

Institutionalising Sustainability Governance and Community Engagement at Majmaah University: A Documentary Analysis in the Context of Vision 2030

Jamilah Maflah Alharbi

Department of English College of Education Majmaah University AL-Majmaah 11952,
Saudi Arabia,

Jm.alharbi@mu.edu.sa

Abstract

This study examines the institutionalisation of sustainability governance and community engagement at Majmaah University (MU) through a qualitative documentary case study. The analysis draws upon a range of strategic, organisational, and operational documents, supported by selected institutional quantitative data. The study is structured around four core pillars of Sustainable Institutional Governance (SIG): governance architecture, digital measurement and reporting, operational sustainability practices, and community engagement, complemented by a cross-cutting dimension of leadership and institutional capacity.

The findings indicate the emergence of a structured sustainability-governance ecosystem supported by dedicated governance arrangements, digital systems, operational sustainability initiatives, and institutional mechanisms for community engagement. The results further demonstrate that community engagement represents one of the most mature dimensions of sustainability governance at the university, supported by the Social Responsibility Observatory, volunteering-governance arrangements, partnership programmes, and measurable social-impact indicators.

The study concludes with a set of strategic recommendations while acknowledging limitations associated with its documentary design, the bounded nature of certain quantitative data, and the absence of stakeholder interviews.

Keywords: Sustainable Institutional Governance (SIG); Community Engagement; Social Impact; Saudi Vision 2030; Sustainable Development Goals (SDGs); Higher Education; Documentary Case Study.

1. Introduction

Higher education institutions are increasingly recognised as central actors in advancing sustainable development, both as producers of knowledge and as organisations whose operations carry significant environmental and social weight (Leal Filho et al., 2025; Kioupi & Voulvoulis, 2020). In the Kingdom of Saudi Arabia, this trajectory is reinforced by Vision 2030 and the Saudi Green Initiative, which position public universities as strategic partners in environmental stewardship, social responsibility, and the modernisation of institutional governance (Abubakar et al., 2020). Recent regional scholarship has confirmed that Saudi and wider Arab universities are progressively translating these commitments into structured institutional practice (Bataineh & Aga, 2023; Abdalla et al., 2024; Al-Youbi et al., 2025).

Majmaah University (MU) has reached a defining stage in its institutional development. Established in 2009 within Riyadh Province, the university's governance trajectory has unfolded contemporaneously with Vision 2030, thereby allowing sustainability principles to become embedded within its formative institutional architecture. The unit that began as the University Environment and Occupational Health Department, established on 1 Ramadan 1435 AH (28 June 2014), has since expanded into a fully constituted General

Administration of Occupational and Environmental Health, (General Administration of Occupational and Environmental Health, 2020). The Fourth Strategic Plan 2025 to 2030, entitled Sustaining Development and Empowering the Future (Majmaah University, 2024a), signals an institutional transition toward what the plan formally describes as a phase of "maturity and wisdom." The plan articulates six strategic objectives operationalised through 65 performance indicators and rests upon the strategic triad of "Innovation, Sustainability, and Quality of Life," aligned with Vision 2030's human-capability and environmental programmes. Sustainability is formally adopted as a core institutional value (Majmaah University, 2024a, pp. 8, 46), thereby positioning the present analysis as an examination of an institutional principle in operation rather than an externally imposed expectation.

The contemporary literature has progressively shifted from interrogating whether universities adopt sustainability commitments toward examining how such commitments are operationalised, measured, and integrated within institutional strategy (Mansell et al., 2020; Alsayegh et al., 2023; Cai & Ahmad, 2023). Scholars increasingly emphasise integrated governance architectures, combining policy, digital infrastructure, and partnerships, as the principal mechanism through which sustainability becomes embedded in institutional life (Williamson, 2019; Omar & Almaghthawi, 2020; Bauer et al., 2020; Hashim et al., 2022). MU therefore offers a particularly informative case: a governed Saudi university advancing concurrently along policy, digital transformation, environmental operations, and community partnership fronts.

This study examines the institutionalisation of sustainability at MU through qualitative documentary analysis of strategic, organisational, and operational artefacts, complemented by quantitative records drawn from MU's water-consumption monitoring system and from documented community engagement initiatives. Three research questions guide the analysis:

1. How are transparency and accountability formally embedded within the university's bylaws, manuals, and strategic documents?
2. To what extent do digital platforms and KPI dashboards support reliable, evidence-based sustainability reporting?
3. How are environmental policies and risk frameworks integrated into institutional sustainability reporting, and what does the available operational data reveal about delivery?

The analysis is contextualised through a focused comparative discussion that situates MU's governance practices within selected Saudi and GCC universities, with the aim of enriching the recommendations rather than producing comparative performance rankings. Four pillars of SIG structure the analysis: governance architecture, the digitalisation of impact measurement, operational sustainability practices, and community engagement, with leadership and institutional capacity engaged as a cross-cutting fifth dimension.

The objective is to provide a strength-based strategic analysis of how MU is positioning itself as an emerging institutional example of sustainability governance and community engagement, while identifying targeted areas in which its current trajectory may be reinforced in alignment with international standards such as Environmental, Social and Governance (ESG) frameworks and the THE Impact Rankings.

2. Theoretical Framework

2.1 Sustainable Institutional Governance in Higher Education

Sustainable Institutional Governance (SIG) provides the central organising construct for this study. SIG refers to the integration of environmental, social, and economic dimensions within institutional policies, decision-making processes, and measurement systems (Leal Filho et al., 2025). Within higher education, SIG is increasingly conceptualised as a developmental construct, with institutions progressing through successive stages of policy adoption, operational consolidation, and integrated impact (Stensaker et al., 2024; Cai & Ahmad, 2023). MU's Fourth Strategic Plan articulates this progression explicitly, mapping a trajectory from establishment and

Institutionalising Sustainability Governance and Community

Engagement at Majmaah University:

A Documentary Analysis in the Context of Vision 2030

expansion to maturity and empowerment, and adopting "Competitiveness and Distinction" as a guiding strategic priority (Majmaah University, 2024a, pp. 32, 36, 48).

The SIG framework is operationalised in this study through four interrelated pillars and one crosscutting dimension: (i) governance architecture, comprising the formal structures through which sustainability commitments are translated into institutional authority, resource allocation, and delivery accountability; (ii) digital measurement and reporting, comprising the data and analytics infrastructure that supports evidence-based decision-making, ESG disclosure, and engagement with international rankings (Williamson, 2019; Nilashi et al., 2023); (iii) operational sustainability practices, comprising the programmes through which environmental and social commitments are realised, including energy, water, biodiversity, and campus operations; (iv) community engagement, comprising the platforms through which the university engages with society, the wider Kingdom, and the international community; and (v) a cross-cutting dimension on leadership and institutional capacity, addressing the manner in which the university develops the human and managerial capabilities required to sustain governance progress.

