Sirte University

The Strategic Plan of Sirte University
2025-2030

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A successful institution that strives to move forward and aims to compete with its peers must work toward achieving goals that are derived from its mission, which in turn stems from its vision. Undoubtedly, this requires the institution to have a strategic plan framed within a specific timeframe to realize its short-, medium-, and long-term goals.

The University of Sirte is considered one of the leading universities among its peers in the fields of education, scientific research, and community service. It has consistently worked on having a strategic plan to fulfill its objectives. Accordingly, following the conclusion of the previous strategic plan and the achievement of most of its goals, it was necessary for the university to embark on a new phase guided by a strategic plan that is objective, comprehensive, and mindful of the current context, while also reflecting the ambitions of its members and the needs of its stakeholders.

From this perspective, the development of the new plan was based on the participation of all university affiliates, with consideration given to all potential future changes.

In conclusion, I extend my sincere thanks to everyone who played an active role in this scholarly endeavor, and I call upon everyone to begin the actual implementation in a timely manner and in pursuit of achieving the desired performance indicators.

May peace, mercy, and blessings of Allah be upon you.

Prof. Dr. Sulayman Alshatir
President, Sirte University

Massage of the President of Sirte University

In the name of Allah, the Most Gracious, the Most Merciful,
Dear colleagues, teaching staff members, administrative staff, and esteemed students,

It gives me great pleasure, as Chairperson of the Strategic Plan Preparation Committee at the University of Sirte, to address you at this pivotal moment in our university's journey. The development of our strategic plan is a crucial step toward shaping a brighter, more sustainable future for our institution.

This plan reflects our shared vision, values, and aspirations. It is built on careful analysis, consultation, and collaboration with all university stakeholders. Our goal is to enhance academic excellence, foster innovation, improve administrative efficiency, and strengthen our community engagement, while preserving the core mission of the university.
We have faced many challenges, but they have only strengthened our resolve. With this strategic plan, we aim to turn these challenges into opportunities, ensuring that the University of Sirte remains a beacon of knowledge and development in Libya and beyond.

I would like to extend my sincere gratitude to all members of the committee, the university leadership, and every individual who contributed to the preparation of this plan. Your dedication and insight have been invaluable.

Together, we can achieve our goals and pave the way for future generations.

Thank you.

Prof. Dr. Eltayeb Elgobbi
Chairperson, Strategic Plan Preparation Committee, Sirte University

The University President's Message

Established in 1989, Sirte University stands as a beacon of knowledge. More than just an institution, it sparks cultural growth like a vibrant flame. Since day one, it's been nurturing talent, helping bright minds contribute to our nation's future. With a commitment to academic excellence, the university's leadership has sharpened its focus on enriching studies in humanities, medical, and applied sciences.

At the heart of the University's mission lies a powerful belief: education unlocks societal transformation. It fuels skill development and builds capacity for a brighter tomorrow. Here, we prepare young minds to lay a robust foundation for sustainable growth, elevating our community to the heights of progress.

The university shapes Sirte region with 14 vibrant faculties. We proudly offer over seventy undergraduate programs and thirty-six postgraduate options. To fuel innovation, we've established research centers that publish groundbreaking findings. Our commitment to community service shines brightly, weaving knowledge into the fabric of society. As champions of entrepreneurship, we offer exceptional support to budding visionaries. With our expert consulting, technical assistance, and robust infrastructure, we empower dreams. Our community development centers spark growth, while renewable energy initiatives electrify progress. Through dynamic entrepreneurship programs, we nurture ideas that soar.

At present, Sirte University boasts a vibrant community of 7,609 students. They are supported by 706 dedicated faculty members, ready to ignite minds. Among them, 676 ambitious postgraduate scholars delve into advanced studies. Meanwhile, 348 teaching assistants are on hand to guide the way. The university also employs 143 skilled technicians, bringing expertise to every corner. In total, our bustling campus is home to 1,600 invaluable employees, all contributing to an enriching educational experience.

Furthermore, Sirte University is dedicated to building bridges with local and global institutions. By exchanging knowledge and cultural experiences, it strengthens its commitment to community growth. Together, we cultivate a vibrant tapestry of learning and collaboration, enriching all involved in this educational journey.

Overview of the University

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Introduction

At Sirte University, we wholeheartedly believe that education is the key to transforming society. It is not just about learning; it is about equipping young people with the skills and knowledge they need to build a strong foundation for sustainable development and elevate our community to new heights.

We are committed to harnessing every resource available to improve our performance and make real progress in implementing quality standards. This dedication is crucial for achieving both programmatic and institutional accreditation, ensuring that our degrees hold the same weight as those from top global universities. This not only boosts our reputation but also helps our graduates gain recognition internationally, opening doors to further education and careers in local and global markets.

Building on the priorities of our previous strategic plan, our planning team is hard at work developing a new strategy that streamlines responsibilities and enhances efficiency.

In this spirit, the President of the University issued Decision No. (510) for 2024, creating a team to update our strategic plan for 2025-2030. This team has quickly begun its work, holding ten meetings to review the components of the previous plan, including its vision, mission, objectives, and the executive report from 2019-2023.

of the Strategic Plan

1.1 Steps and Methodology for Developing the Third Strategic Plan (2025-2030)

1. Phases of the Planning Process

- **Phase One:** Planning, preparation, and data collection.
- **Phase Two:** Reviewing and updating the previous plan's objectives and sub-objectives, conducted by the assigned team and discussed by all committee members.
- **Phase Three:** Formulating new strategic objectives and their sub-objectives, **along with** performance indicators.
- **Phase Four:** Developing the executive plan for the strategic objectives.
- **Phase Five:** Updating the vision, mission, and values.
- **Phase Six:** Monitoring implementation.

1.2. Planning, Preparation, and Data Collection

The specialized team made adjustments and updates to the vision, mission, and objectives. The number of main objectives was reduced from eight to seven, leading to the formulation of sub-objectives and a corresponding responsibility and timeline matrix. The updated plan targets several areas with strategic directions:

1. **Education and Learning:** Enhancing educational outcomes at the university.
2. **Quality of Scientific Research:** Improving the quality of research that contributes to building a knowledge economy.
3. **Academic Staff:** Attracting suitable academic personnel and achieving acceptable ratios locally and globally, along with developing and training faculty members across all disciplines
4. **Community Service:** Enhancing services provided to the community, both institutions and individuals.
5. **University Size:** Expanding capacity while adhering to quality standards and developing necessary implementation plans.
6. **Infrastructure, Technical, and Service Facilities:** These resources support education at the university. They include buildings, classrooms, libraries, computer labs, and research labs. We also ensure the right services and facilities for everyone at the university.
7. **Administrative Effectiveness:** Implementing governance principles within the university.

1.3 Core Pillars of the Strategic Plan

Though our university has reached remarkable milestones in academic progress, scientific inquiry, and acclaimed rankings, our dedication to excellence never wavers. We recognize that to uphold these outstanding achievements, we must embrace meticulous planning that fosters both growth and stability. This thoughtful approach allows us to evolve our programs and set our sights on the future with clarity and purpose. By identifying essential priorities and crafting strategic actions, we can transform our vision into reality. To steer this endeavor effectively, our committee has laid out foundational pillars to direct our work program moving forward, They are:

1. The National Strategy for Higher Education and Scientific Research (2024-2034).
2. The Strategic Plan for the National Scientific Research Authority (2022-2030).
3. The institutional and program accreditation standards issued by the Quality Assurance Center.
4. The Executive Report of the University's Strategic Plan (2019-2024) (Appendix 1).
5. The SWOT analysis of the university conducted by the planning team through brainstorming sessions and surveys (Appendix 2).
6. The strategic plans of comparable institutions at local, regional, and international levels.

2. Vision, Mission, Values, and Objectives

2.1 Vision

To become a globally recognized leader in education, research, and innovation, dedicated to societal advancement and international collaboration.

2.2 Mission

Sirte University empowers individuals and communities through cutting-edge research, transformative education, and partnerships that address local and global challenges. We foster innovation, cultivate talent, and drive sustainable development aligned with global standards.

2.3 Values

- **Transparency:** Ensuring that all stakeholders have clear access to all procedures and transactions related to their engagement with the university.
- **Partnership and Collaboration:** Fostering a cooperative environment with all local and international parties, reflecting added value to academic work.
- **Excellence:** Instilling a culture of excellence in all academic and administrative programs, policies, and procedures.
- **Quality:** The University operates in accordance with established quality standards and practices.
- **Fairness and Integrity:** The University promotes fairness in work, rewards, and organization. It ensures integrity across all academic and administrative units.
- **Teamwork:** The University values teamwork. It encourages a spirit of collaboration to reach its goals.

.4 Strategic Objectives

1. **Produce Distinguished Graduates** Help graduates stand out in the job market and meet high standards

2. **Enhance Scientific Research:** Raise the quality of research and encourage innovation and entrepreneurship.

3. **Improve Academic Performance:** Boost the academic performance and efficiency of university teaching staff.

4. **Enhance Community Service:** Strengthen the university's role in community service and support environmental development.

5. **Develop Human Resources:** Improve human resource development and create a better working environment at the university.

6. **Upgrade Facilities and Support Services:** Enhance facilities and educational support services for a well-rounded educational experience.

7. **Apply Quality Standards and Accreditation:** Adopt quality and accreditation standards to improve the university's local and international rankings.

1. Strategic Objective One: Educational Program and Student Affairs

We aim to equip graduates with the skills and ethics needed to thrive in the global job market.

Sub-Objectives:

1.1. Develop Educational Programs: Align Academic Programs with Industry Needs.

Performance Indicators:

- A unified university regulation based on a credit-hour system defining university requirements.
- Updated regulations for faculties.
- An effective academic advising system across all faculties.
- Reports on curriculum development.
- Descriptions of academic programs and their courses.
- Ratio of developed programs to the total number of programs at the university.
- Reports from external reviewers of the programs.

