رؤيــة جــامـعـة الإمــام محـمـد بن سعـود الإسـلاميـة

2025

Imam Mohammad Ibn Saud Islamic University Vision

Srtategic Plan Document of Imam Mohammad Ibn Saud Islamic University

Approved by the Council of University Decision

No. (1441-1442-3774)

رؤية جامعة الإمام محمد بن سعود الإسلامية

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Imam Muhammad Ibn Saud Islamic University Vision

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"Education is a fundamental pillar by which the aspirations of our people towards progress, prosperity, development and civilized advancement in knowledge and useful sciences are fulfilled. Our youth are the hope and the building blocks of the nation."

Custodian of the Two Holy Mosques

King Salman ibn Abdulaziz

"Our objective is to be among the top 20-30 best education systems. We have all the means to achieve that."

Prince, Deputy Prime Minister and Crown Minister of Defense

Prince Mohammad ibn Salman ibn Abdulaziz

"Recognizing its role as one of the country's leading educational institutions on which the country and leaders' aspirations for achieving Vision **2030**'s progress objectives depend , Al-Imam Mohammad ibn Saud Islamic University has developed its strategic plan **2021-2025** in accordance with this ambitious Vision and to be compatible with the new university system, modern scientific and administrative directives, and promising national development need to achieve excellence and quality, enhance academic research and community service, raise the efficiency and effectiveness of organizational performance governance of administrative and financial procedures and consolidate national values based on moderation. The strategic plan (**2021-2025**) aims to create a paradigm shift in the fields of education, learning and upskilling, research, innovation and entrepreneurship, partnerships and social responsibility, institutional excellence, financial sustainability and national awareness.

Finally, I would like to express my appreciation and deepest gratitude to the Custodian of the Two Holy Mosques and His Royal Highness Crown Prince, may Allah preserve them, for their generous support for education and development in the country. Gratitude is also extended to his Excellency, Minister of Education for his tireless efforts in developing education to keep pace with the vision of our dear country.

Rector of Al-Imam Mohammad ibn Saud
Islamic University

Prof. Ahmed bin Salem Ala'amri

Introduction

Ever since Saudi Arabia's Vision **2030** was launched, the prominent goal has always been quality and excellence in the performance of national institutions. Therefore, Al-Imam Mohammad ibn Saud Islamic University has developed its vision, mission, and strategic plan in a way that will meet the leadership's aspiration and achieve the ambitious vision that aims to create a vibrant society, prosperous economy and an ambitious nation.

Since the requirements of the Kingdom's Vision stipulated that success is based on strengths, Al-Imam Mohammad ibn Saud Islamic University created its vision via its academic, cultural and civilizational heritage based on leadership in Sharia sciences, the Arabic language and human sciences, and by combining it with modern programs in the fields of science, computer, engineering and medicine. To continue its path of excellence, the university has created its strategic plan and initiatives of its ambitious future depending on its people who have the experiences and competencies and depending on its administrative and educational cadres. Hence, it formed several committees for the strategic plan represented by the Higher Committee, headed by the university rector and membership of vice rector and the supervisor of the strategic plan. The Executive Committee, however, directs **10** subcommittees. A strategic plan team was also formed to conduct field analytical studies for external and internal

environments, benchmarking, holding a number of meetings with leaders, academics, employees, students, and beneficiaries outside the university; especially partners from government institutions and labor market employers.

Fiverr's methodology was used to create the elements of the strategic plan, and the SWOT model was applied to internal and external environmental analysis. Then the work was divided into three stages: planning, analysis and construction, and support of the plan implementation. The goals of the Ministry of Education were also aligned with the goals of Kingdom's Vision **2030**. A number of references were analyzed in addition to reports and global trends such as UNESCO Plan **2030**, McKinsey Study for Future Institutions, global university ranking organizations, and international trends in education, recommendations of National Center for Academic Accreditation and Assessment (NCAAA), the university's former strategic plan and output assessment of previous years. Benchmarking has also been carried out against distinguished universities and their strategic plans at national and international levels.