2.2 International Standards and Benchmarks

Two international reference points anchor the analysis. The Sustainable Development Goals (SDGs) provide the substantive agenda against which institutional contributions are mapped, particularly SDG 3, SDG 4, SDG 6, SDG 7, SDG 13, and SDG 17. The THE Impact Rankings translate institutional contributions into comparative metrics (Hazelkorn, 2015; De la Poza et al., 2021; Alhanaya et al., 2025; Times Higher Education, 2025). ESG reporting frameworks, including the GRI, are discussed within the literature as widely adopted disclosure standards (Alsayegh et al., 2023; Andrades Pena et al., 2023) and are referenced in this study as part of the broader international landscape rather than as evaluative criteria applied to MU.

2.3 From Policy to Integrated Practice

A consistent theme within the contemporary literature is that sustainability governance in higher education is increasingly characterised by integration, measurability, and continuity of application (Bromley & Powell, 2012; Stensaker et al., 2024). Institutions advancing toward maturity increasingly connect strategic vision, organisational structure, digital systems, and community engagement within coordinated governance arrangements (Bauer et al., 2020). MU's recent institutional trajectory reflects several elements of this integrated model. The literature also cautions that maturity claims require triangulation with external evidence, and that governance reporting is strengthened when institutions surface limitations alongside achievements (Bromley & Powell, 2012). This study applies both orientations.

2.4 The Saudi Higher Education Context and the Cultural Foundations of Stewardship

Vision 2030 has translated national sustainability objectives into specific mandates for public universities, including ESG reporting expectations, energy-efficiency targets, and SDG alignment (Abubakar et al., 2020). Recent studies have confirmed that universities across the region are advancing in curricular integration, digital governance, and SDG-aligned reporting (Bataineh & Aga, 2023; Abdalla et al., 2024; Al-Youbi et al., 2025).

The Saudi context further draws upon a distinctive cultural and ethical foundation. Vision 2030's sustainability narrative resonates with Islamic principles of stewardship (khalifah), trust and accountability (amanah), and communal well-being (maslaha), which together provide a normative grounding for institutional responsibility toward the environment and society. At MU, this cultural foundation reinforces rather than competes with international SDG and ESG commitments. A summary maturity profile, derived from the findings developed in Section 4, is previewed in Table 1 to orient the reader.

Table 1

SIG Maturity Matrix for Majmaah University (Preview of Findings)

SIG Dimension	Maturity Indicator at MU	Primary Evidence
Governance architecture	Strategic alignment with Vision 2030 and international partnerships	Fourth Strategic Plan; 2025 Organizational Manual (4th ed.); CIFAL Saudi Center
Digital measurement and reporting	Centralised analytics for performance reporting and Impact Rankings engagement	Data Office and Business Intelligence; digital systems
Operational sustainability practices	Integrated environmental and energy programmes	Tarshid; Green Majmaah University programme; water rationalisation supported by metered consumption monitoring
Community engagement	Institutionalised community-service, volunteering and partnership ecosystem governed through dedicated platforms and measurable impact indicators	Social Responsibility Observatory; Majtam'i platform; Nabader platform; Nomo volunteering opportunities incubator; Dan initiative; Center for Cooperation and Partnerships
Leadership and institutional capacity	leadership-development pathways aligned with sustainability and international governance standards	LEAP-FAST programme; CIFAL Saudi Center training portfolio; redesign of educational systems aligned with Vision 2030 (Majmaah University, 2024b)

The maturity profile reflects an institution progressing from traditional governance toward a more advanced, data-informed model: the integration of central organisational structure with strategic planning, an increasing reliance upon digital data and analysis, the structured incorporation of the SDGs, and the expansion of international partnerships through the CIFAL Saudi Center.

3. Methodology

3.1 Research Design

The study adopts a qualitative analytical approach structured as a single-case study (Yin, 2018), following the logic of analytical generalisation rather than statistical generalisation (Flyvbjerg, 2006). Documentary analysis is particularly well-suited to a study of governance maturity, as it permits formal mandates to be examined alongside operational evidence of implementation. The study privileges objective documentary evidence and institutional observation, supplemented by two quantitative datasets supplied by the institution (Mansell et al., 2020).

As a single-case study of an institution in which the lead author holds a supervisory and teaching affiliation, the research carries an inherent positionality. To manage this consideration, data collection has been restricted to named, dated, publicly accessible or formally issued artefacts; interpretive claims have been anchored in direct documentary citation; and the comparative discussion in Section 4.5 draws upon external comparators. The maturity rubric in Section 4.3 was selected to impose a structured, criterion-referenced assessment grounded in the developmental logic of the Fourth Strategic Plan. These measures cannot eliminate insider proximity entirely, but they substantially constrain its influence; the residual influence is acknowledged in Section 5.1.

3.2 Data Collection: Tools and Sources

Institutionalising Sustainability Governance and Community Engagement at Majmaah University:

A Documentary Analysis in the Context of Vision 2030

Data collection combined three complementary instruments: documentary analysis of official institutional records; institutional observation of the university's digital evidence base, principally the Data Office and Business Intelligence dashboards; and practice analysis triangulating documented procedures with executed initiatives, partnerships, and centres. The corpus comprised fourteen named institutional artefacts collected within an analysis window of January 2020 to December 2025, complemented by two quantitative datasets and a defined external evidence base. Table 2 summarises the data architecture.

Table 2

Corpus Composition and Data Architecture

Source Category	Constituent Items
Strategic and governance documents	Fourth Strategic Plan 2025 to 2030 (Majmaah University, 2024a); 2025 Organizational Manual, 4th edition (Majmaah University, 2025a); Policies and Procedures Manual for the General Administration of Occupational and Environmental Health, 2nd edition (General Administration of Occupational and Environmental Health, 2025); 2020 to 2025 Operational Plan (General Administration of Occupational Health and Environment, 2020)
Executed initiatives and agreements	CIFAL Saudi Center; Tarshid al-Istihlak project; MOU with KACERE on windenergy research; Green Majmaah University programme; Dan blood donation initiative; Majtam'i and Nabader platforms under the Social Responsibility Observatory; HRDF Ta'leem wa Amal agreement; research cooperation agreement with the Saudi Water Authority; Zarqa Initiative Participation Report (Majmaah University, 2025b)
Quantitative datasets	(i) Metered water-consumption record covering eight MU-affiliated sites, January 2023 to April 2025 (28 monthly observations per site); (ii) Zarqa Initiative training-programme participation figures
External reference sources	MU's official digital portals; Ministry of Education institutional reports; Vision 2030 progress documentation; Times Higher Education Impact Rankings data

3.3 Analytical Framework and Techniques

Documentary content analysis followed the directed qualitative content analysis approach (Hsieh & Shannon, 2005), with codes developed a priori from the four SIG pillars and the cross-cutting leadership dimension. The codebook comprised twenty-three codes mapped to the five SIG components and was applied across the fourteen documents through NVivo-style manual coding within Microsoft Word's review functionality. Coding was undertaken by a single coder (the lead author), with decisions reviewed by the supervisory team during scheduled review meetings; consistent with the single-case qualitative design, no formal inter-rater reliability test was conducted, an acknowledged constraint addressed within the limitations. Ambiguities were resolved by reference to the Fourth Strategic Plan's own definitions, and executed initiatives, signed agreements, and established centres were systematically catalogued as primary evidence of operational maturity. The analytical lens is further informed by the seven-stage planning cycle articulated within the 2020 to 2025 Operational Plan (General Administration of Occupational Health and Environment, 2020), summarised in Table 3.