- **1.2. Introduce Quality Educational Programs:** Create new educational programs in fields such as information technology (cyber security, artificial intelligence, etc.).

- **Performance Indicators:**
  - Lectures and workshops discussing topics in technology and artificial intelligence.
  - Number of programs in technology and artificial intelligence.
  - Mechanisms for communication with local, regional, and international universities to support new program implementation.

1.3. Enhance the Educational Process:
- **Performance Indicators:**
  - Percentage of faculty members receiving continuous training.
  - Performance evaluation results for faculty members.
  - Description and specifications of academic programs and their appendices.
  - Internet connectivity efficiency on campus.
  - Response time for technical support requests.

1.4. Instill Leadership and Practical Skills: Equip students with leadership skills, practical and professional competencies, and ethical values.
- Performance Indicators:
  - Percentage of students participating in extracurricular activities.
  - Annual volunteer hours per student (measuring community service engagement).
  - Percentage of students involved in ethical awareness programs.
  - Percentage of graduates in leadership positions within their organizations.

1.5. Support Mechanisms for Diverse Students: Enhance support systems for students with disabilities and talented individuals

- **Performance Indicators:**
    - Number of health awareness seminars for students each semester, featuring healthcare professionals.
    - Reports from university social workers.
    - Documentation of resources aiding students with disabilities in achieving academic success.
    - Activation of the entrepreneurship center to support creativity and innovation for talented students.
    - The operational plan for theentrepreneurship center to foster creativity and innovation.
    - The operational plan for student activities management.
    - The operational plan for the university media center.

1.6. Enhance Postgraduate Studies and Training Management:

- **Performance Indicators:**
    - Accurate databases for students, programs, and faculty members.
    - Establishment of a digital library supported by modern references and annual subscriptions to journals across all disciplines.
    - Evaluation of the efficiency of administrative procedures related to postgraduate studies and training.
    - Training plan for faculty members and postgraduate students.

1.7. Facilitate Graduate Programs: Set up partnerships and improve labs and resources for postgraduate programs.

- **Performance Indicators:**
  - Number of scientific agreements established.
  - Internal and external reference standards.
  - Number of research papers published in peer-reviewed journals by postgraduate students.

1.8. Introduce New Postgraduate Programs: Develop new master's and doctoral programs.
- **Performance Indicators:**
  - Workshops to establish criteria and specifications for new programs.
  - Workshops to outline the framework for introducing master's and doctoral programs.
  - Number of new postgraduate programs introduced at the university.
  - Accreditation document for quality (program accreditation, technical licensing).
  - Mechanisms for promoting new programs to attract local and international students.

1.9. Support Postgraduate Students with Training Programs:
- **Performance Indicators:**
  - Number of courses and training programs related to scientific research.
  - Number of courses and training programs in supporting fields.
  - Number of research papers published per student.

1.10. Attract International Students:

- **Performance Indicators:**
  - Promotion of postgraduate programs on the university website in both Arabic and English.
  - Graduate studies guide available on the university website (in Arabic and English).
  - Online registration procedures for international students.
  - Collaborative agreements with similar institutions for student exchange at the postgraduate level.

.111. Guide Postgraduate Research to Address Community Issues while aligning with the university's research priorities.

- **Performance Indicators:**
  - Curriculum plans for programs.
  - The university's research plan.
  - Agreements established with local authorities.
  - Guidelines for academic theses.

2. Strategic Objective Two: Scientific Research and Entrepreneurship

Enhance Scientific Research: Elevate the quality of research and foster an innovative entrepreneurial environment.

Sub-Objectives:

2.1. Develop the Research Infrastructure at the University

- **Performance Indicators:**
  - Number of research facilities and laboratories.
  - Percentage of research facilities usage by researchers.
  - Proposed budget for scientific research at the university.

2.2. Build Strategic Partnerships

- **Performance Indicators:**
  - Number of agreements and partnerships established.
  - Number of joint research projects with various sectors.
  - Volume of research funding.

2.3. Encourage Multidisciplinary Research

- **Performance Indicators:**
  - Number of research projects involving researchers from different disciplines.
  - Percentage of funded research projects.

2.4. Enhance Research Competencies

- **Performance Indicators:**
  - Number of workshops and training courses conducted.
  - Percentage of participants in training programs relative to total researchers.

2.5. Support Participation in Scientific Forums and Publishing in Indexed Journals

- **Performance Indicators:**
  - Number of conferences, workshops, and seminars planned at the university.
  - Number of research papers published in indexed journals.
  - Number of incentive awards granted.
  - Number of participations in local and international scientific conferences.
  - Number of citations in peer-reviewed journals per faculty member.
  - Number of citations for research.

2.6. Establish and Activate Research Units

- **Performance Indicators:**
  - Decisions to establish scientific research units.
  - Internal regulatory framework for research units.

2.7. Provide and Invest Human and Financial Resources to Support Scientific Research

- **Performance Indicators:**
  - Percentage of allocated financial resources.
  - Number of funded research projects.

2.8. Support and Assist Talented and Innovative Individuals at the University

- **Performance Indicators:**
  - The annual count of registered innovations and patents.
  - Number of talented and innovative students receiving support.
  - Types and number of support programs offered to talented individuals.
  - Annual count of organized competitions and events.

2.9. Facilitate the Transfer of Applied Research Results to Industry and Economic Sectors
- **Performance Indicators:**
  - Establishment of a Technology Transfer Office (TTO).
  - Number of academic research projects converted into products and services.
  - Number of patents and innovations commercialized.
  - Number of partnerships signed with industrial and production sectors.
  - Number of research projects marketed to the industrial and production sectors.

3. Strategic Objective Three: Community Service and Environmental Development:
Enhance the University's Role in Community Service and Environmental Development

Sub-Objectives:

3.1. Provide Training and Qualification Programs for the Community
- **Performance Indicators:**
  - Number of training programs offered to the community.
  - Percentage of participants who expressed satisfaction with the program.

3.2. Enhance Community Awareness
- **Performance Indicators:**
  - Number of awareness campaigns organized by the university each year.
  - Attendance and participation rates in open lectures and seminars.
  - Regular activity reports.

3.3. Build Distinguished Local and International Partnerships
- **Performance Indicators:**
  - Number of partnerships signed with local and international community organizations.
  - Number of projects implemented with partners.
  - Number of personnel exchanged between the university and partner institutions.
  - Degree of utilization of the university's human and material resources for community service.

3.4. Implement Initiatives with Community Impact
- **Performance Indicators:**
  - Number of initiatives the university launches each year.
  - Number of direct beneficiaries from the initiatives.
  - Number of faculty members involved in the initiatives.

3.5. Utilize Scientific Research to Address Community Issues
- **Performance Indicators:**
  - Number of applied research papers published that address community issues.
  - Number of research projects that have resulted in scientific solutions or recommendations.
  - Plan for research projects that serve community and environmental issues.
  - Number of consultations provided as solutions to community problems.

3.6. Promote Environmental Awareness Among Individuals and Institutions
- **Performance Indicators:**
  - Number of environmental awareness programs conducted.
  - Number of individuals contributing to environmental awareness.
  - Number of institutions participating in environmental awareness initiatives..

4. Strategic Objective Four: Faculty MembersStrategic Objective Four: Faculty Members
Build Academic Partnerships by Sharing Expertise and Knowledge Among Faculty Members According to Existing Agreements.

Sub-Objectives:

4.1. Enhance the Competence of Faculty Members in Various Sciences
- **Performance Indicators:**
  - Number of training programs completed regarding modern teaching methods.
  - Implementation of artificial intelligence techniques.
  - Models of assessment and monitoring used.
  - Number of faculty members who have completed language programs each year.
  - Number of training programs executed according to the identified training needs.

4.2. Activate Academic Partnerships
Activate Academic Partnerships through the Exchange of Expertise and Knowledge Among Faculty Members Based on Established Agreements.
- **Performance Indicators:**
  - Number of annual inbound and outbound visiting faculty members.
  - Number of international agreements signed.
  - Percentage increase in participating faculty members.
  - Evaluation of participant satisfaction.

4.3. Develop a Suitable Work Environment
Enhance the university's work environment for faculty members through exceptional administrative, financial, and healthcare services.
- **Performance Indicators:**
  - The goal is to achieve an annual satisfaction rate of 85% among faculty members concerning the quality of services provided.
  - Health insurance agreements and contracts.

4.4. Support Participation in Conferences, Workshops, and International Scientific Journals
- **Performance Indicators:**
    - Number of faculty members participating each year.
    - The total output of research papers, books, and publications generated by each faculty member on an international scale.
    - Number of awards and recognition certificates received by faculty members for their research work.
    - Faculty members' involvement in launching and implementing new research initiatives.

5. Objective Five: Human Resources
Develop and Enhance Human Resources and Improve the Working Environment at the University

Sub-Objectives:

5.1. Activate Various Training Programs for Continuous Qualification
- **Performance Indicators:**
    - Training plan designed and completion percentage each year.
    - Training needs assessment model for each employee.
    - Number of training courses conducted.

5.2. Establish an Effective Rewards and Incentives System that Enhances Outstanding Performance and Achieves Institutional Goals.
- **Performance Indicators:**
    - Approved document outlining the value and types of rewards and incentives.
    - Employee satisfaction rate regarding service quality, aiming for 85% annually.
    - Reports on periodic evaluation results.

5.3. Review and Streamline Administrative Processes.

Performance Indicators:

- Reports and results from the review of administrative processes at the university.
- Ratio of digital documents to paper documents across all units.
- Number of completed and approved procedural manuals.
- Level of satisfaction from users interacting with administrative units regarding compliance and accuracy.

