

ALMAAREFA UNIVERSITY

STRATEGIC PLAN

Rise as One, Build the Future

2025-2030



Almaarefa University
Strategic Plan

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VISION



To make AlMaarefa University a regional leader in education, scientific research, and sustainable development.

Vision Explanation:

Leadership: Excellence in education and scientific research in the region.

Regional: Positive impact on the Middle East and North Africa.

Education: Diverse academic programs reflecting labor market needs.

Scientific Research: Applied research serving the local and regional community.

Sustainable Development: Active contribution to economic, social, and environmental sustainability.

MISSION

Contributing to community development by preparing outstanding competencies through innovative education and high-impact research, while supporting the sustainable knowledge economy.

MISSION EXPLANATION:

Contribution to Community Development:

Providing educational and research solutions that promote social justice and human development.



Preparing Outstanding Competencies

Graduating leaders in various fields with practical and academic skills.



Innovative Education

Utilizing advanced educational techniques to foster creativity.



High-Impact Research:

Research focused on practical solutions to community challenges.



Supporting the Sustainable Knowledge Economy:

Promoting innovation to ensure economic sustainability.



To align with the Kingdom's Vision 2030, the UM strategic plan has been structured to cover the period through 2030.

CORE VALUES

MAAREFA

R

Respect

Cultivate an environment that values diversity, inclusivity, and mutual appreciation.

E

Equity

Ensure fairness and equal opportunities for all individuals across the organization.

F

Focus

Maintain a clear and targeted approach to achieving organizational goals efficiently.

A

Adaptability

Embrace change and innovation to stay relevant and resilient in dynamic environments.

Merit:

Foster a culture of excellence and recognition of achievements to inspire leadership and innovation.

M

Accountability

Promote responsibility and ownership in actions and decisions to uphold trust.

A

Ambition

Encourage a forward-thinking and goal-driven mindset that aspires for continual progress.

A

STRATEGIC PLAN FORMULATION

1. Background

AlMaarefa University's growth and evolution have been strategically guided through four key stages, each defined by a distinct strategic plan that shaped its direction, goals, and accomplishments.

- The Foundation Stage (2009–2013): FOCUS was dedicated to establishing the institution's core academic structure and ensuring the quality of education. During this period, AlMaarefa Colleges focused on fulfilling the founders' aspirations by creating a strong foundation for academic programs, building campus infrastructure, and promoting a student-centered approach to learning. This stage was crucial in setting the groundwork for future expansion and growth.
- In the Growth Stage (2014–2019): DRIVE, the university launched its first strategic plan, which focused on expanding academic offerings, enhancing research capabilities, and forming key local and international partnerships. This expansion culminated in the institution's elevation to AlMaarefa University in 2019, marking a significant milestone that highlighted the success of its strategic growth and its transition to a comprehensive higher education institution.
- The Innovation Stage (2020–2025): RESUME marks a shift toward aligning with Saudi Vision 2030 by integrating cutting-edge technologies, fostering interdisciplinary research, and enhancing the university's global reach. This phase prioritizes academic excellence, research innovation, and the development of international collaborations that contribute to addressing national and global challenges. The second strategic plan emphasizes the continued growth of the university's impact in the academic and research fields, ensuring AlMaarefa University's leadership in shaping future generations.
- Looking to the future, the Leadership Stage (2025–2030): RISE focuses on further elevating the university's position as a global leader in education and innovation. Key objectives for this stage include fostering sustainability, expanding interdisciplinary research initiatives, strengthening international partnerships, and addressing the challenges of an evolving global economy. The strategic emphasis will be on nurturing leadership, advancing excellence in teaching and learning, and ensuring the university's contribution to the development of a knowledge-based society. Through these stages—FOCUS, DRIVE, RESUME, and RISE—AlMaarefa University continues to evolve, positioning itself as a forward-thinking institution dedicated to academic, research, and societal advancement in alignment with global and national priorities.

2009–2013

2014–2019

2020–2025

2025–2030



2. Building the Foundation for Our Future

Five years ago, AlMaarefa University launched the Future Visioning Initiative to explore key factors shaping higher education. A work group of university leaders and community members identified five key areas:



These themes provide the foundation for AlMaarefa University’s strategic direction and growth.



3.Developing “RISE” strategy: A Collaborative and Inclusive Process

The process of formulation has undergone several phases:

Situation Analysis:

The UM Strategic Planning Committee, in collaboration with the Quality and Accreditation Center, facilitated SWOT analysis sessions with all stakeholder groups at AlMaarefa University to ensure that the perspectives and feedback of our valued constituents were considered. Additionally, a survey was conducted to assess the university’s vision, mission, and values. The collected data was carefully analyzed and summarized, providing a solid foundation for the formulation of the university’s strategic plans.

