

Strategic Plan for the years 2022-2026

Introduction

Ministry of Higher Education and Scientific Research

Alrefak University for Applied and Human Sciences

Strategic Plan for the years 2022-2026

Alrefak University strives for leadership and excellence, and while the university is committed to serving its students, its strategic plan has been prepared by the efforts of specialized teams that included members of the leadership at various levels as well as with the active participation of faculty, staff and students in addition to a number of employers and representatives from the local community. The strategic plan (-2022-2026) of the Alrefak university embodies an approach to achieve its vision

Its mission is a means to consolidate its values and a tool to achieve its strategic objectives through which it seeks to raise the level of organization of academic, research and community work in it, work in full harmony with its

physical, human and organizational components, and perform its functions with all diligence and perseverance to achieve its vision of leadership and excellence and its mission in providing educational, research and administrative services with high efficiency and professionalism and with effective community partnership.

The strategic plan of the university is based on promoting self-reliance, adhering to the development of teaching, learning, and scientific research, consolidating values, and strengthening community partnership, and the university has been working since its establishment to implement initiatives and projects that meet the expectations of society, achieve quality standards and create a university environment that stimulates educational achievement and knowledge acquisition and encourages research and curiosity, as well as works to diversify self-resources,

Building effective partnerships with various public and private sectors to achieve sustainability and continuous development of the university.

This document reviews the procedures for the preparation of the strategic plan, provides a general perception of its strategic objectives and operational plans, including practical details for the implementation of various projects and initiatives, and includes the time stages of implementation, the responsible parties, the estimated cost and performance measurement indicators.

Vision, mission and values of the University

Our Vision

Leadership in the field of education and learning in accordance with local and international academic standards that contributes to the development of education scientific research and community service.

Mission

Providing advanced university education to continuously improve educational performance and scientific research to achieve the aspirations of the beneficiaries and the development of society

OUR VALUES

The university's values represent the organized framework for its internal and external relations, and always seeks to consolidate its eight values of:

1. **Social and moral commitment:** commitment to social and moral responsibility in line with the teachings of the Islamic religion and the supreme human ideals.
2. **The supportive educational milieu:** The university considers that its students are the center of gravity in it, therefore, it provides them with the modern supportive educational environment that encourages independent critical thinking, and controlling the rapid age techniques in progress.
3. **Quality:** The university is committed to high-quality standards, always seeking to develop the educational process, scientific research, and community service.

4-Creativity: The university encourages creativity, takes care of it, and supports renewal in its career towards scientific excellence.

5 **Community Service:** The university seeks to consolidate its relationships with society, stressing its service and providing it with knowledge, and working to provide societal services with a positive return through programs that are prepared for that.

6- **Global Vision:** The university adopts a global vision in terms of global principles and human values and seeks positive interaction with all cultures

7. **Academic freedom:** The university encourages openness, difference, justice, fairness, and academic freedom. It also seeks to consolidate teamwork and tolerance. Moreover, it leads others with example.

8. Accountability: The sense of institutional responsibility and accountability is necessary for the university to achieve its vision, mission, and goals, and for this it depends on commitment to spreading and enhancing the culture of quality while working to achieve interdependence and homogeneity between the systems and procedures followed by the university.

Strategic Plan

Based on the comprehensive understanding of the University (its components, functions, and beneficiaries of its services), the results of strategic analysis, the issues and challenges facing the University, and the objectives, and objectives reflected in the vision, mission, and values of the University aimed at achieving them, the general structure of the strategic plan has been prepared according to the following characteristics:

An institution of higher education with human, material, and organizational capabilities

- **A service institution that provides educational, research, and community services.**

Specializes in the development of its human, material, technical, financial, and institutional resources.

It provides its services to beneficiaries from inside and outside

Efficiency and high-quality interaction among its three components.

Optimal use of resources and rationalization of spending.