5.4. Implement a Comprehensive Framework for Organizational Structure Review

- **Performance Indicators:**
  - Comprehensive digital database covering training, employment, and performance evaluation for selecting administrative leaders.
  - Review and assessment reports for reallocation and job alignment.
  - Clear and transparent mechanisms for selecting administrative and academic leaders.
  - Mechanisms for periodic performance evaluation of administrative and academic leaders.

5.5. Implement an Electronic Work System

- **Performance Indicators:**
  - Number of electronic reports that can be generated from administrative and financial units.
  - Improvement in efficiency and productivity due to the use of the electronic system.
  - Average time required to complete an administrative or financial transaction using the electronic system.
  - Accuracy of data entry and processing in the electronic system compared to traditional methods.
  - Employee and beneficiary satisfaction with the implementation of the electronic system.

5.6. Improve Employee Performance and Increase Job Satisfaction
- **Performance Indicators:**
    - Periodic survey reports measuring employee satisfaction and responsiveness to implemented improvements.
    - Regular reports detailing results and analyses for performance measurement and recommendations for improvement.

6. Objective Six: Facilities and Educational Support Services
Develop Facilities and Support Services to Achieve a Comprehensive Educational Environment

Sub-Objectives:

6.1. Establish and Upgrade University Infrastructure
- **Performance Indicators:**
    - Number of new infrastructure and facility projects initiated.
    - Number of university facilities equipped with signage, maps, and general indicators.
    - Number of facilities equipped with safety and security equipment.
    - Number of facilities designed to support individuals with disabilities.

6.2. Complete the New University Complex and the Unfinished Projects including University Housing, Hospital and Faculty of Medicine Facilities.
- **Performance Indicators:**
    - Reports related to incomplete buildings.
    - Completion percentage for unfinished buildings.

6.3. Complete and Develop Maintenance Plans for University Facilities
- **Performance Indicators:**
    - Regular maintenance tracking models.
    - Updated and comprehensive plans covering all facilities.
    - Comprehensive database for maintenance programs.
    - Final delivery reports for maintenance and development works.

6.4. Monitor and Update Laboratory Equipment
- **Performance Indicators:**
  - Operational plan for monitoring.
  - Number of training courses for technicians.
  - Number of training courses for teaching assistants.
  - Periodic maintenance reports.
  - Number of updated programs for equipment and laboratories.

6.5. Enhance Health and Recreational Facilities at the University
- **Performance Indicators:**
  - Establishment of a campus clinic.
  - Number of equipped ambulances.
  - Completion of sports fields.
  - Establishment of a gymnasium at the university.
  - Creation of recreational facilities.

6.6. Establish a Comprehensive Club for Faculty Members
- **Performance Indicators:**
  - Number of facilities created in the club: halls, sports, and recreational areas.

6.7. Achieve Self-Sufficiency in Housing and Hospitality Facilities
- **Performance Indicators:**
  - Number of facilities available for visitors compared to expected visitor numbers.
  - Number of housing units compared to housing requests.
  - User satisfaction rate regarding accommodation and services.
  - Reports on the completion of student dormitories for males and females.

6.8. Establish a University Printing Press
- **Performance Indicators:**
  - Identification and preparation of a suitable location.
  - Number of publications completed monthly.

9.6. Enhance Digital Transformation Programs

- **<u>Performance Indicators:</u>**
  - Number of digitized programs.
  - Number of training courses related to digitization.
  - Number of digital platforms.
  - Percentage of educational services available online.
  - Available remote learning systems and platforms at the university.
  - University digital repository.

6.10. Enhance the Performance of the Central University Library

- **<u>Performance Indicators:</u>**
  - Percentage of books and digital resources compared to the previous year.
  - Rate of digital transformation in library services (electronic borrowing, digital indexing).
  - Number of university subscriptions to journals and various science indexes.
  - Number of computer and internet-equipped spaces.
  - Number of book fairs held.
  - User satisfaction rate regarding library services.

<u>7. Objective Seven: Quality Assurance and Continuous Improvement</u>

Boost Quality Standards and Accreditation to Improve the University's Rankings Locally and Globally.

<u>Sub-Objectives:</u>

7.1. Evaluate and Update Curricula for All Academic Programs

- **<u>Performance Indicators:</u>**
  - Decisions from evaluation and updating committees.
  - Periodic reports on assessment results.
  - Updated curricula.
  - Model descriptions and specifications for educational programs.
  - Benchmark comparisons with similar educational programs at local, regional, and international universities.
  - Workshops focused on curriculum updates.

7.2. Assess University Outcomes in Relation to Labor Market Needs

- **Performance Indicators:**
    - Specifications and attributes of graduates aligned with community needs.
    - Job market satisfaction rates regarding graduate outcomes.
    - Number of new programs developed to meet community needs.
    - Graduate unit reports.

7.3. Enhance Institutional Performance and Evaluate Administrative Efficiency

- **Performance Indicators:**
    - Updated organizational structure.
    - Job description and specification manual.
    - Documentation system guide.
    - Completed procedural manuals.
    - Employment mechanism guidelines.
    - Employee satisfaction report.

7.4. Improve the Quality of the Academic Staff

- **Performance Indicators:**
    - Faculty procedures manual.
    - Reports on faculty members' performance.
    - Reports on quality assurance training and workshops.
    - Ratio of participants in workshops to total faculty members.
    - Policy promoting innovation and creativity in teaching.

7.5. Enhance Research Performance of Students and Faculty Members

- **Performance Indicators:**
    - List of university scientific journals.
    - Reports from local and international classification committees.
    - Document outlining the university's research priorities.
    - Research ethics charter.
    - Research excellence guide.

7.6. Provide Quality Consulting to Community Institutions

- **Performance Indicators:**
    - Number of community initiatives offered by each academic program.
    - Reports from quality workshops for certain institutions.
    - Satisfaction report from beneficiaries of community initiatives.

7.7. Implement Quality Standards

- **<u>Performance Indicators:</u>**
  - Number of faculties with approved strategic plans.
  - Number of faculties with program descriptions and syllabi.
  - Number of faculties conducting self-studies.
  - Operational plans for faculties, centers, departments, and offices.
  - Continuous improvement plans for faculties.

7.8. Implement Accreditation Standards

- **<u>Performance Indicators:</u>**
  - Decisions from institutional, programmatic, and international accreditation committees.
  - Number of faculties obtaining local and international accreditation.
  - Number of faculties applying for programmatic and institutional accreditation.
  - Number of programs undergoing technical review.

7.9. Establish Effective Communication with University Graduates

- **<u>Performance Indicators:</u>**
  - Number of events held and participants involved.
  - Graduate and stakeholder satisfaction survey.
  - Report on the university's website (graduate portal).

7.10. Meet Local and International Ranking Requirements

- **<u>Performance Indicators:</u>**
  - University self-study.
  - Review and audit reports.
  - University agreements and partnerships.
  - Decisions for forming ranking committees.
  - Acceptance of ranking applications.
  - Reports from ranking committees according to indicators for each ranking.
  - Documents confirming the university's ranking.
  - Documents for institutional and programmatic accreditation.

7.11. Improve the Educational Environment at the University

- **<u>Performance Indicators:</u>**
  - Reports on construction (lecture halls, administrative buildings).
  - Periodic maintenance reports.
  - New laboratories and their readiness percentage.
  - Contracts with cleaning and catering companies.
  - Number of cafes in university faculties and administrations.
  - Number of sports fields and gymnasiums.
  - Number of libraries and their classifications.
  - University website in both languages.
  - University digital repository and classifications.

Implementation Plan for the Strategic Plan
2025 - 2030

Theme One: The Educational Program

Strategic Goal: Create distinguished graduates capable of competing in the job market in accordance with quality standards.				
Executive Goals	**Implementation Strategies**	**Executing Entity**	**Time Frame**	**Results and Performance Indicators**
1 **Developing educational programs in accordance with labor market needs and quality standards.**	• Form committees to review the regulations of the university's faculties. • Develop new regulations, educational programs, and curricula in accordance with quality standards. • Design programs based on labor market requirements and qualified academic staff for teaching. • Approve the newly developed regulations and educational programs.	• Vice President for Academic Affairs at the university • Faculties Vice Presidents for Academic Affairs • Quality and Performance Evaluation Office	2025-ongoing	• Existence of a unified university regulation based on a credit hour system defining university requirements. • Updated regulations for the faculties. • -An effective academic advising system. • Reports on the development of curricula. • Descriptions of academic programs and their courses. • Ratio of developed programs to the total number of programs at the university. • Reports from external reviewers for the programs.
2 **Introducing high-quality educational programs in information technology fields (Cyber security, Artificial Intelligence).**	• ·Form committees to conduct a comprehensive labor market study. • ·Design programs based on labor market requirements and qualified academic staff for teaching. • ·Approve the newly introduced educational programs. • Promote and market the newly introduced programs.	⊠ Vice President for Academic Affairs at the university ⊠ Faculties Vice Presidents for Academic Affairs ⊠ Quality and Performance Evaluation Office	2025-ongoing	• Lectures and workshops related to discussions in technological sciences and artificial intelligence. • Number of programs in the field of technological sciences and artificial intelligence. • Existence of mechanisms for communication with local, regional, and international universities to support the implementation of new programs.

3	**Enhancing the educational process.**	• Provide specialized training programs for faculty members. • Update evaluation models for faculty members. • Revise curricula. • Improve the infrastructure of laboratories and classrooms and connect them to the global information network.	• Vice President for Academic Affairs at the university. • Faculties Vice Presidents for Academic Affairs. • Faculty Members Affairs Administration. • Postgraduate Studies and Training Administration. • Projects Administration. • Information Technology Center.	2025-ongoing	• Percentage of faculty members receiving continuous training. • Performance evaluation results for faculty members. • Descriptions and specifications of academic programs and their attachments. • Efficiency of internet networks on campus. • Response time to
4	**Equipping students with leadership, practical and professional skills, in addition to ethical values.**	• Adopt systems, policies, and activities specific to students with disabilities and gifted students. • Form committees to monitor students with disabilities and gifted students. • Results of the committees' work.	• University President • Registrar • Student Activities Administration	2025-ongoing	• Percentage of students participating in student activities. • Number of volunteer hours per student annually (measuring community service engagement). • Percentage of students participating in ethical awareness programs. • Percentage of graduates holding leadership positions in their organizations.