95 workshops were conducted as well as more than **250** meetings, and more than **100** visits were paid to deanships and vice-deanships and their strategic plan teams, and to all administrative and educational units, totaling more than **1000** hours. In addition, more than **3000** questionnaires were applied and analyzed in order to study the current situation and survey the opinions of students, administrators, academics and leaders, in order to fathom their aspirations for the future of the university. Also,

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workshops were organized for labor employers, specialists, and professionals to investigate trends in future careers and skills, and how to integrate with university outputs, identify strengths and weakness, challenges and opportunities, and urgent priorities in development and improvement, and then analyze and discuss all collected data. These studies and comparisons resulted

in a gap analysis, and a number of results were summarized as follows:

o Aligning university outcomes with labor market.

o Improving education process.

o Enhancing the professional skills of students and graduates.

o Supporting the use of technology in education.

o Promoting academic research in terms of quantity and quality.

o Emphasizing applied research.

o Developing an environment for innovation and entrepreneurship.

o Strengthening effective partnership.

o Developing institutional systems, structures, business governance and spending efficiency.

○ Diversifying university investments and revenues.

○ Promoting national identity.

Consequently, the university has adopted its ambitious vision and competitive mission in order to contribute highly efficient outputs derived from its long-standing heritage and its vision for future. So, it has drawn its values and scientific and institutional approach and to bridge the gap between reality and expectations, the strategic plan was based on six basic pillars for developing the university, as follows:

- Education, learning and upskilling.
- Research, innovation and entrepreneurship.
- Partnerships and societal responsibility.
- Institutional excellence.
- Financial sustainability.
- National awareness.

The university's strategic goals, which aim to achieve the university's vision, were then formulated, followed by ambitious future goals, quality initiatives that lead to more competitiveness and national and international excellence, and sustainability in systematic institutional performance in the coming years.

The plan is based on achievement of priorities and excellence initiatives based on strengths, opportunities, and potentials so that the university's pioneership is maintained.

After the completion of the strategic plan, it was evaluated by a group of national and international experts in the field of strategic planning. The referees agreed on the quality of the plan, with some recommendations, and then the plan, in its current form, was agreed upon by the Chairman of the Supreme Committee, its members, and university leaders. Management and implementation of the strategic plan initiatives in the future will be through the efforts of university's loyal people according to the methodology of professional project management to achieve goals and success; hoping that this would help make the university and its outputs distinguished, and achieve the aspiration of our wise government led by the Custodian of the Two Holy Mosques and his Crown Prince, may Allah preserve them.

May Allah grant us success

Al-Imam Mohammad ibn Saud Islamic University Vision 2021-2025

Vision:

Excellence in education, academic research, and knowledge dissemination in the service of the nation, Islam and humanity.

Message:

"Providing distinguished academic programs and producing qualitative research, through a stimulating environment, well-governed and advanced technical management systems, sustainable resources, and effective partnerships to achieve competitive outputs that meet the needs of the labor market and contribute to building the knowledge economy and serving the local and global community."

Values:

- Moderation
- Transparency
- Initiative
- Excellence
- Partnership

- Sustainability

- Responsibility

Matrix of strategic goals, objectives and initiatives

<table>
<tr><th colspan="4">First theme: Teaching, learning and upskilling</th></tr>
<tr><th>Strategic Goals</th><th>Objectives</th><th>Initiatives</th><th>Initiative Objective</th></tr>
<tr>
<td rowspan="4">1. Competitive educational outputs, qualified in knowledge and skills that meet the needs of the labor market.</td>
<td rowspan="3">1.1 Developing academic programs compatible with the needs of the labor market.</td>
<td>Programs compatibility with the needs of the labor market</td>
<td>Developing all academic programs and field experience to raise the level of their compatibility with the requirements of the labor market in cooperation with experts and professionals.</td>
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<tr>
<td>Twinning programs</td>
<td>Pursuing academic program excellence, enhancing students skills and knowledge, experience-sharing and promoting partnership with local and international universities.</td>
</tr>
<tr>
<td>Tracks</td>
<td>Providing new educational tracks (major - minor - supporting - interdisciplinary), and entry and exit points to academic programs that enhance the competitiveness of the university's output.</td>
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<tr>
<td>1.2 Enhancing the educational and digital</td>
<td>Smart classroom</td>
<td>Developing classrooms through creating an interactive and stimulating environment supported by the latest technology.</td>
</tr>
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First theme: Teaching, learning and upskilling			
Strategic Goals	Objectives	Initiatives	Initiative Objective
1. Competitive educational outputs, qualified in knowledge and skills that meet the needs of the labor market	environment to promote creativity and excellence.	Developing college laboratories	Enhancing students practical skills and conducting experiments and research through modern laboratories in all disciplines to improve educational outputs and stimulate creativity.
		Developing an online educational platform	Supporting interactive education and e-learning processes that stimulate creativity and excellence.
	1.2 Enhancing the educational and digital environment to promote creativity and excellence.	Digital education content	Developing interactive digital courses compatible with recent technology to motivate students towards self-learning.
		Center of emerging technologies	Creating an advance educational environment based on emerging technologies to stimulate inventions and knowledge production.
	1.3 Enhancing student's skills in line with future occupations.	A multi-skilled student (future skills)	Qualifying a multi-skilled student with highly competitive advantages in the labor market.
		Professional occupational certificates	Preparing students for occupational certificates to achieve occupational excellence.
		Leaders of the future	Providing students with the leadership skills and competencies necessary to prepare a generation of future leaders.

