

The Reality of Applying Community Partnership between King Khalid University and other Institutions

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Abstract

Strategic community partnership is a key strategy for enhancing the economic growth of nations. This study has pursued an understanding of the reality of the community partnership between King Khalid University and other organizations for economic growth in Saudi Arabia and in the achievement of the Vision 2030. We pursued an analysis of how the community partnership between King Khalid University, and organizations such as Nas Air, Almaria and Ministry of Islamic Affairs, Dawah and Guidance amounted to sustainable development in Saudi Arabia, and contributed to the achievement of the Vision 2030. Data was collected through the use of questionnaire from 87 stakeholders drawn from King Khalid University and other organizations. As a survey, the focus was to collect numerical data in answering the study questions. Through the use of relevant statistical measures in analysis, critical findings were made. The findings indicate that the stakeholders recognized the impacts of the community partnership between King Khalid University and other organizations for sustainable development in Saudi Arabia and in the achievement of the Vision 2030. The respondents affirmed that the partnerships have been strategically impactful in areas of promotion of food security and research in agricultural initiatives, in human resource development and skills building, in technological advancement research and initiatives, in environmental sustainability, and generally in pursuing accomplishment of the targets of the Kingdom's Vision 2030. The findings further indicated that the main strategies that evidenced the reality of the community partnership between King Khalid University and other stakeholders are vocational training and research initiatives, innovative strategies for tackling unemployment and job creation, socioeconomic development strategy, and social cohesion and community involvement. It is thus concluded that the reality of the community partnership between King Khalid University and other organizations is reflected on the impacts and the strategies they have initiated which have amounted to sustainable development in Saudi Arabia, and help in achieving the Vision 2030.

Keywords: *community partnership, strategy, King Khalid University.*

1. Introduction

Community partnerships for sustainable development have become an essential strategy for addressing the present-day most critical global issues. Partnership between many stakeholders, including academic institutions, the public and private sectors, and non-governmental organisations (NGOs), is promoted via these collaborations. These partnerships work to accomplish social, economic, and environmental goals, enhancing the general wellbeing of societies all over the globe. With a focus on Saudi Arabia's advancements in sustainable development and economic growth via a variety of

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collaborative initiatives, this study intends to investigate the realities of implementing community cooperation between King Khalid University and other institutions.

Community partnerships for sustainable development are based on the idea that collaboration and partnership initiative are necessary to overcome humanity's issues. According to Lisa Sachs and Jeffrey Sachs (2019), sustainable development requires the active involvement as well as engagement of community members and other stakeholders and cannot be accomplished by governments or institutions alone. To solve difficult challenges like poverty, climate change, and social inequities, these partnerships go beyond conventional corporate transactions and charity. Instead, they promote mutually beneficial relationships, transfer of knowledge, and capacity development (Chambers, 2021). They provide local communities the capacity to actively shape their own futures while also giving institutions a platform to match their programmes with the requirements of the communities they support (Narayan et al., 2020).

Community collaborations have the potential to be a driving force for long-term prosperity and development in Saudi Arabia. By encouraging social development and entrepreneurship, the Kingdom hopes to diversify its economy and lessen its reliance on oil earnings via its Vision 2030 plan (Al-Sabban, 2017). As a consequence, King Khalid University's partnerships with diverse organisations have become well-known as instruments for advancing the nation.

Universities are ideal partners in efforts to promote sustainable development since they are crucial to the creation of new ideas and the transfer of knowledge. As a result of these collaborations, research centres have been established, including the King Khalid University's Centre for Sustainable Development (Al-Harbi, 2018), which brings together both the private and public sectors and academics to solve socioeconomic issues. These partnerships have boosted technical advancements, facilitated the development of sustainable business practises, and given local businesses the tools they need to have a significant impact on the national economy. Partnerships between marginalised groups and the community that are inclusive work to ensure that everyone in society benefits from progress. The transformational potential of inclusive partnerships is shown by programmes like the "Women Empowerment in Entrepreneurship and Leadership" programme, a collaborative effort between King Khalid University and other women-led NGOs (Al-Ghamdi, 2021). These collaborations support a more just and equitable society by advancing gender equality and granting access to resources and knowledge.

The purpose of this study is to investigate at the actual nature of community partnerships between King Khalid University and other Saudi institutions. This research intends to provide useful insights for policymakers, academics, and practitioners interested in promoting sustainable development via partnership initiatives by evaluating the accomplishments, limits, and lessons gained from current partnerships. Additionally, the study aims to illuminate how community collaborations affect Saudi Arabia's economic expansion, social advancement, and environmental sustainability, eventually influencing future tactics and strategies in this field.