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5	**Supporting various care mechanisms for students with disabilities and gifted students.**	• Adopt systems, policies, and activities specific to students with disabilities and gifted students. • Form committees to monitor students with disabilities and gifted students. • Results of the committees' work.	• University President. • Registrar. • Student Activities Administration. • Entrepreneurship Center.	2025-ongoing	• Number of health awareness seminars for students each semester with the participation of medical professionals and specialists. • Reports from social workers within the university. • Report on all means that assist students with disabilities in achieving academic success. • Activation of the Entrepreneurship Center's role in supporting creativity and innovation for gifted students. • Executive plan for the Entrepreneurship Center to support creativity and innovation for gifted students. • Executive plan for the Student Activities Administration. • Executive plan for the University Media Center.
6	**Enhancing the performance of the Postgraduate Studies and Training Administration at the university.**	• Evaluate the current Postgraduate Studies management system. • Review and assess postgraduate programs. • Identify academic programs for evaluation and curriculum development. • Conduct benchmarking with similar programs at regional and international universities. • Attract qualified faculty members for postgraduate teaching. • Improve faculty members and postgraduate student performance through advanced training courses.	• Vice President for Academic Affairs • Postgraduate Studies and Training Administration • Libraries Administration • Documentation and Information Center	2025-ongoing	• Accurate databases for students, programs, and faculty members. • Creation of a digital library with modern references and annual subscriptions to journals across all disciplines. • Evaluation of the efficiency of administrative procedures related to postgraduate studies and training. • Training plan for faculty members and postgraduate students.

		• Adopt systems, policies, and activities specific to students with disabilities and gifted students. • Form committees to monitor students with disabilities and gifted students. • Results of the committees' work.			
7	**Enhancing the performance of the Postgraduate Studies and Training Administration at the university.**	• Evaluate the current Postgraduate Studies management system. • Review and assess postgraduate programs. • Identify academic programs for evaluation and curriculum development. • Conduct benchmarking with similar programs at regional and international universities. • Attract qualified faculty members for postgraduate teaching. • Improve faculty members and postgraduate student performance through advanced training courses.	• University President • Registrar • Student Activities Administration	2025-ongoing	• Percentage of students participating in student activities. • Number of volunteer hours per student annually (measuring community service engagement). • Percentage of students participating in ethical awareness programs. • Percentage of graduates holding leadership positions in their organizations.
8	**Introducing new postgraduate programs (Master's & Doctorate).**	• Form committees to assess the feasibility of introducing new postgraduate programs. • Form committees to monitor the application of quality standards. • Results of the committees' work. • Promote and market the programs that have been newly introduced.	• Vice President for Academic Affairs. • Faculties Vice Presidents for. Academic Affairs. • Quality and Performance Evaluation Office. • Media Office.	2025-ongoing	• Conduct workshops to define criteria and specifications for new programs. • Conduct workshops to establish the general framework for introducing Master's and Doctorate programs. • Number of new postgraduate programs introduced at the university. • Accreditation document for quality (program accreditation, technical licensing). • Mechanisms in place to promote new programs to attract local and international students.

9	**Supporting postgraduate students with a range of training programs.**	• Form a committee to study targeted training courses. • Prepare a guide for the training plan. • Prepare a guide for the research plan. • Results of the committees' work.	• Postgraduate Studies and Training Administration • Research and Consultancy Center.	2025-ongoing	• Number of training courses and programs related to scientific research. • Number of training courses and programs in supporting fields. • Number of research papers published per student.
10	**Establishing mechanisms to attract international students.**	• Activate agreements for exchange with local and international universities. • Provide a number of scholarships. • Prepare a plan to attract international students.	• International Cooperation Office • Media Center	2025-ongoing	• Announce postgraduate programs on the university website in both Arabic and English. • Provide a postgraduate guide on the university website (in Arabic and English). • Implement electronic registration procedures for international students. • Establish joint cooperation agreements with other institutions for postgraduate student exchange.
11	**Guiding postgraduate research to tackle community issues and match the university's research goals.**	• Prepare a guide on contemporary research issues. • Identify targeted research issues and projects. • Establish a mechanism to support research. • Publish research findings.	• Vice President for Academic Affairs • Postgraduate Studies and Training Administration • Research and Consultancy Centers • Community Service Center	2025-ongoing	• Curriculum plans for programs. • University research plan. • Agreements established with local authorities. • Guide for thesis submissions.

Theme One: The Educational Program

	Strategic Goal: Enhance scientific research and develop an environment for innovation and entrepreneurship.				
	Executive Goals	Implementation Strategies	Executing Entity	Time Frame	Results and Performance Indicators
1	**Developing the Research Infrastructure at the University**	• Inventory the available facilities that support scientific research at the university. • Identify the university's research priorities to equip laboratories and provide necessary resources. • Enhance information sources in the university library. • Support the digital repository with modern journals and references.	• Vice President for Academic Affairs • Research and Consultancy Center • Projects and Technical Affairs Administration • Documentation and Information Center	2025-ongoing	• Number of research labs and facilities. • University research plan. • Percentage of research facilities usage by researchers. • Proposed budget for scientific research at the university. • Digital repository report. •
2	**Introducing high-quality educational programs in information technology fields (Cyber security, Artificial Intelligence).**	• Identify the number of signed agreements and review them to assess collaboration opportunities. • Renew expired and important agreements. • Establish active local and international research partnerships regarding joint projects. • Identify the number of targeted faculty members in exchange and collaboration programs.	• Vice President for Academic Affairs • Research and Consultancy Center • Faculties • International Cooperation Office • Vice President for Academic Affairs • Faculties • Research Centers	2025-ongoing	• Number of agreements and partnerships established. • Number of joint research projects with various sectors. • Number of participating faculty members. • Amount of research funding. • Number of research projects involving researchers from different disciplines. • Percentage of funded research projects.

3	**Encouraging and Promoting Interdisciplinary Research**	• Propose research projects among faculties departments. • Suggest research collaborations between faculties and research centers at the university. • Form scientific committees to evaluate research. • Establish a timeline for committees to implement joint research..	• Vice President for Academic Affairs • Faculties • Research Centers	2025-ongoing	• Number of research projects involving researchers from different disciplines. • Percentage of funded research projects.
4	**Developing Research Competencies**	• Encourage faculty members to apply for research projects. • Nominate faculty members and students for seminars and training courses on project and research writing. • Organize workshops to raise awareness of research ethics at the university.	• Vice President for Academic Affairs • Faculties • Quality and Performance Assessment Office	2025-ongoing	• Number of workshops and training courses held. • Percentage of participants in training programs relative to total researchers.
5	**Supporting Participation in Scientific Forums and Publishing in Classified Scientific Journals**	• Suggest holding a conference or symposium every year (at least one scientific event annually). • Encourage faculty members to participate in local and international conferences and publish in global journals. • Subscribe to databases of classified scientific journals.	• Vice President for Academic Affairs • Faculties • Research and Consultancy Center	2025-ongoing	• Number of conferences, workshops, and seminars planned at the university. • Number of research papers published in classified journals. • Number of incentive awards granted. • Number of participations in local and international scientific conferences. • Number of citations in peer-reviewed journals per faculty member. • Number of references in research.

6	**Establishing and Activating Research Units at the University**	• Issue a decision to establish research units and their structure. • Develop an executive plan to meet researchers' needs for equipment and facilities in various disciplines. • Create a mechanism to encourage faculty members and researchers to participate in research projects and produce scientific research.	• Vice President for Academic Affairs • Faculties	2025-ongoing	• Decisions to establish scientific research units. • Internal regulatory framework for research units.
7	**Providing and Investing Human and Financial Resources to Support Scientific Research**	• Identify the human resources required to support scientific research. • Allocate a dedicated budget for scientific research to ensure the sustainability of research projects. • Organize training programs to enhance researchers' skills. • Utilize modern technologies to improve the efficiency of managing scientific research resources. • Select outstanding researchers. • Create a mechanism to attract funding and support from various institutions.	• Vice President for Academic Affairs • Research and Consultancy Center	2025-ongoing	• University research plan. • Percentage of financial allocations. • Number of funded research projects.
8	**Supporting Participation in Scientific Forums and Publishing in Classified Scientific Journals**	• Define the criteria for outstanding research. • Establish a mechanism to attract and support gifted individuals. • Provide diverse programs to nurture talented and creative students. • Create a mechanism to identify innovative research and its requirements. • Establish an award for innovative research.	• Vice President for Academic Affairs • General Registrar's Office • Research and Consultancy Center • Pioneering and Innovation Center • Media Office	2025-ongoing	• The annual count of innovations and patents registered. • Number of gifted and innovative students receiving support. • Number and types of support programs offered to talented individuals. • Number of competitions and events organized annually.

| 9 | Supporting the Transfer of Applied Scientific Research Results to Industry and Economic Sectors | • Activate the technology transfer unit.
• Establish partnership agreements for scientific research with public and private sectors.
• Form a committee to identify the research needs of industry and economic sectors. | • Vice President for Academic Affairs
• Faculties
• Pioneering and Innovation Center | 2025-ongoing | • Report from the Technology Transfer Office (TTO).
• Number of academic research projects converted into products and services.
• Number of patents and innovations that have been commercialized.
• Number of partnerships signed with industrial and production sectors.
• Number of research projects marketed to the industrial and production sectors. |

Third Theme: Community Service and Environmental Development

		Strategic Goal: Enhance the university's role in community service and environmental development.			
	Executive Goals	**Implementation Strategies**	**Executing Entity**	**Time Frame**	**Results and Performance Indicators**
1	**Providing Training and Qualification Programs for the Community**	• Conduct a study on training needs. • Develop a training plan. • Prepare training materials.	• Community Service and Environmental Development Center • Human Resources Office • Postgraduate Studies and Training Administration	2025-ongoing	• Number of training programs offered to the community. • Percentage of participants expressing satisfaction with the program.
2	**Enhancing Community Awareness**	• Conduct a study on awareness needs for the community and target groups. • Develop an awareness plan. • Launch comprehensive awareness campaigns. • Measure impact and engagement.	• Community Service and Environmental Development Center • Local Institutions • Student Activities Administration • Media Office	2025-ongoing	• Number of awareness campaigns organized by the university annually. • Number of attendees and participants in lectures and open seminars. • Periodic report on activities.
3	**Establishing notable partnerships at the local and international levels.**	• Identify shared needs between the university and community organizations. • Sign partnership agreements. • Implement partnership agreements.	• University President • Community Service and Environmental Development Center • Faculties • Centers	2025-ongoing	• Number of signed partnerships with local and international community organizations. • Number of projects implemented with partners. • Number of personnel exchanged between the university and partner institutions. • Extent of utilizing the university's human and material resources to serve the community.