Table 3

Seven-Stage Institutional Planning Cycle Informing the Analytical Lens

Stage	Function
1. Diagnosis	Baseline assessment of institutional conditions

2. Strategy Formulation	Articulation of strategic priorities
3. KPI Development	Specification of performance indicators
4. Project Drafting	Translation of priorities into project specifications
5. Review	Internal review of project design and alignment
6. Implementation	Operational delivery of approved projects
7. Evaluation	Performance assessment and feedback into the cycle

4. Findings and Analysis	
--------------------------	--

4.1 Governance Architecture and Policy Integration

The 2025 Organizational Manual (4th edition) confirms a structured hierarchical organisation for sustainability governance at MU. Strategic responsibility resides within the Vice Rectorate for Development and Investment, thereby linking sustainability priorities to resource allocation, with the General Administration of Occupational Health and Environment positioned within the same vicerectorate (Majmaah University, 2025a, p. 80). The Fourth Strategic Plan elevates sustainability to an organising principle for the institution, operationalising it through six strategic objectives and 65 performance indicators, and anchoring progress in "enhancing competitiveness for institutional excellence" (Majmaah University, 2024a, p. 48). Four structural elements anchor this architecture (Table 4).

Table 4

Structural Anchors of MU's Sustainability Governance Architecture

Element	Governance Function
CIFAL Saudi Center (UNITAR partnership)	Connects local capacity-building to the United Nations 2030 Agenda
Social Responsibility Observatory	Provides the governance framework for community service, volunteering, partnerships, community initiatives, and digital platforms operating under its supervision.
Center for Cooperation and Partnerships (Majmaah University, 2024a, p. 39)	Manages internal and external collaborations
General Administration of Occupational Health and Environment	Operationalises workflows across seven sub-units (occupational health, epidemiology, radiation protection, safety, support services, women's administration, special-needs services), documented across 52 pages (General Administration of Occupational Health and Environment, 2025), substantiating the Full rating in Section 4.3 (Ibrahim & Al-Matari, 2022)

Leadership development is structurally integrated through MU's participation in the LEAP-FAST programme, an international initiative whose aims include the development of institutional governance and the equipping of leaders with capabilities aligned with international SIG standards (Majmaah University, 2024b), thereby providing the capacity foundation upon which the other SIG pillars depend.

4.2 Digital Measurement and Reporting

Institutionalising Sustainability Governance and Community Engagement at Majmaah University: A Documentary Analysis in the Context of Vision 2030

MU's commitment to evidence-based governance is reflected in a layered digital infrastructure. The Data Office and Business Intelligence, formally established within the 2025 Organizational Manual (Majmaah University, 2025a, p. 39), functions as a central analytical unit that transforms operational data into KPIs supporting internal reporting, decision-making, and engagement with the THE Impact Rankings (Williamson, 2019; Nilashi et al., 2023); its placement within the formal organisational structure confirms its status as a permanent governance unit reporting to senior leadership.

The General Administration of Human Resources complements this capability through a suite of e-systems, including the Jawdah (Quality) system, the staffing-needs and performance-indicator systems, and beneficiary e-services, which together support workforce planning and the alignment of staff performance with Vision 2030 and the Fourth Strategic Plan (Hashim et al., 2022); e-learning platforms fall under the academic and e-learning deanships and are accordingly treated as a separate digital layer. Reliability is reinforced through the seven-stage planning cycle institutionalised within the Operational Plan (General Administration of Occupational Health and Environment, 2020), which ensures auditable data flows. The Zarqa Initiative Participation Report (Majmaah University, 2025b) further illustrates the integration between digital channels and sustainability programming, with dissemination undertaken via internal email, on-campus screens, WhatsApp, and Blackboard, and registration managed through the Irtiqa platform.

MU's position is externally validated by its 2025 THE Impact Rankings profile, in which SDG 4 is ranked equal 56th globally (Times Higher Education, 2025). It must be noted, however, that this validation is confined to academic-sustainability indicators; the concentration of external evidence within a single ranking signals a development area, and triangulation against peer institutions on metrics such as energy intensity per square metre will be required to strengthen future reports.

4.3 Operational Sustainability Practices

Operational delivery represents one of the most visible dimensions of MU's sustainability transition, encompassing energy, biodiversity, water, and environmental research.

With respect to energy, the Tarshid al-Istihlak project, implemented in cooperation with the National Energy Services Company, encompasses twenty buildings totalling approximately 178,000 m², supported by an integrated Building Management System that centralises air-conditioning, lighting, fire alarms, and emergency systems and is linked to Tarshid's monitoring framework; oversight by the General Administration of Projects, Operation and Maintenance ensures disciplined implementation. A renewable-energy pathway has been initiated through an MOU with KACERE on wind-energy research, with initial site assessment conducted at the University City in Majmaah, although this remains an MOU-stage arrangement rather than an established centre.

With respect to biodiversity, the second phase of the Green Majmaah University programme, identified as a campus-wide transformation initiative within the Fourth Strategic Plan (Majmaah University, 2024a, pp. 68 to 69), was launched in March 2024 in alignment with the Saudi Green Initiative. The programme targets 15,000 native seedlings with extended irrigation and structured volunteer participation across all branches, following a twelve-month geographic phasing model encompassing Majmaah, Zulfi, and the Ghat-Rumah-Hautat Sudair cluster (General Administration of Occupational Health and Environment, 2022). The completed University Walkway provides a tangible early outcome.

With respect to water, a research cooperation agreement with the Saudi Water Authority supports joint study of sector-wide challenges, whilst internal measures combine water-efficient landscaping and modern irrigation with awareness campaigns including Al-Ma' Nabd al-Hayah (Water is the Pulse of Life) and the Zarqa Initiative (Majmaah University, 2025b), the latter of which trained 178 staff and students through a structured two-hour programme delivered in cooperation with the Ministry of Environment, Water and Agriculture; Tarshid building-efficiency works additionally encompass water-system improvements. The metered water-consumption dataset

for January 2023 to April 2025 covers eight MU-affiliated sites across Majmaah, Zulfi, and the wider Riyadh region, summarised in Table 5.