2. Literature Review

2.1. Community Partnership; Review of Global Perspective

The utilisation of community partnerships for the purpose of sustainable development has emerged as a crucial strategy in tackling global challenges. The objective of this literature review is to examine the international viewpoints on community partnerships, their importance in addressing global issues, and the involvement of various stakeholders in these partnerships. Community partnerships for sustainable development signify a fundamental change in the approach to tackling intricate global challenges. The significance of local involvement, cooperative endeavours, and initiatives driven by the

community has been underscored by scholars (Sachs & Sachs, 2019). According to Narayan et al. (2020), these partnerships go beyond conventional business models and philanthropic efforts, with the objective of enabling local communities to actively engage in determining their own development. These initiatives foster inclusivity, innovation, and shared accountability in the pursuit of sustainable development at a global level.

Addressing global challenges such as poverty, climate change, and social inequality necessitates collaborative endeavours from a wide range of actors. The involvement of community partnerships is of utmost importance in effectively addressing these challenges by leveraging resources, expertise, and knowledge (Chambers, 2021). According to Grey (2018), partnerships possess a collaborative essence that facilitates the consolidation of complementary skills and resources, thereby fostering the development of innovative solutions and yielding a more substantial influence. An example of successful endeavours in addressing water scarcity and renewable energy can be observed through the collaborative efforts between governments, non-governmental organisations (NGOs), and businesses (World Bank, 2017). Community partnerships have the potential to make substantial contributions towards the attainment of the Sustainable Development Goals (SDGs) and foster a more sustainable future for all through their collaborative efforts.

Community partnerships encompass a diverse array of stakeholders who possess unique responsibilities in facilitating the advancement of sustainable development. Governments play a pivotal role in establishing a conducive policy framework and offering fiscal assistance for various endeavours (Bovaird, 2017). Non-governmental organisations (NGOs) possess specialised knowledge in matters pertaining to social and environmental concerns, actively championing the rights and well-being of marginalised populations (Waddock & Post, 2017). Business enterprises make valuable contributions to society by engaging in corporate social responsibility (CSR) endeavours and implementing innovative technologies to promote sustainable practises (Freeman et al., 2019).

King Khalid University and other academic institutions play a crucial role in promoting sustainable development initiatives by facilitating research, knowledge sharing, and capacity building (Al-Harbi, 2018). The local communities, being the primary recipients, provide valuable perspectives on their needs and aspirations, thereby ensuring that initiatives are appropriately aligned with the local context (Etzioni, 2021). The achievement of sustainable development objectives in community partnerships relies heavily on the imperative of fostering effective collaboration among a wide range of diverse stakeholders.

The notion of global partnerships extends beyond geographical limitations and underscores the importance of international cooperation in the pursuit of sustainable development. The United Nations Global Compact serves as a platform for fostering collaborations among businesses, governments, and civil society organisations with the aim of advancing responsible business conduct and sustainable development (UNGC, 2022). Furthermore, it is worth noting that there are global endeavours, such as the Global Alliance for Trade Facilitation established by the World Economic Forum, which seek to promote sustainable trade and economic development (WTO, 2021). These collaborations utilise collective knowledge, resources, and optimal approaches across international boundaries in order to effectively tackle global issues in a more comprehensive manner.

The analysis of case studies showcasing successful global community partnerships offers valuable insights into the implementation of effective strategies and the identification of best practises. An example of a collaborative effort in the promotion of clean cooking solutions is the Global Alliance for Clean Cookstoves, which successfully convened governments, non-governmental organisations (NGOs), and businesses. This initiative has had a significant positive impact on millions of households globally (GACC, 2023).

Another illustrative instance is the GAVI Alliance, an organisation that effectively allocated resources to enhance the availability of immunisations in underdeveloped nations (GAVI, 2023). The aforementioned case studies exemplify the potential influence of collaborative endeavours in attaining sustainable development objectives at a global level.

International organisations and non-governmental organisations (NGOs) are of utmost importance in facilitating and nurturing global partnerships. The United Nations, World Bank, and World Health Organisation serve as facilitators, effectively uniting various stakeholders to engage in collaborative endeavours (Stokke, 2020). Non-governmental organisations (NGOs), such as Oxfam and Save the Children, actively promote the representation of marginalised voices and mobilise resources to support projects that are aimed at long-term sustainability (Green & Hulme, 2017). These entities serve as catalysts in facilitating global partnerships and coordinating endeavours aimed at achieving sustainable development.

Overall, the establishment of community partnerships for the purpose of sustainable development exhibits considerable potential in effectively tackling worldwide challenges. The inclusive nature of these partnerships, encompassing a wide range of stakeholders and international organisations, facilitates the development of novel solutions and enhances their overall effectiveness. Through the analysis of successful case studies and the assimilation of insights from diverse stakeholders, it is possible to optimise the efficacy of global partnerships and expedite advancements towards a more sustainable future.

