrounding society.

Impact global & national trends	Issue variables

Global trends	National trends	Internal environment	External environment
- Expansion and diversification in the services provided to the environment and the community surrounding universities. - Support the interconnection between the three functions of universities and directing educational programs and scientific research to community service issues. - Strengthening the advisory role of universities in society institutions and industry service. - Building partnership programs between universities as a governmental institution and the private sector. - Establishing social responsibility units and developing sustainable	- The growing national trend towards adopting the concept of social responsibility comprehensive dimensions (Ministry of Higher Education conference on the social responsibility of universities in Saudi Arabia) - Making social responsibility as a commitment from universities towards the surrounding community and not a service being provided to the community. - The growing number of organizations and institutions concerned with the promotion of social responsibility (Center of Social Responsibility in Riyadh) - Paying interest in cultural , awareness issues and	**Strengths:** - There are drafts of the agreements with the industrial sector in the city of Sedir for industry and chambers of commerce. - There are a number of cooperation protocols with the university on the national and international levels. - The implementation of some mobile medical service programs. (Medical convoys in the villages that include a medical examination - tests - dispensing - health awareness) - There is a strategic plan to serve the community based on a clear vision of the community needs and development issues at the university level . **Weaknesses:** - The need to encourage	**Opportunities:** - There is a council of deans for community service in Saudi universities - The availability of opportunities to enhance the advisory role of the university to serve the community. - The state's interest in strengthening and supporting universities in the field of the community development responsibility effectiveness. **Possible Challenges:** - Lack of community awareness of the advisory role that can be played by the university potential and cadres. - The diversity of geographical and social environment where the university colleges are located as well as its various neeeds.

Impact global & national trends		Issue variables	
Global trends	**National trends**	**Internal environment**	**External environment**
environment that support the voluntary efforts of students and academic staff as well as conducting research on the surrounding environment problems. (Edinburgh University as a model) - Adopting social responsibility as one of the strategic dimensions of the universities. (one of the three fundamental goals in the University of Manchester's strategy in 2020)	population health of the community as one of the aspects of the social responsibility of universities. - Encouraging development of comprehensive strategies to promote social responsibility of government and the private sector. - Adding some requirements and graduation projects associated with voluntary work and community service.	academic staff members to participate in community service . - The need to diversify the functions and roles of community service to promote the educational and cultural role of the university in the local and national community as well as participation in solving its issues. - The university focuses on continuous education programs in community service. - Poor voluntary activity of the students and academic staff members. - Lack of surveys on community institutions on research on priorities and developmental issues that society needs.	