Benchmarking and Alignment

The UM Strategic Planning Committee, in collaboration with the Quality and Accreditation Center, reviewed various governmental and non-governmental education-related publications, beginning with Saudi Arabia’s Vision 2030 and its related initiatives. The committee then selected leading universities for best practice and performance evaluation. In accordance with best practices, this included both regional and international universities that are comparable in size and scope to AlMaarefa University.

Goal and Objective Setting

The core team engaged in an iterative process of developing goals and objectives that align with the ambitions of AlMaarefa University, utilizing a range of resources, including the Benchmarking Report, Alignment Report, SWOT Analysis Report, Leadership Priorities Report, and Vision and Mission Survey Report.

Upon completion of this process, four core focus themes emerged for the strategic plan, summarized under the acronym R-I-S-E:

- | | |
|----|---|
| 1. | Research-Driven Excellence:
Advance impactful research and strengthen industry partnerships to lead innovation. |
| 2. | Innovative Learning Ecosystem:
Deliver transformative education through interdisciplinary and future-ready programs. |
| 3. | Sustainable Knowledge Economy:
Activate a sustainable and inclusive knowledge-based economy |
| 4. | Engaged Global Community:
Build international collaborations and create a positive impact on society and the region. |





R-I-S-E

STRATEGIC THEMES



RISE

Research-Driven Excellence

Advance impactful research and strengthen industry partnerships to lead innovation.

Innovative Learning Ecosystem

Deliver transformative education through interdisciplinary and future-ready programs.