2.2. Different Theoretical Perspectives Guiding Community Partnership Initiatives

The design, execution, and assessment of community partnership efforts for sustainable development are influenced by a variety of theoretical views. Different theoretical frameworks have been put forward by academics to help explain community partnerships and their potential to help achieve sustainable development objectives. The Social Exchange Theory (SET), which emphasises the idea of reciprocity and reciprocal benefits among partners (Emerson, 1976), is one of the most well-known theoretical perspectives. SET asserts that community partnerships succeed when each stakeholder feels their efforts are recognised and lead to concrete benefits. This viewpoint serves as the foundation for comprehending how trust, incentives, and motives all play significant roles in creating effective relationships. Another crucial theoretical viewpoint that supports community cooperation programmes is Social Capital Theory (SCT). SCT emphasises the importance of social networks and connections between people and organisations (Coleman, 1988). According to SCT, the quality and depth of relationships among stakeholders may have a beneficial impact on how successful joint initiatives are in the context of community partnerships (Putnam, 1993). Partners may access resources, knowledge, and assistance by using social capital, which improves their capacity to work together to tackle difficult problems. For the creation of enduring and robust community partnerships, it is essential to comprehend the social structures and dynamics inside partner networks.

The ecological systems theory-inspired ecosystem approach offers a comprehensive perspective for examining community partnerships (Folke et al., 2005). This viewpoint places a focus on the interconnection and interdependence of many parties within a partnership ecosystem. This strategy contends that for community partnerships to be effective, it is important to recognise the dynamic interactions between partners and their surrounding conditions, such as the social, economic, and environmental aspects (Berkes & Folke, 1998). Practitioners may better appreciate the complexity of community relationships and the significance of adaptive management and continual learning to achieve sustainable results by adopting an ecosystem approach.

A comparison of partnership frameworks and models may provide light on the various strategies employed in community collaborations. The Collective Impact framework, developed by Kania and Kramer (2011), is one such approach. It places emphasis on the value of shared objectives, comparable metrics, and cooperative actions amongst partners. With the help of cross-sector collaboration, the Collective Impact approach has been extensively used to solve difficult societal challenges including education and health. The distinctive characteristics and possible uses of various partnership models are clarified by comparing this model with others. Another significant approach in community partnerships is asset-based community development (ABCD) (Kretzmann & McKnight, 1993). To promote sustainable development from within the community, this strategy focuses on recognising and using the resources, skills, and knowledge already there. With the help of local citizens and stakeholders, ABCD empowers communities and increases their ability to successfully handle problems. The ABCD model's comparison to other partnership frameworks highlights the value of community-led strategies and the contribution that grassroots efforts play in bringing about long-lasting change.

Researchers and practitioners have been looking towards integrative frameworks and hybrid partnership models that mix components from several methods recently. To solve challenging sustainability issues, the Social-Ecological Systems Framework (Folke et al., 2010) blends environmental viewpoints with social and governance components. In order to remedy the shortcomings of singular frameworks and provide a more thorough knowledge of community collaborations, hybrid models often develop. Analysing the benefits and drawbacks of such integrative frameworks enables the discovery of synergies that enhance flexible and successful community relationships.

Numerous elements that affect community partnerships' implementation and results contribute to their effectiveness. Effective governance and leadership are important factors. The overall effectiveness of partnerships is improved by leadership that promotes a culture of collaboration, enables communication, and assures fair decision-making (Crosby & Bryson, 2005). Strong governance frameworks may provide direction, accountability, and methods for resolving disputes, assisting in the long-term viability of community collaborations. Successful community collaborations are built on strong communication and trust. A common knowledge of objectives, responsibilities, and expectations among stakeholders is fostered via open and transparent communication (Huxham & Vangen, 2005). Even in the face of difficulties, trust among partners fosters social capital and permits group action (Pretty & Smith, 2004). Building resilient and adaptable relationships requires putting in place systems for routine communication and activities that foster trust. The development of resources and capacity-building are crucial to the accomplishment of community partnerships. Partnerships that make an investment in enhancing the capacities of all parties, including local communities, are better able to adapt to changing requirements and exploit expansion possibilities (Ansell & Gash, 2008). The availability of financial, human, and infrastructural resources to support partnership projects is ensured by adequate resource mobilisation (Edwards et al., 2012). Community relationships are strengthened and may last longer when stakeholders see the value of resource management and capacity-building.