TREND ANALYSIS

STATUS QUO ANALY

STRATEGIC ISSUES

WHERE WE ARE

KPIs

HOW TO REACH

WHERE TO REACH

STRATEGIC INTENT

PRIORITIES GOALS

VISION MISSION
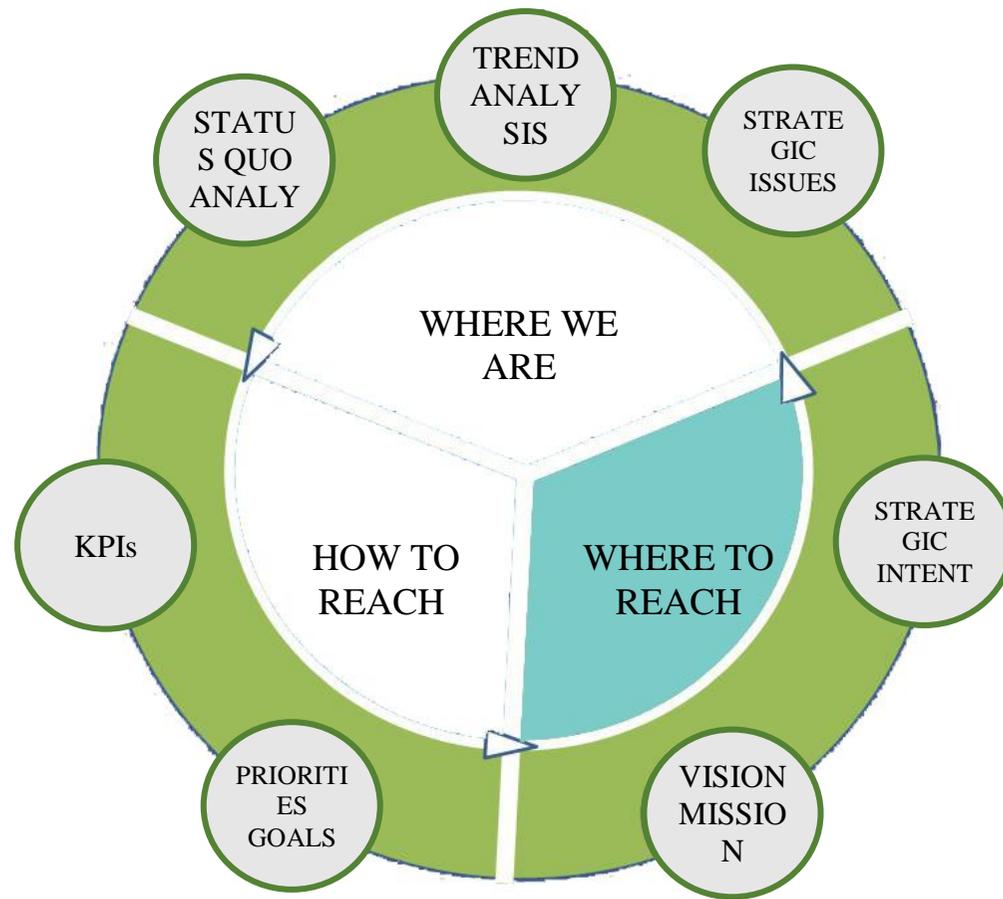
Where do we want to reach?

Where do we want to reach?

This phase has been based on the formulation of the strategic orientation of the University during the next period, which determines the future path that will the university take, in addition to the construction of the strategic vision of the University that expresses about how to transition from the establishment to improvement, and to achieve institutional and program accreditation, and then determine where the University want to be and how to move to where, and how to assess progress towards the future.

MU Strategic direction

To formulate strategic direction, it has been relying on the visions of senior leadership, with the benefit of four-dimensions analysis, which sets a strategic and the competitive status of the university according to SWOT matrix that puts the university in the quadrant of strengths and opportunities (SO) which supports the direction of expansion and continuing growth for sustainable development.

The strategic direction of Majmaah University can be set in the following statement:

"University is seeking in its strategic direction during the second Strategic Plan stage to maintain its commitment to its purpose which it was established, to promote its roles and tasks in the context of the local and national geographical territory, with its cultural relevance, and the continuous quest to provide more acceptance opportunities for students in accordance with the distinct quality programs meeting the needs of the community and the requirements of the labor market, in pursuit of (Exponential growth) and to promote continuity and sustainability for all the elements of success and excellence in research and community areas.

Majmaah University and its seven values:

Institutional values represent the guidelines of behavioral framework that reflects the identity and philosophy of Majmaah University, whose system is governed by a set of corporate values that represent the full commitment to achieve the satisfaction of all parties and the beneficiaries of its services inside and outside the university, and in the management of the transition and transfer of the University from the establishment phase to the development and excellence stage. The set of values is based on the corporate culture, which is keen to disseminate and to ensure the commitment of all, to improve individual and organizational performance in the context of implementation of the priorities and strategic objectives. The most fundamental values of the university are as follows:

1. Respect and appreciation:
Respect for all opinions, appreciation and reward excellence to build bridges of institutional trust in the quality of university services to all beneficiaries, partners and stakeholders.

2. Creativity and innovation:
The promotion of creativity, talent and support innovation at all educational and academic levels.

3. Institutional loyalty and belonging:
Reinforcing sense of institutional and national loyalty for all students and staff towards the university, community and the nation, and the preservation of cultural and civilizational heritage and respect for the values, customs and traditions.

4. Commitment and professionalism:
Everyone should be commitment to the roles and tasks of the university, and its main direction and support for professional standards in the performance of human resources.

5. Participating institutional work:
Supporting the participation of everyone in the achievement of the University mission and goals and institutionalization in

the areas of work, initiatives, and improvement projects.

6. Transparency and Integrity:

Promoting the values of transparency and integrity in all administrative procedures of leadership and decision-making practices.