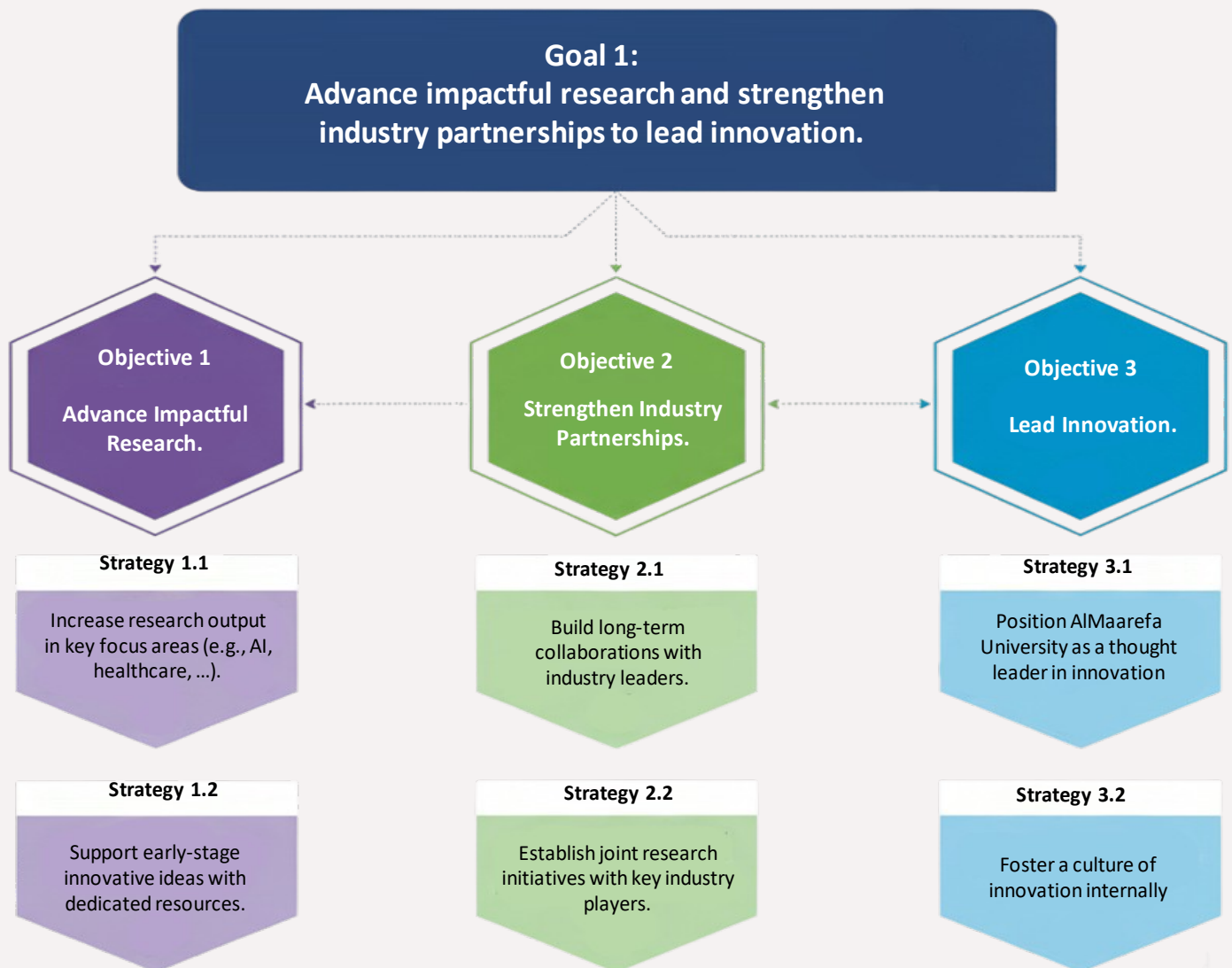
Sustainable Knowledge Economy

Activate a sustainable and inclusive knowledge-based economy.

Engaged Global Community

Build international collaborations and create a positive impact on society and the region.

THEME - 1 : RESEARCH-DRIVEN EXCELLENCE



- Goal 1 Metrics

Objective 1 Advance Impactful Research.

Publications: Number of peer-reviewed publications in high-impact journals.

Research Funding: Total research funding secured in key focus areas.

Patents & Technologies: Number of patents filled, or technologies developed.

Faculty Engagement: Percentage of faculty actively engaged in funded research.

Objective 2 Strengthen Industry Partnerships.

Active Partnerships: Number of active industry partnerships or Memorandums of Understanding (MOUs).

Industry Revenue: Revenue generated from industry collaborations.

Collaborative Research: Number of joint research projects with industry partners.

Student Placements: Number of student placement opportunities created through industry partnerships.

Objective 3 Lead Innovation.

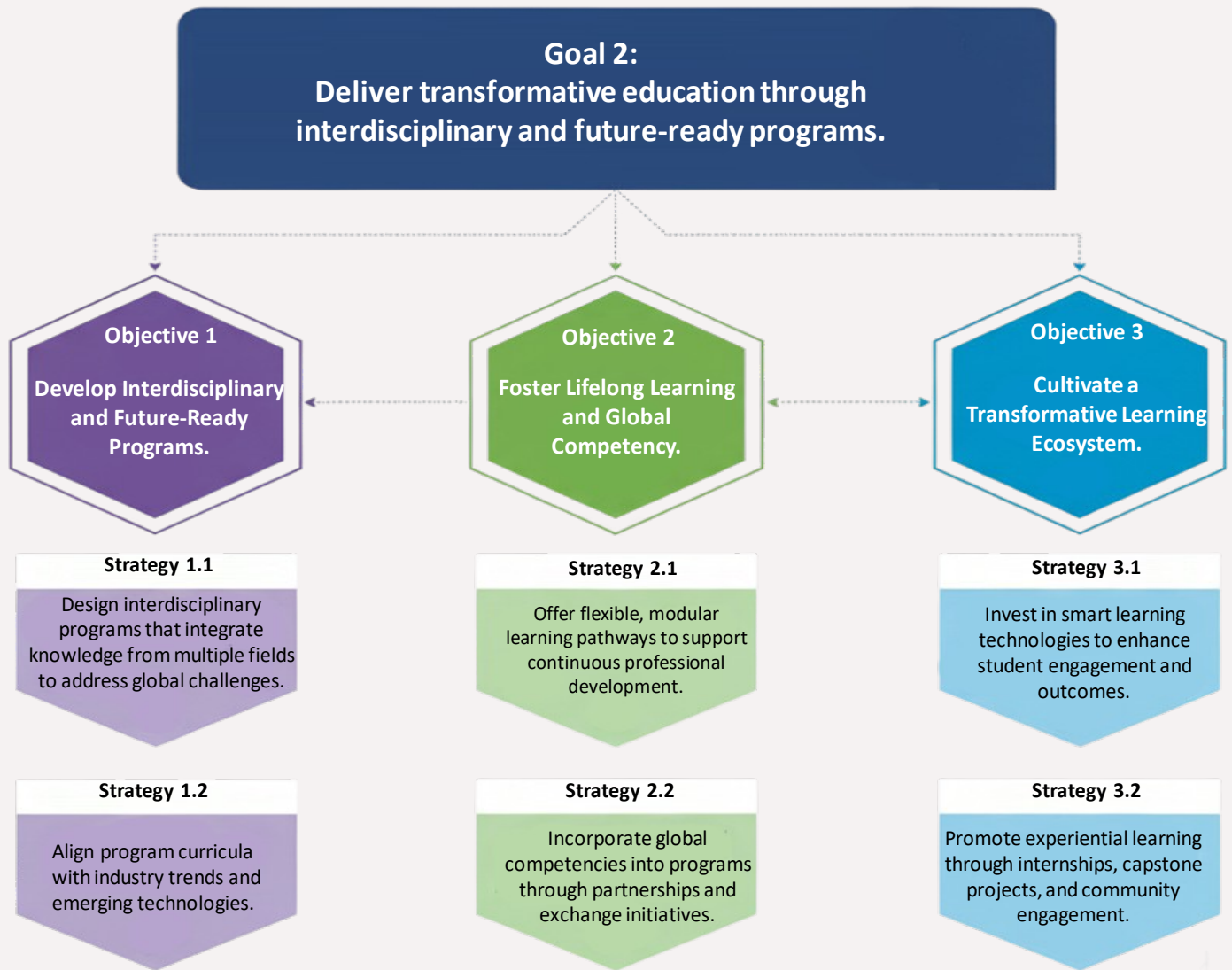
Awards & Recognition: Number of research awards or recognitions received.

