



الخطة الاستراتيجية Strategic Plan

2020 - 2024

COLLEGE OF MEDICINE



KFU
جامعة الملك فيصل
KING FAISAL UNIVERSITY

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I. ABBREVIATION

1. NCAAA: National Commission for Assessment and Academic Accreditation
2. EEC- HES: Education Evaluation Commission – Higher Education Sector
3. KPI: Key Performance Indicators.
4. PEST analysis: Political, Economic, Social, and Technological Analysis
5. SWOT analysis: Strength, Weakness, Opportunity and Threat Analysis
6. GMCA 2012: Groningen Medical Curriculum Adoption 2012
7. OMR: Optical Marks Reader
8. CME: Continuing Medical Education
9. SDL: Self-Directed learning
10. MOH: Ministry of Health
11. KFU: King Faisal University
12. IT: Information & Technological

II. DEAN'S NOTE

PHOTO

I heartily endorse it and urge our campus audiences – students, faculty, staff, alumni, and global communities that we serve – to recognize where college of medicine is going.

It gives me immense pleasure to present Strategic Plan for 2020-2024. The intent of this plan is to enable college of medicine to understand where it will be focusing its compliance effort for coming five years ahead and for faculty to prepare accordingly. It is also a commitment to the university strategic plan and mission of higher education commission for the future as well as align with vision 2030 of the kingdom.

In this plan, we consider to continue the delivery of high-quality medical education and it would accomplish the commitments made within the strategic plan whilst improving many internal processes. We aspire to prepare students to be lifelong learners who are engaged in their communities. This plan shows us the way. Understanding and pursuing the goals in this plan now becomes the task of every college faculty and staff member.

The action plan based on involvement of different stakeholder in SWOT analysis and review of vision, mission and values. It will also embed stronger risk and evidence-based prioritization and risk management to target our determined three basic themes for the compliance of 7 major goals.

We will collaborate across our network of the partners such as the Ministry of Health to gather intelligence and to identify other priority issues, which ultimately serve the mission of the King Faisal University in general and for the College of Medicine especially.

Prof. Dr. Fahd AlWaadani

Dean

College of Medicine

King Faisal University

III. STRATEGIC PLANNING & DECISION MAKING COMMITTEE

The committee was nominated first in February, 2017 the revised and reinforced in 2020 under the honorable Dean, Prof. Dr. Fahad AlWadaani with following members:

Dr. Abdulrahman AlMulhim – Academic Affairs & Postgraduate Studies & Research – Vice Dean

Dr. Naif Al Hamam – Development & Community Engagement – Vice Dean

Dr. Munira AlDayal – Female Affairs – Vice Dean

Dr. Abdul Sattar Khan – Committee Coordinator

Dr. Habib Ahmad Qureshi

Dr. Mohammed Yasser Ibrahim Daoud

Dr. Humaira Zareen

Dr. Abdulrahim Alabdulsalam

Dr. Muthana AlSahlawi

Dr. Ibrahim Al Jabr

Dr. Abdulrahman Al Naim

Dr. Osama Al Saeed

Mr. Ryan Pagente

This committee would like to extend its appreciation to its' former members led by the honorable former Dean, Dr. Mohammed Alfarhan for their contributions and dedications in laying the foundations and formulating the College's Strategic Plan.

Dr. Abdulrahman Abdulhadi Alsultan – Academic Affairs – Vice-Dean

Dr. B. B. Gosai

Dr. Maujid Malik

Dr. Naushad Abid

Dr. Doaa Elan

Ms. Sara AlRashid

Compiled By

Mr. Ryan Pagente

Dr. Abdul Sattar Khan

IV. EXECUTIVE SUMMARY

This document depicts the five-year strategy for the College of Medicine (2020-2024) within the framework set by King Faisal University's Strategic plan for 2020-2024 based on the vision 2030. It is prepared in the context of the broad mission of the King Faisal University to provide quality education and lifelong learning, with encouragement of innovation and scientific research, in order to strengthen community engagement. Furthermore, it is harmonized within the context of the broader view of higher education and health care as well as the key relationships with the MOH partner.

An extensive process commenced when a strategic plan was revised through a strategic plan and decision making committee with the intention of informing all relevant stakeholders about the strategic plan, which shall lead to a transformation in the quality of research and education of the College of Medicine. The formed committee started with revision of vision, mission and values of the College and received consultation from all stakeholders. During the strategic planning, the SWOT analysis have been done through the input of all stakeholders.

As a conclusion, we decided to continue with previous following four key priorities of our strategic plan in align with the strategic plan of the King Faisal University:

Priority 1: Excellence in education & learning guided by effective & strong college management & administration that leads to providing quality educational experiences among students and future health professionals

Priority 2: High-quality medical-science research for local needs that is also internationally recognized and demanded

Priority 3: Strategic partnership & engagement among stakeholders in the community for health promotion, prevention, growth and development - a contribution to the greater good

Priority 4: Innovation & business development related to health care and health professional education that will support efficient fiscal & spending balances

Moreover, these key priorities have been classified into seven major goals as they were presented before and in order to achieve these goals, we defined 17 key performance indicators according to the NCAAA (EEC- HES) standards and sub-standards. The main future action plan determined are based on these goals and KPIs. The areas which would be considered to improve are; stakeholders' awareness, quality teaching and learning, course completion and postgraduate opportunities for staff, proper administrative support system for the students, faculty's professional development, encouragement of community services, and proper health care provision.

In conclusion, we covered all goals, which are aligned with the mission and strategic plan of King Faisal University. In addition, keeping in mind the dynamic process of strategic plan we should continue to monitor the plan and assess periodically the achievement of the goals.

V. BACKGROUND & CONTEXT

This document describes the 5-year strategy for the College of Medicine (2020-2024) within the framework set by King Faisal University's Strategic plan 2030. It is written in the context of the broad outlook for higher education and health care as well as the key relationships with the MOH partners.

The university has defined goals and priority areas for working to contribute to achieve vision 2030 of the kingdom of the Saudi Arabia.

University's goals:

1. Developing educational outcomes belonging to the future, and eligible to maintain their competitiveness in light of economical and developmental transformations locally and internationally.
2. Maximizing the research benefit and directing the university's research activity to serve the Kingdom's national goals and aspirations of the university's identity.
3. Continuous development of the university's educational system and focusing on the university's community engagement activities especially in the areas of mutual enrichment.
4. Establishing and nurturing the university's innovation and business development system and enhancing its economic capabilities.
5. Directing the university's resources and capabilities to create an exceptional university experience that meets the expectations of students.
6. Adopting best practices to improve the university's institutional performance and its business governance efficiently and effectively.
7. Achieving the best levels of efficiency in the use of resources and capabilities to achieve state of optimal balance of the university's financial performance.
8. Selectivity in developing partnerships and alliances that enrich the university's experiences and enhance opportunities for integration and strategic synergy.

University's Priorities:

1. Teaching & Learning
2. Scientific Research
3. Development & Community Engagement
4. Innovation and Business Development
5. Student experience
6. Governance and management effectiveness
7. Financial balance and spending efficiency
8. Strategic partnerships

About the College

The College of Medicine is one of the colleges of King Faisal University located in Al-Hofuf, Al Ahsa, Eastern Province and was established by the Royal Decree on 18/11/1421 H.

The temporary college building has been established to accommodate 1200 male and female medical students and it consists of three main buildings: First: The Central Building includes medical laboratories (Physiology, Biochemistry, Anatomy, Pathology, Pharmacology, Parasitology, Microbiology, Neuroscience, clinical skills and stimulation laboratory). Second: Male Students' Building includes lectures halls, classrooms, library, administrative offices and computer laboratory. Third: Female Students' Building includes lectures halls, classrooms, library, administrative offices, computer laboratory and female faculty offices. Apart from the main building clinical training center (CTC building) is new addition to meet clinical training requirements of the new PBL curriculum and other small group teaching.

The Dean of college heads college of medicine. Four vice Deans including Vice Dean Academic Affairs, Vice Dean Clinical Affairs, Vice Dean Postgraduate studies and Vice Dean Female Affairs along with a manager of management and Finance extend their assistance to the Dean in fulfilling the academic and administrative responsibilities. The faculty members, apart from their academic role also contribute to the administrative work as a member of college committees. These committees are: Academic plan committee, Development and quality assurance committee, Academic Affairs Committee, Post graduate studies and Scientific research Committee, Strategic planning Committee, Student activities Committee, cooperative training and community engagement Committee, Statistics and information Committee, safety and Laboratory Committee and Budget and equipment Committee.



College has following departments to run its academic and research activities.

BIOMEDICAL SCIENCES	CLINICAL NEUROSCIENCES	FAMILY & COMMUNITY MEDICINE	INTERNAL MEDICINE	OBSTETRICS & GYNECOLOGY	PEDIATRICS	SURGERY	MEDICAL EDUCATION
<ul style="list-style-type: none"> Anatomy and Histology Physiology Biochemistry Pathology Microbiology Pharmacology Forensic Medicine 	<ul style="list-style-type: none"> Neurology Psychiatry Clinical Psychology 	<ul style="list-style-type: none"> Family Medicine Community Medicine 	<ul style="list-style-type: none"> Dermatology Pulmonology Hematology Rheumatology Gastroenterology Cardiology Nephrology 	<ul style="list-style-type: none"> Obstetrics Gynaecology 	<ul style="list-style-type: none"> Neonatology Pediatrics 	<ul style="list-style-type: none"> General surgery Otorhino-laryngology Ophthalmology Orthopaedics Urology Emergency Medicine Neurosurgery Anaesthesia Radiology 	



Since the inception of college until 2012, the college was running a traditional curriculum but afterwards decision was made to introduce new innovative concepts of medical education based on learning theory. To accomplish this goal we adopted the PBL curriculum from University of Groningen, Netherland and name given to this curriculum was GMCA curriculum. This curriculum has fulfilled the needs of the students according to the vision and mission of the college and the university. It also has proved not only helpful in developing competencies and attaining program learning outcome based on strategic plan of King Faisal University but also matched with the National Competence Framework and SaudiMed. Apart from undergraduate courses college is also running a postgraduate course (Master of Science in biochemistry and molecular biology) conducted by biochemistry division.

In future College seeks to achieve its vision and mission by adopting the criteria for self-evaluation of the National Commission for Accreditation, Academic Evaluation and International Standards for its educational and training programs as control tools on the quality academic, administrative and clinical services. The staff and the faculty of the College of medicine are now committed to attain new heights of excellence for international recognition in medical education, scientific research and also in providing the state of art health care services to the community. This will be made possible through persistent and steady efforts of imparting quality medical education, inculcating acumen of scientific research, civic sense of community engagement, professionalism and last but not least turning a student into a lifelong learner with the inquest of skill and knowledge. For this sake, the College is currently striving hard to work closely with the national, regional and international academic and health faculties with a clear vision and mission depicted in the college strategic plan 2020 - 2024. More over college is working hard to contribute in KFU new identity of food security and environmental sustainability.

VI. IMPLEMENTATION PROCESS

This approach to strategic planning was built on widespread engagement with Faculty, staff, students, hospitals and administration; including:

The strategic planning teams worked parallel to each other in identifying SWOT, evidence validation and PEST trend analysis.	➡	Parallel work to fortify time utilization.
Visits by College representatives to all governmental and private hospitals in Al Hofuf. In each visit, there was a stakeholders' survey and discussion report.	➡	Summary of areas of strengths and areas that need improvement in our graduates were formulated.
A standardized NCAAA program student survey was distributed to all students passing more than 100 credit hours from the program.	➡	Analysis of all the collected forms (81 male and 28 female) was done and all items were sorted to highlight areas that need improvement.
A standardized NCAAA self-evaluation scales (SES) document was distributed to all Departments where they reviewed their evaluation of all the college and program practices with supplying relevant evidence. Departmental discussion groups finalized the final version of SES.	➡	Compilation of all views into one common college score. The Dean in the presence of strategic plan committee and Department chairpersons discussed it. Final version was prepared, discussed and endorsed in the College board.
Discussion group including Dean, Vice Deans and financial and administrative director with a group from strategic planning team to discuss administrative view in relevant points.	➡	Conclusion was linking all college decisions, practices and activities to college mission and goals.
A branch of the strategic planning team was practicing to finish the trend analysis with all possible relevant supporting evidence	➡	PESTS analysis done only with high officials
A branch of the strategic planning team, using the college SES and from other evidence, they extracted a list covering 10 themes, which contain 77 items as a basic stratum that was sent for all Departments and curriculum committees for commenting on the strengths, weaknesses, opportunities and threats.	➡	SWOT analysis
Discussion groups including undergraduate and postgraduate students, and student representatives.	➡	Amendments of SWOT analysis
Discussion at an open meeting with all Faculty and staff.	➡	Amendments of SWOT analysis
Discussion at an open meeting with all MOH related staff.	➡	Amendments of SWOT analysis
Prioritization and grouping of all practices that need actions to be implemented.	➡	Re-endorsed of strategic goals

The following figure illustrates the main phases for developing the University strategic plan.