Table 5

Water Consumption Across Eight Metered MU Sites (Selected Months, January 2023 to April 2025; thousands of m³)

Site (abbreviated description)	Region	Jan 2023	Apr 2023	Apr 2024	Apr 2025
Female students' complex, MU	Majmaah	2.70	5.76	0.81	4.03
College of Education for Women, MU	Majmaah	19.21	17.90	4.74	2.12
Female colleges complex, MU	Majmaah	9.07	15.81	7.21	2.19
College of Education (Category D), MU	Majmaah	6.36	3.15	2.30	1.07
Community College, MU	Majmaah region	0.00	5.08	0.99	0.13
Main MU campus, Majmaah	Majmaah	0.00	15.44	0.00	n/a
Community College, MU (alt. site)	Majmaah	0.34	0.00	0.00	6.51
College of Education for Girls 1, Zulfi	Zulfi	0.00	0.00	0.00	n/a

Source: MU Water Inspection and Rationalisation Monitoring Dataset. Values represent monthly consumption volumes in thousands of m³ as recorded within the institutional metering system. Where the dataset reports no reading, the cell is marked n/a; zero values are reproduced as recorded and may reflect either genuine non-consumption or gaps in the monitoring chain.

The dataset permits three principal observations. First, the existence of a structured monitoring record comprising 28 monthly observations across eight sites provides preliminary evidence of an operational rationalisation system. Second, several sites, most notably the College of Education for Women and the female colleges complex in Majmaah, exhibit a clear downward trend in measured consumption over the three-year window, consistent with documented rationalisation efforts. Third, variability across sites and months indicates that the rationalisation effort has not yet produced a uniform consumption profile across the network, thereby providing a concrete empirical basis for the recommendation advanced in Section 6.2 to publish a side-by-side site-level water-intensity benchmark. The dataset also surfaces a methodological caution: a small number of sites report extended sequences of zero readings, which may reflect either genuine non-consumption or gaps within the monitoring chain warranting further verification.

Energy Consumption and Resource Efficiency

According to internal operational records obtained during the study, total electricity consumption across university facilities reached approximately 64,853,540 kilowatt-hours (kWh) in 2022, 70,887,913 kWh in 2023, and 70,764,940 kWh in 2024. The longitudinal electricity-consumption series further supports this operational trajectory, with the stabilisation observed between 2023 and 2024 suggesting the emergence of consolidated operational monitoring practices. The available records do not yet provide building-level disaggregation or normalised indicators such as per-capita or per-square-metre consumption. Accordingly, future reporting could be strengthened through the introduction of standardised energy-intensity indicators, comparative annual efficiency benchmarks, and renewable energy performance metrics.

Institutionalising Sustainability Governance and Community Engagement at Majmaah University: A Documentary Analysis in the Context of Vision 2030

Waste Management Practices

Internal operational records estimate waste generation at approximately 15 tons per day, equivalent to nearly 3,450 tons annually, with relatively limited year-to-year variation. The currently available data do not yet incorporate detailed waste classifications, recycling volumes, landfill-diversion indicators, or normalised per-capita measurements. Accordingly, the available waste indicators should be interpreted primarily as operational estimates rather than comprehensive environmental-performance metrics. Future reporting could be strengthened through the development of indicators addressing waste segregation rates, recycling performance, and comparative annual trends.

Within the environmental research and education domain, the academic programme in Environmental Protection Technology develops graduate capacity in environmental sciences and applied research oriented toward pollution reduction. Members of academic staff participate actively in industrial innovation hackathons, particularly in relation to electric-fuel applications for reducing carbon dioxide emissions and the development of green hydrogen technologies. Strict safety standards govern the handling of chemical materials within laboratories. These collective efforts reinforce MU's contribution to SDG 13 (Climate Action).

Environmental risk is governed through a dedicated cycle articulated within the Fourth Strategic Plan (Majmaah University, 2024a), encompassing identification, classification, response through prevention or intervention, effectiveness evaluation, and analysis. Table 6 summarises the developmental maturity assessment of selected operational domains.

Table 6

Developmental Maturity Assessment of Selected Operational Sustainability Domains at MU

Domain	SIG Component	Developmental Rating	Documentary and Quantitative Basis
Energy efficiency	Operational practices	Developing	Tarshid project (20 buildings, ~178,000 m ²); BMS integration; longitudinal electricity consumption records for 2022, 2023, and 2024; quantified per-m ² intensity not yet available
Water management	Operational practices	Developing	Saudi Water Authority research partnership; modern irrigation; rationalisation campaigns; 28-month metered consumption record across eight sites with documented declining trend at multiple sites
Biodiversity and green campus	Operational practices	Developing	Green Majmaah University programme: 15,000 seedling target; structured 12-month geographic phasing across Majmaah, Zulfi, and the Ghat-Rumah-Hautat Sudair cluster
Occupational health and safety governance	Governance architecture	Full	52-page workflow architecture within 2025 OHE Policies and Procedures Manual covering occupational health, safety, epidemiology, and radiation protection

Community engagement	Community engagement	Full	Majtam'i and Nabader platform, Dan, HRDF Ta'leem wa Amal, Social Responsibility Observatory, Center for Cooperation and Partnerships; documented 178 participants in the Zarqa Initiative training programme
----------------------	----------------------	------	--

4.4 Community Engagement and Social Impact

Community engagement constitutes one of the more developed dimensions within the available documentary evidence. The Social Responsibility Observatory provides the strategic anchor for community engagement and operates two digital platforms under its direct authority. The Majtam'i (My Community) platform, recently upgraded under the patronage of the Vice Rectorate for Development and Investment, governs community initiatives across all university entities and aligns them with the strategic plan for community service, whilst the Nabader (We Initiate) platform organises and receives qualitative initiatives serving the university and wider community, coordinating between initiative leaders and administrative units in alignment with Vision 2030. Together, these platforms function as governed digital instruments through which the university tracks community impact and reports against the social-responsibility KPIs articulated within the Fourth Strategic Plan, including indicators on volunteer numbers and total annual volunteer hours (Majmaah University, 2024a, pp. 40, 61).

The Dan blood donation initiative provides a further institutionalised channel for community participation, organising structured donation campaigns and delivering capacity-building programmes for the Friends of the Blood Bank Club; its principal contribution is to community engagement to SDG 3, and it constitutes a volunteering initiative coordinated within the community engagement domain rather than an operational programme of the General Administration of Occupational Health and Environment. Recent participation data from the Zarqa Initiative offer further concrete illustration: according to the Zarqa Initiative Participation Report (Majmaah University, 2025b), MU's participation in this national initiative, implemented in cooperation with the Ministry of Environment, Water and Agriculture, included an institution-wide awareness campaign, a structured training workshop, and the certification of 178 participants through the Irtiqa platform, with explicit targeting of sustainable water-consumption behaviours. Internal mobilisation is reinforced through the Deanship of Student Affairs and the Student Activities Units operating within the colleges, alongside the Center for Cooperation and Partnerships, which supports the structured involvement of external partners.