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4	**Implementing Initiatives with Community Impact**	• Communicate with faculties and centers regarding planned initiatives. • Collect initiatives and prepare a plan and timeline. • Organize community events.	• Community Service and Environmental Development Center • Faculties • Centers • Student Activities Administration	2025-ongoing	• Number of initiatives launched by the university annually. • Number of direct beneficiaries from the initiatives. • Number of faculty members involved in initiatives.
5	**Utilizing Scientific Research to Solve Community Problems**	• Prepare a plan for research projects that address community issues. • Communicate with faculties and researchers to conduct these studies. • Inform relevant entities of research results and recommendations.	• Vice President for Academic Affairs • Community Service and Environmental Development Center	2025-ongoing	• Number of applied research papers published that address community issues. • Number of research projects that resulted in scientific solutions or recommendations. • Plan for research projects serving community and environmental issues. • Number of consultations provided as solutions to community problems.
6	**Promoting Environmental Awareness Among Individuals and Institutions**	• Study environmental needs. • Prepare an annual plan to promote environmental awareness. • Strengthen partnerships with organizations interested in the environment.	• Community Service and Environmental Development Center • Local Environmental Institutions	2025-ongoing	• Number of environmental awareness programs. • Number of individuals contributing to environmental awareness. • Number of institutions participating in promoting environmental awareness.

Fourth Theme: Faculty Members

	Strategic Goal: Enhance academic performance and improve the teaching staff's efficiency at the university.				
	Executive Goals	Implementation Strategies	Executing Entity	Time Frame	Results and Performance Indicators
1	**Enhancing the Competence of Faculty Members in Various Scientific Fields**	• Announce the organization of continuous workshops and training courses for faculty members. • Utilize educational technology to improve teaching quality and understanding of scientific concepts. • Provide English language improvement programs. • Implement supportive training programs tailored to training needs.	• Faculty Members Affairs Administration • Faculty of Information Technology • E-Learning Center • Faculties • Language Center	2025-ongoing	• Number of completed training programs on modern teaching methods. • Implementation of artificial intelligence techniques. • Measurement and monitoring models utilized. • Number of faculty members who completed language programs each year. • Number and types of training programs implemented based on identified training needs.
2	**Boosting Academic Partnerships by Sharing Expertise and Knowledge Among Faculty Based on Existing Agreements**	• Encourage faculty members to attend and participate in specialized scientific conferences and seminars. • Send faculty members on scientific missions to classified national and international universities. • Propose protocols and sign agreements. • Establish academic exchange programs.	• Faculties • International Cooperation Office	2025-ongoing	• Number of visiting faculty members annually to and from the university. • Number of international agreements signed. • Percentage increase in faculty participation. • Evaluation of satisfaction among participating members.

3	**Creating a Supportive Work Environment for Academic Staff Performance by Offering Excellent Administrative, Financial, and Health Services**	• Identify the needs of faculty members for equipment and facilities necessary for conducting research in various disciplines. • Assign staff to accomplish services for faculty members. • Develop an effective incentive and reward system that enhances faculty performance and encourages excellence. • Sign health insurance contracts.	• University President • General Secretary • Faculty Affairs Administration	2025-ongoing	• Faculty Members satisfaction rate regarding the level of services provided at 85% annually. • Health insurance agreements and contracts.
4	**Supporting Participation in Conferences, Seminars, Workshops, and International Scientific Journals**	• Allocate a budget to support costs for participating in international conferences and seminars. • Create special grant programs to fund international conferences and seminars. • Organize internal conferences and seminars for faculty members to share experiences and ideas. • Provide support and encouragement for publishing research in peer-reviewed international scientific journals.	• Vice President for Academic Affairs • Research and Consultancy Administration • Faculty Members Affairs Administration • Faculties • Entrepreneurship and Pioneering Center	2025-ongoing	• Number of faculty members participating each year. • Number of research papers, books, and publications by each faculty member internationally. • Number of awards and certificates of appreciation received by faculty members for their research work. • Faculty members participation in launching and implementing new research initiatives.

Fifth Theme: Human Resources

	Strategic Goal: Strategic Goal: Improve human resources and create a better work environment at the university.				
	Executive Goals	**Implementation Strategies**	**Executing Entity**	**Time Frame**	**Results and Performance Indicators**
1	**Activating Various Training Programs and Continuous Qualification for All University Staff**	• Identify training needs for university staff based on job requirements. • Regularly evaluate the effectiveness of training programs and ensure continuous improvement. • Encourage employees to actively participate in and engage with training programs.	• General Secretary Administration	2025-ongoing	• Designed training plan and annual completion rate. • Training needs assessment model for each employee. • Number of training courses conducted.
2	**Establishing an Effective Rewards and Incentives System That Enhances Outstanding Performance and Achieves Organizational Goals**	• Define objectives and criteria that must be met to receive rewards and incentives. • Diversify incentives to match the needs and aspirations of employees. • II nclude motivational elements that encourage innovation and personal development within the rewards system.	• General Secretary Administration • Human Resources Unit	2025-ongoing	• Approved document outlining the value and type of rewards and incentives. • Employee satisfaction rate regarding the level of services provided at 85% annually. • Periodic evaluation reports.

3	**Reviewing and Simplifying Administrative Procedures for All Administrative and Academic Units**	• Study and evaluate current administrative procedures to understand their structure and identify areas for improvement. • Identify essential and most important documents that should be simplified and better organized. • Implement content management systems and digital technologies to simplify document creation and management processes.	• General Secretary • Quality Office • Human Resources Unit	2025-ongoing	• Reports and results of the review of administrative procedures at the university. • Ratio of digital documents to paper documents across units. • Number of completed and approved procedure manuals. • Level of satisfaction among users interacting with administrative units regarding adherence to deadlines and accuracy.
4	**Establishing a Comprehensive Framework for Reviewing and Updating the Organizational Structure and Selecting Administrative and Academic Leaders in a Transparent Manner**	• Evaluate the current organizational structure to identify strengths and weaknesses and areas for improvement. • Set clear criteria and indicators that will be used to assess university leaders, administrators, and academics. • Develop an action plan that includes specific steps, responsibilities, and timelines for implementing the updates.	• University Presidency • Vice President for Academic Affairs • Quality and Performance Evaluation Office • General Secretary • Planning and Follow-up Office • Human Resources Unit	2025-ongoing	• Comprehensive digital database including training, recruitment, and performance evaluation for selecting administrative leaders. • Review and evaluation reports regarding redistribution and job alignment. • Clear and transparent mechanisms for selecting academic and administrative leaders. • Mechanisms for regular assessment of the performance of administrative and academic leaders.

5	**Implementing an Electronic Work System to Facilitate Administrative and Financial Transactions at the University**	• Assess the university's needs and requirements to identify functions and processes that can be improved through an electronic work system. • Choose a suitable electronic work system that meets the university's needs and aligns with its organizational structure. • Provide comprehensive training for employees on how to use the new system efficiently and effectively. • Adopt and utilize the new system effectively through continuous support and encouragement.	• Quality and Performance Evaluation Office • General Secretary Administration • Human Resources Office	2025-ongoing	• Number of electronic reports that can be generated from administrative and financial units. • Percentage improvement in efficiency and productivity due to the use of the electronic system for transactions. • Average time required to complete an administrative or financial transaction using the electronic system. • Evaluation of the accuracy of data entered and processed in the electronic system compared to traditional methods. • Measurement of satisfaction among employees and other individuals benefiting from the implementation of the electronic system.
6	**Improving Employee Performance and Increasing Job Satisfaction**	• Present training and professional development opportunities to enhance employee skills and increase satisfaction. • Encourage active participation and provide opportunities for employees to contribute to decision-making. • Promote teamwork as an integrated and effective unit. • Conduct periodic reviews of employee performance and provide feedback for improvement	• Quality and Performance Evaluation Office • Information Technology Office • Administrative and Financial Affairs • Human Resources Unit	2025-ongoing	• Periodic survey reports measuring employee satisfaction and their responses to improvements made. • Regular reports detailing results and analyses for performance measurement and recommendations for improvement.

