Privatization strategy in university education in light of the Kingdom of Saudi Arabia's Vision 2030

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Abstract: The practical research aims to study the strategy of privacy in university education in light of the vision of the modern Kingdom of Saudi Arabia 2030, relying on descriptive rules and referring to a group of references and sources and the vision of the Kingdom of Saudi Arabia with the aim of defining privacy, its dimensions, and trends towards privacy in university education, in addition to its positive applications in university education and the challenges facing its applications and the harmful effects of it. The current research has reached a set of the most important results, the most prominent of which is that applying the specialized strategy in the field of university education leads to diversity in specializations, in addition to the presence of educational trends and keeping pace with the development of technology in the field of teaching. The study group presented recommendations that aim to address the role of privacy in university education by working to provide an appropriate infrastructure for an effective environment and expanding the establishment of student institutions for the labor market according to the requirements of work and the presence of university life that supports continuous learning processes within the framework of sustainability.

Keywords: Educational development, Privatization, Quality of university life, Sustainable development, University education.

1. Introduction

The topic of privatization has garnered significant attention since its implementation in both developing and developed countries. There are those who strongly support privatization and others who strongly oppose it, with each side relying on justifications and arguments for their stance. Major developed countries, such as Japan, have implemented privatization with the aim of increasing production efficiency, improving performance, and making optimal use of their available economic resources. However, privatization in these developed countries was not implemented as part of a comprehensive economic reform program, which can be attributed to the nature of their economies and political systems. Consequently, the debate surrounding privatization in these countries was relatively limited, especially when compared to the extensive debate it sparked in developing nations.

During the 1980s, developing countries began to reassess their economic policies in light of the developments, problems, and economic crises they were experiencing at the time. Many of these countries adopted economic reform programs, often in coordination with the International Monetary Fund (IMF) and the World Bank. Privatization was considered one of the main pillars of these reform programs [1].

The implementation of these programs began in the 1990s, and some countries in the Soviet Union and Eastern Europe transitioned from their economic systems to market economies in 1991. These countries adopted economic reform programs in which privatization was one of the most significant components. Similarly, Arab countries were not isolated from these developments. Many of them faced economic challenges, such as massive deficits in public budgets and balance of payments. Consequently,

several Arab nations—such as Jordan, Tunisia, Algeria, and Morocco—adopted economic reform programs [2].

Accordingly, economic reform programs in general—and privatization in particular—did not escape criticism, especially regarding their negative social impacts on low-income citizens. Privatization programs, in particular, were subjected to further criticism. Nevertheless, some argue that implementing privatization is essential due to its positive effects, which typically emerge in the long term. Therefore, privatization is not a simple or easy matter, nor can it be accomplished in a short time. It is a complex process with profound political, economic, social, and legislative implications. Environmental and political conditions must be taken into account when developing a privatization strategy and preparing its specific programs [3].

2. Problem Statement

The issue of privatization in higher education is witnessing rapid developments across the globe, as many countries adopt different policies regarding this matter. Opinions on the issue vary between supporters and opponents. Privatization in higher education refers to the process of transferring the ownership and management of higher education institutions from the public sector to the private sector. This means that universities become joint-stock companies or private institutions governed by market laws. One of the main drivers behind privatizing higher education is the financial burden on governments, as many face significant fiscal pressures, prompting them to seek new funding sources for higher education. Another driver is the desire to enhance efficiency and innovation, with proponents of privatization believing that competition among private universities will push them to provide higher quality educational services at competitive prices. Moreover, privatization is believed to offer diverse academic programs and specializations, and attract private investments into the education sector, thereby contributing to infrastructure development and the provision of advanced technologies. There are also various modern trends in the privatization of higher education.

Furthermore, privatization is not considered a goal in itself, but rather a means or a tool within the framework of a broader economic reform program aimed at rectifying the economic conditions of a country. Accordingly, the implementation of privatization programs goes hand in hand with other parallel and coordinated programs, all working in the same general direction of liberalizing all economic activities in the public sector for private sector participation. This implies that privatization must be accompanied by changes in national concepts and philosophies regarding economic management, as well as political, economic, and social attitudes that support greater private sector involvement.

Based on the above, the current study problem lies in highlighting the importance and impacts of privatization strategies in higher education in accordance with Saudi Arabia's Vision 2030.

3. Significance of the Study

Higher education is a continuous process influenced by a variety of internal and external factors. These factors interact with one another to create a dynamic educational environment that significantly affects the quality and efficiency of education. Therefore, the significance of this study stems from the importance of the topic it addresses—privatization strategies in higher education within the context of Saudi Arabia's Vision 2030. The study presents the most important and prominent of these strategies and their role in the sustainable development, improvement, and advancement of higher education.