7. Accountability and Responsibility:

Delegating tasks and powers in accordance with the degree of responsibility, with accountability for performance in the framework of justice, with a trend to promote social responsibility in all its dimensions within the geographic area and community.

MU Vision

Vision represents a brief statement expressing the aspirations of the organization, and determine where it wants to be in the future, therefore the vision adopted was based in its formulation on the interviewed senior leadership of the university, and the preposition of mid-term leaders, students and staff, with the benefit of national and global trends analysis outputs.

In the light of the survey results, the strategic vision of the university is identified in the following statement:

Majmaah University seeks to be a distinct educational institution through its performance and quality of its programs, to fulfill the aspirations of the local and national community, and contribute to achieve its developmental and competitive orientation.

Vision Indications

Vision component	Indication
- Excellence of Performance -	- Focus on the stage of the plan to strengthen the elements of success - and excellence as a model for an educational institution moves from the establishment phase to the improvement and quality.
Quality of educational programs -	- The educational role as one of the main tasks of the teaching - university, to diversify the programs provided according to the needs of society, labor market requirements, and the new disciplines for compatibility with the twenty-first century skills
The aspirations of the community -	Harmonization of educational programs, research, and community - services provided in accordance with the privacy of the role and requirements, aspirations and priorities of Saudi society.
Local and national level -	Meeting the needs of the community and upgrading competitiveness - on the local and national level.
Developmental and competitive trends -	Achieving alignment with the developmental trends in the projects - and the development of higher education and national strategies, besides development plans.

MU Mission:

Since the mission represents a brief statement expressing the purpose of the university establishment, the elements of uniqueness, and the area of its roles and services to beneficiaries; the mission in its formulating was based on the views of senior and middle leadership, and analyzing the results and outputs of national and international trends, with the benefit of the reality diagnosis and the aspirations of all parties. The mission of Majmaah University is identified in the following statement:

Majmaah University is committed to offer quality educational programs, and support research projects as well as community initiatives that contribute to achieving sustainable development and enhancing the sense of belonging and loyalty to the homeland with its cultural values and heritage.

Mission areas and the dimensions of focus:

Mission component	Areas of focus
To provide quality educational - programs.	- Excellence and diversity in the provision of educational programs -
Academic Research -	- Developing research performance and the advisory role of the university. -
Community-based initiatives -	Community service in accordance with the social responsibility of the - University.
- Sustainable Development -	- Contributing to the achievement of national trends towards sustainable - development.
- sense of Loyalty and belonging -	- Development and strengthening of institutional loyalty and patriotism as - authentic values in the face of cultural and intellectual invasion and unstable global environment.
Cultural values and community - heritage	Respect and appreciation of values, cultural heritage of the local and - national community, and the development of the awareness side to be pride of.

University slogan:

Based on the site of Majmaah town as a meeting point for several roads, besides its geographical mediating among important areas, its cultural heritage based on assembly and unity; the university adopts a slogan that expresses the nature of its role and the specificity of its location, and the heritage of its surroundings.

The university slogan or motto represents in this statement:

(Majmaah University: Forum of science ... and the pathway to creativity)