The complexity and variety of ways to accomplishing sustainable development objectives are made clear by the analysis of various theoretical viewpoints, partnership models, and variables impacting the effectiveness of community partnerships. The ecosystem method, social capital theory, and ideas from social exchange theory may all be used to provide a fuller understanding of the factors—motivations, interpersonal dynamics, and overall dynamics—that support productive partnerships. Analysis of partnership models like Collective Impact and Asset-Based Community Development in comparison to one another may teach us a lot about the importance of shared goals and community-led projects. The design and administration of community partnerships are influenced by an

understanding of the value of leadership, communication, trust, capacity-building, and resource mobilisation to maximise their beneficial effect on sustainable development.

2.3. Community Partnerships and Sustainable Development in Saudi Arabia

Saudi Arabia's ambitious plans for economic diversification and sustainable growth are laid out in the country's vision 2030 plan, a game-changing blueprint. In order to accomplish these goals, community collaborations must be included. The strategy acknowledges the need for coordinated efforts from a range of stakeholders, including governmental agencies, for-profit businesses, and civil society groups (King Salman bin Abdulaziz Al Saud, 2016). Vision 2030 seeks to strengthen social cohesion, empower local communities, and provide a sustainable environment that supports economic development via the integration of community partnerships. The idea that community-led initiatives may more efficiently promote social and economic development by balancing national goals with local needs and ambitions informs this integration (Al-Ghamdi, 2018).

In the Saudi Arabian environment, several effective community partnerships have developed, highlighting the potential benefit of cooperative efforts. The "Takamol" programme, which incorporates collaborations between the Ministry of Human Resources and Social Development, for-profit businesses, and NGOs, is one example of this. According to Al Shehri and colleagues (2019), the initiative's main goals are to empower women, improve their employability, and encourage active involvement in the workforce. Through this relationship, several parties have contributed to offering training, mentoring, and job placement opportunities, resulting in significant increases in the involvement of women in the labour field.

In order to promote community collaborations and sustainable development in its area, King Khalid University (KKU) is essential. KKU serves as a knowledge centre in Saudi Arabia as a well-known higher education institution, fostering research and innovation to solve regional problems. The university actively works with governmental organisations, non-profit organisations, and businesses to develop and carry out community-based initiatives that are in line with Vision 2030's objectives (Al-Harbi, 2018). Additionally, KKU interacts with neighbourhood communities to learn about their needs and goals in order to make sure that cooperation efforts are sensitive to the local environment. Institutions of higher learning, like KKU, have a special and crucial role to play in developing community connections. These institutions have the knowledge, the ability to do research, and the academic resources required to successfully deal with complex social concerns. Higher education institutions may go beyond their academic missions and support sustainable development by forming community relationships (Meyerson & Kohut, 2014). They provide crucial assistance in information sharing, capacity development, and training, enabling local groups and communities to affect good change. Higher education institutions provide platforms for innovation, knowledge sharing, and evidence-based policymaking via cooperation with a variety of stakeholders (Al-Sabban, 2017).

KKU has launched a number of projects that significantly aided regional sustainable development. The founding of the Centre for Environment and Sustainable Development (CESD), which concentrates on research and programmes linked to environmental protection, renewable energy, and community participation, is one noteworthy endeavour (CESD, n.d.). Through this centre, KKU works with governmental and non-governmental partners to solve environmental issues and advance sustainable practises across a range of industries.

In order to promote sustainable growth, King Khalid University regularly interacts with a variety of Saudi Arabian partners. Partnerships with businesses, local governments, and international organisations are also a component of these collaborations, which go beyond those with governmental organisations. For instance, in order to promote economic

development and employment creation, KKU has collaborated with companies to build entrepreneurial programmes (Al-Ghamdi & Alhussan, 2021). In order to promote social cohesion and community development, KKU also interacts with the neighbourhood via outreach programmes, health initiatives, and cultural events (Al-Qahtani et al., 2021).

The Vision 2030 plan's inclusion of community partnerships emphasises the critical role that teamwork plays in achieving sustainable development in Saudi Arabia. Case studies of effective collaborations serve as examples of how such projects may be transformational. King Khalid University actively supports sustainable development via research, capacity-building, and community involvement as a significant participant in community collaborations. Collaborations between KKU and other stakeholders demonstrate the value of cross-sectoral initiatives in bringing about good change and promoting Vision 2030 objectives. Community partnerships and organisations like KKU work together to help Saudi Arabia create a more sustainable and prosperous future.

2.4. Research Questions

The following questions are developed to anchor the study process:

- I. In what ways has the community partnership between King Khalid University, Nas Air, Almarai and Ministry of Islamic Affairs, Dawah and Guidance amounted to sustainable development in Saudi Arabia, and contributed to the achievement of the Vision 2030?
- II. How does King Khalid University in collaboration with various stakeholders, including government offices, businesses, NGOs, and local communities, overcome difficult societal problems and advance sustainable development in Saudi Arabia?