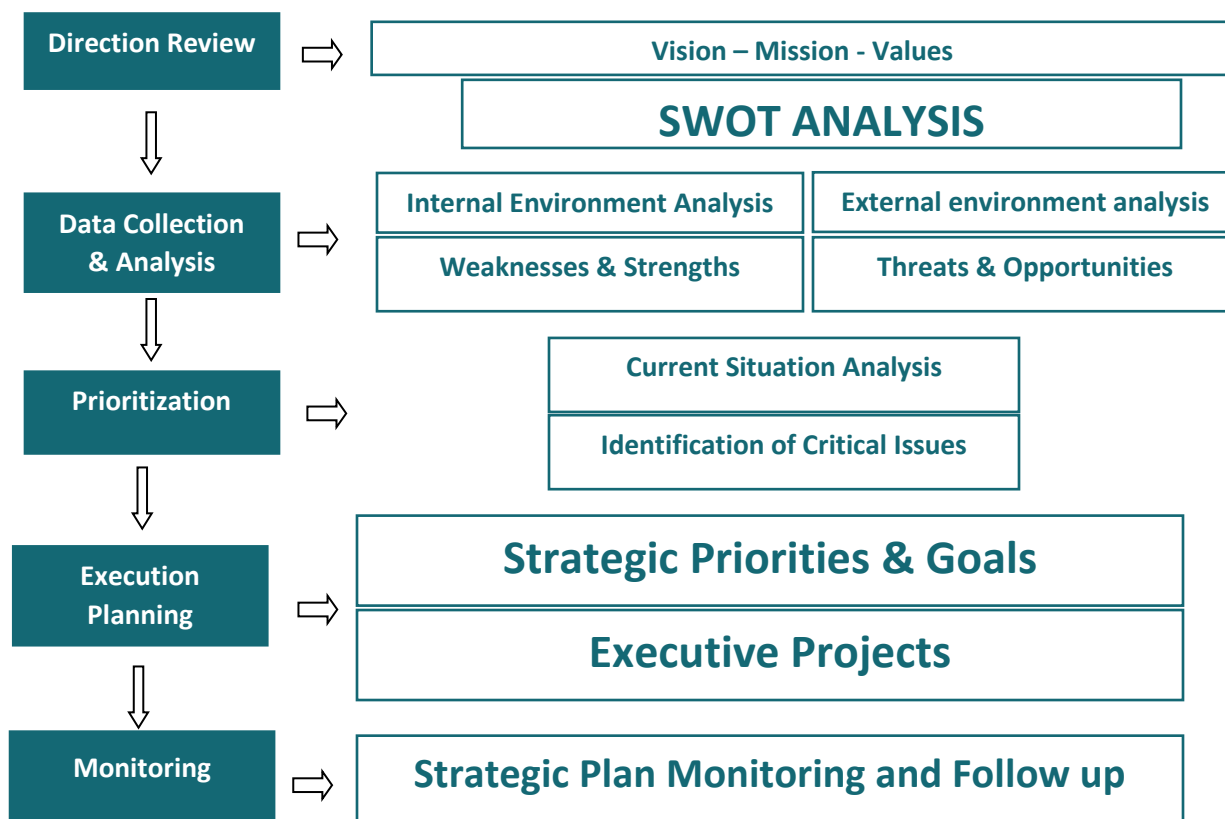


Figure 1: Steps taken for Strategic Planning 2021-24

VII. INTRODUCTION & CONSULTATION PROCESS

An extensive process commenced by revising previous strategic plan 2021-2024, with the intention of informing all relevant stakeholders about the strategic plan, which shall lead to a transformation in the quality of research and education of the College of Medicine. The formed committee already started with revision of vision, mission and values of the College and received consultation from different Departments during last tenure. Therefore, continue with the same narrative of vision, mission and values aligned with KFU's vision, mission and values.

The strategic plan day-Hands-on- workshop was organized with 7 CME credit hours full day activity by strategic plan committee in collaboration with Medical education department on March 17, 2018. All the faculty members were encouraged to participate in the activity. The strategic plan was the core areas for the day. The SWOT analysis for the college of medicine was planned by interactive presentation and small group discussions. The faculty members were arranged in groups after interactive presentation according to department to get fair idea of departmental SWOT and suggested future action plan.

VIII. Vision, Mission & Values

PROGRAM MISSION

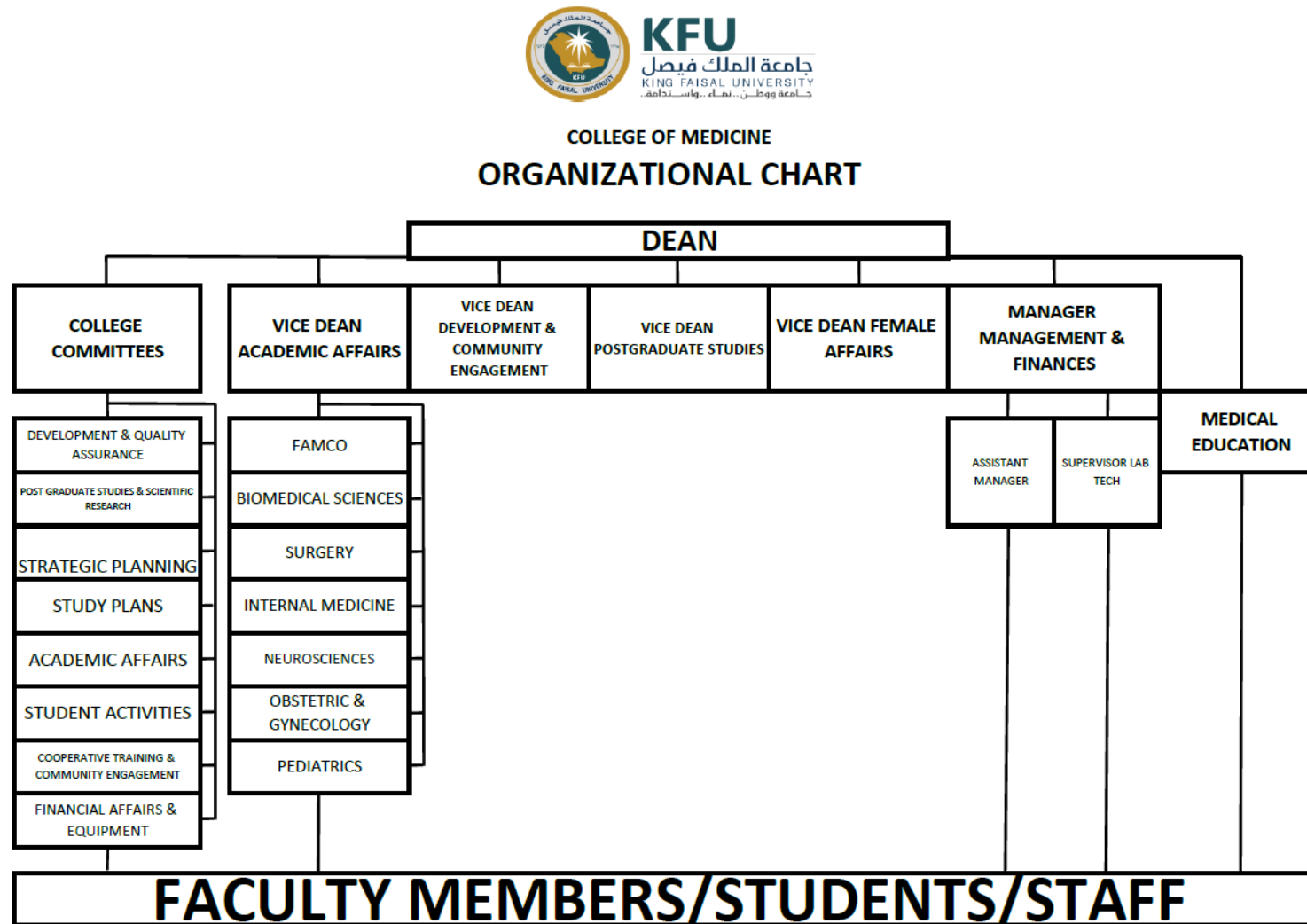
To prepare Medical Graduates (MBBS) who will provide High Quality Patient Centered Care and fulfil the health care needs that covers the entire levels of clientele through scientific and evidence based researches and community engagement.

The vision of King Faisal University and college of medicine are aligned with the Vision 2030, which stated as follows:

“THE HEART OF THE ARAB AND ISLAMIC WORLDS, THE INVESTMENT POWERHOUSE, AND THE HUB CONNECTING THREE CONTINENTS”

College of Medicine	King Faisal University
Vision: To become the role model in Medical Education, Research and Promotion of community's Health in the kingdom.	Vision: A vibrant institution that is stimulated to enrich knowledge of future and develop competitive human capabilities.
Mission: Provide high standard and effective education for future medical professionals & produce excellent, quality healthcare through innovative research & collaboration with partners in different health sectors to deliver impactful community services.	Mission: Acting as a development engine and major knowledge partner in supporting vital sectors, locally and regionally by providing futuristic education, research driven by change and development, community engagement for mutual enrichment, and sustainable business development.
Values: <ol style="list-style-type: none">1. Responsible citizenship2. Integration based on interdisciplinary3. Innovation in originating, producing, and applying knowledge4. Respect for ideas, opinions, and diversity5. Justice that boots transparency and belonging6. Empowerment of expertise and capabilities	Values: <ol style="list-style-type: none">1. Responsible citizenship2. Integration based on interdisciplinary3. Innovation in originating, producing, and applying knowledge4. Respect for ideas, opinions, and diversity5. Justice that boots transparency and belonging6. Empowerment of expertise and capabilities

IX. ORGANIZATIONAL CHART



X. PERMANENT COMMITTEES IN THE COLLEGE

AY 2021-2022

- Development & Quality Assurance Committee
- Postgraduate Studies & Scientific Research Committee
- Study Plan Committee
- Academic Affairs Committee
- Student Affairs Committee
- Committee of Cooperation Training & Community Engagement
- Strategic Planning & Decision Making Committee
- Sustainability Committee



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ENVIRONMENTAL ANALYSIS

XI. EXTERNAL ENVIRONMENT

Our college recognized the following challenges, which make a foundation for formulating focused strategic goals to be achieved in the following three years.

Weaknesses	Threats
	Institutional: <ul style="list-style-type: none"> • Less role of the college in many administrative responsibilities belonging to higher institutional administration.
Curriculum: <ul style="list-style-type: none"> • Some teacher were not oriented with new PBL curriculum • Deficiency of up-to-date clinical skills development required for the curriculum • Formative assessments have high potential for subjectivity. • There are variety of assessments which may create some biasness due to diversity of assessors. • Needs understanding for the implementation of the program and course action plans since it's a new and adopted curriculum. • Student Counselling is not being followed on a regular basis • Need to enhance the students' satisfaction about the content of the curriculum. 	Curriculum: <ul style="list-style-type: none"> • New adopted curriculum might lead to low performance of students as compared to other colleges • Lack of coordination, non-availability and non-compliant of ministry of health (MOH) facilities • Delays in transferring of all important information and/or resources of the curriculum from the University of Groningen. • Lack of availability of female patients for teaching and learning purposes. • Over ambitious external examiners who are not working as teachers and working as clinicians in MOH who may have little to none orientation or background to PBL base curriculum
Faculty: <ul style="list-style-type: none"> • Faculty/student ratio is not sufficient • Some faculty do not have medical background • Regular implementation of effective and efficient training of faculty not being established. • Lack of availability of proper planning and job descriptions. • Lack of faculty and increasing number/roster of students resulting in increased work Load 	Faculty: <ul style="list-style-type: none"> • Lack of commitment of external consultants from MOH for teaching • Less institutional incentives compared to other institutions for external clinical faculty • Non flexible by laws of university for external faculty therefore there is a high attrition rate. • Good and attractive opportunities available for external faculty in other competitors like health care institutions

<p>Students:</p> <ul style="list-style-type: none"> • The selection process is similar as same in the old curriculum and college has minimal role in this procedure • In the selection process, the assessment of professionalism is not considered. • Increased in number of students per year that affects the faculty-student ratio as well as the facilities and resources available 	<p>Students:</p> <ul style="list-style-type: none"> • Overcrowded MOH hospitals • Cultural acceptability of new adopted curriculum from Netherlands might leads to stress among members of the families of students • Extracurricular and outside of the college activities, campaigns and charity work might distract students
<p>Resources:</p> <ul style="list-style-type: none"> • Small library space leads to clashes in educational resources • Limited facilities are available for self-directed learning • Optical Mark Recognition (OMR) machines were non-compliant for item analysis. • Audio-visual maintenance is not done on a regular basis. 	<p>Resources:</p> <ul style="list-style-type: none"> • Non-compliant among external companies when establishing cafeteria (available food and time) • Outsourcing of water supply for the college • Delay in University Hospital with some factors the college has way beyond control of it
<p>Alumni:</p> <ul style="list-style-type: none"> • A few alumni are interested to be part of college and universities as Problem Based Learning (PBL) curriculum demonstrators • No physical Alumni office that can track the progress and details of our current batches of graduates 	<p>Alumni:</p> <ul style="list-style-type: none"> • KFU alumni office has little database
<p>Research:</p> <ul style="list-style-type: none"> • Faculty are overwhelmed with teaching assignments so lack of time for conducting researches • Due to added administrative work, they don't have ample time for research work • Lack of motivation for research and publishing due to no incentive issues. • Unaware of the research priorities of the college among faculty and students. 	<p>Research:</p> <ul style="list-style-type: none"> • Non clear university guidelines for refereeing of grants • Criteria and process for giving grants from the university is not cleared
<p>Community:</p> <ul style="list-style-type: none"> • Lack of time and availability for sharing and engagement • Lack of incentives that leads to motivation and enthusiasm for sharing and engagement • Lack of planning resulting in non-systematic ad hoc activities • No established community Partnership Program 	<p>Community:</p> <ul style="list-style-type: none"> • No written agreement and protocol with community stakeholders for the partnership programs hence limiting the capability of the college to perform regular community outreach and engagements

<p>Departments:</p> <ul style="list-style-type: none"> • Inconsistent inter-departmental cooperation and interests 	<p>Departments:</p> <ul style="list-style-type: none"> • Irregularities for giving incentives from the university for the departmental board meetings
<p>Administration:</p> <ul style="list-style-type: none"> • Conflict of interests on some important issues • Irregularities and lack of status quo in distribution of minutes among important meetings from the administration to its' staff and faculty member 	<p>Administration:</p> <ul style="list-style-type: none"> • Irregularities for giving incentives from the university for the college board meetings



XII. INTERNAL ENVIRONMENT

Our College has some unique opportunities and strengths, which make achieving our mission feasible.