First theme: Teaching, learning and upskilling			
Strategic Goals	**Objectives**	**Initiatives**	**Initiative Objective**
		Assessment of the educational outputs (Nawatij)	Periodical assessment of students' knowledge and skills to improve educational outputs.
		Career counseling and employment support center	Providing professional guidance and qualification to students and graduates, in accordance with the requirements of the labor market; in a way that enhances the competitiveness of the university's outputs
		Nourishment of outstanding and gifted students	Enhancing students' capabilities by guiding and supporting outstanding and gifted students throughout their academic years and providing a college environment that meets their needs, which encourages positive competition among students.
1. Competitive educational outputs, qualified in knowledge and skills that meet the needs of the labor market	1.4 Developing faculty teaching skills in accordance with the most recent educational means and methods.	Enhancing faculty skills	Constant support of the faculty skills through the most recent specialized educational programs in education and learning
	1.5 Attracting outstanding students to join the university	Attracting outstanding students	Attracting outstanding students through academic programs marketing and creating incentives.

Second Theme: Research, Innovation and Entrepreneurship			
Strategic Goals	Objectives	Initiatives	Initiative Objectives
2. Qualitative research that contribute to knowledge advancement and meet the needs for national development	2.1 Developing a supporting and stimulating environment for academic research	University Research Center	Enhancing the supportive and stimulating environment for academic research, by establishing a centeral headquarter and specialized laboratories.
		Researcher Support Unit	Providing statistical services and consultation to support researchers and research units at the university
	2.2 Enhancing research capabilities of faculty and students to produce and publish distinguished research	Supporting academic publishing for postgraduate students and scholarship students	Expanding publication of academic research of scholarship students and postgraduate students through local and global classified and distinguished scientific journals.
		Supporting academic publishing for faculty	Enhancing the capabilities of faculty through qualification, motivation and rewards to produce and publish distinguished research.

Strategic Goals	Objectives	Initiatives	Initiative Objectives
	2.3 Promoting academic research in terms of quantity and quality	Attracting visiting professors (al'estiqTab albaHthy)	Enriching academic research and supporting excellence in publishing, in cooperation with international competencies.
	2.4 Supporting and encouraging interdisciplinary research	2.4 Supporting and encouraging interdisciplinary research	Promoting distinctive interdisciplinary academic research publishing, and enhancing the culture of work in research groups
	2.5 Establishing local and global qualitative research partnerships.	Research partnerships	Supporting joint research collaboration with local and global researchers, scientists and research institutions.
3. Innovative and pioneering outputs that enhance	3.1 Creating a supportive and motivating environment for innovation and entrepreneurship	Creating an environment for innovation	Creating a supportive and motivating environment for innovation and entrepreneurship by establishing policies and procedures, infrastructure development and adoption of best global practices

Second Theme: Research, Innovation and Entrepreneurship			
Strategic Goals	Objectives	Initiatives	Initiative Objectives
knowledge economy and achieve sustainable development	3.2 Disseminating a culture of innovation, entrepreneurship and self-employment	Pioneers	Raising awareness of the importance of innovation, entrepreneurship and self-employment; supporting innovative ideas and entrepreneurial projects that can contribute to national economy
	3.3 Encouraging innovation and entrepreneurial projects that have economic and national value.	Be Creative	Encouraging innovation and entrepreneurial projects that have competitive value in order to contribute to knowledge economy and achievement of sustainable development