3. Study Methodology

3.1. Study Design

The research method for this study is the quantitative method, selected mainly to explore the reality of community partnership between King Khalid University and other organizations in Saudi Arabia using numerical data. In this view, the study design is case study design, focusing on the cases of the partnership between King Khalid University and Nas Air, Almarai, and Ministry of Islamic Affairs, Dawah and Guidance. The research strategy is premised on survey strategy wherein participants are engaged on the basis of survey strategy.

3.2. Study Community

The study community constitute key stakeholders from King Khalid University, Nas Air, Almarai, and Ministry of Islamic Affairs, Dawah and Guidance. The Saudi national airline, Nas Air, and King Khalid University (KKU) have recently entered into an investment strategic partnership as part of KKU's efforts to fortify its ties with civil society organizations and offer its staff and neighbors the best services possible. The alliance also seeks to provide facilities and services to university staff and students, as well as a variety of training programs, hiring services, and collaboration in the area of entrepreneurship for undergraduates. The university's decision to get into this relationship stems from its distinct location in the southern area of Aseer.

King Khalid University and Almarai have also partnered. The emphasis of the two parties' community collaboration is on management, marketing, industrial, and technological issues of shared interest. The agreement also intends to encourage partnership in support of collaborative research initiatives between the two parties and university student training inside the enterprise. In addition to the mutual gain from the knowledge of both parties, other objectives include the coordination and organization of the various events and the promotion of industrial and tourism growth in the area of Asir. The partnership

also intends to coordinate community-based care that supports the programs of both the university and the firm, as well as to participate in it. Experts from the business are encouraged to provide university students practical lessons and training sessions. The arrangement also aims to provide production and marketing statistics and information for academics doing qualitative research as well as for university students.

The Ministry of Islamic Affairs, Dawah, and Guidance in Asir and King Khalid University have signed an additional collaboration agreement. The collaboration is the consequence of both parties' shared societal obligations and interests, as well as their sincere efforts to improve the quality of initiatives and events that promote Islamic awareness both within and beyond the country. The cooperation offers possibilities for postgraduate students to train in the subject, scholarship opportunities to engage in events and programs, seminars and programs to prepare imams, joint activities at Islamic venues and mosques, and scientific research.

The stakeholders that participated in the study were drawn from these four institutions. Their participation was carefully organized in order to critically discuss the extent to which King Khalid University has participated, through community partnership, in sustainable development in Saudi Arabia, and in pursuance of the Vision 2030.

3.3. Study Sampling

The sampling technique for this study is the non-randomized sampling technique, wherein the participants are strategically selected from the study community only on the basis of the objectives of the case study. A total of 87 key stakeholders were engaged in the study. The table below summarizes the distribution of the study participants.

Table 1: Distribution of the Study Participants

Groups	No. Items	Percentage
King Khalid University	N=27	31.04%
Nas Air	N=18	20.69%
Almarai	N=23	26.43%
Ministry of Islamic Affairs, Dawah and Guidance	N=19	21.84%
Total	87	100%

Table one indicates that over 68% of the study population are drawn from different organizations King Khalid University are currently in partnership with. Only 31.04% are drawn from King Khalid university, who are mainly administrative leaders in the school. The participants from different sectors are key leaders that are actively involved in the partnership agreement and initiatives with King Khalid University, Saudi Arabia.

3.4. Study Tools

The researchers employed a digitally constructed questionnaire to collect the relevant data for the study. The survey consists of three main sections that align with the two research questions, as well as a section specifically focused on demographic information. Except for demographic information, each of the remaining sections have been designed using a four-point Likert scale, which includes options for agreement and disagreement at different levels. The purpose of choosing the particular measure is to enable a thorough examination of the data from two main viewpoints: either providing evidence in favor of or against the stated proposition.

3.5. Analysis Procedure

The data that has been gathered is subjected to analysis utilizing suitable statistical measures. The percentile values of the Likert scales are calculated and presented in descriptive statistical tables. The tables also include supplementary metrics, such as the mean and standard deviations.

4. Data Presentation and Discussion

4.1. Presentation of Results

A. In what ways has the community partnership between King Khalid University, Nas Air, Almarai and Ministry of Islamic Affairs, Dawah and Guidance amounted to sustainable development in Saudi Arabia, and contributed to the achievement of the Vision 2030?