STRENGTH	OPPORTUNITIES
	<p>Institutional:</p> <ul style="list-style-type: none"> • Very cooperative Deanships from Quality and Development and Researches. • Recently received institutional accreditation which will be helpful for the college accreditation process. • Establishment of Quality Management System (QMS) at university level.
<p>Curriculum:</p> <ul style="list-style-type: none"> • Clearly written program and course specifications on NCAAA template • Up to date & Innovative guidelines for teaching, learning and assessment • Flexible cross-disciplinary collaboration • The curriculum is Student Centered • Adoption of high quality PBL curriculum from the University of Groningen, Netherlands that carries an excellent track record of producing quality, effective and competent future Physicians 	<p>Curriculum:</p> <ul style="list-style-type: none"> • Alignment with the SAQF and SaudiMed competencies with the current, adopted curriculum that meets the cultural & educational needs among students • Curriculum review and revision among external experts for continued enhancement of the adopted curriculum • Expertise of external examiners are useful for an unbiased assessment • Compliance in the guidelines set by NCAAA that will promote good & quality practices leading to accreditation success • Establishing a teaching hospital enhances the related learning experience and proper exposure to the patients among the students and helpful in producing competent physicians.
<p>Faculty:</p> <ul style="list-style-type: none"> • Highly qualified members of the faculty • Established faculty development committee for training programs • Properly formulated recruitment policies - development of assigned recruitment team • A large faculty involvement in numerous college activities and endeavors 	<p>Faculty:</p> <ul style="list-style-type: none"> • Expertise of MOH consultants provides opportunity for more learning inputs. • Experts are always available from University of Groningen for faculty guidance in regards with the PBL management • Improving central recruitment systems
<p>Students:</p> <ul style="list-style-type: none"> • Understands fully and perform appropriately per enrolled courses or blocks 	<p>Students:</p> <ul style="list-style-type: none"> • Improving and developing strong prep year program linked to the adopted curriculum

<ul style="list-style-type: none"> • Additional professional development courses and self-directed learning enhance professionalism and meta-cognitive skills 	<ul style="list-style-type: none"> • Establishing a central student advisory committee for counselling of the students
<p>Resources:</p> <ul style="list-style-type: none"> • Current educational resources are up to date, innovative and state of the art • IT, Labs, PBL and CTC Building caters the need of simulated clinical exposure • Recreation facilities like play area are available that provides opportunity of destressing among students, faculties and staff 	<p>Resources:</p> <ul style="list-style-type: none"> • Growing KFU resources that can tap by the college at any given time • Good central organization of IT & library • The use of online software like blackboard, exams etc. • Finishing housing project
<p>Alumni:</p> <ul style="list-style-type: none"> • The alumni who joined as demonstrators perform very well 	<p>Alumni:</p> <ul style="list-style-type: none"> • Establishment of Alumni Office in the college • Establishing a teaching hospital to attract more alumni
<p>Research:</p> <ul style="list-style-type: none"> • Less but high quality scientific papers in given circumstances. • Availability of laboratories for some basic researches. • Student are involved as co-investigators in many researches from the first year till their internship. • A state of the art chair for blood diseases is available for researches 	<p>Research:</p> <ul style="list-style-type: none"> • More grants • More developed facilities • Awards and incentive scheme
<p>Community:</p> <ul style="list-style-type: none"> • Continuing Medical Education for all stakeholders including the community partners • Consultations are available for the community for their health problems • Student are involved in community awareness campaigns and charity activities 	<p>Community:</p> <ul style="list-style-type: none"> • Partnership administration and agreement • Financial support
<p>Departments:</p> <ul style="list-style-type: none"> • All departments are working at satisfactory level • Some coordination and collaboration among different departments help enhances proper scientific camaraderie within the college 	<p>Departments:</p> <ul style="list-style-type: none"> • Partnership and an official agreement with MOH
<p>Administration:</p> <ul style="list-style-type: none"> • Follow by laws of the university for an effective decision making • Regular meetings at departmental as well as college level 	<p>Administration:</p> <ul style="list-style-type: none"> • Online administrative decisions system through centralized system

- College Board work for taking important decision for the college





STRATEGIC PRIORITIES AND ENABLING GOALS

XIII. STRATEGIC PRIORITIES AND ENABLING GOALS

The strategic themes and enabling goals below are intended to ensure that our college can respond to the reality of its needs, values, mission and vision and going parallel to University values, mission and vision. The enabling goals reflect and represent the framework for achieving the different strategic theme.

13.1 Strategic Priorities

Priority 1: **Excellence in education & learning guided by effective & strong college management & administration that leads to providing quality educational experiences among students and future health professionals**

Priority 2: **High-quality medical-science research for local needs that is also internationally recognized and demanded**

Priority 3: **Strategic partnership & engagement among stakeholders in the community for health promotion, prevention, growth and development - a contribution to the greater good**

Priority 4: **Innovation & business development related to health care and health professional education that will support efficient fiscal & spending balances**

13.2 Enabling Goals

13.2.1 Goal 1: Obtaining high standards in teaching and learning in order to meet future competitive employability demands

We aim to achieve high standards in academia through innovative educational process with emphasis on student centered and integrated curriculum. Providing faculty structure able to support and deliver with excellence.

13.2.2 Goal 2: Adopting best practices to improve quality of workforce, management, and institutional performance

We will focus on improving quality in all aspects of the work of the faculty, academic and administrative management and support staff and logistics. This will be achieved through effective implementation of quality assurance standards and strategic planning.

13.2.3 Goal 3: Providing effective community collaboration, communication and partnership

We will maximize the benefits of effective collaboration within the University, with local MOH partners with local community, national and international organizations for the sake of state of the art cultural development and community enhancement.

13.2.4 Goal 4: Effectively utilizing research, medical education and patient care facilities to enhance the college revenue support.

We will incorporate and apply innovative concepts of medical education to design new educational training programs for undergraduate and postgraduate students and clinical trainees. We will effectively utilize our research facilities to win research projects and extend research trainings to new researchers. We will also utilize our clinical faculty expertise to provide a state of art health care to the private patients on competitive charges. Last but not least, we will provide conducive environment to the people from all walks of life and engage them actively in various community health well-being plans.

13.2.5 Goal 5: Utilizing the resources and capabilities available in the college to provide an environment that gives exceptional experience as expected by students

We shall make every effort to maximize resource utilization in order to produce outstanding graduates in accordance with labor market demands.

13.2.6 Goal 6: Improving the utilization of information technology to achieve efficient management systems and governance

We will focus on effective use of informational technology resources for information, educational, feedback, research and administrative aspects.

13.2.7 Goal 7: Achieving the best levels of efficiency in the use of resources and capabilities to achieve state of optimal balance of the university's financial performance

We will create an atmosphere that provides an efficient system and direction, resulting in a very balanced use of resources and optimal financial performance.

13.2.7 Goal 8: Community project related to nutrition, food sustainability & security program

We will develop an environment where the college of medicine will play an important role in development of courses for teaching nutritional related topics and involve faculty and students for development of partnership with the community for assuring food sustainability and security.

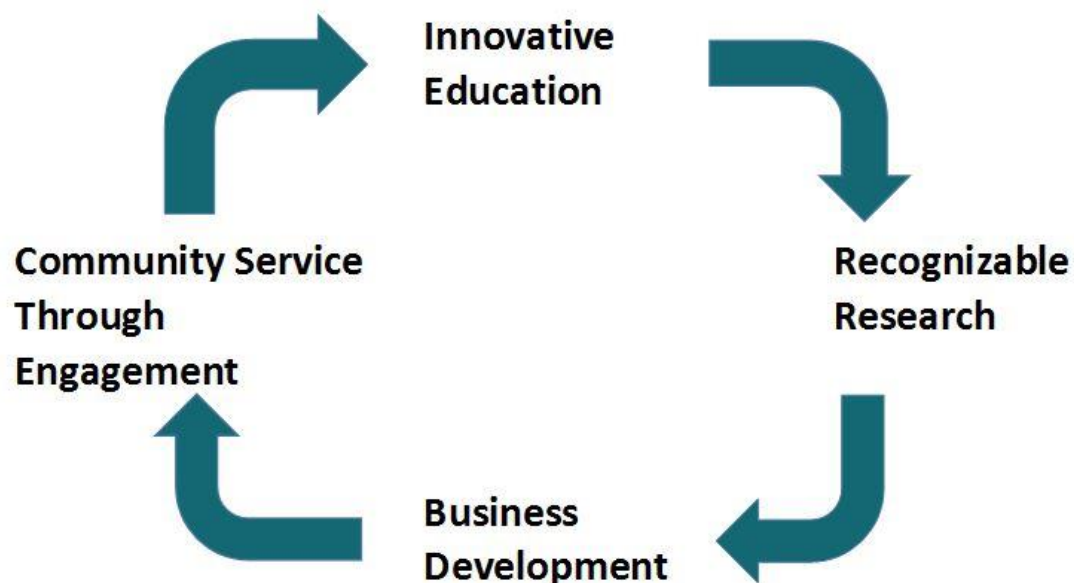


Figure 2 Priorities for the College

XIV. COLLEGE GOALS & PROJECTS

Goal 1: Obtaining high standards in teaching and learning in order to meet future competitive employability demands and improve local and international economic conditions.	
Project 1.1	Update of the curriculum to develop professional physicians.
Project 1.2	Availability of qualified faculty able to support and deliver excellence
Project 1.3	Assurance of quality in assessment procedures.
Project 1.4	Improving student guidance and academic support mechanism.
Project 1.5	Updating and developing post-graduate programs.
Project 1.6	Providing clinics, government and private hospitals for clinical trainings
Project 1.7	Establishing QMS in accordance of KFU
Project 1.8	Fulfilling the requirements to complete accreditation successfully
Goal 2: Adopting best practices to improve quality of workforce, management, and institutional performance	
Project 2.1	Developing effective faculty development training programs
Project 2.2	Supporting manpower in accordance of standards of quality management system (QMS)
Project 2.3	Training of supporting staff (Secretaries/Producers/Lab technicians)
Project 2.4	Improving process for recruitment of faculty and staff
Project 2.5	Implementing new faculty appraisal system
Project 2.6	Developing criteria for reward on excellence.
Project 2.7	Improving support structures for a conducive teaching and learning environment.
Goal 3: Providing effective community collaboration, communication and partnership	
Project 3.1	Organization of community awareness programs
Project 3.2	Developing community engagement skills among faculty & students
Project 3.3	Involving community in decision making processes
Project 3.4	Strengthening the partnerships with community, institution and hospital partners.
Project 3.5	Establish relation with global NGOs to serve community in health issues (Blood dyscrasias, Consanguineous marriage, increasing young smokers and obesity etc.) of Al Ahsa region.
Goal 4: Effectively utilizing research, medical education and patient care facilities to enhance the college revenue support	
Project 4.1	Offering undergraduate and postgraduate programs on self-finances basis
Project 4.2	Offering paid workshops, Seminars and training programs carrying CME hours for the undergraduate and postgraduate students, paramedical staff and the specialized doctors in their relevant medical fields.
Project 4.3	Providing comprehensive range of patient care services by utilizing the clinical faculty and facilities.
Project 4.4	Exploring innovative avenues for collaborating clinical, biomedical and behavioral research.
Project 4.5	Providing adequate resources for basic and clinical researches
Goal 5: Utilizing the resources and capabilities available in the college to provide an environment that gives exceptional experience as expected by students	
Project 5.1	Participation of students representatives in curriculum revision
Project 5.2	Updating of students clubs and committee extracurricular activities
Project 5.3	Updating College Library
Project 5.4	Participation of students in various conference (local/International)

Project 5.5	Increasing the graduate affiliation to the university
Goal 6: Improving the utilization of information technology to achieve efficient management systems and governance	
Project 6.1	Effective use of learning management system (LMS)
Project 6.2	Updating a data-base of faculty and student information
Project 6.3	Apprising college website in English and Arabic.
Project 6.4	Encouraging use of information technology tools by faculty & students.
Project 6.5	Promoting to E - learning for students and faculty.
Goal 7: Achieving the best levels of efficiency in the use of resources and capabilities to achieve state of optimal balance of the university's financial performance	
Project 7.1	Developing College of Medicine investment portfolio
Project 7.2	Rationalizing public spending and reducing financial waste.
Goal 8: Community project related to nutrition, food sustainability & security program	
Project 8.1	Initiate community awareness programs for food sustainability and security
Project 8.2	Faculty and students are learning how to be more involved in their communities.
Project 8.3	Participating in decision-making processes with the community
Project 8.4	Partnerships with community, institution, and hospital partners are being strengthened.
Project 8.5	Strategic relationships with institutes to expand global links



XV. VERTICAL STRATEGIC ALIGNMENT

In order to achieve the university's goals and the vision 2030, we developed our college's goals accordingly, and a comparison can be found in the table below

College of Medicine Goals 2020-2024	King Faisal University Goals 2020-2024							
	Goal 1 Developing educational outcomes belonging to the future, and eligible to maintain their competitiveness in light of economical and developmental transformations locally and internationally.	Goal 2 Maximizing the research benefit and directing the university's research activity to serve the Kingdom's national goals and aspirations of the university's identity.	Goal 3 Continuous development of the university's educational system and focusing on the university's community engagement activities especially in the areas of mutual enrichment	Goal 4 Establishing and nurturing the university's innovation and business development system and enhancing its economic capabilities.	Goal 5 Directing the university's resources and capabilities to create an exceptional university experience that meets the expectations of students.	Goal 6 Adopting best practices to improve the university's institutional performance and its business governance efficiently and effectively.	Goal 7 Achieving the best levels of efficiency in the use of resources and capabilities to achieve state of optimal balance of the university's financial performance.	Goal 8 Selectivity in developing partnerships and alliances that enrich the university's experiences and enhance opportunities for integration and strategic synergy.
Goal 1 Obtaining high standards in teaching and learning in order to meet future competitive employability demands and improve local and international economic conditions.	✓		✓	✓	✓		✓	✓
Goal 2 Adopting best practices to improve quality of workforce, management, and institutional performance	✓	✓	✓	✓	✓	✓		
Goal 3 Providing effective community collaboration, communication and partnership	✓		✓	✓	✓	✓		✓
Goal 4 Effectively utilizing research, medical education and patient care facilities to enhance the college revenue support.	✓	✓	✓	✓	✓			✓

Goal 5 Utilizing the resources and capabilities available in the college to provide an environment that gives exceptional experience as expected by students		✓	✓		✓			✓
Goal 6 Improving the utilization of information technology to achieve efficient management systems and governance	✓	✓	✓	✓	✓	✓		✓
Goal 7 Achieving the best levels of efficiency in the use of resources and capabilities to achieve state of optimal balance of the university's financial performance	✓			✓			✓	✓
Goal 8 Community project related to nutrition, food sustainability & security program			✓					✓