Innovation Rankings: Improvement in rankings related to innovation indices.

Startups & Spin-offs: Number of startups or spin-offs incubated by university stakeholders.

Innovation Programs: Participation rate in innovation-focused programs (faculty and students).

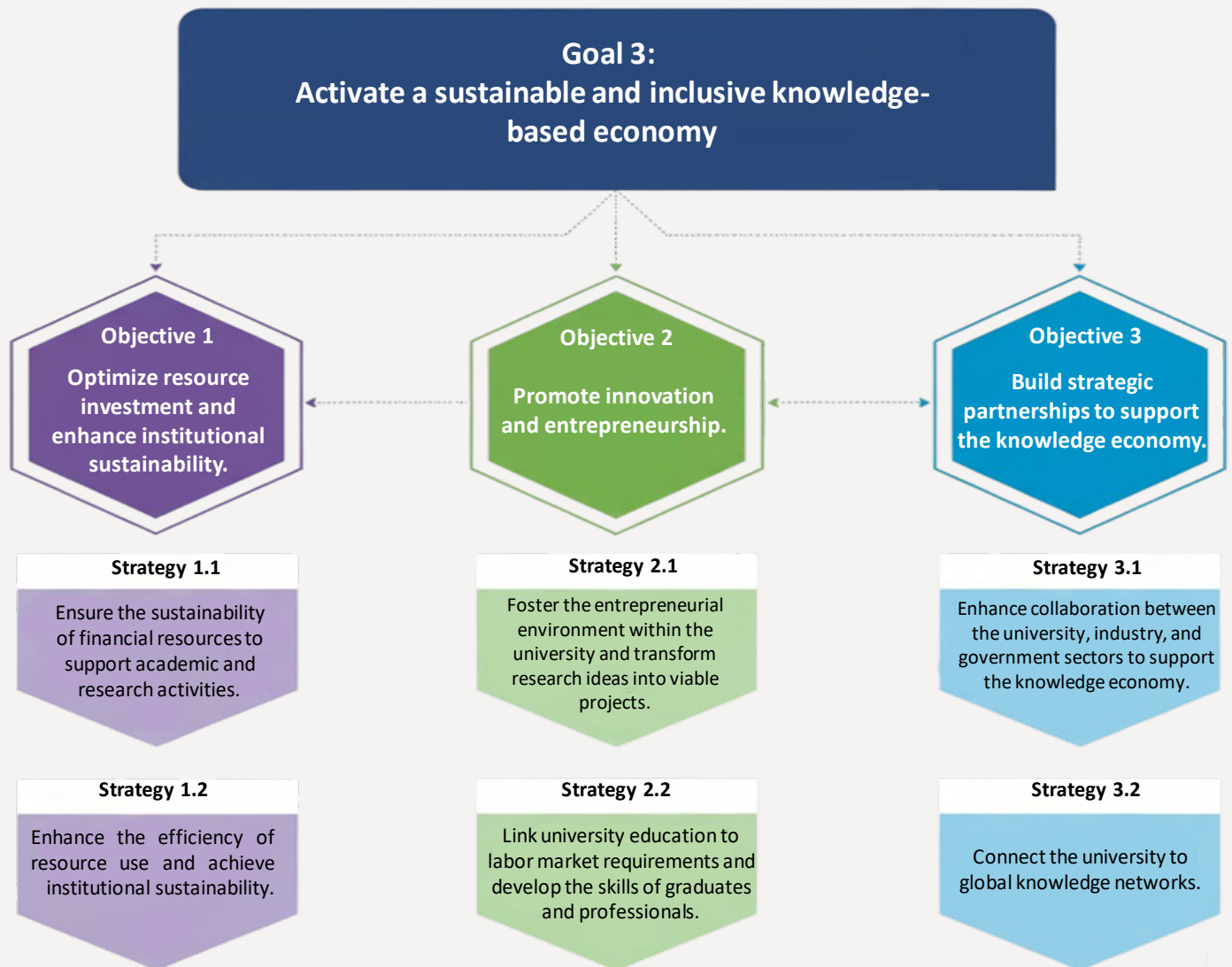
THEME - 2 : INNOVATIVE LEARNING ECOSYSTEM



- Goal 2 Metrics



THEME - 3 : SUSTAINABLE KNOWLEDGE ECONOMY



- Goal 3 Metrics

Objective 1 Optimize Resources and Foster Sustainability.

External funding contribution: The proportion of academic/research funding from external sources (grants, partnerships, donations).

Cost-efficiency ratio: The percentage of revenue reinvested into academic and research activities vs. operational overhead.

Sustainability Index Score: Evaluates the university's performance in sustainable practices (e.g., green campus initiatives ...).