Strategic partnerships extend the social dimension further: the HRDF cooperation agreement under the Ta'leem wa Amal programme supports the practical preparation of students and graduates for the labour market, whilst the CIFAL Saudi Center connects local community service to international SDG-related capacity-building, hosting training activities that reach government officials and civil-society leaders across the region. The volunteering ecosystem is further reinforced by the Nomo Volunteering Opportunities Incubator, launched in 2023 to develop and govern volunteering opportunities in alignment with university objectives and National Volunteering Platform standards, thereby supporting the design of qualitative opportunities linked to developmental priorities rather than functioning solely as a registration mechanism.

National Recognition and the Governance of Volunteering

A further substantive dimension of MU's community-engagement architecture concerns the formal national recognition accorded to its volunteering governance arrangements. The university has obtained the Certificate of Establishment for the Volunteer Work Centre in accordance with the Idamah Standard, the Saudi national reference standard for the administration of volunteer work. Issued under the authority of the Ministry of Human Resources and Social Development, the Idamah Standard constitutes the principal regulatory benchmark for organising volunteer activity across the governmental, for-profit, and non-profit sectors within the Kingdom, and is designed to transform volunteering effort from disparate ad hoc initiatives into a professionalised and

Institutionalising Sustainability Governance and Community Engagement at Majmaah University:

A Documentary Analysis in the Context of Vision 2030

sustainable institutional system (Majmaah University, 2024j). The university's accreditation against this standard accordingly signals that its volunteering governance arrangements meet nationally codified criteria for organisational design, accountability, and continuity of operation.

This recognition was further consolidated through MU's receipt of the National Award for Volunteer Work for the year 2024, conferred during the official ceremony held in conjunction with the Sixteenth Session of the Conference of the Parties to the United Nations Convention to Combat Desertification (COP16) and marking the Saudi and World Volunteer Day (Majmaah University, 2024k). Conferred by the Ministry of Human Resources and Social Development upon the President of the University, the award supplies external, state-level validation of the institutional infrastructure analysed in this section, including the Majtam'I platform, Nabader platforms, the Nomo Volunteering Opportunities Incubator and the Zarqa and Dan initiatives. Taken together, the Idamah accreditation and the National Award for Volunteer Work constitute documented external endorsements of MU's progression from informal community engagement toward a governed and standards-compliant volunteering system, thereby reinforcing the Full developmental rating assigned to community engagement within Table 6 and substantiating the comparative observation in Section 4.5 that MU exhibits a distinctive institutional model of governed community engagement within the Saudi higher-education sector.

Quantitative Indicators of Community Engagement

Volunteer-participation statistics evidence measurable and evolving levels of organised engagement. In 2023, the university recorded 1,046 volunteering opportunities involving 6,136 volunteers, generating approximately 111,884 volunteering hours and an estimated economic contribution exceeding SAR 3.5 million, alongside 2,496 direct beneficiaries. In 2024, the records documented 959 opportunities involving 5,892 volunteers and approximately 89,891 hours; the apparent decline in hours, alongside a rising estimated economic contribution above SAR 5.7 million, reflects a change in the valuation methodology applied to higher-skill volunteering roles, with 2,303 beneficiaries recorded without duplication. By 2025, partial-year records to the data-collection cut-off indicate substantial expansion: 1,571 opportunities, 9,782 volunteers, more than 339,046 hours, an estimated economic contribution exceeding SAR 10.5 million, and 3,815 beneficiaries without duplication. Taken collectively, the documented platforms and participation indicators, externally endorsed through the Idamah accreditation and the 2024 National Award for Volunteer Work, reflect a gradual consolidation of community-engagement governance practices, although the absence of consolidated longitudinal benchmarking and externally verified environmental-impact indicators continues to limit full evaluative assessment.

Table 7

Community Engagement and Social Impact Indicators at Majmaah University (2023–2025)

Indicator	2023	2024	2025
Volunteering Opportunities	1,046	959	1,571
Volunteers	6,136	5,892	9,782
Volunteer Hours	111,884	89,891	339,046
Economic Value (SAR)	>3.5 million	>5.7 million	>10.5 million
Beneficiaries	2,496	2,303	3,815

The Social Responsibility Observatory as a Governance Anchor

The Social Responsibility Observatory serves as an institutional mechanism for governing community engagement at Majmaah University. Rather than serving merely as an operational unit responsible for implementing activities, the Observatory provides a structured framework through which community initiatives,

volunteering programmes, partnership activities, and social-impact assessment are planned, coordinated, monitored, and aligned with the objectives of the Fourth Strategic Plan. Through the digital and institutional ecosystem operating under its supervision, including the Majtam'i platform, the Nabader platform, and the Nomo Volunteering Opportunities Incubator, together with community initiatives and volunteering campaigns, the Observatory contributes to transforming community engagement from dispersed activities into a more structured, measurable, and strategically aligned institutional system.

Table 8

Digital Community Engagement Ecosystem at Majmaah University

Platform	Primary Function	Governance Contribution
Majtam'i	Management of community initiatives and campaigns	Alignment of community initiatives with strategic objectives and impact indicators
Nabader	Submission and development of qualitative initiatives	Structured governance of community innovation and institutional participation
Nomo	Development and governance of volunteering opportunities	Enhancement of volunteering quality and compliance with national standards

4.5 Comparative Discussion with Saudi and GCC Universities

The comparative discussion focuses upon three governance-oriented indicators across the ten institution comparator set and is contextualising rather than evaluative in nature: it does not produce weighted comparative scores nor assert equivalence in underlying disclosure datasets. Table 9 presents a structured summary.