4. Objectives of the Study

The current study aims to achieve the following objectives:
- To examine the factors influencing the development of higher education.
- To study the indicators of success in higher education.
- To identify ways to improve the performance of higher education.

- To clarify the strategy of privatization in higher education and its alignment with the aspirations of leadership in light of Saudi Arabia's Vision 2030.

5. Concepts of the Study

5.1. Privatization:

Privatization is defined as the process of transferring the ownership of companies and institutions owned or managed by the state to the private sector. In other words, it is the transfer of ownership of assets and services from the government to private individuals and companies [4].

5.2. Higher Education

Higher education is defined as the advanced educational stage that follows secondary education. It aims to prepare graduates for the labor market and equip them with the knowledge and skills necessary to face future challenges. Higher education is characterized by its diverse specializations that cover various scientific and humanistic fields, allowing students to choose majors that align with their interests and capabilities [5].

5.3. Definition of Privatization

Privatization has been defined as one of the tools of economic policy, and it is the process of transferring ownership or control of the assets used to deliver goods and provide services from the public sector to the private sector. A specific definition of privatization is the removal of all barriers that hinder or limit the private sector's ability to provide services or benefit from the necessary infrastructure to deliver those services. Privatization at the sector level—such as electricity and telecommunications—is more complex than at the level of individual companies or institutions, as it requires a comprehensive restructuring of the sector. Therefore, a general definition of privatization must involve establishing proper legal and regulatory mechanisms to ensure that private service providers do not neglect the public dimension of the services they are licensed to provide [6].

Privatization is also defined as a set of measures taken by a government to increase the role of the private sector in economic activities. According to this definition, it explains the transition undertaken by former socialist economies in Central and Eastern Europe and the former Soviet Union. Likewise, some Arab countries, such as Algeria, Tunisia, and Egypt, have taken steps to shift from a state-controlled economy to a market-based economy, in which the private sector plays a significantly larger role. The petroleum-rich Gulf Cooperation Council (GCC) countries have also begun to realize the importance of privatization in diversifying their economic base and reducing their reliance on oil and its derivatives. Privatization has also been defined as a set of integrated policies aimed at partially or fully transferring productive or service institutions owned by the state to the private sector. This is done to activate market mechanisms, achieve competitive advantage, and benefit from the private sector with all its initiatives and privileges, with the ultimate goal of achieving economic development and social justice [7].

Accordingly, based on the above, privatization is the process of transferring the ownership of institutions, companies, and public utilities from the public government sector to the private sector. In other words, it is the transfer of ownership of government assets to private individuals and companies. In its traditional concept, privatization is the sale of government institutions to the private sector, resulting in a change of asset ownership. However, it goes beyond the mere sale of assets and includes the transfer of management and responsibility from the public to the private sector, as well as the application of market mechanisms in sectors previously controlled by the state. Privatization aims to achieve a set of objectives, including increasing efficiency, improving performance, broadening ownership, and attracting investments. It involves several elements, such as changing the method of operation and management of public enterprises to align with private sector principles, which emphasize profit-making and productive efficiency as performance evaluation criteria. It also involves reliance on economic pricing for calculating costs and purchases, and adopting incentive systems. Another key

element is the transfer of ownership of certain local public sector units to the private sector through various methods, such as selling public companies to an investor or a group of investors, or offering company shares for public sale on the stock exchange. Privatization also includes increasing the role of the local private sector in development plans at all local levels through the incentives and facilities provided to it.

6. Dimensions of Privatization

6.1. Economic Dimensions of Privatization

The economic dimensions of privatization are numerous and can be clarified as follows:

The economic aspects of privatization are among the most critical areas of interest for policymakers and researchers alike. These aspects encompass a range of benefits and challenges that may arise from the process. One of the benefits of privatization is the increase in efficiency and productivity, as private companies are expected to be more efficient and productive than public enterprises due to strong economic incentives to generate profit and meet market demands. Privatization also aims to broaden the base of ownership and enhance popular participation in the economy, which may lead to increased investment awareness and the encouragement of entrepreneurial spirit [4].

Privatization also helps reduce the burden on the state budget, as the government sells its assets, thus providing financial resources that can be used in other sectors such as education, healthcare, and infrastructure. Privatization can attract foreign investment, contributing to the transfer of technology and knowledge and opening new markets for goods and services. It also increases market competition, which can lower prices and improve the quality of products and services. However, there are challenges that may result from privatization, such as income inequality. Privatization may lead to a wider income gap, with capital owners benefiting more than others. It may also result in job losses and increased unemployment, particularly in companies that struggle to compete. Moreover, privatization may lead to the concentration of ownership in the hands of a few large corporations, reducing competition and increasing their influence. Additionally, privatization may lead to the neglect of certain public services, such as education and healthcare, especially in rural and marginalized areas where the private sector prioritizes profitability [3].