To understand the reality of the community partnership between King Khalid University and other organizations in Saudi Arabia for sustainable development and in pursuance to the Vision 230, it is pertinent to interrogate ways and strategies the community partnership between King Khalid university and other bodies have resulted in sustainable development in Saudi Arabia. Five questionnaire items were developed in connection to this research question, and the findings are summarized in the table below.

Table 2: Summary of Results of Research Question One

Question Items	SA	A	D	SD	Mean	Std. Dev.
The partnerships between King Khalid University, and Nas Air, Almarai, and the Ministry of Islamic Affairs, Dawah, and Guidance have facilitated the development of sustainable agricultural practices and initiatives aimed at ensuring food and environmental security.	29.82	57.39	9.66	3.13	4.62	0.93
The partnerships between the organizations mentioned above have assisted in the implementation of educational initiatives and skill enhancement programs aimed at fostering the growth and empowerment of human capital.	32.18	59.73	6.17	1.92	4.92	0.71
The establishment of a community partnerships involving King Khalid University, and Nas Air, Almarai, and the Ministry of Islamic Affairs, Dawah, and Guidance have successfully promoted the execution of sustainable technological initiatives within the Kingdom of Saudi Arabia.	27.16	53.91	11.05	7.88	4.19	1.14
The community partnership has successfully facilitated the promotion of environmental conservation and the implementation of sustainable resource management practices.	32.64	55.93	6.04	5.39	4.73	0.98
The partnership among the institutions has played a significant role in fostering the growth of a dynamic and heterogeneous economy, aligning with the goals outlined in Vision 2030.	35.27	58.33	4.66	1.74	5.03	0.47

In the above table, strongly agree (SA), agree (A), disagree (D) and strongly disagree (SD) are the basis for evaluating the views of the study participants. The respondents are offered spaces to either accept a statement on a scale or refute the statement. The findings from the table offer insights into the perceptions of the stakeholders on the roles of community partnerships between King Khalid University and other relevant institutions and organizations towards sustainable development in Saudi Arabia. The findings are summarized below:

- i. More than 87% of the study population accepted that the partnerships between King Khalid University, and Nas Air, Almarai, and the Ministry of Islamic Affairs, Dawah, and Guidance have facilitated the development of sustainable agricultural practices and initiatives aimed at ensuring food and environmental security. King Khalid

university has been at the forefront of promotion of research in agricultural revolution in the Kingdom. Most of the partnership have always been connected, in one way or the other, with the vision for food security in the nation, mainly on key research areas. The study participants collectively agree that the partnership between King Khalid University and the earlier mentioned organizations have contributed immensely in food security as part of the sustainability goals in the Kingdom.

ii. About 91.92% of the study population agreed and strongly agreed that the partnerships between the organizations mentioned above have assisted in the implementation of educational initiatives and skill enhancement programs aimed at fostering the growth and empowerment of human capital. The main contribution of King Khalid university in their strategic partnership is the enhance of educational activities, skill development and ensuring the increase in human capital system. For instance, the hallmark of the partnership between King Khalid University and Almarai is premised on the need to provide production and marketing statistics and information for academics doing qualitative research as well as for university students. Through these efforts, the academic institution can effectively develop capable human resources that will match the industry needs of the company, making it be mutual engagement, as Almarai is a huge financier of such partnership.

iii. Furthermore, more than 80% of the respondents affirm that the establishment of a community partnerships involving King Khalid University, and Nas Air, Almarai, and the Ministry of Islamic Affairs, Dawah, and Guidance have successfully promoted the execution of sustainable technological initiatives within the Kingdom of Saudi Arabia. Technology and technological advancements through research initiatives is at the heart of the Kingdom's Vision 2030 (Masouri, 2022). King Khalid university has consistently championed collaborative initiatives that foster technological advancements in Saudi Arabia.

iv. Almost 89% of the stakeholders that participated in this study ascertain that the community partnerships between King Khalid university and the mentioned organizations have successfully facilitated the promotion of environmental conservation and the implementation of sustainable resource management practices. Environmental sustainability is a major component of the vision 2030. As such, the participants accepted that the partnership deals with King Khalid University is predicated on actions that guarantee environmental sustainability. Only 11.43% of the participants refuted this claim.

v. Almost 94% of the respondents affirmed the statement that the partnership among the institutions has played a significant role in fostering the growth of a dynamic and heterogeneous economy, aligning with the goals outlined in Vision 2030. On a general note, the reality of the community partnership deals between King Khalid university and other mentioned institutions have been focused on achieving the vision 2030.

Overall, the findings indicate that the stakeholders recognized the impacts of the community partnership between King Khalid University and other organizations for sustainable development in Saudi Arabia and in the achievement of the Vision 2030. The respondents affirmed that the partnerships have been strategically impactful in areas of promotion of food security and research in agricultural initiatives, in human resource development and skills building, in technological advancement research and initiatives, in environmental sustainability, and generally in pursuing accomplishment of the targets of the Kingdom's Vision 2030.