After agreeing on the classification of the strategic functions of the University, and in order to achieve its vision, mission, and values, the Strategic Planning Team set seven strategic objectives, and twenty-two executive programs that resulted from them (92) ninety-two projects or initiatives represented in the following:

1- Providing high-quality educational services

2- Development of Scientific Research system

3- Promoting Community Partnership

4- Consolidating the University's Values and developing the capabilities of its members

5- Sustainability of infrastructure and technology and raising its operational efficiency

6- Developing performance and institutional efficiency

7- Sustainability and enhancement of the University's financial resources

First Strategic Objective

Expanding teaching and learning opportunities

Planning and management of students' absorptive capacity

Program Development and Methods of Teaching and Evaluation

Curriculum update

Development of teaching and learning methodologies

Promote periodic review of academic programs

Suitability of academic programs to the requirements of the labor market

Development Projects		Executive Programs
Planning and management of students' absorptive capacity		Expanding teaching and learning opportunities
<ul style="list-style-type: none"> - Curriculum update - Development of teaching and learning methodologies -Promote periodic review of academic programs -Suitability of academic programs to the requirements of the labor market 		Program Development and Methods of Teaching and Evaluation
<p>Strengthen strategic partnerships and infrastructure and enhance online communication</p> <p>Modernization of office services and learning resources</p>		Enhancing learning resources
<p>Renewal of institutional accreditation</p> <p>Renewal of programmatic accreditation</p> <p>Accreditation of new programs</p>		Renewal of accreditation validity for existing programs, and of the new programs
<p>Enhancing Academic Advising</p> <p>Promote student sponsorship and support programs</p>		Academic Advising and Student Support

Second Strategic Objective

Development of the scientific research system

Activities	Executive initiatives
<p>Facilitating the student's participation in scientific research</p> <p>Motivating the teaching staff and researchers to publish scientific work</p> <p>Supporting research projects with financial, scientific and literary returns to the university</p> <p>Enhancing controls for adhering to scientific research ethics</p> <p>- Promote scientific publishing at the university</p>	<p>Scientific research development</p>
<p>Follow the file of the graduate program</p> <p>Continuous evaluation and development of Master's programs to comply with the requirements and standards of the National Center for the Quality and Accreditation of Educational and Training Institutions</p>	<p>Establishment of graduate programs</p>
	<p>AIRefak University journal for</p>

Biannually Journal	knowledge
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Third Strategic Objective

Activities	Executive initiatives
<p>-Promote the media communication and the mental image of the university</p> <p>-Ddeveloping the university's website</p>	<p>Enhancing the attendees and external communication of the university</p>
<p>Enhancing partnership programs with industry and business sectors</p> <p>Enhancing communication with graduates</p> <p>Expanding the university service scope for the society</p>	<p>Development of services and community partnerships</p>

Fourth Strategic Objective

Establishing the values of the university and developing the capabilities of its members

Activities	Executive initiatives
Publishing and enhancing university values Establishing Islamic and national values	Establishing Islamic and national values
Development of administrative and professional capabilities for university employees	Human Resource Development

Fifth Strategic Objective

The sustainability of the infrastructure and technical, and raising its operational efficiency

Activities	Executive initiatives
Development and maintenance of public facilities and services Enhancing the security and safety system Management, customization, and operation of university facilities Enhancing telecommunications and information technology services	Sustainability and development of buildings, facilities, systems, networks, and pieces of equipment

Sixth Strategic Objective

Performance development and institutional efficiency

Activities	Executive initiatives
<p>Developing and publishing the organizational structure</p> <p>Updating job descriptions</p> <p>Attracting and preserving competent employees</p> <p>Evaluating the performance of university employees</p>	<p>Development of administrative systems</p>
<p>Follow up the implementation of the strategic plan</p> <p>Promote projects management</p> <p>Developing documentation procedures and mechanisms</p>	<p>Activating the strategic planning system, project management and risk</p>
	<p>Adopting Electronic management applications</p>
<p>Promote quality culture</p> <p>Ensure the efficiency and effectiveness of quality management</p>	<p>Establishing a culture of quality management</p>

Seventh Strategic Objective

Sustainability and enhancement of the University's financial resources

Activities	Executive initiatives
Activating the Training and Rehabilitation Center Activating the consulting office Investing in university facilities	Diversification of self-resources
Budgets and disbursements Interests of the University	Rationalization of spending