Privatization is a complex process with multiple dimensions that extend beyond the economic realm to include significant social aspects, directly impacting the lives of individuals and communities. Some of the positive social effects of privatization can be illustrated as follows:

It can lead to increased employment opportunities, as privatization may create new jobs in the private sector, particularly in small and medium-sized enterprises. Competition within the private sector can also drive improvements in the quality of services provided to citizens. Moreover, privatization contributes to broadening ownership and enhancing public participation in the economy, thereby fostering a sense of responsibility and community engagement.

However, there are also negative social effects. Privatization may lead to job losses, particularly in companies struggling to compete, which can increase unemployment rates. It may also exacerbate income inequality; as capital owners tend to benefit more from privatization. Furthermore, the private sector's focus on profitability can lead to the neglect of public services such as education and healthcare, especially in rural and marginalized areas. A reduced role of the state in providing social services can weaken social protection, particularly for vulnerable groups in some communities [2].

Privatization may also lead to changes in the cultural identity of society due to the dominance of multinational corporations over local markets. The social impacts of privatization depend on several factors, including the sector being privatized. For instance, the social effects of privatizing industrial companies may differ from those of privatizing service-oriented companies. The method by which privatization is implemented plays a key role in shaping its social outcomes. Additionally, the presence of a strong regulatory framework that protects workers' and consumers' rights can mitigate the negative social consequences of privatization. Providing support programs for workers affected by privatization can also help alleviate its social impact [8].

Among its positive effects, privatization aims to reduce the role of the state in the economy, allowing the private sector more space to play a pivotal role in economic development. Privatization can also help combat corruption by increasing transparency and accountability in institutional management. Furthermore, it may contribute to enhancing democracy by expanding the base of economic participation and boosting competitiveness. Nevertheless, privatization can have adverse political consequences. It may lead to a concentration of economic power in the hands of a few large corporations, reducing competition and increasing these corporations' influence over policymakers [7].

Reducing the state's role in the economy may also diminish its ability to provide public services and meet citizens' needs. Privatization might widen the gap between the rich and the poor, as capital owners tend to benefit more than others. Political interference in the privatization process to achieve special interests can result in corruption and waste of resources. Moreover, it may be difficult for the government to monitor private companies' post-privatization, complicating efforts to ensure affordable, high-quality public services. Several factors influence the political dimensions of privatization, including its underlying goals—whether they aim to enhance efficiency or serve political ends. The manner in which privatization is conducted also plays a crucial role in determining its political effects. Additionally, a robust legal and regulatory framework that safeguards competition and prevents monopolies can help reduce negative consequences. Various social forces, such as labor unions and political parties, play a critical role in shaping public opinion about privatization and its political implications [9].

Main Legal Dimensions of Privatization: The law explicitly defines the concept of privatization, the assets that can be privatized, and the procedures that must be followed during the privatization process. It outlines the goals privatization seeks to achieve, such as increasing efficiency, attracting investment, and broadening ownership. The legal framework stipulates procedures from the valuation of assets designated for privatization to their actual sale. It also guarantees the protection of workers affected by privatization through retraining and rehabilitation programs. The law aims to protect consumer rights post-privatization by ensuring the continued provision of services at reasonable prices and with high quality. It establishes mechanisms to reduce corruption in privatization processes by ensuring transparency and accountability, and it also protects the environment from potential negative impacts of privatization [10].

Legal challenges associated with privatization include conflicts of interest, where the goals of privatization may clash with the interests of certain societal groups such as workers. Some individuals might exploit the process for personal gain at the expense of the public interest. Additionally, some countries may lack the legal expertise required to effectively implement privatization processes. Frequent legislative changes can create legal instability, discouraging investment. The importance of the legal framework for privatization lies in its role in ensuring transparency and fairness in the process, thus reducing opportunities for corruption. The law protects the rights of all parties involved in privatization, including the state, private companies, workers, and consumers. A clear legal framework also creates an attractive environment for foreign investment and contributes to the sustainability of economic and social development [11].

Accordingly, privatization is a complex process with interwoven social, economic, legal, and political effects. Governments must carefully evaluate all positive and negative aspects of privatization before deciding to privatize any of their assets. They should also take the necessary measures to mitigate the negative impacts and challenges of privatization and protect vulnerable groups in society [4].

6.2. Modern Trends in the Privatization of Higher Education
These trends can be outlined as follows:

Partial privatization is considered one of the most recent trends in the world of higher education, where educational institutions seek to benefit from the advantages of the private sector without entirely abandoning their public identity. This approach combines the flexibility and efficiency characteristic of

the private sector with the commitment to public service and community interest. Accordingly, partial privatization is the process of transferring some of the university's tasks and services to the private sector while the ownership of the university remains in the hands of the state. This transfer may include offering specific services such as facilities management, food services, certain specialized academic programs, student training through partnerships with companies to provide practical training opportunities, and research and development through collaboration with companies to fund research projects [7].