Sixth Theme: Facilities and Student Support Services

	Executive Goals	Implementation Strategies	Executing Entity	Time Frame	Results and Performance Indicators
	Strategic Goal: Develop facilities and educational support services to achieve a comprehensive learning environment				
1	**Establishing and Developing University Facilities and Infrastructure**	• Identify missing and outdated facilities and infrastructure. • Allocate the necessary financial and human resources to implement projects. • Collaborate with relevant authorities to ensure quality execution. • Adopt a precise timeline and regularly monitor progress. • Conduct a final evaluation to ensure compliance with required standards.	• Projects and Technical Affairs Administration • Planning and Follow-up Office	2025-ongoing	• Number of new infrastructure and facility projects established. • Number of university facilities equipped with signage and maps. • Number of facilities equipped with safety and security equipment. • Number of facilities equipped to support individuals with disabilities.
2	**Completing the New University Complex and Unfinished Projects (Housing, Hospital, and Faculty of Medicine Facilities)**	• Inventory unfinished facilities. • Prepare reports regarding their status. • Refer to the relevant authorities for completion. • Maintain ongoing communication with concerned parties.	• Projects and Technical Affairs Administration • Planning and Follow-up Office	2025-ongoing	• Reports related to unfinished buildings. • Percentage of completion for unfinished buildings.

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3	**Completing and Developing Maintenance Plans and Programs for University Facilities**	• Prepare periodic inventory models for maintenance works. • Develop a comprehensive maintenance plan covering all facilities with a timeline. • Design a comprehensive database for maintenance programs. • Prepare final delivery reports for completed maintenance works.	• Projects and Technical Affairs Administration	2025-ongoing	• Periodic inventory models for maintenance works. • Updated and comprehensive plans covering all facilities. • Comprehensive database for maintenance programs. • Final delivery reports for maintenance and development works.
4	**Monitoring and Updating Laboratory Equipment**	• Conduct a comprehensive inventory of current equipment and assess their condition. • Develop a periodic maintenance and upgrade plan based on priority. • Allocate a budget for equipment development. • Coordinate with suppliers to provide the latest technologies. • Implement regular reviews to ensure performance efficiency.	• Faculties • Training Office • Laboratory Office	2025-ongoing	• Operational plan for monitoring. • Number of training courses for technicians. • Number of training courses for teaching assistants. • Periodic maintenance reports. • Number of updated programs for equipment and laboratories.
5	**Developing Health and Recreational Facilities at the University**	• Prepare a proposal for health and recreational facilities. • Communicate with executive authorities. • Conduct regular follow-ups to ensure the sustainability of facility efficiency.	• Projects and Technical Affairs Administration • Activities Administration		• Establishment of a campus clinic. • Number of equipped ambulances. • Completion of sports fields. • Establishment of a gym at the university. • Establishment of a recreational hall.

6	**Establishing a Comprehensive Club for Faculty Members**	• Prepare a proposal for health and recreational facilities. • Obtain approval for the proposal from the University Council. • Communicate with executive authorities. • Conduct regular follow-ups to ensure the sustainability of the facilities.	• Projects and Technical Affairs Administration • Faculty Members Affairs Administration •	2025-ongoing	• Number of facilities established in the club: halls, sports and recreational areas.
7	**Achieving Self-Sufficiency in Housing and Hospitality Facilities**	• Assess the current capacity of housing and hospitality facilities and their utilization. • Develop plans to expand and improve facility efficiency. • Establish a funding system to ensure sustainable returns. • Enhance facility management to reduce costs and increase effectiveness. • Implement a periodic monitoring system to ensure self-sufficiency and sustainability.	• Projects and Technical Affairs Administration • Public Services Office	2025-ongoing	• Number of facilities available for visitors compared to the expected number of visitors. • Number of housing units compared to housing requests. • User satisfaction rate regarding accommodation and services. • Completion reports for student dormitories for both males and females.
8	**Establishing a University Printing Press**	• Select a suitable location and equip it with the latest equipment. • Allocate a budget and sustainable funding to establish the printing press. • Contract qualified personnel to manage and operate the press. • Launch printing services at the university.	• University President • Projects and Technical Affairs Administration • Libraries Administration		• Identification and preparation of a suitable location. • Number of publications completed monthly.

9	**Establishing a Comprehensive Club for Faculty Members**	• Assess the current technical infrastructure of the university. • Develop electronic systems to cover academic and administrative processes. • Train staff to use modern technology skillfully. • Strengthen cyber security to ensure data and information protection. • Monitor and evaluate the impact of digital transformation on university performance.	• Information Technology Center • Distance Learning Center	2025-ongoing	• Number of digitized programs. • Number of training courses on digitization. • Number of digital platforms. • Percentage of educational services now available online. • Distance learning systems and platforms available at the university. • University digital repository.
10	**Enhancing the Effectiveness of the University's Central Library to Meet International Standards**	• Create a library database and add global digital resources. • Develop the library's digital infrastructure to facilitate access to resources. • Apply international cataloging and classification standards. • Conduct expansion and modernization of library facilities. • Provide modern electronic equipment for the library.	• Libraries Administration • Projects and Technical Affairs Administration		• Percentage of books and digital resources compared to the previous year. • Rate of digital transformation in library services (electronic lending, digital cataloging). • Number of university subscriptions to journals and various science indexes. • Number of computer and internet-equipped spaces. • Number of book fairs held. • User satisfaction rate regarding library services.

Seventh Theme: Quality Assurance and Continuous Improvement

Strategic Goal: Implement quality and accreditation standards and enhance the university's ranking both locally and internationally.					
	Executive Goals	**Implementation Strategies**	**Executing Entity**	**Time Frame**	**Results and Performance Indicators**
1	**Evaluating and Updating Curricula for All Academic Programs in Line with Quality Requirements**	• Form committees to develop educational programs. • Conduct periodic reviews and continuous assessments of the programs offered by the university. • Regularly review curricula. • Continuously update course materials according to approved models. • Form a team for comparative academic benchmarking.	• Faculties Academic Affairs • Quality and Performance Evaluation Office	2025-ongoing	• Decisions from evaluation and updating committees. • Periodic reports on assessment results. • Updated curricula. • Program description and specification models. • Benchmarking comparisons with similar educational programs at local, regional, and international universities. • Workshops for updating curricula. • Level of satisfaction among students and faculty members.
2	**Evaluating University Outcomes and Their Alignment with the Labor Market**	• Create a committee of experts to establish academic programs that meet labor market needs. • Conduct a survey of current labor market needs and explore future demands for new specializations not offered at the university. • Develop a plan to establish interdisciplinary programs from various specializations and faculties.	• Vice President for Academic Affairs • Documentation and Information Center • Faculties • Quality and Performance Evaluation Office	2025-ongoing	• Specifications and characteristics of graduates based on community needs. • Satisfaction rates of the labor market regarding university outcomes. • Number of newly established programs designed to meet the community needs. • Reports from the Alumni Unit.

3	**Enhancing Institutional Performance and Evaluating Administrative Performance to Improve the Work Environment**	• Update and develop organizational structures for various administrative units at the university in light of changes. • Identify actual needs for administrative and technical staff in university administrative units.	• General Secretary • Human Resources Office • Quality and Performance Evaluation Office	2025-ongoing	• Updated organizational structure. • Job description and specification guide. • Documentation system guide. • Completed procedures manuals. • Job vacancy mechanisms guide. • Employee satisfaction report.
4	**Enhancing the Quality of the Academic Staff**	• Encourage faculty members to attend workshops and seminars related to quality. • Establish an effective mechanism for evaluating faculty performance. • Develop a rewards and incentives system for academic excellence. • Document corrective actions taken to maintain faculty members job satisfaction.	• Vice President for Academic Affairs • Quality and Performance Evaluation Office		• Faculty members procedures manual. • Reports on faculty members efficiency. • Reports on courses and workshops in the field of quality assurance. • Ratio of faculty members participating in workshops to the total number. • Policy to encourage innovation and creativity in teaching.
5	**Improving the Quality of Research Performance for Students and Faculty Members**	• Grant incentives for outstanding performance linked to research performance and publication. • Prepare a proposal for the student researcher project. • Monitor project implementation and provide technical support according to the timeline. • Contribute to conferences focused on educational quality and its assurance mechanisms.	• Faculties Academic Affairs • Research and Consultancy Center • Quality and Performance Evaluation Office		• List of university scientific journals. • Reports from local and international ranking committees. • Document of the university's research priorities. • Code of ethics for scientific research. • Guide to research excellence.

6	**Providing Quality Consulting Services to Community Institutions**	• Offer expertise and consulting services to community institutions on quality-related topics. • Contribute to establishing mechanisms to identify issues in the local community and surrounding environment. • Contribute to establishing mechanisms for promoting knowledge and a culture of environmental awareness within the community.	• Community Service and Environmental Development Center • Quality and Performance Evaluation Office	2025-ongoing	• Number of community initiatives provided by each academic program. • Reports from quality workshops for various institutions. • Satisfaction report from beneficiaries of community initiatives.
7	**Implementing Quality Standards**	• Monitor the performance of the faculties and departments and the extent to which they meet quality requirements. • Evaluate and improve the educational and administrative processes across various university sectors. • Conduct necessary reviews of the strategic and operational plans of faculties, centers, departments, and offices, along with their recommendations and procedural guides. • Work on issuing a decision to conduct a self-study for the university and a self-study for quality. • Collect and analyze data and information related to the university's internal environment and identify areas of concern.	• Faculties Academic Affairs • Quality and Performance Evaluation Office		• Number of faculties with approved strategic plans. • Number of faculties with program and course descriptions. • Number of faculties that have conducted self-studies. • Operational plans for faculties, centers, departments, and offices. • Continuous improvement plans for faculties.

		• Write self-study reports and submit them to the university presidency. • Seek to obtain a decision to form an internal audit team. • Gather and analyze the required data and information for internal auditing. • Approve the audit report and submit it to the university presidency.			
8	**Implementing Accreditation Standards**	• Identify targeted programs for accreditation. • Form executive committees and specialized teams for the accreditation of targeted programs. • Prepare executive plans to meet the accreditation requirements for targeted programs. • Apply for accreditation for compliant programs according to the established plan and prepare for on-site accreditation visits. • Receive accreditation reports and work on improving the noted observations.	• Academic Affairs in Faculties • Quality and Performance Evaluation Office		• Decisions from institutional, programmatic, and international accreditation committees. • Number of faculties obtaining local and international accreditation. • Number of faculties applying for programmatic and institutional accreditation. • Number of programs undergoing technical review.
9	**Building Effective Communication with University Graduates**	• Develop an approved and publicized mechanism for communication and follow-up with graduates. • Work on implementing a central database for communicating with graduates. • Hold periodic meetings to support and employ graduates. • Issue brochures to introduce job opportunities.	• Faculties • Documentation and Information Office • Quality and Performance Evaluation Office		• Number of events held and participants. • Graduate and stakeholder satisfaction survey. • Report from the university website (Graduates Portal).