XVI. DEVELOPMENT & IMPLEMENTATION OF MODIFIED PROGRAM LEARNING OUTCOMES

Bachelor of Medicine and Surgery Program learning outcomes (PLOs)		SAQF Domains		SAUDI MED PLOs	SAUDI VISION 2030 Main Goals
1.	Outcomes for principles of structures and functions, health, psychological, pharmacological, medical (basic, social and clinical sciences) and underlying principles	Knowledge	(K1) Basic sciences and underlying principles	Scientific Approach to Practice LO 01	Improve knowledge so can promote physical, psychological, and social wellbeing for a vibrant society with strong roots.
2.	Discuss common disease's clinical manifestations, differential diagnosis and consequences of diseases including the principles of early diagnosis of malignancy, common medical and surgical emergencies keeping in mind basic sciences knowledge.		(K2) Principles in medicine, health services and health care systems, health promotion, disease and prevention	Scientific Approach to Practice LO 01	
3.	Explain different management for common clinical situations including common diagnostic tools, both the pharmacological and non- pharmacological therapies considering the different medical, social, psychological and cultural backgrounds		(K3) Clinical principles and concepts	Community oriented practice LO 08	
4.	Outline the ethical principles of research, basic principles of scientific research methods, biomedical		(K4) Ethics, legal, research principles	Research and scholarship LO 16	

	statistics and data management.				
5.	Apply clinical reasoning, critical and analytical skills in discussing the patient’s complaints, presenting the different possible solutions and therapies while considering the different medical, social, psychological and cultural backgrounds keeping in mind basic sciences knowledge.	Skills	(S1) Clinical skills	Scientific Approach to Practice LO 01	Establish empowering health and social care system
6.	Integrate and organize the historical, physical, and investigative findings into a meaningful differential diagnosis formulation, including identifying the most probable diagnosis in a patient.		(S1) Clinical skills	Scientific Approach to Practice LO 02	
				Patient care LO 07	
7.	Recognize the reflection methodology and demonstrate transparent and efficient reflective attitude in both academic and clinical situations		(S2) Practical procedures	Professionalism LO 15	
8.	Design effective therapeutic and ongoing management of an individual patient and population at large besides drafting of diagnosis and/or treatment plans with description of the different therapeutic modalities		(S3) Patient investigation and management skills	Patient care LO 04	
				Community oriented practice LO 09	
9.	Apply epidemiological aspects in practice including practicing infection control at all levels and transfer patient safety guidelines to the practical level.		(S4) Health promotion and disease prevention skills		Enhance skills manpower so develop a society in which all enjoy a good quality of life, a healthy lifestyle and an attractive living

10.	Elicit relevant information and perspectives from patients and their supporters, relatives, colleagues, and other professionals.		(S5) Communication and informatics		Develop an ambitious nation effectively governed through professional role, personal development and enhance leadership quality
11.	Employ skills for both verbal and written communication that accurately convey relevant information and explanations to patients and their relatives considering different types of human behavior under different somatic, psychological and social conditions including conduction of bad news				
12.	Communicate with colleagues, physicians, and other health professionals in a collaborative, responsive and responsible manner including writing clear and concise medical records.				
13.	Employ Information and communication technologies skills to acquire and apply information to manage self-directed learning and collaborative knowledge exchange with ability to facilitate the learning of others as part of professional responsibility			Communication and Collaboration LO 12	
14.	Perform basic medical skills, a range of simple surgical and pharmacological therapies related to the different disciplines, including first aid and general management in	Competence	(C1) Decision making, clinical reasoning	Patient care LO 04	
				Patient care LO 05	

	both routine cases and emergencies.				
15.	Perform and document a complete and focused physical and mental examination		(C2) Diagnosis, therapeutic, medical management, patient safety	Patient care LO 03	
16.	Develop and tailor the suitable plan of care for different patient problems in a shared view with patients, relatives and peers			Professionalism LO 13	
17.	Apply the principles of teamwork dynamics and leadership processes to enable and support effective health professional collaboration.		(C3) Leadership, teamwork, dealing with complexity	Research and scholarship LO 17	Provide the education that builds our children's characters and establish empowering
				Communication and Collaboration LO 11	
18.	Design, share and implement some steps in small-scale qualitative, practical or clinical scientific research project.		(C4) professional role, personal development, service quality improvement, legal and ethical responsibilities	Research and scholarship LO 16	Reinforce the ability of our economy to generate diverse job opportunities and institute a new paradigm in attracting global talents and qualifications
19.	Appropriately comply with ethical, Professional and legal aspects in dealing with patients medical problems and Colleagues.			Professionalism LO 14	

XVII. STRATEGIC PRIORITIES WITH BENCHMARKS

17.1 - Priority 1: Excellence in education & learning guided by effective & strong college management & administration that leads to providing quality educational experiences among students and future health professionals

Beside the efforts in the innovative new curriculum, the College needs to concentrate on the support the remaining batches from traditional curriculum with all possible skill acquisition and professionalism. Our College aspires to be recognized as one of the leading center in the innovative medical education and professional development of medical physicians as a part of the whole health professional team. Mindful of its community responsibilities, it will continue to facilitate the student admission policies and to help in preparing up-to-date physicians of good quality to serve the community. To do this, the College will try to keep efficient professional staff, recruit more expert bodies as well as capacity building with permanent job Saudinization. In order to compare the benchmarking for archiving our goals we have compared University of Groening (UoG) as an external benchmarking. However, in future we will use college of pharmacy as an internal and college of medicine, king Abdulaziz University, Jeddah as an eternal benchmarking.

NCAA Standards	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 5.0.2: The program has an adequate number of faculty members at all sites where it is offered (e.g., male and female student sections, branches).	Student Faculty ratio	4:1	957/147 6:1	16:1
Standard 5.0.3, 5.0.5 & 5.0.6: The faculty members have the necessary competency (e.g., qualifications, certificates, professional licenses, experience	Availability of Faculty Portfolio	90%	129/147 87.8%	70%

required) and effective teaching skills; and appropriate mechanisms are applied for verification				
Standard 5.0.7 & 5.0.8: Teaching excellence will be regularly evaluated for the delivery of quality education.	Faculty Performance Evaluation Criteria	5	3.46	>3.5
Standard 4.0.11: The program implements effective procedures to monitor students' progress and to verify their fulfillment of graduation requirements.	Graduation rate /Program Completion rate	80%	186/209 88.9%	80%

Faculty	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 5.0.9: Teaching staff participate in professional and academic development programs in accordance with a plan that meets their needs and contributes to the development of their performance.	Participation rate in professional development activities	80%	100/147 68%	70%
Standard 5.0.5 & 5.0.6: Faculty portfolio containing	Availability of Portfolio	80%	100/147 68%	70%

academic and professional credentials, research, scholarly activities, work experiences, trainings.				
Standard 5.0.12: The performance of the teaching staff is regularly assessed according to specific and published criteria; feedback is provided to them; and the results are used in improving the performance.	Faculty Performance Evaluation results	Feedback survey and action plan based on results	Not available	Not available

Learning Environment	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 6.0.1 & 6.0.2: The program implements effective resource and resource management measures to support teaching and learning processes.	Student and Faculty satisfaction survey on resources	5	Not Done	>3.5
Standard 6.0.13: The program evaluates the effectiveness and efficiency of learning resources, facilities and equipment of all types, and use the evaluation results in	Survey evaluation results for resources, facilities and equipment	5	Not Done	>3.5

the improvement process.				
Standard 4.0.11: Adopting timely and efficient communication routes to inform all Faculties about processes, initiatives, developments and opportunities in teaching and learning.	Regular submission of minutes	90%	70%	Not Available

Students	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 4.0.7: Students are provided with effective academic, professional, psychological and social guidance, and counseling services through qualified and sufficient staff.	Student satisfaction survey	5	Not Done	>3.5
Standard 2.0.4: The program manager acts to provide an organizational climate and supportive academic environment.	Faculty satisfaction survey	5	Not Done	>3.5



17.2 Priority 2: High-quality medical-science research for local needs that is also internationally recognized and demanded

Our college recognizes a need to raise our activities to increase greatly the proportion of our published research, which competes with all local medical colleges, and aspire to be in line with the standards of excellence. The presence of multicultural medium of expertise across the Faculty provides unique opportunities for interdisciplinary research. The positive relation with MOH potentiates the chances for more clinical researches. The presence of funded projects at the level of the University and at the level of the Kingdom, open the way for more strategic thinking and road mapping of College goals in that field. The growing innovative University resources pave the way for a more sound and concrete research. The presence of scientific chairs as the current blood diseases chair and following chances must potentiate the research capacity building of the College.

Competitive Researchers	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 5.0.7: Faculty members effectively participate in research activities and scientific production; and their participation in these activities is considered as one of the criteria for their evaluation and promotion.	Faculty Research Involvement	90%	70%	Not Available
Standard 5.0.7: Faculty members effectively participate in research activities and scientific production; and their participation in these activities is considered as one of the criteria for their evaluation and promotion.	Publication Rate per faculty /year	70%	10%	Not Available

17.3 - Priority 3: Strategic partnership & engagement among stakeholders in the community for health promotion, prevention, growth and development - a contribution to the greater good

Our college realizes that one of its main functions is to serve its community. In addition, the University vision and mission stress on community partnership as a main component of its strategic plan. Community partnership represents opportunities for collaboration mutual benefits. Communication, surveys and meetings to define the community needs and help to engage all stakeholders. One of the major competencies included in all recent medical education themes is community services and advocacy. Community services; besides all its benefits, it justifies the governmental financial investment.

Community Engagement	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 5.0.8: Teaching staff participate in community partnership activities; and their participation in these activities is considered as one of the criteria for their evaluation and promotion.	Faculty Community Engagement Accomplishment rate	80%	58/147 40%	Not Available
Standard 5.0.7: Liaison with the community partnership administration in the University to align with its goals, study its main domains of services, and conduct the community education programs.	Number of collaboration	12	6/12 50%	Not Available

Social Responsibility	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 1.0.6: The program mission and goals are reviewed periodically with the participation of relevant stakeholders, and are developed accordingly.	Awareness survey rate	100%	90%	Not Available

17.4 - Priority 4: Innovation & business development related to health care and health professional education that will support efficient fiscal & spending balances

Our college all activities are aligned with the vision and mission of the KFUPU. Thus, our priority area of college is to focus on the professional education which enhances the business development. It justifies the governmental financial investment on the medical education to get more impact on the community.

Professional Education for business development	KPIs	KPI Target Benchmarks	KPI Actual Benchmark	KPI External Benchmarks (UoG)
Standard 5.0.8: The medical education focuses to develop some training programs which offer to the health care professionals for enhancing their skills and generate income.	Income generating training programs e.g., surgical workshops and ECG-hands-on	100%	50%	Not Available

XVIII. OPERATIONAL PLAN

The strategic plan committee started its work by reviewing the strategic plan 2015-2020 of the King Faisal University to make sure that the college strategic plan should be brought up in accordance with the true letter and spirit of the vision, mission and values of the strategic plan of the King Faisal University. Afterwards the committee began the studious task of revising the college strategic plan 2020 -2024. Therefore, Head of departments and Coordinators of the departments were apprised in detail and depth about the minutes of the vision, mission, values and all other aspects of the college strategic plan. Coordinators made interactive deliberations with faculty in their departments to impart a complete understanding of all the aspects of the college strategic plan. Meanwhile, the Block Coordinators of the departments were requested to transmit this information to the students for their informed opinion on the plan. This whole exercise played a marvellous role in getting the input of the faculty and students on the matter. SWOT analysis for the college of medicine was conducted by using the google forms and the data was documented and analysed for making a future action plan. The committee also revised the vision; mission and values of the College in the light of input received from different Departments and decided to continue with the same vision, mission and values, which are aligned with KFU's vision, mission and values.

It is worthwhile to note that this approach to strategic planning was built on widespread engagement with Faculty, staff, students, hospitals, administration and community. The strategic planning teams worked parallel to each other in identifying SWOT, evidence validation and PEST trend analysis. The college representatives visited to all governmental and private hospitals in Al Hofuf. In each visit, they conducted a stakeholders' survey and formulated a discussion report. A standardized NCAAA program student survey was distributed to all students passing more than 100 credit hours from the program. Survey analysis revealed the areas that need improvement. To incorporate the inspirations and ideas of the community in the plan, a team headed by the Dean and comprising of Vice Dean female affairs and a committee member approached to all lifestyles of society. Team discussed and debated on the concerned issues with them at length and collected the required data for a better plan. A standardized NCAAA self-evaluation scales (SES) document was distributed to all Departments where they reviewed and evaluated all the college and program practices along with the supplied relevant evidence. Departmental discussion groups finalized the final version of SES and it was discussed and endorsed in the College Board. A discussion group including Dean, Vice Deans financial and administrative director and some strategic planning team members discussed the administrative view about relevant points and suggested the linking of all college decisions, practices and activities to the college mission and goals. Some members of the strategic planning team completed the trend analysis with all possible relevant supporting evidences (PESTS analysis done only with high officials).

After this meticulous exercise ultimately, the strategic planning team, using the college SES and other evidence succeeded in extracting areas which provided basic stratum for the SWOT analysis. Analysis of the current situation and identification of critical issues enabled our college to respond to the reality of its needs through a strategic plan based on the strategic themes reflecting the vision and mission of the college, evened up with the vision and mission of the KFU. It also provided a foundation for establishing certain focused

strategic goals, which undoubtedly shall lead to produce a par excellence health professional, internationally recognized researcher and community health service provider graduate.

Action Plan for Strategic Goals:

Action Plan for Strategic Goals will be implemented through a responsible individual or a team after establishing and defining KPIs. GANTT chart for Action Plan of Strategic Goals is shown in Table – 19.

Monitoring and assessment of implementation plan:

On a given timeline, the implementation plan will be monitored through an effective, meaningful and efficient mechanism of assessment. In this regard, evaluation and analysis of the already determined KPIs will help in monitoring the progress on action plan, made for relevant themes and goals.