Return on Investment (ROI) in research projects: The financial and societal impact of research investments.

Objective 2 Advance Innovation and Knowledge-Based Industries.

Entrepreneurial initiatives: Number of startups/incubated ventures created by students and faculty.

Effectiveness of education in preparing students for the knowledge economy: Percentage of graduates employed in innovation-driven sectors.

Conversion of research into marketable innovations: Number of patents, intellectual property (IP) filings, and commercialization agreements.

Financial support received for innovation and entrepreneurship: Funding secured for university-led entrepreneurial projects.

Objective 3 Strengthen Global Networks and Impact.

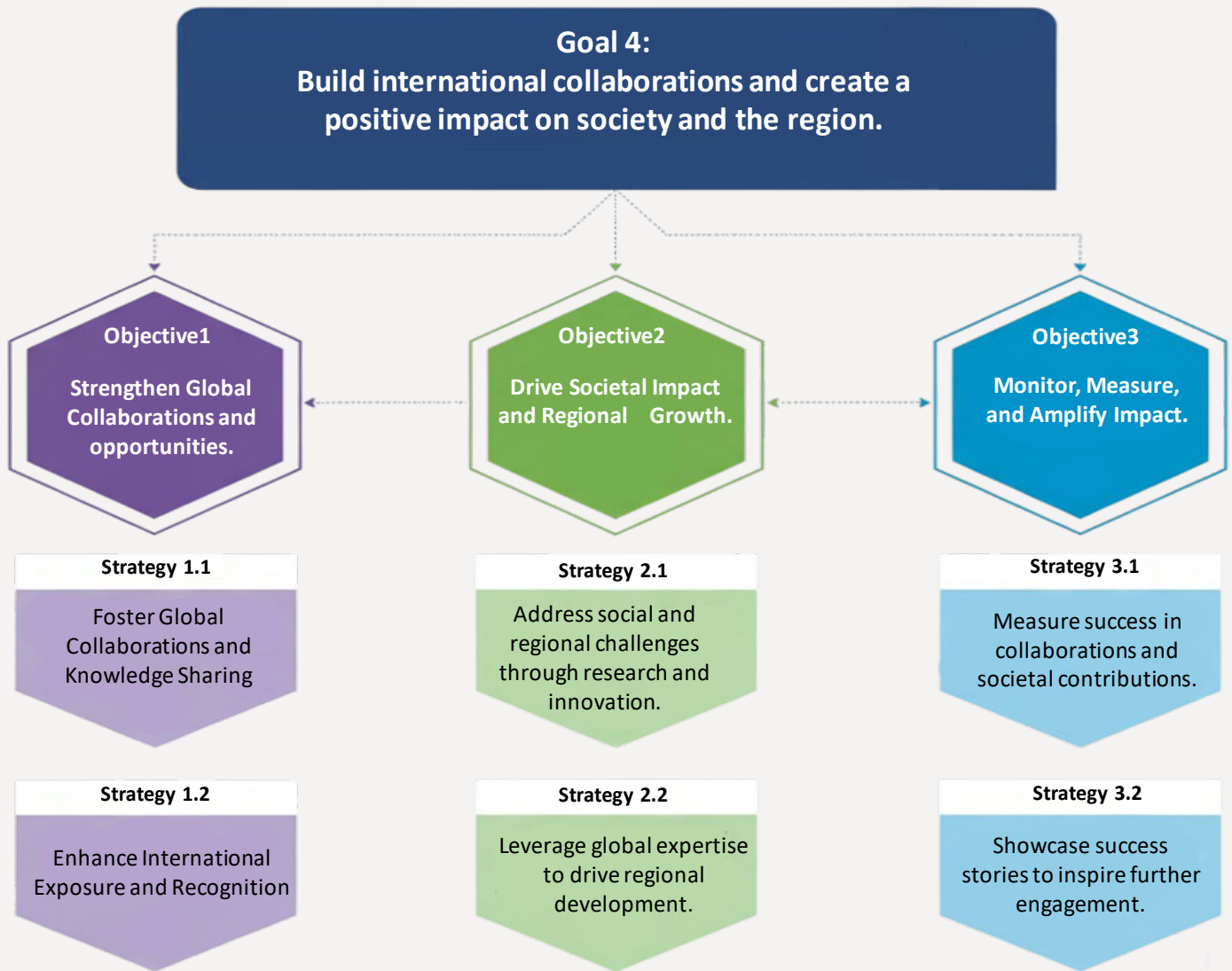
University's engagement with external stakeholders: Number of active collaborations with industry and government.