10	**Meeting Local and International Ranking Requirements**	• Form committees for rankings at the university. • Index international rankings and work on overcoming challenges to include the university in them. • Provide information, data, and indicators issued by international university ranking institutions. • Identify the necessary procedures and activities to improve university performance.	• Academic Affairs in faculties • Documentation and Information Center • E-Learning Office • Quality and Performance Evaluation Office		• University self-study. • Audit and review reports. • University agreements and partnerships. • Decisions to form ranking committees. • Acceptance of ranking applications. • Ranking committee reports according to indicators for each ranking. • Documents confirming the university's ranking. • Documents for institutional, programmatic, and international accreditation.
11	**Improving the Educational Environment at the University in Line with Standard Criteria**	• Compare project designs with quantity tables and standard criteria issued by accreditation bodies. • Complete surveys measuring student, staff, and faculty members satisfaction with facilities and equipment, analyze them, and submit results to the relevant authorities.	• General Secretary • Projects and Technical Affairs Administration • Laboratory Office • Quality and Performance Evaluation Office		• Construction reports (lecture halls, administrative buildings). • Periodic maintenance reports. • New laboratories and the percentage of laboratory readiness.

Appendices

1. SWOT Analysis of the University
2. Strategic Plan Report 2019-2023

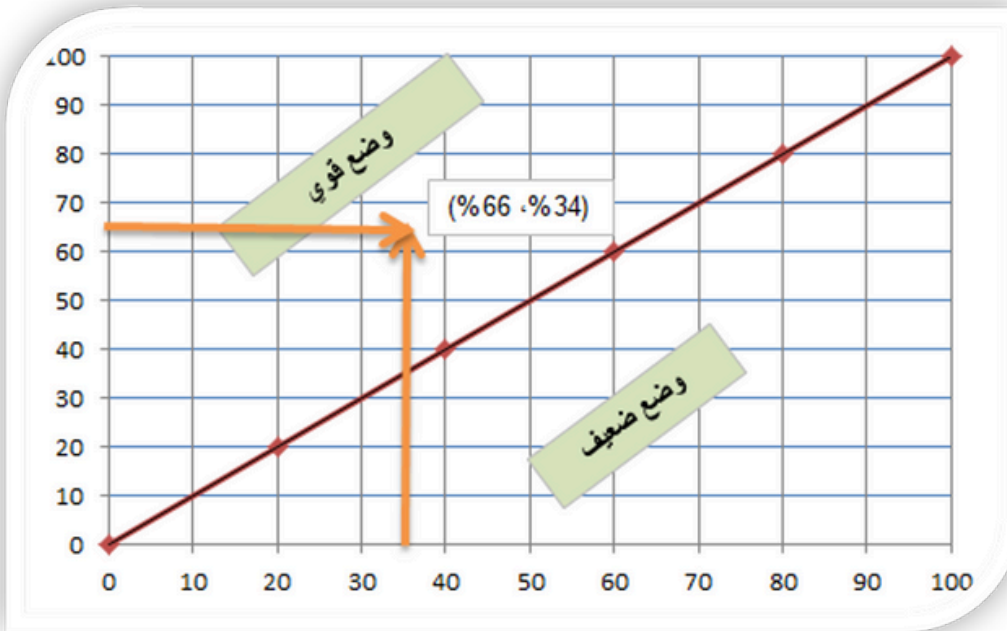**1. SWOT Analysis of the University**
   1. **Internal Environment:**

1.1 Strengths

1. Availability of organizational and administrative frameworks (organizational structure, job classification, laws, regulations, guidelines, and strategic plan).
2. The university's geographic location, presence of institutions that absorb its outputs, and good academic reputation in various disciplines.
3. Availability of a comprehensive educational support system, including study and examination systems, library services, electronic services, and student activities.
4. Availability of learning resources such as the library and digital repository.
5. Introduction of new academic programs in some scientific departments at the undergraduate and postgraduate levels.
6. Existence of a language center at the university.
7. The university has qualified faculty members who are graduates of prestigious global universities in various specializations and degrees.
8. The university operates with a defined methodology for attracting and appointing faculty members, ensuring the alignment of their academic specializations with the courses they teach.
9. Focus on enhancing the skills of employees and technicians through training courses.
10. Existence of peer-reviewed scientific journals for most of the university's faculties with varying impact factors.
11. Availability of a research plan that outlines the university's research priorities for both the institution and the community.
12. Organization of periodic conferences for all university faculties, resulting in the publication of peer-reviewed journals.
13. Existence of several research centers (Renewable Energy Center, Future Studies Center, Innovation and Creativity Center, Sustainable Development Unit) at the university.
14. Existence of scientific agreements with universities, organizations, and centers locally and internationally.

15. The university has a community service and environmental development center with an organizational structure that carries out many initiatives and activities involving faculties, centers, and departments.

16. Availability of various supportive facilities, including a teaching hospital, a dental clinic, and residential accommodations for students, all enhanced by modern infrastructure.

17. Existence of a maintenance program for facilities and infrastructures according to standard criteria.

18. Several faculties have achieved institutional, programmatic, and international accreditation.

19. The university ranks well in local, regional, and international classifications.

1.2 Weaknesses

1. Limited inputs in general education and a low number of foreign students enrolling at the university, with studies concentrated in specific faculties.

2. Weak coordination with the labor market and graduates for their training and employment.

3. Absence of periodic evaluation and review of educational programs.

4. Weak financial and material resources for developing scientific research, entrepreneurship, and innovation.

5. Lack of activation for sending faculty members to complete their studies.

6. Weak international publication by faculty members.

7. Weak collaboration and joint research between different specializations at the university.

8. Limited participation of community stakeholders and local institutions in the university's community and environmental activities.

9. Weak funding and incentives for initiatives supporting academic and administrative quality.

10. Absence of mechanisms ensuring the annual referral of reports and statistics related to the educational process from faculties to the quality office to utilize the evaluation results.

The analysis shows that the university is in a strong position. Key priorities for using its strengths include:

1. Attracting distinguished students according to university criteria and contributing to community service.
2. Attracting foreign students to enhance the university's international presence.
3. Highlighting the university's role and competitive ability by keeping pace with scientific development and adopting modern educational and learning systems.
4. Supporting and encouraging faculty members to publish their research.
5. Dispatching faculty members holding Master's degrees to fulfill the external component of their academic sabbaticals.
6. Directing student projects and postgraduate research to address local issues.
7. Adhering to job descriptions and specifications within the university's approved structure.
8. Continuous development and improvement to achieve accreditation.

1. External Environment

2.1 Opportunities:

1. The ministry's focus on quality and strategic planning, and the completion of the strategic plan document for higher education and the scientific research document.
2. The willingness of production and service sectors in the surrounding community for technical support services and capacity building for their employees.
3. The university's geographic proximity to major projects (the Great Man-Made River, Gulf Steam Power Station, Sirte Commercial Port, Al-Qardabiya International Airport) and opportunities for training programs.
4. High demand for postgraduate and specialized studies.
5. Rapid scientific and technological advancements facilitating progress in higher education.
6. A growing trend toward digital transformation, artificial intelligence.
7. Increased societal awareness of the importance of quality education and the declining efficiency of private education outputs.
8. Partnerships with local, regional, and international universities, enhancing opportunities for collaboration and mutual benefit.
9. The university and its faculties obtaining accreditations.

2.2 Threats

1. The establishment of new universities that may attract a number of students and faculty members.
2. Poor quality of university inputs.
3. The absence of studies on the needs of graduates and the mismatch between educational outputs and local job market requirements.
4. Increased demand for studies in medical and applied colleges.
5. The loss of skilled personnel, with postgraduate researchers staying abroad after completing their studies instead of returning.
6. Weak financial resources allocated for quality assurance.
7. Changing the specializations of teaching assistants sent abroad for studying their intended fields.
Coordination with relevant authorities to study and determine the needs of the job market
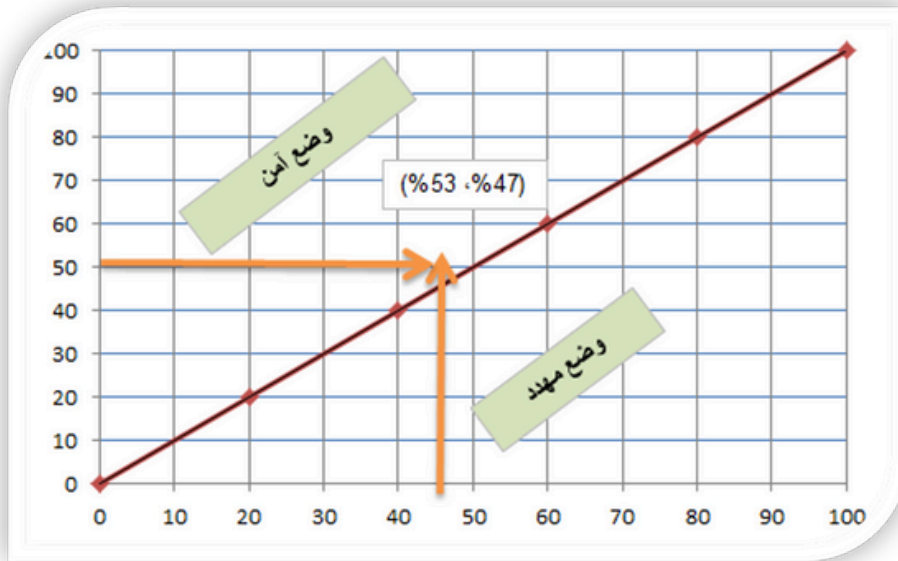
It is clear from the analysis that the strategic position of the university is secure, and some points for improvement can be summarized as follows:

1. Work towards obtaining programmatic and international accreditation.
2. Attract qualified faculty members in information technology field.
3. Activate agreements between the university and academic and service institutions.
4. Require teaching assistants sent abroad to strictly adhere to their designated specialization during postgraduate studies.
5. Communicate with relevant authorities to allocate a special budget for the university.
6. Take necessary measures to address the phenomenon of faculty members not returning from abroad.
7. Attract investments and funding sources for the university.