XIX. GANTT CHART (ACTION PLAN)

Key:

	On going
	Complete
	Uncomplete

Goal No. 1: Obtaining high standards in teaching and learning in order to meet future competitive employability demands and improve local and international economic conditions.

Project 1.1	Update of the curriculum to develop professional physicians.	Key Performance Indicators (KPI) Passing rate of graduates in SLE or postgraduate training entrance examination				
Actions required for achievement of Project 1.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Preparation of curriculum committee					
Action 2	Need assessments – discipline or departmental bases					
Action 3	Compilation of data collected as need assessment					
Action 4	Review					
Action 5	Execution amendments					
Action 6	Evaluation					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 1.2	Availability of qualified faculty able to support and deliver excellence	Key Performance Indicators (KPI) Number of qualified faculty				
Actions required for achievement of Project 1.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Revise the evaluation form					
Action 2	Assess the requirements on departmental bases					
Action 3	Establish a selection process based on KFU policy					
Achieving Rate (%)		30	40 - 100			

Project 1.3	Assurance of quality in assessment procedures.	Key Performance Indicators (KPI) 1. Number of internal moderation for marking examination papers 2. Rate of standardization and item analysis 3. Rate of calibration per year				
		Timeline				
Actions required for achievement of Project 1.3 KPI: 1		2020	2021	2022	2023	2024
Action 1	Develop a policy for an internal moderation for making examination papers					
Action 2	Execution of internal moderation process for all examinations					
Achieving Rate (%)		50	100			
Actions required for achievement of Project 1.3 KPI: 2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Assessing the effectiveness of the results by item analysis					
Action 2	Periodic assessment for achieving of the PLOs					
Action 3	Appointment of external examiners for all examinations					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Actions required for achievement of Project 1.3 KPI: 3		Timeline				
		2020	2021	2022	2023	2024
Action 1	Bi-annual calibration of OMR machines					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 1.4	Improving student guidance and academic support mechanism.	Key Performance Indicators (KPI) Average of students satisfaction for guidance and academic support				
		Timeline				
Actions required for achievement of Project 1.4		2020	2021	2022	2023	2024
Action 1	Development of proposal for psychology rehabilitation unit					
Action 2	Approval from study plan committee					
Action 3	Approval from College board					
Action 4	Approval from higher administration					
Action 5	Execution of plan as a unit					
Action 6	Evaluation of effectiveness					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100

Project 1.5	Updating and developing post-graduate programs.	Key Performance Indicators (KPI) 1. Number of programs registered as postgraduate programs 2. Periodic review every 5 year				
Actions required for achievement of Project 1.5 KPI: 1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Development of proposal for new postgraduate programs					
Action 2	Approval from study plan committee					
Action 3	Approval from College board					
Action 4	Approval from higher administration					
Action 5	Execution of plan as a unit					
Achieving Rate (%)		30	40 - 100			
Actions required for achievement of Project 1.5 KPI: 2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Evaluation of effectiveness					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 1.6	Utilizing clinics, government and private hospitals for clinical trainings	Key Performance Indicators (KPI) Number of hospitals and clinics utilized during an academic year				
Actions required for achievement of Project 1.6		Timeline				
		2020	2021	2022	2023	2024
Action 1	Explore more training opportunities according to academic requirements.					
Action 2	Training of staff at affiliated hospitals and clinics					
Achieving Rate (%)		50	100			
Project 1.7	Establishing QMS in accordance of KFU	Key Performance Indicators (KPI) Average of best practices applied at college of medicine				
Actions required for achievement of Project 1.7		Timeline				
		2020	2021	2022	2023	2024
Action 1	Approval of QMS committee.					
Action 2	Plan of QMS practices with liaison with KFU Deanship for Quality Assurance.					

Action 3	Execute the best practices based on QMS					
Action 4	Assess the best practices by Self-Evaluation Scale					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 1.8	Fulfilling the requirements to complete accreditation successfully	Key Performance Indicators (KPI) Criteria fulfill successfully				
Actions required for achievement of Project 1.8		Timeline				
		2020	2021	2022	2023	2024
Action 1	Review the requirements					
Action 2	Gap analysis					
Action 3	Prepare deficient documents					
Action 4	Complete the requirements					
Achieving Rate (%)		50	100			

Goal No. 2: Improving quality of the work force, management and support structure.

Project 2.1	Developing effective faculty development training programs	Key Performance Indicators (KPI) Participation rate in personal and professional development activities by self-assessment				
Actions required for achievement of Project 2.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Identify the areas where faculty require training.					
Action 2	Develop short courses for faculty development					
Action 3	Preparation of personal development plan for each faculty					
Action 4	Develop a friendly user permission process for attending conferences / seminars etc.					
Achieving Rate (%)		30	40 - 100			
Project 2.2	Supporting manpower in accordance of standards of quality management system (QMS)	Key Performance Indicators (KPI) Availability of the e-portfolio				
Actions required for achievement of Project 2.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Orientation of new QMS system					

Action 2	Training for development of e-portfolio					
Action 3	Establish an e-portfolio system					
Action 4	Evaluation of the system					
Action 5	Update the system					
Achieving Rate (%)		30	40 - 100			
Project 2.3	Training of supporting staff (Secretaries/Producers/Lab technicians)	Key Performance Indicators (KPI) Participation rate in personal and professional development activities by self-assessment				
Actions required for achievement of Project 2.3		Timeline				
		2020	2021	2022	2023	2024
Action 1	Identify the areas where supporting staff require training.					
Action 2	Develop short courses for supporting staff development					
Action 3	Preparation of personal development plan for all supporting staff					
Achieving Rate (%)		30	40 - 100			
Project 2.4	Improving process for recruitment of faculty and staff	Key Performance Indicators (KPI) Number of qualified faculty members (5.0.3)				
Actions required for achievement of Project 2.4		Timeline				
		2020	2021	2022	2023	2024
Action 1	Revise the evaluation form					
Action 2	Assess the requirements on departmental bases					
Action 3	Establish a selection process based on KFU policy					
Achieving Rate (%)		30	40 - 100			
Project 2.5	Implementing new faculty appraisal system	Key Performance Indicators (KPI) Average of overall Faculty evaluation (5.0.7,8 & 12)				
Actions required for achievement of Project 2.5		Timeline				
		2020	2021	2022	2023	2024
Action 1	Orientation of new faculty appraisal system					
Action 2	Training of new faculty appraisal system					
Action 3	Implement new faculty appraisal system					
Action 4	Evaluation of new faculty appraisal system					
Achieving Rate (%)		30	40 - 100			

Project 2.6	Developing criteria for reward on excellence.	Key Performance Indicators (KPI) Availability of reward on excellence system				
Actions required for achievement of Project 2.6		Timeline				
		2020	2021	2022	2023	2024
Action 1	Develop criteria for reward on excellence.					
Action 2	Implement the criteria for reward on excellence.					
Achieving Rate (%)		50	100			

Goal No. 3: Providing effective community collaboration, communication and partnership

Project 3.1	Organization of community awareness programs	Key Performance Indicators (KPI) Number of programs conducted by students and faculty				
Actions required for achievement of Project 3.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Plan for community services.					
Action 2	Include in academic activities the community services					
Action 3	Execute awareness programs					
Action 4	Monitor the programs					
Action 5	Evaluate the programs					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 3.2	Developing community engagement skills among faculty & students	Key Performance Indicators (KPI) Number of training programs for teaching engagement skills				
Actions required for achievement of Project 3.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Conduct workshops on community engagement skills for students and faculty					
Action 2	Plan various students and faculty community work activities with the administration					
Action 3	Implement the community engagement activities e.g., "E-clinic anti-smoking"					

Action 4	Evaluate the effectiveness					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 3.3	Involving community in decision making processes	Key Performance Indicators (KPI) Number of areas involving community for decision making				
Actions required for achievement of Project 3.3		Timeline				
		2020	2021	2022	2023	2024
Action 1	Establish a forum in collaboration with people from all walks of life.					
Action 2	Develop a guideline for the forum					
Action 3	Plan for community partnership programs					
Action 4	Implement the programs					
Action 5	Evaluate the programs					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 3.4	Strengthening the partnerships with community, institution and hospital partners.	Key Performance Indicators (KPI) Number of collaborative activities among different institutes				
Actions required for achievement of Project 3.4		Timeline				
		2020	2021	2022	2023	2024
Action 1	Establish a college community forum.					
Action 2	Regular interval meetings to explore new means and ways of the community service community, institution and hospital partners.					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 3.5	Extending global relations through strategic alliances with institutes	Key Performance Indicators (KPI) Number of partnerships with global institutes				
Actions required for achievement of Project 3.5		Timeline (Semester wise)				
		2020	2021	2022	2023	2024
Action 1	Establish relation with global NGOs to serve community in health issues (Blood dyscrasias, Consanguineous marriage, increasing young smokers and obesity etc) of Alhsa region.					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100

13.2.8 Goal No. 4: Effectively utilizing research, medical education and patient care facilities to enhance the college revenue support.

Project 4.1	Offering undergraduate and postgraduate programs on self-finances basis	Key Performance Indicators (KPI) <ol style="list-style-type: none"> University approval to induct students on the self-finance basis Number of undergraduate and postgraduate students inducted on self finance basis 				
Actions required for achievement of Project 4.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	University approval for allocation of 10% (both Males and females) MBBS program seats on self-finance basis from the already existing quota					
Action 2	Increase in faculty number to fulfil student faculty ratio on need basis.					
Action 3	Urging Biomedical sciences and Clinical departments to prepare postgraduate programs in their various disciplines, to offer them to the students on self-finance basis.					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 4.2	Offering paid workshops, Seminars and training programs carrying CME hours for the undergraduate and postgraduate students, paramedical staff and the specialized doctors in their relevant medical fields.	Key Performance Indicators (KPI) <p>Number of CME carrying activities which were conducted quarterly, under the auspice of medical education department.</p>				
Actions required for achievement of Project 4.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Urge medical education department to arrange paid workshops, Seminars and training programs carrying CME hours for the postgraduate students, paramedical staff and the specialized doctors in their relevant medical fields, by the support of biomedical sciences and clinical departments.					
Action 2	Review of income generation by CME activities					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100

Project 4.3	Providing comprehensive range of patient care services by utilizing the clinical faculty and facilities.	Key Performance Indicators (KPI) Number of facilities upgraded for provision of health services to the private patients.				
Actions required for achievement of Project 4.3		Timeline				
		2020	2021	2022	2023	2024
Action 1	Upgrade the university polyclinic facilities to provide state of the art health care to the private patients.					
Action 2	Engage the faculty in institutional private practice in the polyclinic of the university.					
Action 3	Upgrade and standardized the college laboratories to offer reliable diagnostic investigations to the private patients.					
Action 4	use the college Laboratories in doing diagnostic investigations on competitive market rates after upgradation.					
Action 5	Review of income generation by SANAR(Online consultation system of the college)					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 4.4	Exploring innovative avenues for collaborating clinical, biomedical and behavioral research.	Key Performance Indicators (KPI) Breakup of the funds generated through research.				
Actions required for achievement of Project 4.4		Timeline				
		2020	2021	2022	2023	2024
Action 1	Upgrade the college laboratories to establish a multidisciplinary research laboratory.					
Action 2	Extend college Labs facilities and expertise to the outside researcher on payment.					
Action 3	Seek research projects to complete them on payment by using college Labs facilities and expertise.					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 4.5	Providing adequate resources for basic and clinical researches	Key Performance Indicators (KPI) Average of Student and Faculty satisfaction for resources				
Actions required for achievement of Sub-Goal 4.1		Timeline				
		2020	2021	2022	2023	2024

Action 1	Identify deficiencies in resources for basic and clinical researches.					
Action 2	Fulfil deficiencies in resources for basic and clinical researches.					
Action 3	Evaluation of available resources					
Achieving Rate (%)		30	40 - 100			

Goal 5: Utilizing the resources and capabilities available in the college to provide an environment that gives exceptional experience as expected by students

Project 5.1	Participation of students’ representatives in curriculum revision	Key Performance Indicators (KPI) Percentage of student’s recommendations incorporated in curriculum revision.				
Actions required for achievement of Project 5.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Nomination of students representatives from each year					
Action 2	Meetings with assigned members of curriculum committee					
Action 3	Preparation of recommendations					
Action 4	Review of recommendations by curriculum committee					
Action 5	Execution amendments					
Action 6	Evaluation					
Achieving Rate (%)			30 - 50	80 - 100		
Project 5.2	Updating of student’s clubs and committee extracurricular activities	Key Performance Indicators (KPI) Number of events organized by students				
Actions required for achievement of Project 5.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Reestablishing students clubs and committees and assigning tasks and functions					
Action 2	Allocation of funds for organizing events					
Action 3	Organization of events at least 1 in each semester					
Achieving Rate (%)		30 - 40	80 - 100	100	100	100
Project 5.3	Updating College Library	Key Performance Indicators (KPI) Number of Course and reference books in library				
Actions required for achievement of Project 5.3		Timeline				

		2020	2021	2022	2023	2024
Action 1	Listing of recommended Books					
Action 2	Allocation and approval of funds					
Action 3	Arrangement for availability of All required Books and references					
Action 4	Availability of books					
Achieving Rate (%)		10 - 30	40 - 60	90 - 100		
Project 5.4	Participation of students in various conference (local/International)	Key Performance Indicators (KPI) No of Conferences participated by students under college of Medicine				
Actions required for achievement of Project 5.4		Timeline				
		2020	2021	2022	2023	2024
Action 1	Announcement of conferences to be participated each year					
Action 2	Faculty guidance for assigned projects					
Action 3	Participation of students					
Action 4	Evaluation and rewards					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 5.5	Increasing the graduate affiliation to the university	Key Performance Indicators (KPI) Number of Alumni Meetings / Projects				
Actions required for achievement of Project 5.5		Timeline				
		2020	2021	2022	2023	2024
Action 1	Formation of alumni club					
Action 2	Alumini meeting once a year					
Action 3	Involvement in various projects such as career guidance and research					
Achieving Rate (%)		10 - 50	70 - 100	100	100	100

Goal 6: Improving the utilization of information technology to achieve efficient management systems and governance

Project 6.1	Effective use of learning management system (LMS)	Key Performance Indicators (KPI) Utilization rate of LMS				
Actions required for achievement of Project 6.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Awareness about LMS					
Action 2	Identify areas by students and faculty, where they can use LMS.					
Action 3	Training programs for LMS					
Action 4	Implementation of LMS					
Action 5	Evaluation of LMS					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 6.2	Updating a data-base of faculty and student information	Key Performance Indicators (KPI) Completion rate of e-portfolio by faculty and students				
Actions required for achievement of Project 6.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Awareness about data base					
Action 2	Identify areas by students and faculty, where they can use data base.					
Action 3	Update data base					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 6.3	Apprising college website in English and Arabic.	Key Performance Indicators (KPI) Percentage of completion of college website				
Actions required for achievement of Project 6.3		Timeline				
		2020	2021	2022	2023	2024
Action 1	Ensure completion of college website in English and Arabic					
Achieving Rate (%)		50 - 100				
Project 6.4	Encouraging use of information technology tools by faculty & students	Key Performance Indicators (KPI) Utilization rate of information tools by faculty & students				
Actions required for achievement of Project 6.4		Timeline				

		2020	2021	2022	2023	2024
Action 1	Establish an e-learning unit					
Action 2	Identify areas with the advice of Deanship of E-learning and Distance education, where students and faculty can utilize IT skills and tools.					
Action 3	Arrange IT training programs for students and faculty in collaboration with the Deanship of E-learning and Distance education.					
Achieving Rate (%)		20 - 40	60 - 80	100		

Goal 7: Achieving the best levels of efficiency in the use of resources and capabilities to achieve state of optimal balance of the university's financial performance.