Financial impact of strategic partnerships: Amount of research funding from industry collaborations.

International engagement and knowledge exchange: Participation in global research networks and joint publications.

Alignment of University's programs with labor market needs: Employment rate of graduates in partner organizations.

THEME - 4 : ENGAGED GLOBAL COMMUNITY



- Goal 4 Metrics

Objective 1 Strengthen Global Collaborations and opportunities.

Global Partnerships: Number of new international collaborations with universities, research institutions, and businesses.

Exchange Programs: Number of global student and faculty exchange programs established.

International Research Projects: Number of joint international research initiatives or consortia.

Global Networking Events: Number of international conferences, symposiums, or forums hosted or participated in.

Objective 2 Drive Societal Impact and Regional Growth.

Community Engagement: Number of community outreach programs aimed at societal improvement.

Regional Economic Development: Number of regional partnerships contributing to economic growth (e.g., local businesses, government).

Social Responsibility Projects: Number of projects that address regional or global social challenges (e.g., poverty, health, education).

Employment Impact: Number of jobs or career development opportunities created for the local community through partnerships or initiatives.

Objective 3 Monitor, Measure, and Amplify Impact.

Impact Assessment: Development and use of systems to track and evaluate the impact of global collaborations and societal projects.

Data Transparency: Frequency of public reports or publications detailing the impact of initiatives.

Stakeholder Engagement: Number of stakeholders (e.g., government, industry, NGOs) engaged in impact measurement and amplification.

Media Coverage: Number of media mentions or features highlighting the university's global and societal impact.



STRATEGIC PROJECTS:

Project 1: Independent Endowment fund

Establishing an independent endowment fund to provide long-term financial support for the university's academic, research, and development goals. The project includes creating governance structures, fundraising strategies, and investment protocols to ensure sustainability. The endowment will enhance financial stability, support scholarships, faculty development, and university growth.

Project 2: Language Teaching Center

Establishing a dedicated Language Teaching Center that not only improves communication skills for students, faculty, and staff but also generates financial returns. The center will offer a range of language courses, including specialized programs and certifications, targeting both internal and external audiences. By leveraging online platforms, conducting corporate training, and developing language proficiency certifications, the center will create additional revenue streams. The center will focus on high-quality, cost-effective programs that support its financial sustainability while enhancing language proficiency, cultural understanding, and global readiness.

Project 3: Skills Development Hub

Establishing a Skills Development Hub aimed at enhancing the professional and technical skills of students, faculty, and professionals from the local community. The hub will offer a wide range of programs, including workshops, certifications, and hands-on training in areas such as leadership, entrepreneurship, digital literacy, and industry-specific skills. The hub will partner with industry leaders, government organizations, and businesses to provide real-world insights and training opportunities. Additionally, it will focus on creating self-sustaining revenue through paid courses, partnerships, and government funding for workforce development initiatives. The goal is to equip individuals with the skills required to thrive in a competitive global economy while generating income to support the hub's continuous operations.