2. Previous Strategic Plan Report (2019-2023)

Introduction

It is acknowledged that universities differ from one another according to the visions, missions they adopt, and the goals they strive to achieve, as well as the nature of their specializations and the conditions of their different environments, and the nature and types of outputs. All this makes achieving quality outputs from these institutions a challenging task. Therefore, universities have turned towards a modern educational process system that places great emphasis on targeted outputs and reference standards and strives to obtain local and international accreditation by meeting its requirements and indicators. The targets for implementing the quality system can be summarized as follows:

1. Aligning academic program objectives with student skills.
2. Adapting to evolving job market needs.
3. Adhering to quality specifications in educational institutions.
4. Studying student performance and providing feedback to educational stakeholders.
5. Strengthening higher education institutions to face knowledge challenges.

In this context,

The plan adopted the Fayfer (Pfeiffer) methodology for strategic planning, implemented by a 26-member working team. This culminated in the previous plan (2019-2023) with the formulation of a vision and mission that encapsulate a set of strategic aspirations and well-defined objectives. These were grounded in core values that served as both the foundation and primary driver for the university's components to fulfill their implementation roles.

1. **Vision:**

Excellence and leadership in education, learning, scientific research, and

community service locally and regionally, while striving for global recognition.

2. **Mission:**

To prepare outstanding and competitive academic cadres for the labor market, while providing an educational environment and training programs that contribute to enriching scientific research aligned with societal development issues. Additionally, fostering and expanding innovation and entrepreneurship programs.

3.Values:

Transparency, Collaborative Partnerships, Excellence, Quality, Equity and Integrity, as well as Team Synergy.

4. Implementation of the Plan

Following the approval of the university's strategic plan under Resolution No. (4) of 2019, the university president immediately issued Resolution No. (582) of 2019 concerning the Strategic Plan Implementation Committee. This committee is tasked with direct oversight of the completion of strategic and operational plans for all university units—including faculties, centers, departments, and offices—and is responsible for organizing related workshops, preparing plan templates, and submitting them to the Vice President for Academic Affairs for review. The templates are then shared with faculties, centers, departments, and offices for reference, after which these entities begin drafting their respective strategic and operational plans.

The Quality Office commenced the preparation of the plan's progress report after consulting key implementation stakeholders, who serve as contributors to the updated 2025-2030 Strategic Plan. This step was taken to assess completed objectives and make adjustments where necessary, ensuring alignment with budgetary constraints, available resources, and the aspirations of the planning team.

The plan encompasses eight key areas:

  1-Teaching and Learning

  2-Faculty Members

  3-Human Resources

  4-Facilities and Equipment

  5-Educational Support Services

  6-Scientific Research

  7-Community and Environmental Engagement

  8-Quality Assurance and Continuous Improvement

The table below outlines the policies adopted for each area during the plan's implementation period:

NO	Strategic Goals	Policies
1	Providing high-quality educational programs in various fields of knowledge that contribute to preparing graduates who are scientifically and practically qualified.	• Establishing Faculty of Information Technology, Faculty of Human and Applied Studies in Harawa, and Faculty of Energy and Mining Engineering in Maradah. • Most Faculties have completed the description of academic programs and their courses according to quality models, outlining the objectives and outcomes. • A large number of postgraduate programs have been launched in Faculties of Engineering, Sciences, Arts, Education, Economics, and Agriculture, all of which have received technical accreditation.
2	Enhancing the efficiency and developing the performance of the academic staff at the university.	• Ongoing training programs to enhance the efficiency and performance of the teaching staff through the Postgraduate Studies and Training Department (25 workshops and training programs from 2019 to 2023). • Conducting two competitions for outstanding teaching assistants.

NO	Strategic Goals	Policies
3	Developing and enhancing human resources and improving the work environment at the university.	• ·A Human Resources Office has been established at the university to focus on employees and to propose and formulate employment policies in accordance with applicable systems and regulations, as well as to propose and implement training programs for staff. • A series of training courses have been implemented through the office for university employees and employees of the Ministry of Labor and Training through a joint program between the university and the ministry.
4	Developing the university's infrastructure according to standard criteria to achieve educational goals.	• Beginning the removal of certain university buildings and facilities, and rebuilding them according to standard specifications. • Starting the maintenance of lecture halls and the auditorium complex to the latest specifications, which will definitively resolve issues related to classrooms. • Following up and communicating with the authorities responsible for implementing the new university complex through the ministry and the submitted reports.

NO	Strategic Goals	Policies
5	Supporting libraries, faculties, and centers with modern educational resources and technological tools.	• A digital repository for the university has been established and activated. • A conference and book fair have been organized. • This goal has been included in the plan as a continuous objective from the previous plan, and the university is committed to achieving it using the available resources.
6	Excellence, support, and development of scientific research at the university to contribute to social and economic development.	• Several conferences have taken place, including the annual Faculty of Law conference and the first two international conferences for the Faculty of Engineering, along with periodic international conferences for the Faculty of Education and the Faculty of Economics. • A special conference for the Geographic Society was hosted. • A conference on construction and building was also hosted. • This is an ongoing goal for the university through the research contributions of its members. • The university's research plan has been successfully completed.
7	Raising the level of active contribution and partnership between the university and the local community to support and enhance sustainable social and economic development.	• The university has organized several workshops in the city, focusing on sectors such as basic education, social affairs, the Social Security Fund, Ibn Sina Educational Hospital, the Great Man-Made River Authority, and public security. • A Community Service and Environmental Development Center has been established. • An Entrepreneurship Center has also been created.

NO	Strategic Goals	Policies
8	Achieving local accreditation for all educational programs and striving for international accreditation, while ensuring the provision of administrative services according to quality control standards.	• Four faculties have achieved institutional accreditation. • The Faculty of Medicine has received both programmatic and international accreditation. • Five faculties have applied for institutional accreditation. • A self-study has been conducted for several faculties, along with the preparation of annual reports. • Many operational plans for faculties, departments, centers, and offices have been reviewed over the past years. • A university evaluation report has been prepared. • A strategic planning report for the university has been created. • The Quality Office Director has assigned several faculty members to audit teams for institutional and programmatic accreditation of various faculties at public and private universities. • Training courses and workshops related to these areas have been implemented, and work has begun on drafting strategic and operational plans for various university components.

References

1. National Strategy Project for Higher Education and Scientific Research 2024/2034.
2. Strategic Plan of the National Authority for Scientific Research 2022/2030.
3. Standards for Institutional and Programmatic Accreditation issued by the Quality Assurance Center. 2023.

The Decision of Forming the Strategic Plan Update Committee

القـــــرارات

قرار رئيس جامعة سرت
رقم((501)) لسنة 2024م
بشأن((تشكيل لجنة وتحديد مهامها))

ئيس جامعة ســـرت

بعد الاطلاع على:

إعلان الدستوري للمجلس الوطني الانتقالي المؤقت الصادر في مدينة بنغازي الموافق 2011/8/3م وتعديلاته.

قانون رقم (12) لسنة 2010م بإصدار قانون علاقات العمل، ولائحته التنفيذية.

قانون رقم (4) لسنة 2020م بتعديل القانون رقم (2) لسنة 2018م بشأن الجامعات.

ار اللجنة الشعبية العامة سابقاً رقم (501) لسنة 2010م بشأن إصدار لائحة تنظيم التعليم العالي الصادر في 2010/11/29م، وتعديلاته.

ار اللجنة الشعبية العامة سابقاً رقم (22) لسنة 2008م، بشأن إصدار الهيكل التنظيمي للجامعات

ار وزير التعليم العالي والبحث العلمي رقم (2) لسنة 2021م، بشأن تكليف السيد/ د. سليمان مفتاح الشاطر، رئيساً لجامعة سرت.

كيل الجامعة للشؤون العلمية.

قـــــرر

مــادة (1)

بموجب أحكام هذا القرار تُشكل لجنة وتحدد مهامها على النحو التالي:-

الصفة	الاسم	رقم	الصفة	الاسم	رقم
عضواً ومقرراً	د. فرج محمد الدعيكي	2.	رئيساً	أ.د. الطيب محمد القبي	1.
عضواً	د. علي عبدالله علي	4.	عضواً	أ. محمد قاسم عبدالمجيد	3.
عضواً	أ. علي محمد سليم	6.	عضواً	د. صلاح محمد اجبارة	5.
عضواً	د. أشرف سالم عبدالكافي	8.	عضواً	د. سمية سالم الشعالي	7.
عضواً	أ. الطاهر فرج العماري	10.	عضواً	أ. إبراهيم عبدالحفيظ عمار	9.
عضواً	د. علي كركرة علي	12.	عضواً	أ. سالمة الجالي القنزاع	11.

مــادة (2)

تختص اللجنة سالفة الذكر بتحديث الخطة الاستراتيجية لجامعة سرت (2030-2025).

مــادة (3)

يُعمل بأحكام هذا القرار من تاريخ صدوره، ويُبلغ من ملزم بتنفيذه.

أ.د. سليمان مفتاح الشاط
رئيس جامعة سر

صدر في سرت 17 /11/ 2024م

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