The Executive Summary of Al-Baha University’s Strategic Plan (Waed 2025)
In the Name of Allah, the Gracious, the Merciful
جامعة الباحة تلتزم بتطوير عملياتها لضمان جودة مخرجاتها والسعي نحو مستقبل واعد.
حفظه الله
ولي العهد
نائب رئيس مجلس الوزراء وزير الدفاع
الأمير محمد بن سلمان بن عبد العزيز آل سعود
حفظه الله
معالي مدير الجامعة
أ.د. عبد الله بن يحيى الحسين
His Excellency,
the University President’s Message
Amidst the assiduous attention devoted to knowledge and education, and the full support bolstered by our wise government to achieve the ambitious Saudi Vision 2030 objectives, and the impressive progress and rising prosperity the Kingdom of Saudi Arabia is seeing, along with the renaissance whose core is man and its pillar the thought-out Vision, Al-Baha University has been resolved to draw up and develop its strategic plan in parallel with what our beloved country is seeing of scientific, economic, cultural and social renaissance.

Since its establishment in 1427 AH, Al-Baha University has been bent on developing the way it functions according to a strategic plan as its major point of departure. Today it is on the threshold of a new stage of making a key distinction through developing and re-formulating its strategic plan (2020-2025). Since the University’s strategic plan draws on a vision which would turn the University into an institution which is outstanding in education and research that would contribute to building a knowledgeable society, the University’s mission seeks hard to provide impressive knowledge and excellent research which would both contribute to building a knowledgeable society by means of an academic motivated environment and the efficient use of resources.

Between that ‘vision’ on which the University relies, and that ‘mission’ which is adopted and sought to be achieved, the University strategic plan (2020-2025) does unfold through shifting the focus on twelve strategic dimensions, followed by eight key ultimate objectives and executive initiatives, all of which have assembled the improvement of knowledge and quality assurance, the delivery of the staff and employees’ excellent performance distinction, supporting scholarly research and establishing new impressive undergraduate, post-graduate and diploma programmes. This also involves developing the infrastructure and the high-tech environment, let alone building effective partnerships with the community with a view to move forward towards bolstering the institutional system and developing its resources.

Al-Baha University is, Deo volente, resolutely determined towards achieving its second strategic plan, and is firmly adopting its major pillars to achieve its objectives and executive initiatives. This would help it provide its students with excellent academic and research programmes in addition to community services which would contribute to making further progress in this generous country under the leadership of the Custodian of the Two Holy Mosques, and his Crown Prince.

University President
Prof. Abdullah bin yahya Al-Husain
The Executive Summary of Al-Baha University’s Strategic Plan
Keen that the wheel of development keep going round in all fields, the University has worked on developing its strategic plan, especially at the end of its 1st version in late 2018, prompting the current strategic plan to take over, with its roots running deep in: the University’s keenness on keeping itself abreast of the Kingdom’s Vision 2030, its strategic plans and executive programmes. This also involves what this Vision has included of drawing up objectives in relation to education during the forthcoming stage. Of the components of the Vision are also the effective participation in the state's development plans and making an efficient use of the objectives and programmes of the future plan of university education (Afaq 2020). The university is bent on partaking in developing the community of Al-Baha province, the prime target of the University. Pursuing this end, the University has adopted a scientific approach to develop its strategic plan which has, in the first place, drawn on the participation of all stakeholders. That is why the University strategic plan-designing team and the consulting team have undertaken to engage all stakeholders (whether internally and externally) to participate in grasping the challenges which the University is facing so as to develop the strategic objectives and initiatives. The plan has included such major stages as:

1. Reviewing and making an efficient use of the previous strategic plan.
2. Analyzing the University’s current performance, and proceeding with making further progress.
3. Developing the strategic objectives and recommendations.
4. Drawing up a plan to implement this strategy.

Organizing workshops for the purpose of SWOT analysis has brought about a clearer situation of the University. The workshops invited University’s senior officials, teaching staff, male and female students along with employees. That initial analysis has constructed a group of hypotheses which have helped shift the focus of attention on certain areas of the strategic planning so as to assess the University’s current situation including the inputs and outputs. Furthermore, the work team has carried out an analysis of all the data and information available in the official reports. Some sessions have been held with the University senior officials, deans, teaching staff members, unit directors and top students along with a number of governmental authorities and the private sector of Al-Baha province. This has also involved measuring the University performance, comparing it to benchmarking universities, selected on scientific grounds and standards.
# Table of the Procedures and Tools used in identifying the strategic dimensions

<table>
<thead>
<tr>
<th>Tool</th>
<th>Results of Application</th>
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<td>Reviewing the University’s pervious strategic plan</td>
<td>• Assessing the current situation, identifying the aspects of development and improvement and drawing up a model of the developed plan.</td>
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| An environment scanning of Al-Baha province   | • Studying Al-Baha province’s educational, health, social and economic situation.  
• Considering Al-Baha province’s needs and ambitions which are met and provided by the University at the educational, social, economic, health and developmental levels. |
| The university SWOT analysis                  | • Identifying the major strengths and weaknesses in the internal environment.  
• Identifying the major opportunities and challenges (threats) in the external environment.  
• Identifying the major strategies through analyzing these elements, i.e. strengths, weaknesses, opportunities and threats. |
| An analysis of the needs of the relevant stakeholders | • Identifying the relevant stakeholders’ needs.  
• Building up a comprehensive list of the needs of the University and the relevant stakeholders. |
| Reviewing the national plans[^2]              | • Identifying the most salient features relevant to the University’s tasks.                                                                         |
| Benchmarking comparisons                      | • Identifying the best practices in the academic and administrative fields.                                                                           |