Project 7.1	Developing College of Medicine investment portfolio.	Key Performance Indicators (KPI) Investment profit from the portfolio				
Actions required for achievement of Project 7.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Developing College of Medicine investment portfolio.					
Action 2	Activation of College of Medicine investment portfolio.					
Action 3	Assessment of financial profit (decrease in APEX& CAPEX)					
Achieving Rate (%)		20 - 40	60 - 80	100		
Project 7.2	Rationalizing public spending and reducing financial waste.	Key Performance Indicators (KPI) Decrease in capital and operational spending				
Actions required for achievement of Project 7.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Study and Analysis of current college spending					
Action 2	Identifying tentative opportunities to decrease operational spending.					
Action 3	Creation of operational plan to reduce financial waste					
Action 4	Adopting initiatives of the "Saudi Authority of Spending Efficiency and Government Projects".					
Achieving Rate (%)		20 - 40	60 - 80	100		

Goal 8: Community project related to nutrition, food sustainability & security program

Project 8.1	Initiate community awareness programs for food sustainability and security	Key Performance Indicators (KPI) Number of programs conducted by students and faculty				
Actions required for achievement of Project 3.1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Plan for community services.					
Action 2	Include in academic activities the community services					
Action 3	Execute awareness programs					
Action 4	Monitor the programs					
Action 5	Evaluate the programs					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 8.2	Faculty and students are learning how to be more involved in their communities.	Key Performance Indicators (KPI) Number of training programs for teaching engagement skills				
Actions required for achievement of Project 3.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Conduct workshops for students and faculty on community engagement skills.					
Action 2	With the administration, plan a variety of community service initiatives for students and faculty.					
Action 3	Evaluate the effectiveness					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 8.3	Participating in decision-making processes with the community	Key Performance Indicators (KPI) Number of areas involving community for decision making				
Actions required for achievement of Project 3.3		Timeline				
		2020	2021	2022	2023	2024
Action 1	Create a forum in which people from all walks of life can participate.					

Action 2	Develop a guideline for the forum					
Action 3	Plan for community partnership programs					
Action 4	Implement the programs					
Action 5	Evaluate the programs					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 8.4	Partnerships with community, institution, and hospital partners are being strengthened.	Key Performance Indicators (KPI) Number of collaborative activities among different institutes				
Actions required for achievement of Project 3.4		Timeline				
		2020	2021	2022	2023	2024
Action 1	Establish a college community forum.					
Action 2	Regular meetings to explore new approaches for the community in relation food security and sustainability					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
Project 8.5	Strategic relationships with institutes to expand global links	Key Performance Indicators (KPI) Number of partnerships with global institutes				
Actions required for achievement of Project 3.5		Timeline				
		2020	2021	2022	2023	2024
Action 1	Establish relation with global NGOs to serve community in food and nutritional issues, food security and its sustainability.					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100



KFU
جامعة الملك فيصل
KING FAISAL UNIVERSITY

MASTER OF SCIENCE PROGRAM IN BIOCHEMISTRY AND MOLECULAR BIOLOGY

XX. MASTER OF SCIENCE PROGRAM

20.1. Program Mission:

In line with the Vision and Mission of King Faisal University and College of Medicine, the mission of the program is:

“To prepare professionals who could apply knowledge of Biochemistry and Molecular Biology as scientific researchers, academicians, medical laboratory personals and in industry.”

20.2. In accordance with the **four key priorities of our strategic plan**, the emphasis will be made more on following aspects:

1. Research collaboration with internal and external research centers and universities. With focus on community health research projects in line with university identity.
2. Transfer of advanced knowledge in the field of Biochemistry and Molecular Biology to postgraduate students for application in their future endeavors in the related fields.

20.3. Introduction

This program was approved by rector, KFU through letter No. 883/42 dated 13/05/1431 (H) (April 2010)) and was implemented by Division of Biochemistry, Department of Biomedical Sciences in the Year 2014-2015. The Program emphasizes on independent research carried out by a student, supplemented with courses to expand the student's knowledge in medical biochemistry and molecular biology. Over the past years the Division of Biochemistry in the Department of Biomedical Sciences has carried out research projects in collaboration with internal and external institutions. These research projects were interdisciplinary and dealt with medical issues including diabetes, hemoglobinopathies, genetics and metabolic diseases. Some projects were related to food and nutrition, and environment.

The Department of biomedical sciences is equipped with various basic and specialized labs, for postgraduate students teaching and research work. Students work under the supervision of highly skilled faculty and there is continuous guidance regarding academics and research.

The program duration is 2 years extendable to 4 years. The awarding degree is “Master Of Science in Biochemistry and Molecular Biology” (MSc.) indicating that the candidate has completed the required core courses of postgraduate training and the required research course under proper academic supervision. In

addition, approval of the dissertation by internal and external examiners, endorses that the candidate has shown a significant contribution to knowledge and research in the required field. This dissertation demonstrates the candidate's capability to carry out independent research. The degree of a "Master of Science in Biochemistry & Molecular Biology (MSc)" will be awarded following the successful defense of the Master thesis.

20.4. Below is the main goal of the program aligning with the College Strategic Plan matching goals.

MSc Goal 1: Revision and evaluation of the Current Master Program in Biochemistry and Molecular Biology	
MSc Project 1.1	Updating of PLO's and current curriculum content revision of master program (CoM Project 1.5)
MSc Project 1.2	Evaluating the postgraduate KPI's to fulfill the NCAAA requirements (CoM Project 1.8)
MSc Project 1.3	Collaborating with University research centers for utilization of available resources in line with the KFU vision. (CoM Project 4.4, 4.5)
MSc Project 1.4	Improvement of current laboratory equipment as required by the current Master Program. (CoM Project 4.5)

XX.A GANTT CHART (MSc Program)

MSc Goal 1: Revision and evaluation of the Current Master Program in Biochemistry and Molecular Biology

MSc Project 1.1	Updating of PLO’s and current curriculum content revision of master program	Key Performance Indicators (KPI)				
		Periodic review of program every 5 year				
Actions required for achievement of MSc Project 1.1 KPI: 1		Timeline				
		2020	2021	2022	2023	2024
Action 1	Development of proposal for updating and revision of current postgraduate programs					
Action 2	Approval from study plan committee					
Action 3	Approval from College board					
Action 4	Approval from higher administration					
Action 5	Execution of plan as a unit					
Achieving Rate (%)		10	20 - 80	80-100		

MSc Project 1.2	Evaluating the postgraduate KPI's to fulfill the NCAAA	Key Performance Indicators (KPI) Criteria fulfill successfully				
Actions required for achievement of MSc Project 1.2		Timeline				
		2020	2021	2022	2023	2024
Action 1	Review the requirements					
Action 2	Gap analysis					
Action 3	Prepare deficient documents					
Action 4	Complete the requirements					
Achieving Rate (%)		20	40 -75	75-100		
MSc Project 1.3	Collaborating with University research centers for utilization of available resources in line with the KFU vision.	Key Performance Indicators (KPI) Breakup of the funds generated through research.				
Actions required for achievement of Project 1.3		Timeline				
		2020	2021	2022	2023	2024
Action 1	Upgrade the college laboratories to establish a multidisciplinary research laboratory.					

Action 2	Extend college Labs facilities and expertise to the outside researcher on payment.					
Action 3	Seek research projects to complete them on payment by using college Labs facilities and expertise.					
Achieving Rate (%)		10 - 20	30 - 40	50 - 60	70 - 80	90 - 100
MSc Project 1.4	Improvement of current laboratory equipment as required by the current Master Program	Key Performance Indicators (KPI) Average of Student and Faculty satisfaction for resources				
Actions required for achievement of Sub-Goal 1.4		Timeline				
		2020	2021	2022	2023	2024
Action 1	Identify deficiencies in resources for basic and clinical researches.					
Action 2	Fulfil deficiencies in in resources for basic and clinical researches.					
Action 3	Evaluation of available resources					
Achieving Rate (%)		30	40 - 60	60-100		

XXI.I. REFERENCES

1. Vision and Mission of King Faisal University and College of Medicine. Available at: <https://www.kfu.edu.sa/sites/Home/>
2. Handbook of Quality Assurance and Accreditation Part 2, Version 3, October 2015. Available at: <https://www.kfu.edu.sa/en/Deans/QA/Pages/Home-new.aspx>
3. Quality Management system Hand book and Annexures from Deanship of Quality Assurance and Academic Accreditation Year 2014
Available at: <https://www.kfu.edu.sa/en/Deans/QA/Pages/Home-new.aspx>
4. Student handbook Second edition 2014.
5. PEST and SWOT analysis - 2018
6. Letters of nominations with tasks and functions of Strategic plan committee
7. Input from the stakeholders

XXI.II. EVALUATION PLAN (ACHIEVEMENT REPORT

S. No	Action Plan	Achievements	Remarks
1.	.		
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.	.		

XXI.III. RISK MANAGEMENT PLAN

APPENDIX: Log / Register page

- Log or register page will be designed on an excel sheet.
- Work Breakdown Structure (WBS).

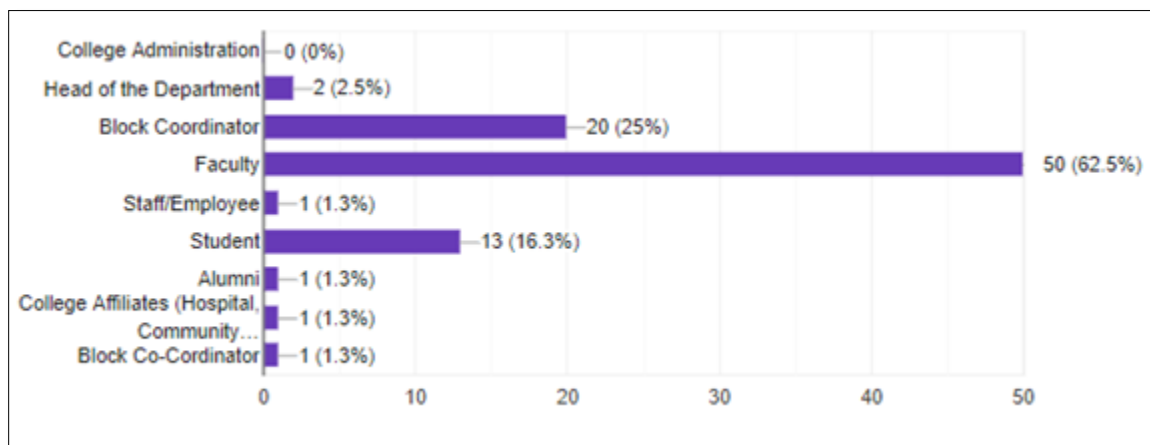
Top on priority	
On priority	
Least on priority	

					RISK ASSESSMENT			RISK RESPONSE STRATEGY				RISK MANAGEMENT		
Risk #	Risk	Area of risk	Cause / Reason	Effect on specific internal process of (Strategic plan)	Probability	Impact	Level of risk	Avoid	Mitigate	Accept	Transfer	WBS (Work Breakdown Structure)	Resources/Cost/Individual or Group responsible	Timeline for action(s)
1	Lack of University hospital facility	Resources OR infrastructure	Lack of Budget	Students learning/research	continuous	High	Red				University		Dean	
2	Increased number of the students entry per year	students	policy	Students learning /Resources/faculty	continuous	High	Red				University (No increase in number)		Dean	
3	Lack of trained faculty on new curriculum	Faculty	Policy/Administration	Students learning /curriculum/research	continuous	moderate	yellow				University		Dean	
4	Difficult access to hospital database Hampering some of the researches	Student/ research	Administrative	Research facilities /Student involvement Blood diseases/ scientific chair	continuous	moderate	Yellow		Seek access				Dean	
5	Insufficient teaching spaces	Resources	Administrative	Students learning	continuous	mild	Green				university		Dean	
6	Lack of College Staff in some Clinical specialties/Subspecialties	Faculty	Policy/Administration	Students learning /curriculum/research	continuous	moderate	Yellow				university		Dean	