One of the main reasons for resorting to partial privatization in higher education is the goal of increasing revenues. Partial privatization contributes to enhancing university income, enabling the institution to improve its infrastructure, offer better services to students, and enhance overall efficiency and productivity. It is expected that the private sector will help improve the management and delivery of services within universities. Additionally, partial privatization can assist universities in meeting the evolving needs of the labor market through the development of new academic programs and the establishment of partnerships with companies. The private sector can also play a crucial role in modernizing university infrastructure and providing access to advanced technology. Partial privatization includes various forms such as public-private partnerships, in which responsibility for delivering a particular service is shared between the university and a private company; outsourcing or contracting, where a private company is assigned to provide a specific service instead of the university; and the establishment of joint institutions, where a new entity is created by both the university and the private company to offer a specific service. In this context, several challenges face partial privatization. One of the most significant is the potential for conflicts of interest, as collaboration between the public and private sectors may lead to discrepancies between the commercial goals of private companies and the academic objectives of the university. Partial privatization may also result in the loss of academic independence, with universities possibly coming under pressure from private companies. Furthermore, it can exacerbate inequalities among universities, as those that enter partnerships with the private sector may be able to develop their services at a faster pace than those that do not [6].

Virtual universities are one of the prominent examples of modern trends in the privatization of higher education. These educational institutions rely primarily on technology to offer their academic programs and have experienced significant growth in recent years. Virtual universities are higher education institutions that provide their academic programs entirely or partially online, eliminating the need for students to attend traditional classroom sessions. These universities utilize a variety of technologies, such as e-learning platforms for delivering course materials, interactions between students and professors, interactive videos to present lectures and explain complex concepts, forums and discussion groups for exchanging ideas and enriching the student experience, and electronic assessments for conducting tests and assignments [1].

- Virtual universities are closely linked to the phenomenon of privatization in higher education in several ways, including financing. They often rely on private funding, whether through tuition fees or private investments, and focus on return on investment. As a result, virtual universities aim to achieve financial returns on their investments, driving them to focus on programs that are in high demand in the labor market. Additionally, the technologies used in virtual universities enable the delivery of flexible educational services that adapt to students' needs and the labor market requirements. Virtual universities also compete with traditional universities and other private institutions, which pushes them to offer innovative programs at competitive prices. Among the advantages of virtual universities are learning flexibility, as students can study anytime and from anywhere. They also offer a wide range of programs to meet students' diverse needs and have lower costs, as tuition in virtual universities may be less expensive than that of traditional institutions. Furthermore, they provide rapid access, allowing students from all over the world to enroll [4].

However, virtual universities face several challenges. One such challenge is ensuring the quality of education, as it may be difficult to guarantee the standard of education in a virtual environment. Social interaction is another challenge, as students may miss the direct interaction with peers and professors

that is common in traditional settings. Virtual universities are also heavily reliant on technology, making them vulnerable to technical failures. Additionally, detecting academic cheating and fraud may be more difficult in a virtual environment. As a result, it is expected that virtual universities will continue to grow in the coming years, particularly with the ongoing development of information and communication technology. However, universities must address the challenges they face, such as ensuring quality education and facilitating social interaction among students [5].

Based on the above, privatization in higher education is a complex phenomenon with multiple effects. Decision-makers and educational institutions must carefully evaluate these effects and develop policies to ensure maximum benefit from this process while maintaining educational quality and equal opportunities.

Positive effects of modern trends in higher education include increased efficiency and quality, expanded options for students, attraction of investments, and reduced financial burden on governments. Negative effects include rising tuition fees, prioritization of profit over academic quality, reduced focus on humanities and social sciences, and increased disparity in access to education [3].

These modern trends also face several challenges, including ensuring the quality of education, as mechanisms need to be put in place to guarantee the quality of education in private universities. Additionally, maintaining diversity is essential, as universities must ensure a range of academic programs and avoid focusing solely on profitable fields. It is also crucial to ensure that all students, regardless of their financial capabilities, have equal opportunities for education [4].

6.3. Positives of Implementing Privatization in Higher Education

One of the most significant advantages of applying privatization in the higher education sector is the increase in efficiency and innovation. Competition between private and public universities drives improvements in service quality and the development of new academic programs that align with labor market requirements. Private universities enjoy greater flexibility in decision-making and implementing reforms, allowing them to respond quickly to changes in the work environment. Privatization encourages innovation in education by developing new educational technologies and adopting effective teaching methods. Another positive is the diversification of funding sources. Privatization reduces the pressure on government education budgets, enabling the state to allocate these funds to other sectors. Additionally, private universities attract private investments, contributing to infrastructure development and the provision of the latest technologies. Privatization also addresses labor market needs by offering specialized programs in high-demand fields. Private universities cooperate with companies to provide practical training programs for students, increasing their employment opportunities. Private universities have greater flexibility in administrative and financial decision-making, contributing to improved efficiency. They also follow corporate governance systems, ensuring transparency and accountability. Moreover, privatization provides students with a wide variety of academic programs and institutions to choose from, allowing them to select options that match their aspirations and abilities [11].