B. How does King Khalid University in collaboration with various stakeholders, including government offices, businesses, NGOs, and local communities, overcome difficult societal problems and advance sustainable development in Saudi Arabia?

It is important to gain insights from the stakeholders that participated in the study strategies King Khalid university, in light of strategic community partnership, solve arrays of societal problems and set the Kingdom on a move to achieving the Vision 2030. Four questionnaire items were developed from this research question, and the findings are presented as in the table below.

Table 3: Summary of the Result of the Second Research Question

Question Items	SA	A	D	SD	Mean	Std. Dev.
King Khalid University and other stakeholders have pioneered measures that protect and support Saudi Arabia's economic growth by partnering via vocational training and education.	33.19	56.22	8.16	2.43	4.93	0.66
King Khalid University and other stakeholders have worked together to discover creative solutions for job creation and unemployment, addressing a serious social issue in the nation.	35.18	57.86	4.07	2.89	5.14	0.44
Through combined socioeconomic development projects, the community partnership has effectively tackled social issues such as poverty and economic injustice.	27.62	68.01	2.53	1.84	5.28	0.35
The coordinated efforts have promoted social cohesiveness and community involvement, which has helped Saudi Arabia overcome several societal obstacles and develop a feeling of oneness.	33.06	59.11	5.32	2.51	5.09	

It is obvious that the reality about community partnership between King Khalid university and other organizations have yielded massive developmental initiatives; however, there is a need to expand on the strategies the community partnerships have integrated in achieving a great impact on Saudi Arabia's socioeconomic realities. The views of the study respondents offer further insights into these strategies, as summarized below:

- i. Almost 90% of the stakeholders that participated in the study affirm that King Khalid University and other stakeholders have pioneered measures that protect and support Saudi Arabia's economic growth by partnering via vocational training and education. Vocational training and research have enhanced the reality of impacts of the community partnership between King Khalid university and other organizations. As such, vocational training and research are two key strategies for using community partnership to achieve socioeconomic development in Saudi Arabia.
- ii. More than 93% of the respondents affirmed that King Khalid University and other stakeholders have worked together to discover creative solutions for job creation and unemployment, addressing a serious social issue in the nation. Only 7.06% of the participants refuted this claim, indicating that the use of innovative approaches to create jobs and solve unemployment is another strategy for sustainable development through community partnership.
- iii. Furthermore, over 95% of the participants firmly accepted that through combined socioeconomic development projects, the community partnership has effectively tackled social issues such as poverty and economic injustice. Socioeconomic initiatives are other strategies the community partnership between King Khalid university and other organizations have employed in economic development in Saudi Arabia.
- iv. Lastly, over 92% of the participants accepted that the coordinated efforts have promoted social cohesiveness and community involvement, which has helped Saudi Arabia overcome several societal obstacles and develop a feeling of oneness. Social

cohesion and community participation are the key strategies for community partnership between King Khalid University and other organizations.

Overall, the findings further indicated that the main strategies that evidenced the reality of the community partnership between King Khalid University and other stakeholders are vocational training and research initiatives, innovative strategies for tackling unemployment and job creation, socioeconomic development strategy, and social cohesion and community involvement.

4.2. Discussions of Findings

This analysis has focused on two key areas. The first is to unveil how the community partnership between King Khalid University and other organizations have resulted in strategic economic growth and sustainable environmental practices are promoted in Saudi Arabia. The second research question was focused on gaining insights from the stakeholders on strategies the community partnership adopt in achieving the economic growth and help in pursuing the Vision 2030.

The findings provide valuable insights into the stakeholders' perceptions regarding the roles of community partnerships between King Khalid University and other relevant institutions and organizations in promoting sustainable development in Saudi Arabia. The results of the study revealed that a significant majority, specifically over 87% of the study population, acknowledged the positive impact of the partnerships established between King Khalid University and various organizations such as Nas Air, Almarai, and the Ministry of Islamic Affairs, Dawah, and Guidance. These collaborations have played a crucial role in promoting the advancement of sustainable agricultural practices and initiatives, with the ultimate goal of guaranteeing food and environmental security. King Khalid University has played a leading role in advancing research related to the agricultural revolution within the Kingdom. The majority of partnerships have consistently been associated, to varying degrees, with the objective of achieving food security within the country, particularly in critical research domains. The study participants concur that the collaboration between King Khalid University and the aforementioned organizations has made significant contributions to food security in alignment with the sustainability objectives in the Kingdom.