Table 9

Comparative Discussion: MU and Selected Saudi, GCC, and International Reference Institutions

Institution	Centralised Governance Linked to Top Leadership	Sustainability Dedicated to Top	Dedicated International Partnerships Centres for Sustainable Development	Institutionalised Community or Platforms	Partnership
Majmaah University	Yes: Vice Rectorate Development, Investment, Responsibility Center for Partnerships, and General Administration of OHE	Social Observatory, Cooperation and	for Yes: CIFAL Saudi and Center with UNITAR; MOU with KACERE on wind-energy research	Yes: Majtam'i and Nabader (under the Social Responsibility Observatory); Dan initiative; HRDF Ta'leem wa Amal agreement	Social
King University	Saud Yes: Deanship Sustainability and Environment	of	Bilateral research partnerships; no CIFAL-equivalent centre	Community engagement units within colleges	

Institutionalising Sustainability Governance and Community Engagement at Majmaah University:

A Documentary Analysis in the Context of Vision 2030

King Abdulaziz University	Yes: Vice Presidency Projects and Environment	for Renewable energy research centres	Volunteer programmes; no unified digital platform reported
Imam Mohammad Ibn Saud Islamic University	Sustainability embedded within strategic planning units	Primarily national partnerships	Community engagement through student affairs
King Faisal University	Sustainability distributed across rectorates	functions across vice- partnerships	Bilateral research partnerships
Najran University	Sustainability distributed across rectorates	functions across vice- partnerships	Primarily national partnerships
Qatar University	Yes: Office of Sustainability	International partnerships including research consortia	Active volunteering and community service programmes
Sultan Qaboos University	Yes: Sustainability Committee	Regional sustainability collaborations	Community outreach through academic departments
United Arab Emirates University	Yes: dedicated sustainability office	Regional and international research partnerships	Volunteering and community service programmes
University of Manchester	Yes: Office for Social Responsibility	Extensive international SDGaligned partnerships	Institutionalised community-engagement programmes
Western Sydney University	Yes: Sustainability Committee with executive sponsorship	Extensive international SDGaligned partnerships	Institutionalised community-engagement programmes

With respect to the first indicator, MU's placement of sustainability under the Vice Rectorate for Development and Investment- the Social Responsibility Observatory, the Center for Cooperation and Partnerships, and the General Administration of Occupational and Environmental Health, - is consistent with the integrated structures observed at King Saud University, Qatar University, and the international reference institutions. With respect to the second indicator, MU's hosting of the CIFAL Saudi Center in partnership with UNITAR constitutes a distinctive feature, providing a direct institutional link to the United Nations system that is uncommon across the Saudi peers within the comparator set. With respect to the third indicator, MU's combined ecosystem, comprising Majtam'i and Nabader platforms operating under the Social Responsibility Observatory, the Dan initiative, and the HRDF Ta'leem wa Amal agreement, reflects a developing model of governed community engagement.

Whilst MU demonstrates comparatively strong integration between community-governance platforms and institutional leadership structures, several international comparators exhibit more advanced external sustainability reporting systems, including standardised ESG disclosure and longitudinal environmental benchmarking frameworks. This pattern indicates that MU's governance maturity is currently more pronounced within architectural and partnership dimensions than within externally verified disclosure practice. MU's equal

56th global rank in SDG 4 (Times Higher Education, 2025) provides an external reference point within the academic-sustainability domain from which the governance architecture may be progressively scaled.

5. Discussion

The findings suggest that MU has developed a relatively coherent institutional governance arrangement for sustainability within the domains examined, with an evolving maturity profile across the SIG dimensions. Six analytical themes structure the discussion that follows.

First, sustainability at MU is structurally embedded rather than rhetorically appended. The Fourth Strategic Plan, the 2025 Organizational Manual, and the Policies and Procedures Manual collectively frame and distribute sustainability responsibilities across leadership, dedicated centres, and operational administrations, whilst the articulation of six strategic objectives and 65 performance indicators establish a granular accountability framework. Whether this architectural integration translates into substantive rather than ceremonial compliance, however, remains an open empirical question that would benefit from further field-based investigation beyond documentary analysis.

Second, the trajectory of institutional maturity is itself documentable. The progression from the original University Environment and Occupational Health Department, established 1 Ramadan 1435 AH (28 June 2014), to a fully constituted General Administration reporting to the Vice Rectorate for Development and Investment evidences organic governance evolution alongside Vision 2030. This evolutionary depth differentiates the case from institutions within which sustainability units have been retrofitted as recent overlays, thereby potentially reducing the symbolic-compliance and decoupling risks identified by Bromley and Powell (2012).

Third, the university demonstrates a clear operational orientation, although one of uneven quantitative resolution. Operational sustainability efforts associated with energy efficiency, renewable-energy cooperation, environmental programmes, and water rationalisation collectively translate strategic priorities into measurable institutional practices across multiple sustainability domains, the latter supported by a 28-month metered consumption record and complemented by institutional sustainability-capacity initiatives implemented during the study period, collectively translating strategic priorities into measurable institutional activity across multiple SDGs. The longitudinal electricity-consumption records from 2022 to 2024 further reinforce the university's operational sustainability orientation, although the absence of normalised intensity metrics constrains the analytical purchase of the data. The combination of infrastructure projects, academic capacity-building initiatives, and community-oriented sustainability programmes reflects an increasingly integrated operational approach consistent with contemporary sustainability practice (Bauer et al., 2020; Leal Filho et al., 2025).

The structured geographic phasing of the Green Majmaah University programme further reflects deliberate institutional planning for equitable regional impact.

Fourth, the digital dimension of governance is in active expansion. The university's expanding digital governance infrastructure, including data analytics and HR e-systems, provides increasingly structured analytical and workforce-management capabilities (Hashim et al., 2022; Nilashi et al., 2023), while MU's equal 56th global rank in SDG 4 provides an external reference point. Extending the credibility and external comparability of sustainability-governance claims beyond isolated ranking performance will require more systematic quantification of energy intensity, waste volumes, and water consumption beyond the present partial datasets.

Fifth, the community and partnership dimension constitutes the most developed area within the documentary evidence. The integration of institutional partnership structures, internationally connected sustainability platforms, digitally governed community-engagement mechanisms, and cross-sector collaborations reflects a model in which community engagement is increasingly governed, digitalised, and strategically aligned.

Institutionalising Sustainability Governance and Community Engagement at Majmaah University: A Documentary Analysis in the Context of Vision 2030

The explicit integration of these platforms into the university's strategic volunteerism KPIs reframes community engagement as a measurable institutional outcome rather than an informal cultural practice, a transition further evidenced by longitudinal participation record and connects MU to international SDG frameworks through the CIFAL network (De la Poza et al., 2021; Alhanaya et al., 2025).

Sixth, MU's governance trajectory is reinforced by a culturally resonant normative foundation. Islamic principles of stewardship (khalifah), trust (amanah), and communal well-being (maslaha) furnish an ethical grounding for institutional responsibility that aligns with, rather than competes against, international ESG and SDG frameworks, thereby contributing to the legitimacy and continuity of sustainability practice.

Taken collectively, the findings suggest that MU is progressing through a relatively well-managed phase of institutional sustainability- governance development, with the next frontier of maturity residing in closing the gap between operational delivery and the externally verified reporting that international ranking bodies and ESG audiences increasingly expect. The case illustrates how national transformation agendas, culturally grounded institutional norms, and international partnership networks may interact to shape emerging models of sustainability governance within higher-education systems undergoing rapid institutional transition.