Project 4: Educational Program Innovation

Revamping and expanding academic offerings with innovative, market-relevant programs aligned to industry trends and societal needs. It will develop interdisciplinary, flexible, and globally recognized curricula using modern teaching methods like experiential learning and digital education. The goal is to enhance education quality by equipping students with critical thinking, problem-solving, and specialized skills, while continuously improving program outcomes to meet both academic and professional standards. Industry and academic partnerships will ensure program relevance, and financial sustainability will be supported through collaborations and premium offerings such as executive education and certifications.

Project 5: Bridging Project

Creating a pathway for individuals with diplomas or military backgrounds to complete their bachelor's degrees through specialized bridging programs. This initiative focuses on providing fast-track opportunities for students, including those in military services, to advance their education. The project targets partnerships with accredited institutions to offer programs tailored to meet the needs of these groups. The university plans to generate significant revenue by offering tailored bridging programs to military personnel and diploma holders, with an expected annual income of up to 75 million SAR.

Project 6: Digital Transformation

Enhancing operational effectiveness and efficiency by integrating advanced digital technologies across the university's operations. This includes automating administrative processes, streamlining workflows, and improving communication systems to reduce time and resource expenditures. The project aims to optimize the delivery of academic programs through the adoption of online platforms, virtual classrooms, and digital tools, which will not only enhance learning experiences but also make educational services more accessible. By digitizing core functions, the project seeks to increase productivity, reduce operational costs, and ensure a seamless, efficient experience for students, faculty, and staff.

A conceptual image featuring a hand holding a bar chart with four bars of decreasing height. A curved arrow points downwards from the top of the first bar, indicating a downward trend. The background is a teal gradient with a white dotted pattern in the bottom right corner.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS



Secured Research Funding

Total research funding secured in key focus areas.
Reflects the level of confidence from funding agencies and the ability of research to achieve real, sustainable impact.

Increasing research funding by 100%
(20% annually)

Revenue from Industry Partnerships

Total revenue generated through collaboration with industry.
Reflects the extent to which academic research is translated into practical applications with tangible economic value.

Increasing revenues
from industrial
partnerships by 200%
(40% annually)

Innovation Rankings

Percentage improvement in rankings related to innovation indicators.
Reflects AlMaarifa University's position as a leader in innovation.

Achieving a 100%
improvement in the ranking
related to innovation
indicators
(20% annually)

KEY PERFORMANCE INDICATORS



جامعة المعرفة
ALMAAREFA UNIVERSITY

Enrollment Rate in New Future-Oriented Programs

Number of students enrolled in new academic programs offered by the university.

Reflects the university's success in meeting labor market demands and its attractiveness to students.

Increasing the number of students in these programs by 100%
(20% annually)

Global Exposure

Percentage of students participating in global exchange or study-abroad programs.

Reflects the institution's success in preparing students for the global job market and enhancing their international competencies.

Achieving a 10% participation rate of the total student body
(2% annually)

Student Satisfaction Level

Level of student satisfaction and participation rates in annual surveys.

This indicator is among the most critical factors reflecting the quality of the educational process and its impact on students' academic and professional experiences.

Achieving a 50% improvement in student satisfaction scores according to annual surveys
(10% annually)

KEY PERFORMANCE INDICATORS



جامعة المعرفة
ALMAAREFA UNIVERSITY

Cost Efficiency Ratio

Ratio of revenues reinvested in academic and research activities relative to operational costs.

Achieving a 15% improvement in cost efficiency rate (annually 3%)

Entrepreneurial Initiatives

Number of startups or spin-off companies incubated by university-affiliated entities.

This indicator demonstrates the university's ability to transform innovations into economic ventures contributing to national development.

Establishing 5 new startups or subsidiaries (1 company per year)

Integration into Global Research and Knowledge Exchange

Percentage of participation in global research networks and number of co-authored research publications. Measures the university's engagement with the international research community.

Achieving a 100% improvement in participation in global research networks (20% annually)

KEY PERFORMANCE INDICATORS

جامعة المعرفة
ALMAAREFA UNIVERSITY

Exchange Programs

Number of global student and faculty exchange programs established.

Indicates the breadth and depth of international academic collaboration.

Establishing 15
student and faculty
exchange programs
with prestigious
global universities
(3 per year)

Community Engagement

Number of community awareness programs aimed at societal improvement.