6.4. Challenges Facing the Implementation of Privatization

Privatization in the field of higher education faces numerous challenges that may hinder the achievement of its intended goals. One of the most significant challenges is the increased disparity in access to education. It is anticipated that tuition fees in private universities will rise, making higher education less accessible to many students, especially those from low-income backgrounds. Additionally, private universities may prefer to admit high-achieving students with strong academic abilities, limiting opportunities for other students to access university education. Redirecting investments toward private universities may also reduce government investment in public universities, negatively affecting the quality of education in these institutions. Moreover, private universities may focus on programs that generate high financial returns, which can lead to a decline in attention to fundamental scientific research [6].

Furthermore, private universities may prioritize profit over educational quality, resulting in larger class sizes, increased workload for faculty members, and less time dedicated to research activities. The drive for profitability may create conflicts between the academic goals and commercial objectives of private universities. Companies investing in private universities may interfere in curriculum design, which could limit academic independence. These companies may also steer research efforts toward fields that yield high financial returns, thereby reducing researchers' freedom in selecting their research topics. A diminished role for the state in education may lead to weaker oversight of educational quality in private universities. Privatization may also increase disparities in educational quality across different regions and social classes. It can be particularly difficult to assess the quality of education in private universities due to the absence of clear and well-defined standards. Undoubtedly, achieving integration between the public and private sectors remains a considerable challenge [7].

6.5. Ways to Overcome the Negative Consequences of Privatization
A range of measures and policies can be adopted to mitigate these negative effects and maximize the benefits of the privatization process. These include:

Establishing a strong regulatory framework by enacting clear laws and regulations that define the rights and responsibilities of the various parties involved in privatization and ensure the protection of the interests of consumers and employees; creating an independent and impartial regulatory body to monitor and evaluate the performance of privatized entities and ensure their compliance with established standards; ensuring transparency at all stages of the privatization process by publishing relevant information and data and allowing for public participation; providing retraining and rehabilitation programs for employees affected by privatization to help them secure new employment opportunities; offering financial incentives to employees who accept early retirement or transition to other jobs; encouraging privatized companies to invest in the development of their employees' skills and capabilities; setting clear standards for the quality of services provided by privatized companies and periodically evaluating their compliance; imposing penalties on companies that fail to meet the prescribed standards; conducting comprehensive feasibility studies before making the decision to privatize any institution in order to assess the potential economic and societal impacts; and promoting strategic partnerships between the public and private sectors to leverage the expertise of both sides. By implementing the aforementioned strategies and approaches, it is possible to overcome the negative impacts and consequences of privatization [10].

6.6. Introduction to Higher Education
Higher education refers to the educational stage that follows secondary school and aims to provide students with in-depth knowledge in a specific field of study while developing their intellectual, critical, and creative skills. It is characterized by its focus on scientific research and exploration, offering a dynamic learning environment that fosters critical thinking, creativity, and scholarly inquiry. Higher education seeks to prepare graduates for the labor market by concentrating on specific scientific or humanities disciplines, allowing students to explore their areas of interest in depth. It also grants students greater autonomy in choosing their courses and organizing their schedules. Furthermore, higher education promotes the development of students' critical and analytical thinking skills and offers opportunities for students to participate in scientific research, thus enhancing their research abilities. Additionally, it strengthens students' written and verbal communication skills, equipping them for the job market [9].

The primary goals of higher education are to equip graduates with the knowledge and skills necessary for success in an ever-changing job market and to develop students' cognitive abilities such as critical thinking, creativity, and problem-solving. It also contributes to the formation of the student's character and the development of their values and ethics. Higher education aims to prepare graduates who are capable of contributing to community development. Institutions of higher education can be categorized into: Universities, which are the largest educational institutions and encompass a variety of

faculties and disciplines. Then colleges, which are smaller than universities and offer specialized programs in a specific field. Finally, institutes, which provide short-term educational or vocational training programs [8].

6.7. The Importance of Higher Education

Higher education is an investment in the future, as it opens doors to job opportunities and contributes to both personal and professional development. It broadens one's knowledge horizons and enhances cultural awareness. The importance of higher education lies in its ability to increase the chances of securing a better-paying job and achieving job stability, as employers seek university graduates who possess the skills and knowledge required to keep up with technological and economic advancements [9].