Third Theme: Partnership Programs and Social Responsibility			
Strategic Goals	Objectives	Initiatives	Initiatives Objectives
4. Effective national community contributions and partnerships	4.1 Building distinguished agreements with public, private and non-profit institutions in order to serve the university and the community	Partnership	Adopting sustainable and qualitative partnerships with private, public, and non-profit institutions, including academic, research, training, employment, development and investment aspects
	4.2 Providing specialized training and professional programs that meet the needs of the society	Al-Imam Window platform for volunteering	Encouraging interaction with the community and its institutions through training and professional development programs

Third Theme: Partnership Programs and Social Responsibility			
Strategic Goals	Objectives	Initiatives	Initiatives Objectives
		Arabic language for all	Promoting the university's role internationally by transferring knowledge, disseminating and teaching Arabic language to non-Arab speakers.
	4.3 Providing specialized consulting services that address community issues in various disciplines.	Community Consultant	Supporting societal issues, providing solutions and consulting services to enhance societal responsibility.
	4.4 Contributing to societal education in various issues of scientific, social and national dimensions.	Cultural Platform	Investment in competencies and experiences within an institutional framework, so as to disseminate scientific, social and national visions and findings that have a positive impact on society. This investment should activate the role of university's pioneering role in societal contributions
	4.5 Strengthening the relationship between the university and its graduates to serve its goals and to strengthen its local and international presence	"Tawasul"	Developing a system for constructive communication and strengthening the relationship between the university and its graduates inside and outside the Kingdom of Saudi Arabia.
	4.6 Supporting, encouraging and organizing voluntary work	"Bāthel"	Organizing voluntary work and activities of community service and increasing the number of volunteers in the university

Third Theme: Partnership Programs and Social Responsibility			
Strategic Goals	Objectives	Initiatives	Initiatives Objectives
5. Distinguished world partnerships and effective impact	5.1 Promoting educational and research partnerships with international universities and research centers	Twinning programs	Excellence of academic programs, raising the level of knowledge and skills of students, exchanging experiences and enhancing partnerships with local and international universities
		Research partnerships	Supporting joint research collaboration with research institutions, researchers and scientists from distinguished universities, locally and internationally
	5.2 Developing and expanding institutes of teaching Arabic and Islamic sciences abroad	Institutes	Supporting quantitative and qualitative development of university institutes abroad to raise the level of the university international impact
		University branches abroad	Establishing university branches abroad according to the new university system and working to develop it
	5.3 Developing international online courses in teaching Arabic Language and Islamic science	International Center for Teaching Arabic Language and Islamic Sciences	Dissemination of Arabic and Islamic sciences abroad through online courses and university Institutes abroad

	Fourth theme: Institutional Excellence		
Strategic Goals	**Objectives**	**Initiatives**	**Initiative Objectives**
6. Institutional Excellence that achieves efficient and effective performance	6.1 Developing the administrative system to achieve efficient spending, performance quality and labor governance	**Developing organizational capital**	Developing an institutional system for organizational policies and procedures to raise the university performance efficiency and govern its procedures
	6.2 Attracting, recruiting and retaining of competent employees	**Recruitment of competent employees**	Recruitment of competent employees for the sake of university competitiveness through quality program in human resources
	6.3 Development of human resource competencies	**Developing human capital skills**	Promoting human capital skills by developing and conducting professional and specialized courses in leadership and administrative development and women leadership qualification programs
	6.4 Increasing women's participation in decision-making and leadership in accordance with Saudi Vision 2030	**Empowerment**	Developing policies and procedures that ensure effective women's participation in decision-making and assuming leadership positions at various organizational levels
	6.5 Supporting and enhancing technical	**Digital Capital**	Supporting university digital infrastructure system which will contribute to improving the quality of services for all beneficiaries