5.1 Limitations

Four limitations bound the study. First, the design is documentary; whilst drawing upon named institutional artefacts and the three quantitative datasets identified above, it does not incorporate stakeholder interviews, thereby leaving the perspectives of senior leaders, sustainability officers, faculty, students, community partners, and external reviewers outside the analytical record. Second, the available quantitative data are bounded. Normalised indicators such as energy intensity per square metre, detailed waste-stream volumes, recycling rates, and externally verified environmental performance indicators were unavailable. In addition, the water-consumption dataset contains gaps and zero-reading sequences that limit network-level inference. Third, no independent external verification of MU's sustainability claims was conducted; the THE Impact Rankings provide only a partial external reference point. Fourth, content analysis was conducted by a single coder, with decisions reviewed by the supervisory team rather than through formal inter-rater reliability scoring, and the lead author's supervisory and teaching affiliation introduces an insider positionality that the design measures specified in Section 3.1 constrain but do not eliminate entirely.

6. Conclusion and Recommendations

6.1 Conclusion

The documentary evidence indicates the development of an increasingly structured sustainability governance arrangement at Majmaah University, characterised by the integration of strategic planning, digital governance systems, operational sustainability practices, institutional partnerships, and community-engagement mechanisms within a progressively coordinated institutional framework.

Within the domains examined in this study, the findings suggest that the university is moving beyond fragmented sustainability initiatives toward more structured and measurable forms of institutional sustainability governance aligned with the broader transformation objectives of Saudi Vision 2030. While important limitations remain regarding externally verified environmental metrics, standardised sustainability disclosure, and longitudinal benchmarking practices, the findings nevertheless suggest that MU represents an emerging institutional example of sustainability governance adaptation within the Saudi and GCC higher-education context.

The findings further indicate that community engagement has evolved into one of the most mature dimensions of sustainability governance at MU. The Social Responsibility Observatory serves as the institutional governance

framework through which community engagement activities are planned, coordinated, monitored, and evaluated. Through the platforms operating under its supervision, including Majtam'i platform, Nabader platform, and the Nomo Volunteering Opportunities Incubator, as well as community initiatives, volunteering campaigns, and partnership programmes, the Observatory demonstrates how community service and social impact can be institutionalised through structured governance arrangements, digital systems, and measurable performance indicators aligned with the university's strategic objectives.

More broadly, the study highlights the increasing importance of governance-oriented sustainability transitions within higher education institutions operating under rapidly evolving national transformation agendas. In this context, sustainability governance emerges not merely as an environmental or operational concern, but as a multidimensional institutional process involving strategic coordination, digital integration, organisational learning, community engagement, and evidence-informed decision-making.

The MU case further suggests that universities within emerging higher-education systems may progressively develop locally contextualised sustainability-governance models that combine national development priorities with international sustainability frameworks, thereby contributing to broader institutional transformation processes across the Saudi and GCC higher-education sectors

6.2 Recommendations

Short-term (1 to 2 years): consolidating reporting infrastructure. Building upon existing operational datasets, digital governance platforms, and community-engagement systems, the university may consider establishing a unified Sustainability Performance Portal capable of consolidating sustainability-related disclosure, operational indicators, and institutional reporting functions across governance, environmental-management, and community-engagement domains. The proposed portal could further support more standardised monitoring practices, longitudinal benchmarking, and future ESG-aligned reporting development.

Medium-term (3 years): scaling smart-campus and renewable-energy technologies. The university may consider progressively expanding integrated smart-campus infrastructure, renewable-energy applications, and resource-monitoring technologies across institutional facilities to strengthen operational sustainability governance, environmental efficiency, and data-informed resourcemanagement practices.

Medium-term (3 years): institutionalising social value. The university may consider developing its community-engagement and volunteering ecosystem into a unified Social Value Bank capable of integrating volunteering contributions into formal academic, professional, and institutional valuerecognition mechanisms, thereby supporting more sustainable and measurable forms of social-impact governance.

In parallel, the university's institutional sustainability platforms and international partnerships may provide an appropriate foundation for hosting regional dialogue forums and collaborative initiatives related to sustainability governance in higher education

Long-term (4 to 5 years): strengthening human capital. The university may consider advancing toward a more comprehensive institutional sustainability-governance framework through the expansion of externally verified sustainability reporting, standardised ESG-aligned performance indicators, and specialised professional-development programmes in sustainability governance, digital analytics, and SDG-oriented institutional management.

Such long-term development may further position the university as a regional platform for sustainability dialogue, institutional capacity development, and governance-oriented collaboration within the higher-education sector.

Institutionalising Sustainability Governance and Community Engagement at Majmaah University: A Documentary Analysis in the Context of Vision 2030

Acknowledgements

The author extends sincere appreciation to the Social Responsibility Observatory at the Vice Rector's Office for Development and Investment for providing the data that supported this research.

References

- Abdalla, S., Ramadan, E., Al-Belushi, M. A. K., & Al-Hooti, N. (2024). Unveiling the role of Arab universities in advancing sustainable development goals: A multi-dimensional analysis. *Sustainability*, 16(14), Article 5829. <https://doi.org/10.3390/su16145829>
- Abubakar, I. R., Aina, Y. A., & Alshuwaikhat, H. M. (2020). Sustainable development at Saudi Arabian universities: An overview of institutional frameworks. *Sustainability*, 12(19), Article 8008. <https://doi.org/10.3390/su12198008>
- Alhanaya, I., Belal, A., & Gebreiter, F. (2025). Rankings and the organizational-level implementation of UN Sustainable Development Goals (SDGs): A case study. *Financial Accountability & Management*, 41(2), 334-345. <https://doi.org/10.1111/faam.12418>
- Alsayegh, M., Ditta, A., Mahmood, Z., & Kouser, R. (2023). The role of sustainability reporting and governance in achieving Sustainable Development Goals: An international investigation. *Sustainability*, 15(4), Article 3531. <https://doi.org/10.3390/su15043531>
- Al-Youbi, A. O., Zahed, A. H. M., & Hegazy, A. (2025). The role of Saudi Arabian higher education institutions in sustainable development: Participation, framework alignment, and strategic insights. *Sustainability*, 17(6), Article 2530. <https://doi.org/10.3390/su17062530>
- Andrades Pena, F. J., Martinez, D. M., & Jorge, M. L. (2023). How the UN SDGs have affected sustainability reporting activity of Spanish public universities. In D. Crowther & S. Seifi (Eds.), *Innovation, social responsibility and sustainability* (Vol. 22, pp. 207-226). Emerald Publishing.
- Bataineh, M., & Aga, O. (2023). Integrating sustainability into higher education curricula: Saudi Vision 2030. *Emerald Open Research*, 1(3), 1-11. <https://doi.org/10.1108/EOR-03-2023-0014>
- Bauer, M., Niedlich, S., Rieckmann, M., Bormann, I., & Jaeger, L. (2020). Interdependencies of culture and functions of sustainability governance at higher education institutions. *Sustainability*, 12(7), Article 2780. <https://doi.org/10.3390/su12072780>
- Bromley, P., & Powell, W. W. (2012). From smoke and mirrors to walking the talk: Decoupling in the contemporary world. *Academy of Management Annals*, 6(1), 483-530. <https://doi.org/10.5465/19416520.2012.684462>
- Cai, Y., & Ahmad, I. (2023). From an entrepreneurial university to a sustainable entrepreneurial university: Conceptualization and evidence in the contexts of European university reforms. *Higher Education Policy*, 36(1), 20-52. <https://doi.org/10.1057/s41307-021-00243-z>
- De la Poza, E., Merello, P., Barbera, A., & Celani, A. (2021). Universities' reporting on SDGs: Using THE Impact Rankings to model and measure their contribution to sustainability. *Sustainability*, 13(4), Article 2038. <https://doi.org/10.3390/su13042038>