This indicator measures the social and economic impact of university-led community projects, such as improvements in health, education, and the local economy.

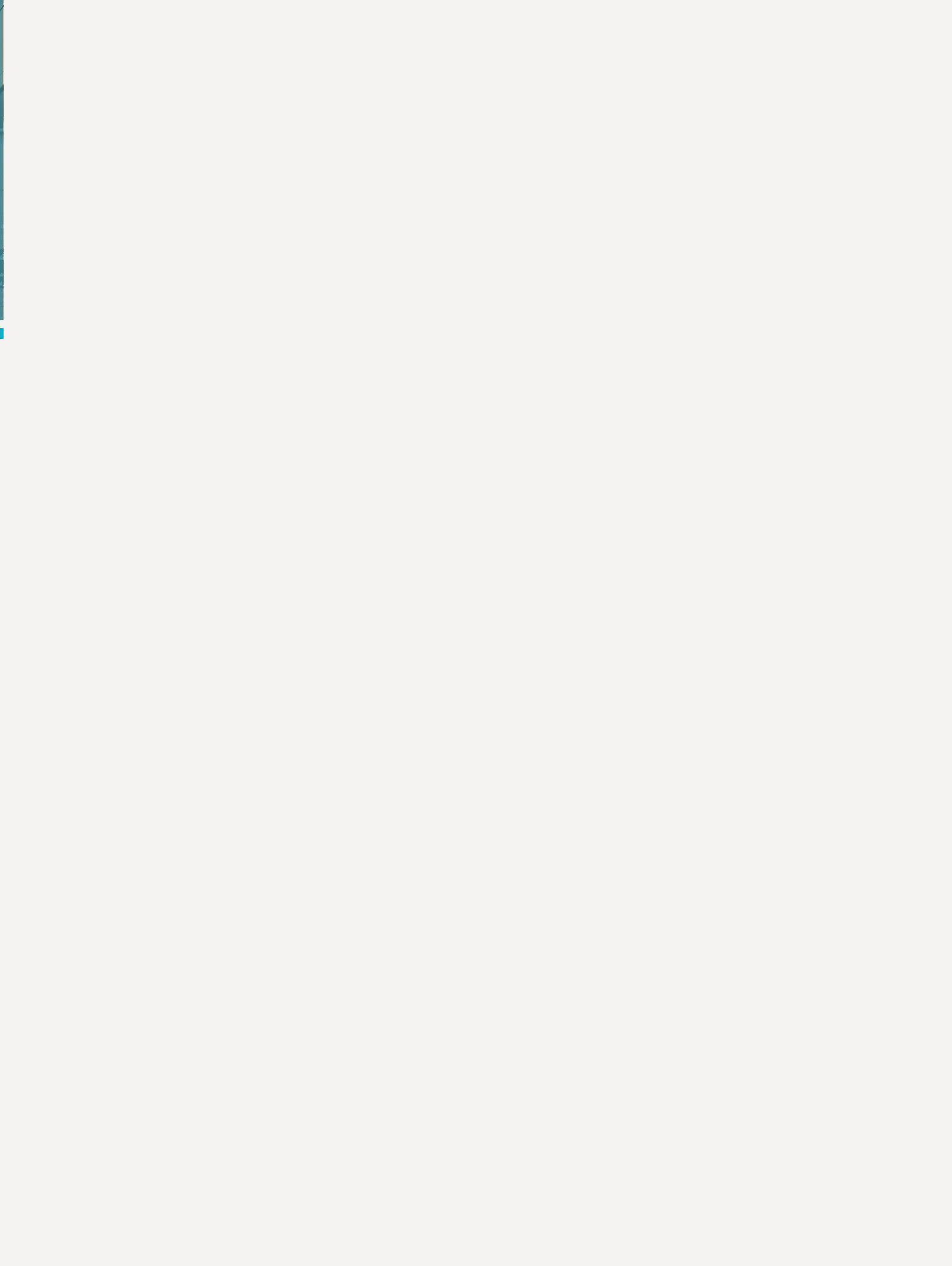
Implementing 60
community projects, with
significant improvements
achieved in these areas
(12 per year)

Media Coverage

Number of media mentions or features highlighting the university's global and community impact.

This indicator tracks the number of success stories documented or showcased in media reports or events, illustrating the positive impact of initiatives on society, industry, or the economy.

Documenting 60 success
stories highlighting
the positive impact of
initiatives
(12 per year)





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