TREND ANALYSIS

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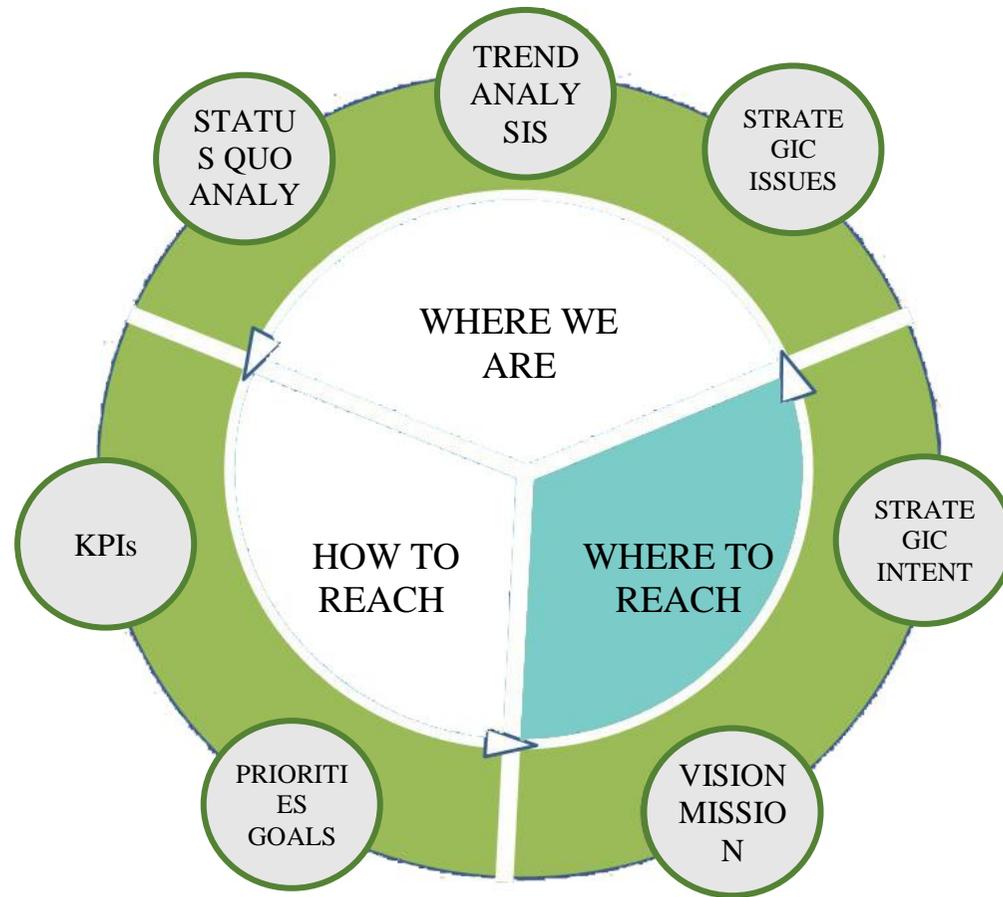
HOW TO REACH WHAT WE WANT?

HOW TO REACH WHAT WE WANT?

The team, in formulating the strategic priorities, relied on the results of the reality analysis, that helped to identify the gaps, besides the most prominent national and global trends, while seeking to take advantage of a consistency matrix between the key performance gaps and trends>