Flyvbjerg, B. (2006). Five misunderstandings about case-study research. *Qualitative Inquiry*, 12(2), 219-245. <https://doi.org/10.1177/1077800405284363>

General Administration of Occupational and Environmental Health. (2020). Operational plan for the General Administration of Occupational and Environmental Health, 2020 to 2025. Majmaah University.

G General Administration of Occupational and Environmental Health. (2022). Initiative for improving and sustaining the university city environment for the year 2023. Majmaah University.

General Administration of Occupational and Environmental Health,. (2025). Policies and procedures manual for the General Administration of Occupational and Environmental Health, (2nd ed.). Majmaah University.

Hashim, M. A. M., Tlemsani, I., & Matthews, R. (2022). A sustainable university: Digital transformation and beyond. *Education and Information Technologies*, 27, 8961-8996. <https://doi.org/10.1007/s10639-02210968-y>

Hazelkorn, E. (2015). *Rankings and the reshaping of higher education: The battle for world-class excellence* (2nd ed.). Palgrave Macmillan.

Hsieh, H. F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research*, 15(9), 1277-1288. <https://doi.org/10.1177/1049732305276687>

Ibrahim, T., & Al-Matari, E. (2022). The effect of governance rules application controls and the accrual basis application controls on quality of financial reporting: Applying to Jouf University. *Sustainability*, 14(5), Article 2831. <https://doi.org/10.3390/su14052831>

Kioupi, V., & Voulvoulis, N. (2020). Sustainable Development Goals (SDGs): Assessing the contribution of higher education programmes. *Sustainability*, 12(17), Article 6701. <https://doi.org/10.3390/su12176701>

Leal Filho, W., Abubakar, I. R., Mifsud, M. C., Eustachio, J. H. P. P., Albrecht, C. F., Dinis, M. A. P., Borsari, B., Sharifi, A., Levesque, V. R., Ribeiro, P. C. C., LeVasseur, T. J., Pace, P., Trevisan, L. V., & Dibbern, T. A. (2025). Governance in the implementation of the UN sustainable development goals in higher education: Global trends. *Environment, Development and Sustainability*, 27, 20695-20718. <https://doi.org/10.1007/s10668-023-03278-x>

Majmaah University. (2024a). Fourth strategic plan 2025 to 2030: Sustaining development and empowering the future. Vice Rectorate for Development and Investment.

Majmaah University. (2024b). LEAP-FAST: International programme for governance and sustainability development. Vice Rectorate for Development and Investment. <https://www.mu.edu.sa/en/news/general/220077>

Majmaah University. (2024c). Energy efficiency project (Tarshid al-Istihlak) launch report. Majmaah University.

Majmaah University. (2024d). Establishment of CIFAL Saudi Center in partnership with UNITAR. Majmaah University.

Majmaah University. (2024e). Green Majmaah University programme: Second phase launch. Majmaah University.

Majmaah University. (2024f). Memorandum of understanding with the King Abdullah City for Atomic and Renewable Energy on wind-energy research cooperation. Majmaah University.

Institutionalising Sustainability Governance and Community Engagement at Majmaah University: A Documentary Analysis in the Context of Vision 2030

Majmaah University. (2024g). Cooperation agreement with the Human Resources Development Fund under the Ta'leem wa Amal programme. Majmaah University.

Majmaah University. (2024h). Dan blood donation initiative. Majmaah University.

Majmaah University. (2024j). Certificate of establishment for the Volunteer Work Centre in accordance with the Idamah Standard. Applied Research Centre for the Non-Profit Sector and Community Development, King Fahd University of Petroleum and Minerals, in cooperation with the Ministry of Education.

Majmaah University. (2024k). National Award for Volunteer Work 2024: Recognition conferred during the COP16 ceremony marking the Saudi and World Volunteer Day. Ministry of Human Resources and Social Development.

Majmaah University. (2024i). Majtam'i and Nabader community engagement platforms operating under the Social Responsibility Observatory. Majmaah University.

Majmaah University. (2025a). Organizational manual for Majmaah University (4th ed.). General Administration for Organizational Development.

Majmaah University. (2025b). Zarqa Initiative participation report (Reference 31/22183, dated 03/07/1447 AH [12 January 2026]). Water Rationalisation Committee, Majmaah University.

Mansell, P., Philbin, S. P., & Konstantinou, E. (2020). Delivering UN Sustainable Development Goals' impact on infrastructure projects: An empirical study of senior executives in the UK construction sector. *Sustainability*, 12(16), Article 6598. <https://doi.org/10.3390/su12166598>

Nilashi, M., Ooi, K. B., Han, G. T. W., Lin, B., & Abumalloh, R. (2023). Critical data challenges in measuring the performance of sustainable development goals: Solutions and the role of big data analytics. *Harvard Data Science Review*, 5(3). <https://doi.org/10.1162/99608f92.545db2cf>

Omar, A., & Almaghthawi, A. (2020). Towards an integrated model of data governance and integration for the implementation of digital transformation processes in the Saudi universities. *International Journal of Advanced Computer Science and Applications*, 11(8), 589-595. <https://doi.org/10.14569/IJACSA.2020.0110874>

Stensaker, B., Wittek, M., & Välimaa, J. (2024). Sustainability as an emerging mandate in higher education. Compare: A Journal of Comparative and International Education. Advance online publication. <https://doi.org/10.1080/03057925.2024.2429819>

Times Higher Education. (2025). Impact Rankings 2025: Majmaah University. Retrieved 22 April 2026 from <https://www.timeshighereducation.com/world-university-rankings/majmaah-university>

Institutionalising Sustainability Governance and Community
Engagement at Majmaah University:

A Documentary Analysis in the Context of Vision
2030

Williamson, B. (2019). Policy networks, performance metrics and platform markets: Charting the expanding data infrastructure of higher education. *British Journal of Educational Technology*, 50(6), 27942809. <https://doi.org/10.1111/bjet.12849>

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage Publications.