Moreover, higher education plays a vital role in personal development by nurturing intellectual and creative capacities, as well as critical thinking, which helps individuals make better life decisions. It provides an educational environment that encourages interaction and communication with people from diverse cultures and backgrounds, contributing to the formation of extensive social networks. It also offers opportunities to engage in scientific research, which aids in advancing human knowledge and finding solutions to societal challenges. Higher education increases community awareness and global consciousness, thereby promoting civic engagement and social responsibility. Additionally, it offers the opportunity to specialize in a particular field, enabling individuals to gain profound knowledge in their area of interest. Accordingly, higher education is considered one of the key pillars of progress and development in any society. It lays the foundation for building knowledge-based communities and contributes to the advancement of both individuals and societies [11].

6.8. Factors Influencing the Development of Higher Education

The factors affecting higher education can be classified into several categories, as follows:
- Internal Factors: These include the vision and policies adopted by educational institutions and the government, which significantly influence the direction of development and administrative efficiency. The clarity of the organizational structure and the extent of delegation of authority are all factors that affect workflow, program development, and academic quality. Faculty qualifications, the quality of academic programs, and the availability of resources directly impact the standard of education. Encouraging scientific research and innovation contributes to the advancement of knowledge and the updating of curricula. The use of modern technologies in education enhances the learning experience and provides new opportunities for interaction. The relevance of academic programs to labor market demands, their continuous updating, and their diversity are all critical factors that influence the quality of graduates [4].
- External Factors: These include economic factors such as the level of investment in education, availability of financial resources, and the country's economic policies, all of which impact the development of education. Social factors include societal and cultural changes, labor market needs, and societal expectations from graduates. Technological factors include rapid technological advancement and the widespread use of information and communication technology, which pose both challenges and opportunities for higher education. Political factors include government policies toward education and political support for educational institutions. International factors include globalization, the exchange of knowledge and expertise on a global scale, and competition among universities—all of which affect the development of education [6].

Accordingly, there are several challenges facing the development of higher education, including updating curricula to keep pace with scientific and technological advancements and meeting labor market needs; improving the quality of education and student performance; providing adequate funding for universities and diversifying income sources; keeping up with technological developments and integrating them into education; and training faculty members and students on how to use technology

effectively. Thus, the development of higher education is a continuous process that requires the concerted efforts of all stakeholders—from the government, universities, and the private sector to students and parents [10].

6.9. Indicators of Success in Higher Education

Assessing the success of higher education requires a set of indicators that reflect the extent to which it achieves its goals in developing both individuals and society. These indicators vary depending on the cultural, social, and economic context of each country and educational institution. However, some general indicators can be identified to reflect the success of higher education: Graduate Quality: This includes employment rates, the percentage of graduates who secure jobs in their field of specialization, graduate satisfaction with the education they received, their willingness to recommend their university, and their ability to compete in the job market and contribute to its development. Scientific Research: This involves the number of scientific publications in peer-reviewed academic journals, the number of patents registered by the university or its faculty members, and the extent of collaboration between the university and the industrial sector in research and development. Infrastructure: Indicators include the quality and availability of libraries and laboratories, the adequacy of educational facilities, and the extent to which modern technology is available and used in education. The university's position in global rankings is also a relevant indicator. Other Contributing Factors: These include the qualifications and experience of faculty members, the flexibility of educational policies and their adaptability to change, and the quality of governance, including the efficiency and transparency of university administration [1].

6.10. Ways to Improve the Performance of Higher Education

Improving the performance of higher education requires focusing on a set of interrelated factors, necessitating the concerted efforts of all stakeholders in the educational process, from policymakers to students. These include:

- Curriculum Development: Continuously updating curricula to align with scientific and technological advancements and labor market demands; integrating theoretical knowledge with practical application through research projects and internships; adopting diverse teaching methods that promote interaction and critical thinking; and utilizing technology in education, such as e-learning and interactive educational platforms [3].
- Providing Academic Staff: Offering continuous training programs for faculty members to enhance their teaching and research skills; supporting scientific research and providing the necessary resources; and implementing a fair system for evaluating faculty performance [4].
- Improving Infrastructure: Allocating financial and human resources to develop university infrastructure; equipping laboratories and facilities with the latest equipment; and providing digital libraries that contain the latest books and academic articles [5].
- Enhancing Cooperation with the Private Sector: Forming strategic partnerships with companies and institutions to provide students with practical training opportunities and securing private sector funding for research projects.
- Implementing Good Governance: Applying principles of transparency and accountability in university management and involving the local community in decision-making processes. To achieve sustainable improvement in the performance of higher education, there must be strong political will to support higher education, provide the necessary resources, and promote innovation and creativity [7].

6.11. Privatization Strategy in Higher Education and Meeting Leadership Aspirations in Light of Saudi Vision 2030

Privatization in higher education is considered one of the central pillars emphasized by Saudi Vision 2030. The aim is to enhance the efficiency of higher education, meet the rapidly evolving needs of the labor market, and achieve global excellence for Saudi universities. This goal is pursued through several strategies designed to help achieve distinction [8].