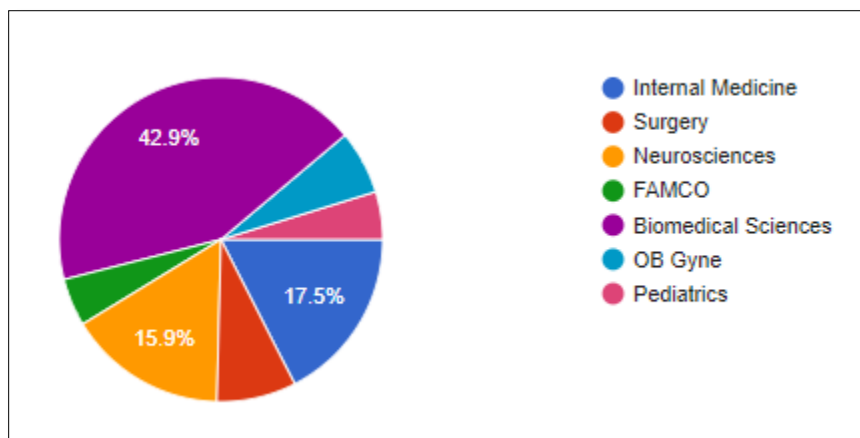
7	Lack of College Staff in Academic specialties	Faculty	Policy/Administration	Students learning /curriculum/research	continuous	moderate	Yellow				university		Dean	
8	Difficulty in getting training posts for our demonstrators	Faculty	Policy/Administration	Students learning /curriculum/research	continuous	moderate	Yellow				university		Dean	
9	Lack to supportive staff	Personnel	Administrative	Students learning /curriculum/research/administrative work	continuous	moderate	Yellow				university		Dean	
10	Insufficient faculty Work space	Resources	Administrative	Administrative	continuous	moderate	Yellow				university		Dean	
11	Insufficient Research Funds	Resources	Administrative	research	continuous	moderate	Yellow				university		Dean	

APPENDIX: SWOT Analysis Data Statistics

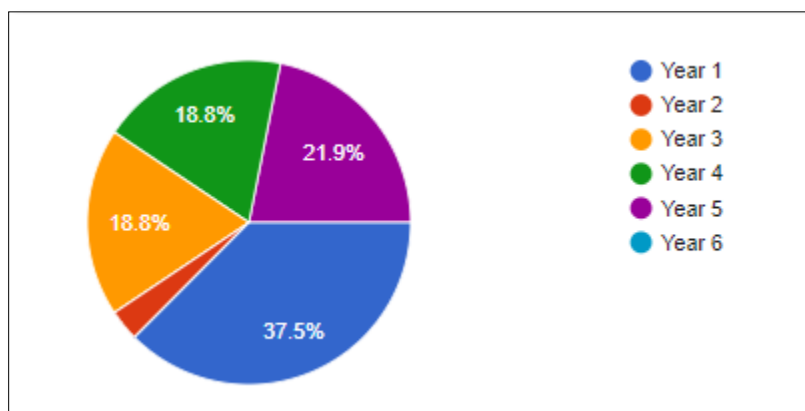
Profession



Faculty (Department)

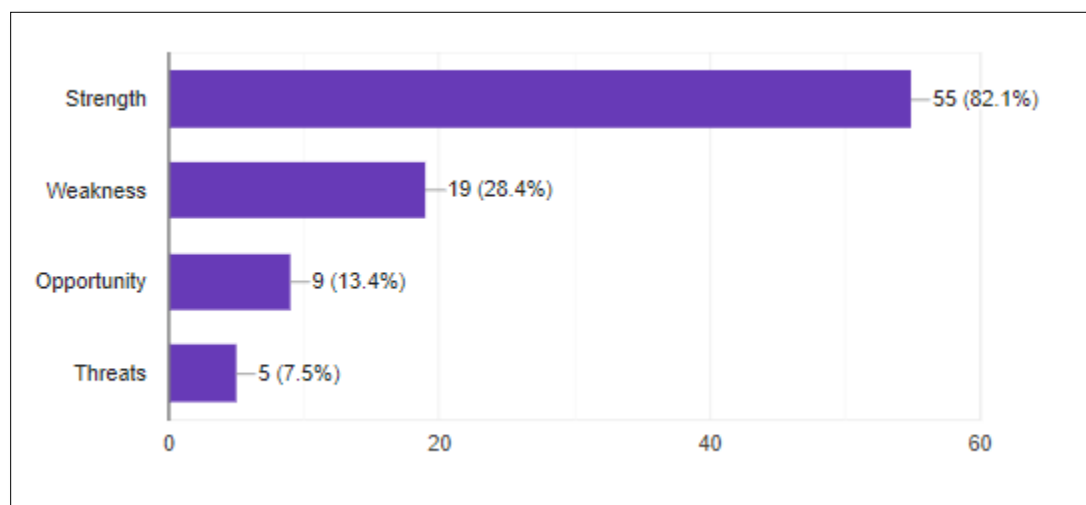


Student (Year Level)