			Fourth theme: Institutional Excellence
Strategic Goals	**Objectives**	**Initiatives**	**Initiative Objectives**
	infrastructure and digital transformation	**Digital University**	Comprehensive Digital Transformation in academic, research, service, administrative and financial aspects
		"Da'em" (data repository, business intelligence systems and institutional statistics)	Collecting, linking and analyzing data in order to enhance decision-making and problem solving processes
6. Institutional Excellence that achieves efficient and effective performance	6.6 Development of work environment that stimulates creativity and achievement for job affiliation	**Remote work and virtual environment**	Creating flexible and stimulating work environmnent that enables remote academic and administrative work. This ensures effectiveness of performance, productivity, spending efficiency, and quality of work.
		Excellence Awards	Motivating university members in administrative, academic and community service fields to maintain excellence in performance and job loyalty

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	Fourth theme: Institutional Excellence		
Strategic Goals	Objectives	Initiatives	Initiative Objectives
	6.7 Developing and improving the university's infrastructure, facilities, and quality of life	Quality of univeristy life	Developing campus facilities that include: academic, administrative, medical and sports buildings, services, and campus green spaces to enhance quality of university lifestyle
	6.8 Achieving the highest academic, administrative and technical quality standards at the university	Ranking	Achieving an advanced ranking locally and internationally, and consequently enhancing its position and reputation
		Accreditation	Obtaining national and international accreditation for university academic programs which contributes to improving its quality
6. Institutional excellence that achieves efficiency of performance	6.8 Achieving the highest academic, administrative and technical quality standards in the University.	Institutional ISO	1- Improving the efficiency of performance and strengthening the quality of operations by reviewing and developing the administrative and technical procedures, and the administration of facilities, security and safety.
		Evaluation of secondary institutes	2- Achieving the standards of the National Center for School Evaluation and Excellence to enhance the quality of performance and outputs of secondary institutes.

Fifth theme: Financial Sustainability			
Strategic Goals	Objectives	Initiative	Initiative Objectives
7. Sustainable financial resources and high spending efficiency	7. 1 Developing the institutional system for self-generated revenues and investment to ensure quality performance, governance and spending efficiency	Framing (self-generated revenues and investment governance)	Developing policies, regulations and procedures of the university self- revenues and investments to achieve the highest levels of transparency, oversight and accountability .
		Structuring (structuring the University Investment Fund)	Setting up a management system for the Investment Fund to consolidate expenses and investment, and to ensure financial sustainability and expenditure efficiency .
		Efficient operation of paid programs	Motivating colleges and supporting deanships to manage costs, and enable them to invest the savings in improving quality and number of paid programs.
	7.2 Diversifying and expanding university investments	Facilities (diversification of investment models)	Investing university facilities according to the best investment and operating models
		"thati" Self-employment	Self-employment of facilities to offer services at low and competitive prices, and to develop self-ravenues.

Fifth theme: Financial Sustainability			
Strategic Goals	Objectives	Initiative	Initiative Objectives
7. Sustainable financial resources and high spending efficiency	7.2 Diversifying and expanding university investments	"ManiH" Donor	Diversifying the options available for donations, grants, gifts, bequests and endowments to expand resources.
		Resources	Diversification of self-generated revenue resources, by offering academic and professional programs, specialized studies and partnerships with public and private sectors.
		"Khabir" establishing) expertise (houses	Investing expertise of university employees in providing studies, advisory, research and training services, through the establishment and activation of commercial entities.
		Trade mark	Activating the role of the university company, marketing its trade mark and expanding its investments.
		Imam Front	Investing the university façade on Prince Mohammad Bin Salman Road and Airport Road in vital and commercial projects to increase self-revenues.

Sixth theme: National Consciousness			
Strategic Goals	Objectives	Initiatives	Initiatives Objectives
8. Building a national character based on moderation and tolerance	8.1 Strengthening the Saudi personality and deepening the national affiliation among the university employees.	Aware (wa`iy)	Developing and activating the necessary policies and procedures to strengthen the national awareness
		Loyality (wala')	Measuring the level of national awareness and intellectual security through developing national standards, and establishing a research center whose outputs can be used to deepen national belonging and enhance the cultural heritage in the Kingdom
		Safe ('aamin)	Strengthening national identity based on moderation and temperance in curricula in a way that matches the Saudi Personality Program
	8.2 Strengthening the Islamic values based on moderation, temperance and tolerance.	Solidarity (TalaHum)	Strengthening the national awareness of university employees through awareness and educational programs that promote the values of moderation, temperance and positive citizenship
		Our values (Qiyamuna)	Consolidating the university values among its affiliates to strengthen loyalty and belonging .

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