6.12. Diversity in Academic Specializations

Diversity in university specializations is one of the most crucial components of the privatization strategy in higher education, in alignment with Vision 2030, which aims to build a diversified, knowledge-based economy that can compete globally. The importance of this diversity lies in its ability to: Meet labor market demands by addressing the continually shifting needs of various sectors and supplying qualified professionals in diverse fields; Promote interdisciplinary knowledge exchange, which leads to the emergence of innovative ideas and creative problem-solving; and finally Enhance the global standing of Saudi universities and attract international students. This diversity plays a key role in realizing Vision 2030 by contributing to the development of a knowledge-based economy rooted in innovation, and by diversifying university income sources through offering specialized academic programs that meet private sector demands. Furthermore, it supports sustainable development by providing solutions to environmental and social challenges [9].

Mechanisms for promoting diversity in academic specializations include encouraging universities to offer programs in disciplines experiencing workforce shortages, strengthening collaboration between universities and the private sector to identify labor market needs and develop programs accordingly, providing financial support to universities for the development of new academic programs and infrastructure, promoting scientific research across all disciplines, and fostering an environment conducive to research. Additionally, attracting faculty and researchers from diverse nationalities helps in offering specialized study programs [10].

Accordingly, the diversity of academic specializations is one of the most significant elements in achieving Vision 2030. It contributes to improving education quality, enhancing employment opportunities, and strengthening the Kingdom's global reputation. Realizing this goal requires the combined efforts of the government, universities, and the private sector, as well as the provision of support necessary for the development of new academic programs and the recruitment of global talent [4].

6.13. The Presence of a Rich Educational Environment

Saudi Vision 2030 is an ambitious roadmap aimed at transforming the Kingdom into a globally diversified economic power. Higher education is one of the main pillars of this vision, as it seeks to develop a high-quality educational system that can continuously adapt to the needs of the labor market. Privatization is a key tool in achieving this goal, as it fosters a competitive environment that encourages innovation and development. A rich educational environment plays a vital role in the success of the privatization process in higher education. It provides students and faculty with a stimulating environment for creativity and innovation, and includes: first\ Modern Infrastructure: Providing laboratories, facilities, and libraries equipped with the latest technologies, and the integration of modern technology in education, such as e-learning and interactive educational platforms. Second\ Qualified Academic Staff: Recruiting top academic talent from within and outside the Kingdom. Third\ Labor-Market-Oriented Programs: Designing curricula aligned with the labor market's needs and encouraging critical thinking and creativity. Fourth\ Scientific Research Support: Encouraging research activities and providing the necessary financial and infrastructure support. Fifth\ Private Sector Partnerships: Establishing collaborations with the private sector to offer students practical training opportunities [11].

The role of a rich educational environment in achieving Vision 2030 is significant. It enhances education quality, equips students with the skills and knowledge required for labor market success, and boosts productivity and innovation, thereby supporting the national economy. A rich educational environment also attracts foreign direct investment in the education sector, contributing to income diversification and reinforcing the Kingdom's status as a regional hub for education and research. Proposed strategies for building a rich educational environment include investing in infrastructure by allocating sufficient budgets for university development, attracting global talent, recruiting international faculty and researchers, regularly updating curricula to keep pace with scientific and technological advancements, providing financial and infrastructural support for scientific research, and actively promoting Saudi universities both locally and internationally to attract foreign students [7].

6.14. Keeping Pace with Technological Change in Educational Methods

Saudi Arabia's Vision 2030 is an ambitious roadmap aiming to establish a knowledge-based economy grounded in innovation and creativity. Since education is the foundation for building such an economy, Vision 2030 places significant importance on developing higher education to ensure it can adapt to the rapid pace of technological advancement. Privatization is considered one of the key tools to achieve this goal, as it contributes to creating a competitive environment that encourages innovation and development in the education sector. The importance of keeping pace with technological change in education lies in enhancing the quality of education by providing an interactive and innovative learning environment. Technology contributes to raising students' academic performance levels, saves time and effort, facilitates the learning process, and equips graduates with the digital skills required in today's labor market. Moreover, it encourages critical and creative thinking and problem-solving abilities [2].

Technology also plays a key role in realizing Vision 2030 by building a knowledge-based economy founded on innovation and learning. It assists universities in diversifying income sources through offering innovative academic programs and contributes to sustainable development by providing solutions to environmental and social problems. Among the proposed strategies for keeping pace with technological change in education are investing in technological infrastructure, providing high-speed internet, smart devices, and advanced educational software, training faculty members on integrating technology in the classroom, updating curricula to include digital skills, supporting research aimed at developing new educational technologies, building partnerships with technology companies to create innovative learning solutions, and marketing e-learning as a viable and competitive educational option [3].