Majmaah university strategic map
The strategic map represents an illustrative model of the paths and links, the causal relationship between multidimensional and strategic priorities, which can be a default model for integrated activities and future directions that must be adhered to reach the target position during the specified time period. The strategic maps help to redefine the strategy as a way in building qualitative value added by doing roles and tasks assigned to it. The following figure explains the strategic map of the University during the years of the Second Plan.
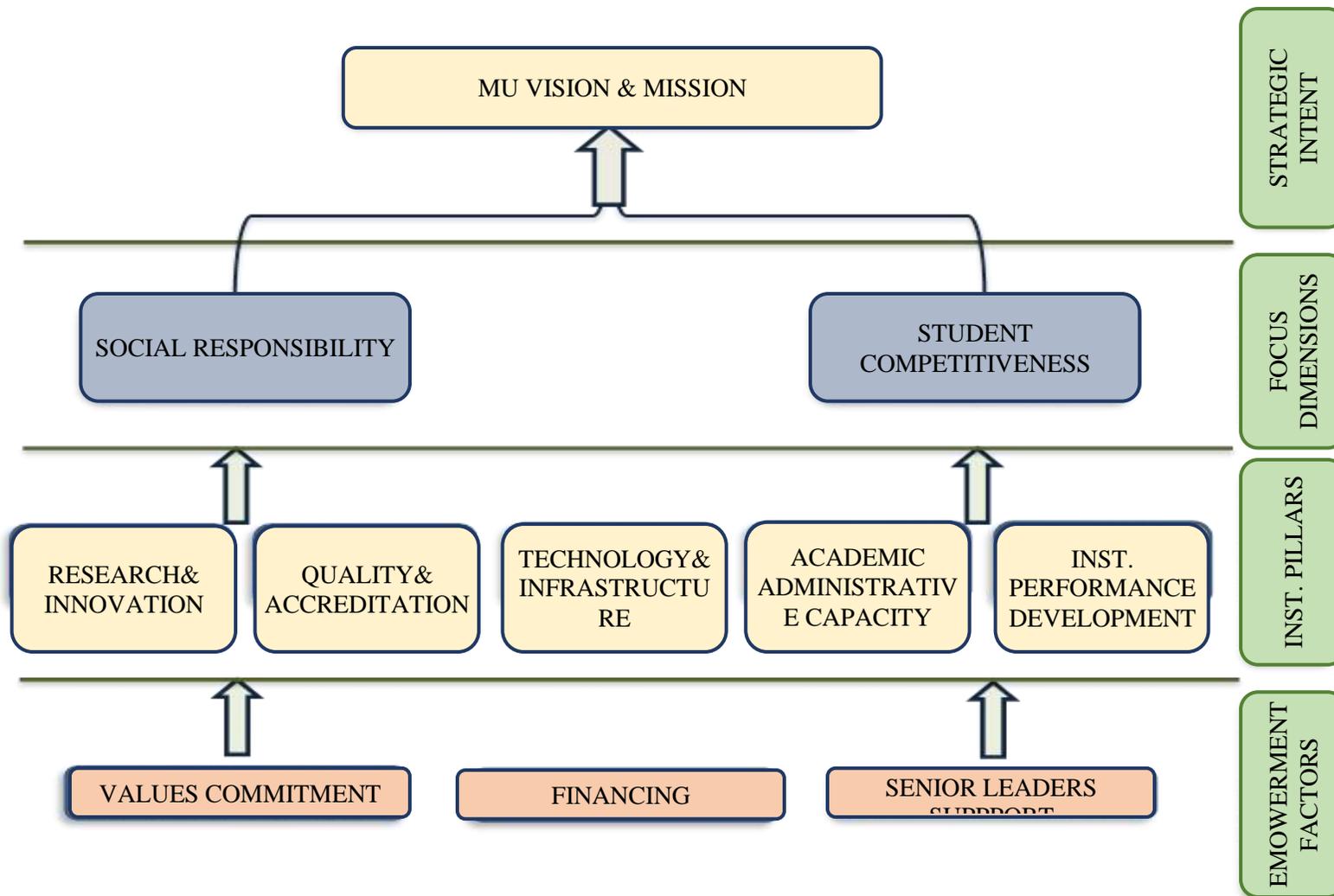
The matrix of strategic goals and objectives

The matrix of strategic goals and objectives

This matrix of targets and indicators of the Strategic Plan has been based on many of the inputs to the plan, which included plans, reports and contemporary official documents, besides the analysis of the most prominent national and global trends in university education, and outputs the reality diagnosis of the university, and what has been deduced from the elements of strength, weaknesses in the internal environment, and the opportunities and challenges posed by the external environment variables. That helps to draw strategic options available to address priority issues in the upcoming period. The formulation of objectives was based on the overall visions and prepositions that have been drawn by focus groups of student and interviews organized with the leader, and the outputs of the workshops, which represent the most important sources in the derivation and formulation of strategic and detailed objectives in the matrix, aiming to have support and commitment to the stages implementation, due to care of the actual reality of the university units and the aspirations of all parties and beneficiaries.

It should be noted that the objectives matrix includes seven (7) goals of an overall strategy, built to address the seven strategic issues of the University, and include 38 detailed goals to build initiatives, programs and projects in their light. (89) indicator have been built to measure the level of performance, and the achievement of those goals and initiatives. It has been taking into account that many of the terms and concepts included in the objectives of the university are in line with the concepts in the development plans and reports of the Ministry of Education, which increased to be used in contemporary formal documents such as: internal and external efficiency, recruitment and employment of human resources, job ethics , governance, re-engineering, high-reliability technical infrastructure, preventive and rehabilitative

maintenance, empowering leadership, transparency and integrity.

Based on the importance of monitoring and follow-up to accomplish the goals, and where that cannot be measured, cannot be managed or improved, it has been a must to identify and formulate key performance indicators KPIs to measure achieving objectives so as to ensure a balance in the medium and long term. Building those indicators has been based on the compatibility with the basic indicators of the university included in the documents of quality, so as to achieve harmony and consistency among them.