Based on the results of the above-stated tools, the strategic dimensions have been formulated as follows:

[^1]: For further details on the tools used and their results, you may refer yourself to the appendix of the strategic analysis results and strategic dimensions.
[^2]: For further details, you may refer yourself to the appendix of the compliance between the University strategic framework and the national plans and international standards.
The strategic Framework of the University strategic Plan

**Vision:**
A distinguished university in education and research that contributes to building a knowledgeable society.

**Mission:**
Providing distinguished education and scholarly research that contribute to building a knowledgeable society through an engaging academic environment and efficient use of the resources available.

**Strategic Objectives:**
- **Objective I:** Improving the quality of teaching and learning
- **Objective II:** Achieving distinction in the performance of faculty members and other employees
- **Objective III:** Developing and supporting scholarly research
- **Objective IV:** Developing programmes of graduate studies
- **Objective V:** Developing infrastructure and high-tech environment
- **Objective VI:** Creating effective partnerships with the community
- **Objective VII:** Strengthening the University institutional system
- **Objective VIII:** Developing self-resources

**Values:**
The University has pursued an incessant developmental path, governed by the following values:
- Integrity
- Responsibility
- Transparency
- Quality
- Achievement Appreciation
- Working in one team spirit
Objectives, executive initiatives and their description
Strategic Objective I: Improving the quality of teaching and learning

1. Restructuring academic programs according to the latest data.
2. Developing educational content, teaching strategies, and assessment patterns.
3. Developing the academic guidance systems.
4. Establishing and developing laboratories, laboratories and learning resources.
5. Developing a high-tech environment that supports education.
6. Developing the admission and registration systems.
7. Promoting learning opportunities for students with disabilities.
8. Qualifying academic programs for academic accreditation.
10. Improving students' skills.
11. Building a system for reviewing and evaluating academic programs periodically.

*Ended 2021
Strategic Objective II: Achieving distinction in the performance of faculty members and other employees

1. Planning needs and recruitment of faculty members.
2. Planning needs and recruitment of staff.
3. Retention of faculty members.
4. Building a motivational system for faculty members.
5. Building a motivation system for employees.
7. Upgrading the performance of employees and raising their qualifications.
8. Increase the proportion of faculty members who have a doctorate degree, especially the females.
Strategic Objective III: Developing and supporting scholarly research

- (1-3) Supporting innovation and creativity research.
- (2-3) Supporting innovation and creativity research.
- (3-3) Establishing research chairs to serve the community.
- (4-3) Expanding the establishment of scientific journals.
- (5-3) Developing the libraries and information resources.
- (6-3) Marketing of scientific research.
- (7-3) Supporting scientific research to serve community issues.
Strategic Objective IV: Developing programmes of graduate studies

Initiatives

1-4 Creating postgraduate programs.

2-4 Supporting enrollment in postgraduate programs, especially female students.

3-4 Qualifying postgraduate programs for academic accreditation.

4-4 Expanding twinning programs with prestigious universities in postgraduate studies.

5-4 Expanding the scope of concluding agreements in the field of postgraduate studies.
Strategic Objective V: Developing infrastructure and high-tech environment

(1-5) Completing the university buildings, the academic complexes and their colleges.

(2-5) Providing distinguished services to university employees.

(3-5) Developing the security and safety systems.

(4-5) Developing the operation and maintenance system of the university facilities.

(5-5) Developing technical and telecommunication services.

(6-5) Developing the transfer system for male and female students.

(7-5) Establishing a risk management department.

*Ended 2021
Strategic Objective VI: Creating effective partnerships with the community

(1-6) Contributing to the promotion of citizenship and belonging values.

(2-6) Promoting media communication between the university and the community.

(3-6) Building strategic partnerships with community institutions.

(4-6) Building partnerships with sectors relevant to training students.

(5-6) Providing community development programs (health, awareness raising, voluntary ...)

(6-6) Establishing a support center for graduates.

(7-6) Activating the Social Responsibility Department. (Ended 2021)

(8-6) Supporting and developing the University’s Innovation and Entrepreneurship Center.
Strategic Objective VII: Strengthening the University institutional system

**Initiatives**

1. Re-engineering policies and procedures at the University.
2. Developing the organizational structure of the university and its units.
3. Integrated Transformation of Electronic Transactions (YESSER).
4. Qualifying the leaders of the second grade of academics.
5. Qualifying the leaders of the second row of employees.
6. Establishing an administrative quality system (ISO).
7. Developing an information management system.
8. Linking the university budget with the strategic plan.
9. Enhancing identity and improve mental image.
Strategic Objective VIII: Developing self-resources

1. Activating and developing self-resources.
2. Activating the university endowments.
3. Preparing a study on the development of the university's own financial resources.
4. Establishing institutions/companies to develop investment in university resources.

*Ended 2021*
Al-Baha University is arduously working to move forward towards achieving its future ambitions through the implementation of its strategic plan (2025-2020) which contributes to the support of the Kingdom’s vision 2030 and its future plans.