6.15. Providing Adequate Infrastructure for an Effective Learning Environment

The importance of modern infrastructure in higher education lies in its ability to offer a stimulating learning environment for students and faculty, which in turn improves the quality of education and enhances learning efficiency. Advanced infrastructure also boosts productivity in scientific research and innovation, attracts both local and international students, and encourages investment in the education sector. Furthermore, it supports the development of students' technical and digital skills, better preparing them for labor market demands. Outstanding infrastructure contributes to achieving Vision 2030 by attracting foreign direct investment into the education sector, reinforcing the Kingdom's position as a regional hub for higher education and scientific research, and creating new employment opportunities in the education sector. Proposed strategies to provide suitable infrastructure for effective learning include forming partnerships with the private sector to fund and develop educational facilities, taking advantage of government funding to build and upgrade infrastructure, and applying modern technologies to create smart, efficient, and responsive educational environments [4].

6.16. Expanding the Establishment of Universities

The expansion of university establishment is one of the most important pillars of the privatization strategy in higher education, due to its positive effects on increasing access to education by providing

more opportunities for students to pursue higher education, thereby raising enrollment rates. It also contributes to diversifying academic options, offering students various programs to choose from that align with their interests and abilities, and addressing labor market needs by supplying qualified graduates in different fields. Additionally, it fosters a competitive academic environment among institutions, prompting them to enhance the quality of their educational offerings. This expansion attracts foreign direct investment in the education sector, supporting income diversification. The expansion of universities supports the objectives of Vision 2030 by contributing to the creation of a knowledge-based economy centered on innovation and learning, diversifying universities' income through innovative programs, and aiding sustainable development by providing solutions to societal and environmental issues [11].

Proposed strategies for university expansion include forming partnerships with the private sector to finance and develop infrastructure, leveraging government funding to construct and expand universities, designing innovative academic programs that align with labor market needs, and actively promoting Saudi universities locally and internationally to attract foreign students [3].

6.17. Preparing Students for the Labor Market in Line with Future Work Requirements

Preparing students for the labor market is a strategic process aimed at

equipping them with the skills, knowledge, and experiences necessary for success in the modern workplace. The importance of this process lies in its ability to enhance the efficiency of the workforce, increasing their productivity and capacity for innovation. It also helps reduce the employment gap and boosts graduates' chances of securing suitable jobs. Furthermore, it strengthens the national economy by supplying the labor market with qualified professionals and enhances the Kingdom's global competitiveness. Privatization contributes to preparing students for the labor market by creating a competitive environment that motivates universities to improve their academic programs to meet labor market needs. It also provides greater flexibility, allowing universities to easily develop new academic programs and modify existing ones, while attracting investments into the education sector to improve infrastructure and supply the necessary resources in collaboration with the private sector [4].

Strategies for preparing students for the labor market include aligning academic programs with labor market needs, training students in practical skills, encouraging student entrepreneurship projects, providing them with the digital skills required for a technology-driven work environment, and focusing on developing students' communication and critical thinking abilities [3].

6.18. Quality of University Life for Students

The quality of university life is a vital factor in attracting and motivating students to make the most of their academic experience. It encompasses a broad range of elements that impact the overall student experience, including infrastructure by providing modern and comfortable educational facilities such as libraries, laboratories, and lecture halls, and offering a variety of activities and events that contribute to the personal and professional development of students. It also involves delivering high-quality student services such as academic advising, healthcare, and social services, and creating a supportive social environment that fosters learning and innovation. The quality of university life supports the goals of Vision 2030 by attracting students from both inside and outside the Kingdom and enhancing the quality of education through a stimulating academic environment. Additionally, it contributes to increased productivity and innovation, which in turn strengthens the national economy and reinforces the Kingdom's status as a regional center for education and research [2].

6.19. Supporting Continuous Education Processes within the Framework of Sustainability

Continuous education is a vital process that ensures individuals and institutions stay current with modern developments in their respective fields and enhances their ability to adapt to the rapidly evolving labor market. The importance of supporting continuous education lies in its role in increasing workforce efficiency, fostering innovation and creativity, and contributing to sustainable development

by preparing qualified professionals, which boosts the competitiveness of both individuals and organizations. Sustainability is a core element in supporting continuous education, encompassing financial sustainability for lifelong learning programs, the use of environmentally friendly practices in delivering such programs, and ensuring that continuous education initiatives serve the community and support sustainable development [7].

Strategies for supporting continuous education within the framework of sustainability include developing lifelong learning programs that meet the needs of various age groups and educational levels, utilizing modern technologies to deliver flexible and effective continuous education, building partnerships with the private sector to offer training and qualification opportunities, marketing continuous education programs to attract learners, and evaluating the effectiveness of these programs [7].

Transparency:

The author confirms that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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