	Strategic goals	Objectives
1	1. Building competitive capacities for students according to the knowledge society and labor market requirements	1. Improving the level of internal and external efficiency of Colleges and Deanships. 2. Structuring scientific disciplines in the light of the labor market and society needs. 3. Providing students with job skills and entrepreneurship. 4. Developing care programs for students with special needs. 5. Developing Student Counseling system at the university. 6. Diversifying sources of learning and the development of evaluation methods. 7. Upgrading the level of student services and activities. 8. Promoting the institutional and national loyalty and belonging among students

	Strategic goals	Objectives
2	2. Upgrading the skills and capabilities of academic and administrative staff	1. Recruiting and maintaining outstanding faculty members. 2. Improving the system of professional development for the faculty. 3. Rehabilitation and enabling academic and administrative leaders. 4. Improving the performance of employees and developing their skills. 5. Promoting the participation of the female element in the academic and administrative positions. 6. Promoting professional ethics and institutional values.
3	3. Developing institutional performance and administrative system	1. Updating the organizational structures of the university units and the completion of the administrative building. 2. Developing the financial planning of the budget and the rationalization of expenditure in accordance with the priorities. 3. Integrated application for electronic management systems in all units of the university. 4. Developing management information databases and statistics system. 5. Corporate Governance for administrative system.

	Strategic goals	Objectives
4	4. Developing Infrastructure and technology and raise its operational efficiency	1. Completion of the horizontal expansion of the infrastructure in accordance with the standard specifications. 2. Raising the operational efficiency of all university facilities and services. 3. Providing technical infrastructure for high reliability services and educational activities. 4. Preventive and rehabilitative maintenance of the infrastructure, facilities and equipment.
5	5. Fulfilling the requirements of quality assurance and preparation for the institutional and program accreditation	1. Developing quality assurance system in accordance with the systematic model. 2. Rehabilitation of educational programs for academic accreditation. 3. Getting institutional accreditation. 4. Spreading the institutional culture of quality for the employees of the university.
6	6. Upgrading the quality value for scientific research and innovation according to the	1. Developing scientific research in quantity and quality. 2. Exploring and caring for the Gifted and supporting

Strategic goals	Objectives
development priorities	innovation and patents. 3. Directing scientific research in accordance with the development priorities and interdisciplinarity. 4. Governance of research and academic publishing system and promoting ethics. 5. Improving the efficiency of research centers and chairs at the university. 6. Diversifying funding sources of scientific research.
7 7. Promoting social responsibility and community partnership	1. Developing continuing education programs in the light of the needs of the community. 2. Activating community partnership with non-profit organizations and public and private sectors. 3. Promoting culture of volunteering among students and university employees. 4. Contributing to the preservation of cultural and civilizational heritage of society. 5. Integration of sustainable development issues in educational programs, projects and research.

The main Strategic Themes of Majmaah University:

م	Theme	Strategic goals	objectives	KPIs
1	**<u>HR</u>** Students faculty Staff -	**2**	**14**	**38**
2	Institutional efficiency: - Corporate Performance - Infrastructure and Technology - Quality assurance and accreditation	**3**	**13**	**26**
3	Scientific research and innovation	1	6	14
4	Community Partnership and social responsibility	1	**5**	11
	Total	**7**	38	**89**