Approximately 91.92% of the study population expressed agreement or strong agreement regarding the positive impact of the partnerships between the aforementioned organizations. These partnerships have proven instrumental in facilitating the implementation of educational initiatives and skill enhancement programs, which in turn contribute to the development and empowerment of human capital. The primary contribution of King Khalid University in their strategic partnership lies in the enhancement of educational activities, the development of skills, and the assurance of an increase in the human capital system. The collaboration between King Khalid University and Almarai is primarily focused on supplying production and marketing data and information to support qualitative research conducted by academics and university students. By implementing these initiatives, the academic institution can successfully cultivate proficient human capital that aligns with the industry requirements of the company, thereby establishing a mutually beneficial collaboration. This is particularly significant as Almarai serves as a substantial financial supporter of such partnerships.

Moreover, it is worth noting that a significant majority of the participants, specifically over 80%, have expressed their agreement with the notion that the formation of collaborative alliances between King Khalid University and prominent entities such as Nas Air, Almarai, and the Ministry of Islamic Affairs, Dawah, and Guidance has effectively facilitated the implementation of enduring technological endeavors within the Kingdom of Saudi Arabia. The Kingdom's Vision 2030 places significant emphasis on technology and the progress it brings, particularly through research initiatives (Masouri, 2022). King Khalid University has consistently prioritized and supported collaborative

initiatives aimed at promoting technological advancements within the Kingdom of Saudi Arabia.

The findings of this study indicate that approximately 89% of the stakeholders who were involved in the research assert that the community partnerships established between King Khalid University and the aforementioned organizations have effectively contributed to the advancement of environmental conservation and the adoption of sustainable resource management strategies. The integration of environmental sustainability is a significant element within the framework of the Vision 2030. Therefore, the participants acknowledged that the partnership agreements with King Khalid University are based on measures that ensure the preservation of the environment. The claim was disputed by a mere 11.43% of the participants. The statement was affirmed by nearly 94% of the respondents, indicating that the collaboration between institutions has had a substantial impact on promoting the development of a diverse and vibrant economy, in line with the objectives set forth in Vision 2030. In a broader context, the primary objective of the community partnership agreements established between King Khalid University and the aforementioned institutions has been centered around the attainment of Vision 2030.

Approximately 90% of the participants involved in the study assert that King Khalid University, along with other stakeholders, has taken the lead in implementing strategies aimed at safeguarding and promoting the economic development of Saudi Arabia. Therefore, the utilization of community partnerships to attain socioeconomic development in Saudi Arabia is reliant on two significant approaches: vocational training and research. A significant majority of the participants, amounting to over 93%, expressed agreement with the notion that King Khalid University, alongside other relevant entities, have collaborated in order to identify innovative strategies aimed at generating employment opportunities and mitigating the issue of unemployment, which is regarded as a pressing societal concern within the country. On a similar note, it was found that a significant majority of the participants, specifically over 92%, acknowledged the positive impact of coordinated efforts in fostering social cohesiveness and community involvement. The establishment of social cohesion and the active engagement of the community are fundamental approaches for fostering community partnerships between King Khalid University and other organizations.

5. Conclusion

This study has pursued an understanding of the reality of the community partnership between King Khalid University and other organizations for economic growth in Saudi Arabia and in the achievement of the Vision 2030. We pursued an analysis of how the community partnership between King Khalid University, and organizations such as Nas Air, Almaria and Ministry of Islamic Affairs, Dawah and Guidance amounted to sustainable development in Saudi Arabia, and contributed to the achievement of the Vision 2030. Data was collected through the use of questionnaire from 87 stakeholders drawn from King Khalid University and other organizations. As a survey, the focus was to collect numerical data in answering the study questions. Through the use of relevant statistical measures in analysis, critical findings were made. The findings indicate that the stakeholders recognized the impacts of the community partnership between King Khalid University and other organizations for sustainable development in Saudi Arabia and in the achievement of the Vision 2030. The respondents affirmed that the partnerships have been strategically impactful in areas of promotion of food security and research in agricultural initiatives, in human resource development and skills building, in technological advancement research and initiatives, in environmental sustainability, and generally in pursuing accomplishment of the targets of the Kingdom's Vision 2030. The findings further indicated that the main strategies that evidenced the reality of the community partnership between King Khalid University and other stakeholders are vocational

training and research initiatives, innovative strategies for tackling unemployment and job creation, socioeconomic development strategy, and social cohesion and community involvement. It is thus concluded that the reality of the community partnership between King Khalid University and other organizations is reflected on the impacts and the strategies they have initiated which have amounted to sustainable development in Saudi Arabia, and help in achieving the Vision 2030.

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