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│ MU STRATEGIC PLAN           │                    │  MU STRATEGIC PLANNING          │
│ VISION,    MISSION,      -  │ ◄───────────────── │ ADOBTING PLANNING MODEL -       │
│                   VALUES    │                    │ TOP  DOWN- BOTTOM  UP    -      │
│ STRATEGIC THEMES -          │                    │              APPROACH           │
│ ST. ISSUES, PRIORITIES -    │                    │ PARTICIPATORY PLANNING -        │
│                        -    │                    │                            -    │
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┌─────────────────────────────┐                                    │
│ MU OPERATIONAL              │                                    │
│         PLAN                │                                    │
│         OBJECTIVES -        │                                    │
│         INITIATIVES -       │                                    │
│         TIME FRAME -        │                                    │
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┌─────────────────────────────┐                    ┌─────────────────────────────────┐
│ MU UNIT PLANS               │                    │         MONITORING              │
│ COLLEGES, DEANSHIPS         │ ─────────────────► │  REVEWING RESULTS -             │
│        PLANS                │                    │         ST. REPORTS -           │
│                  -          │                    │                        -        │
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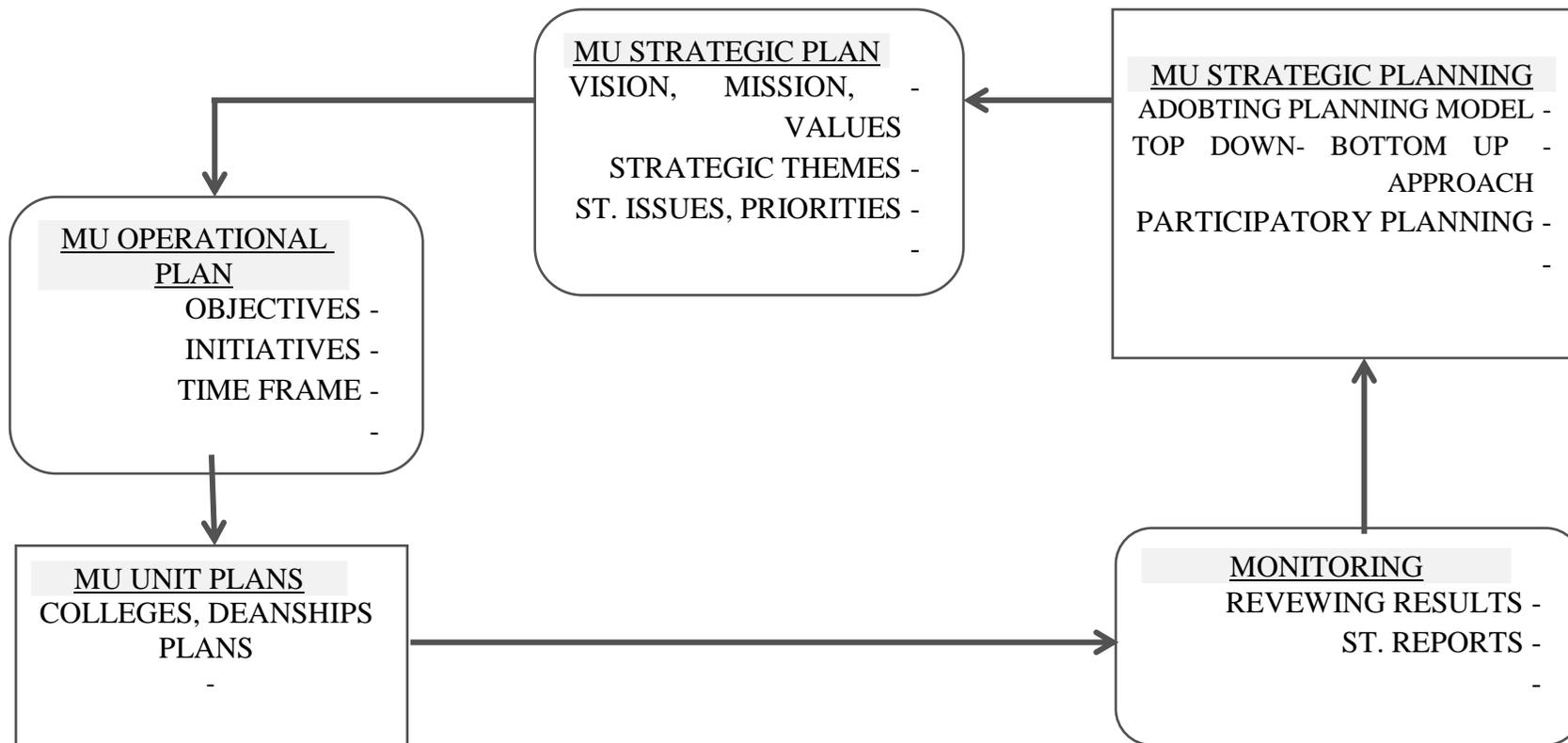
The overall strategic plan of the University

The pillars of success and sustainability:

 This Document for the second Strategic Plan represents a guide for road, a mentor to the path, as it contains the overall strategic direction of the University over the next five years, the vision of the future, and institutional values as a framework for guiding the behavior that should be committed by everyone, and the priorities of the major strategic objectives and performance indicators that can monitor the gaps between the realized and target . All that needs a proper identification of all the stakeholders tasks and the commitment of everyone to the roadmap implementation.

Effective implementation of the Strategic Plan needs the presence of specific logical path for the stages, including:
- Developing operational plans.
- The allocation of financial resources for implementation.
- Tasks and activities planning.
- Adoption and implementation of performance indicators.
- Implementation operations management.
- Monitoring and evaluation, and performance reporting.
- Analysis of force field analysis to enhance support for change and development factors.
- Potential risk management administration.

Finally, it is necessary to recognize that in the light of the growing aspects of the complexity of the rapid change that characterize the contemporary environment for all systems and educational organizations, it has to be a focus on creating a balance between nature and stable regulatory structure required by the university

to work in connection with the aspects of education, scientific research, and community service. It is also a must to get ready for the dynamic change and future, in other words the combination of the requirements of planning and flexibility for future strategic thinking and foresight. The second strategic plan sought to take advantage and build on what has been achieved during the first plan, and to avoid the difficulties encountered and challenges, with great attention to harmonization with national plans and keep up with contemporary global trends in higher education and take advantage of the development plans of the Kingdom.

Last but not least, we all greatly hope that the response will be at the level of the challenge, that imposes mobilized efforts and the determination to transform the strategic dream into reality, where there are needs and requirements for the prosecution of the cultural and educational race. There is a great certainty to everyone that we are able to meet the entitlements of that race.

Plan preparing Committees and teams

Chair Committee for the preparation of the second strategic plan

Prof. Mohammed bin Othman Al Rokban   Chairman

Dr. Musalim bin Mohammed Al Dossari   member

Dr. Mohammed bin Nasser Al Swuyyed   member

Dr. Saad bin Zaar Al Qahtani   member

Dr. Zayed Bin Khalid Al Khamaly   member

Mr. Fares bin Saleh Al Faris   member and secretary

Team of global trends and future changes in higher education

Dr. Zayed Bin Khalid Al Khamaly   Chairman

Dr. Mohamed bin Hamoud al-Tariki   member

Dr. Mohamed Ahmed Gazar   member

Dr. Omar Sayed Amer   member

Mr. Mohamed Mohsen Al Tamim   adviser from outside the university

Mr.Gamal Ali Samida   member and coordinator

Team of university status quo Diagnosis

Dr. Saad bin Zaar Qahtani   Chairman

Dr. Abdullah bin Awad al-Harbi   vice president

Dr. Adnan Mohammed Kotaite   Member and coordinator

Mr. Maged Ben Abdallah Al Said   adviser from outside the university

Dr. Almetwaly Ismail Bedair   member

Mr. Hamada Adel Ahmed   member

Team of studying national trends in higher education

Dr. Mohammed bin Nasser Al Swuyyed   Chairman

Dr. Ahmed bin Abdullah Al-Ghamdi   adviser from outside the university

Dr. Tariq ibn Musa al-Otaibi   adviser from outside the university

Dr. Abdelbaki Arafa Mohamed   member

Dr. Osama Mohammed Khamis   member and coordinator

Team of preparing the initial draft of Strategic Plan

Dr. Mohammed bin Nasser Al Swuyyed   Chairman

Dr. Adnan Mohammed Kotait   coordinator

Dr. Mohamed Ahmed Gazar   member

Mr. Maged Ben Abdallah Al Said   member

Team of drafting the outputs of the three specialized committees

Dr. Saad bin Zaar Qahtani   Chairman

Dr. Adnan Mohammed Kotaite   Member and coordinator

Dr. Almetwaly Ismail Bedair   member

Dr. Osama Mohammed Khamis   member

Mr.Gamal Ali Samida   member

Public Relations and Media Team

Mr. Nasser bin Ibrahim Al Yousuf   chairman

Mr. Waled bin Hamad Al magally   member

Mr. Faisal bin Mohammed Al-Otaibi   member

Mr. Abdaziz bin Saleh Dahmashi   member

Mr. Anas bin Saleh Aldaeyan   member and coordinator

Team of preparing KPIs

Prof. Mohammed bin Othman Al Rokban   Chairman

Dr. Mahmoud Tharwat Azmi   member and coordinator

Dr. Adnan Mohammed Kotait   member

Team of preparing the executive summary

Dr. Mohammed bin Nasser Al Swuyyed   Chairman

Dr. Adnan Mohammed Kotait   member

Mr. Hamada Adel Ahmed   member