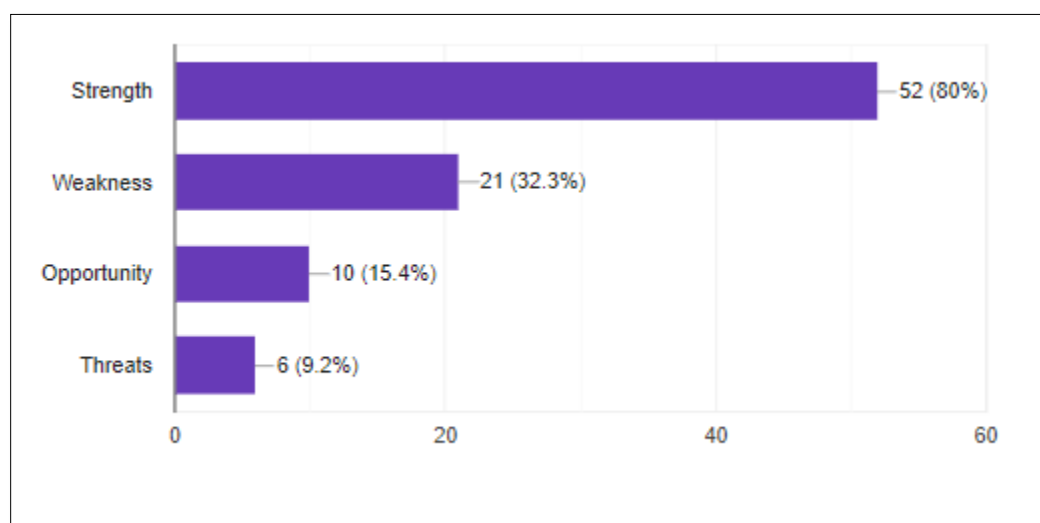


A. MBBS Program

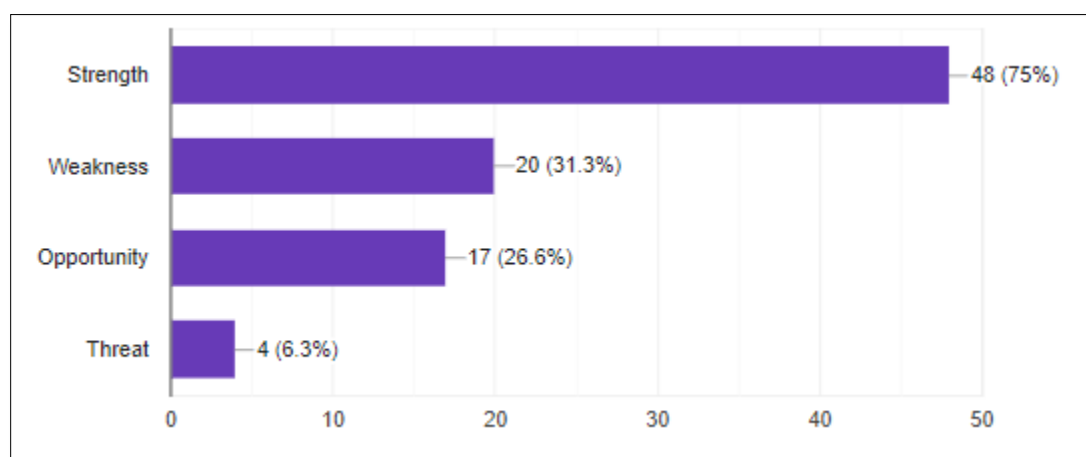
A.1. Intended Learning Outcome



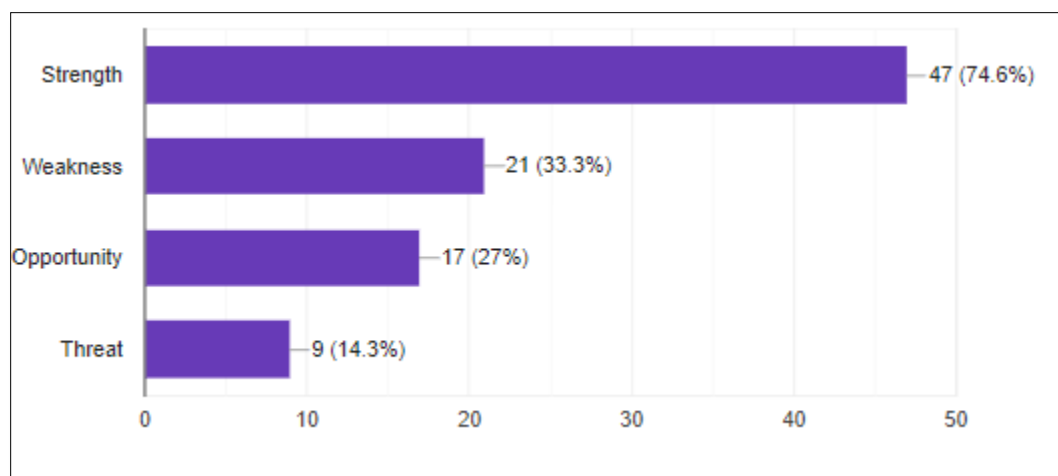
A.2. Teaching



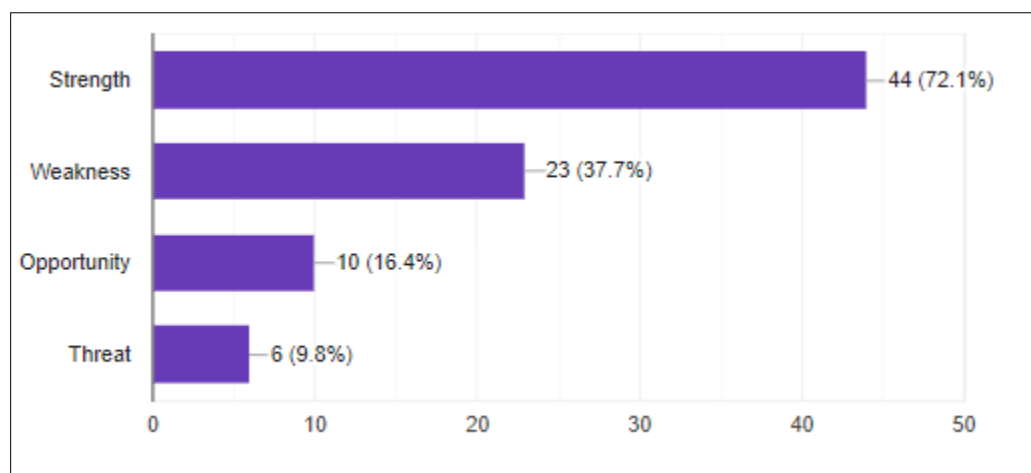
A.3. Learning



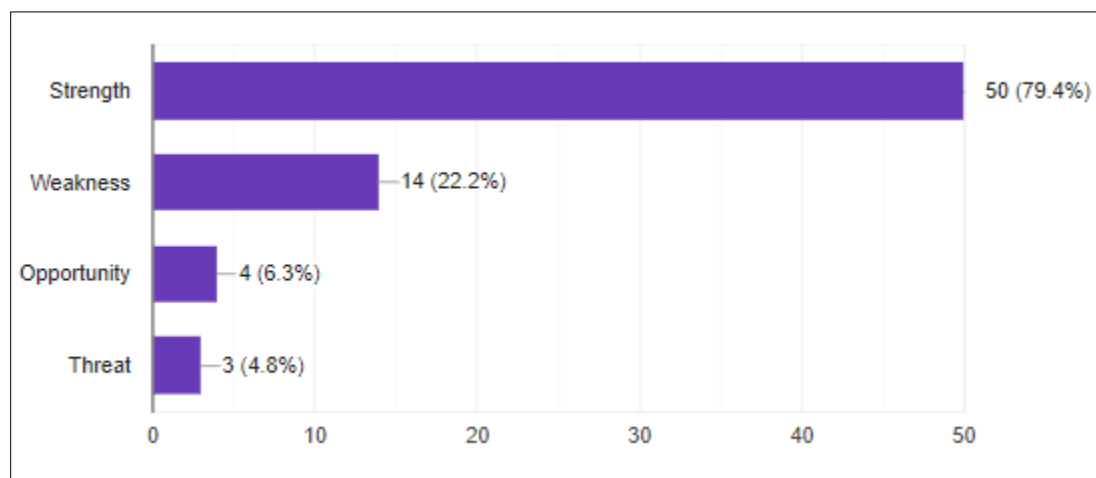
A.4. Skill Development



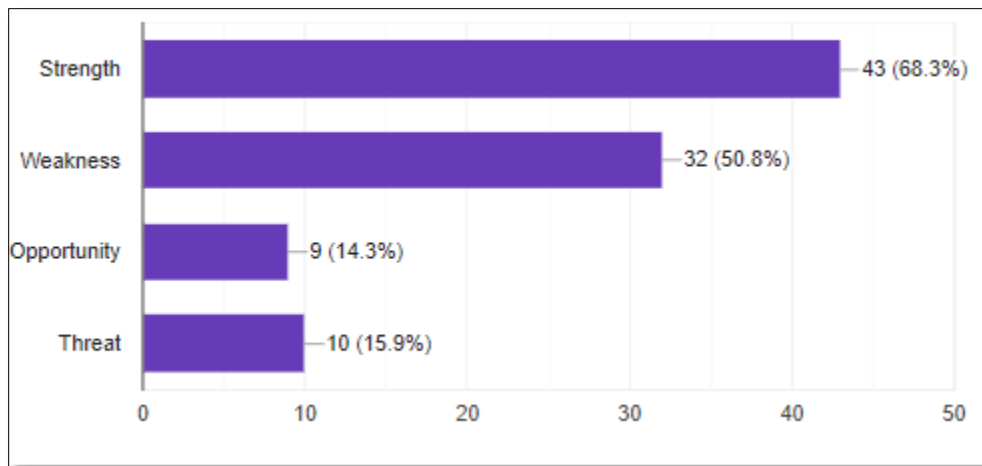
A.5. Student Centeredness



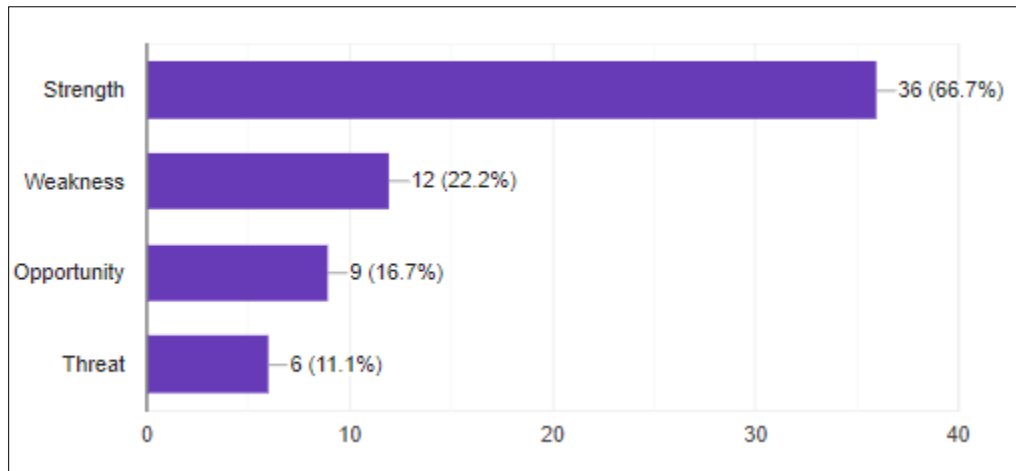
A.6. Cross Disciplinary Collaboration



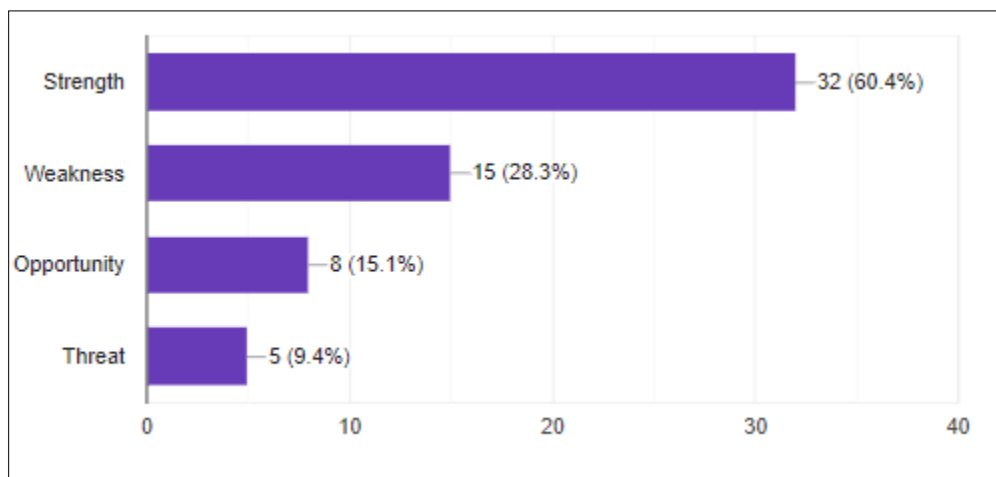
A.7. Assessment



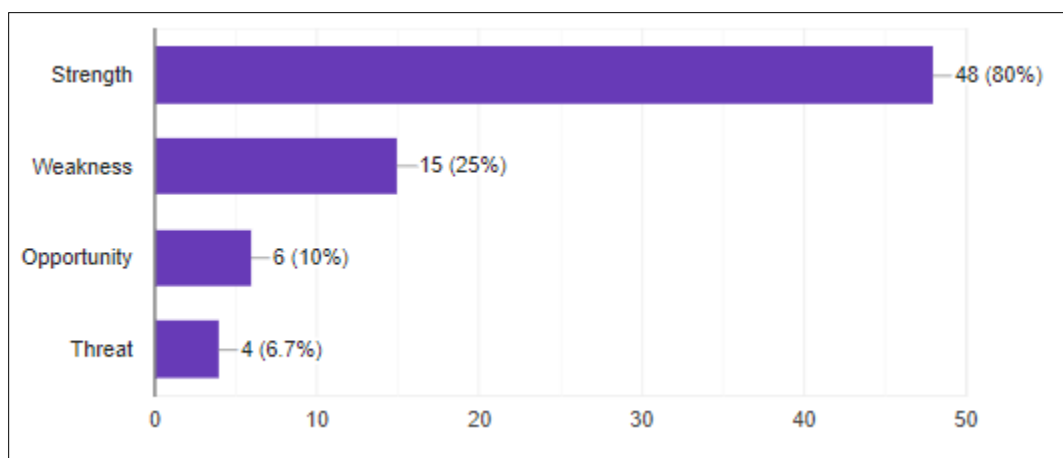
A.8. Standard Verification



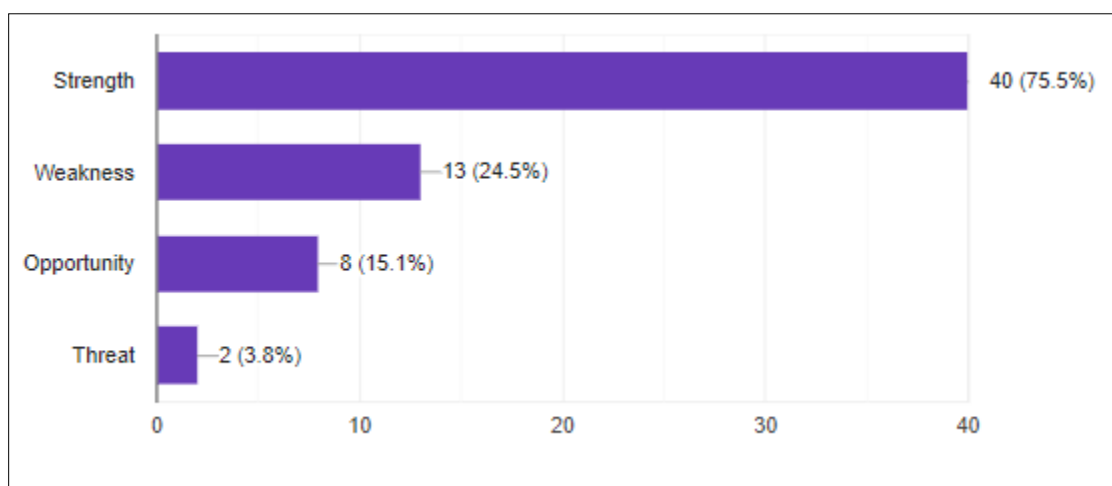
A.9. Moderation



A.10. Student Support

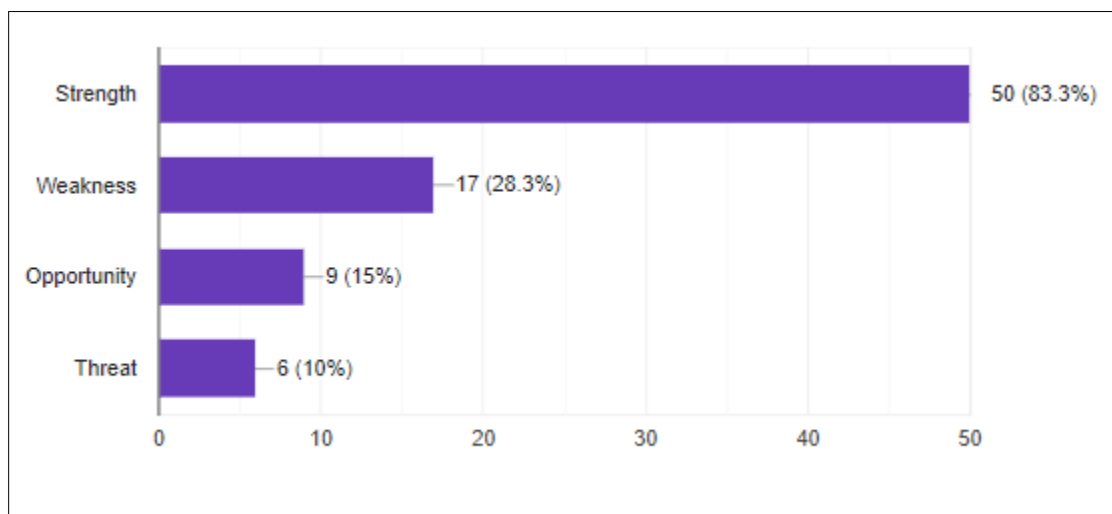


A.11. Student Satisfaction

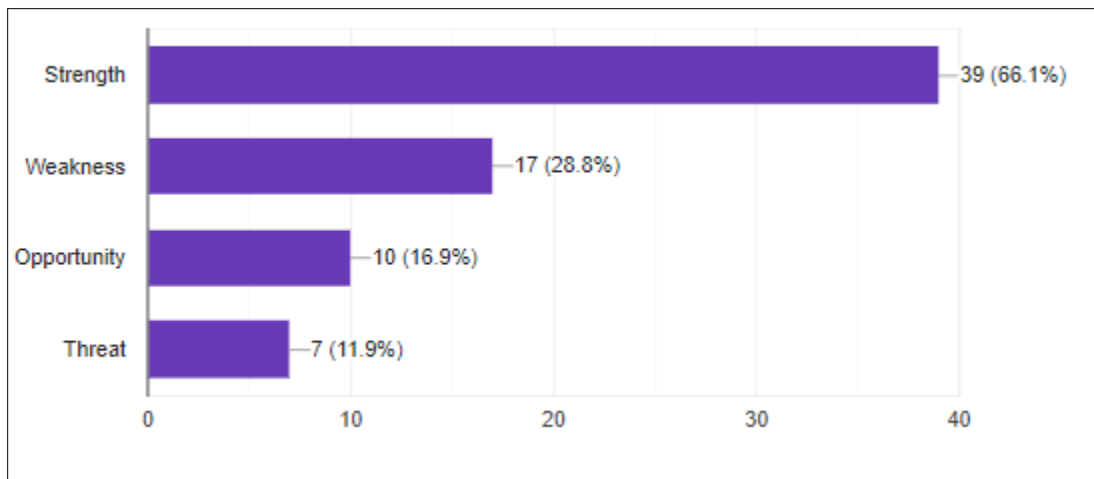


B. Faculty

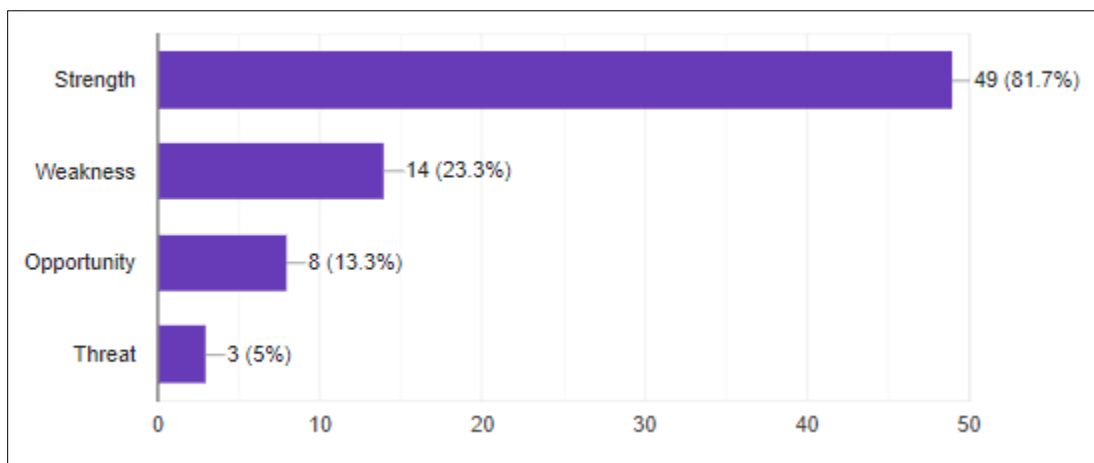
B.1. Selection



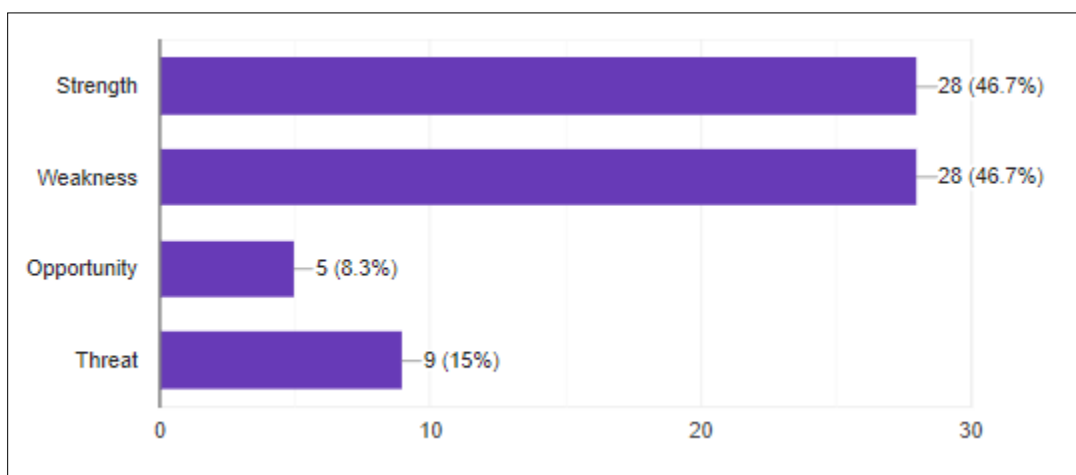
B.2. Development



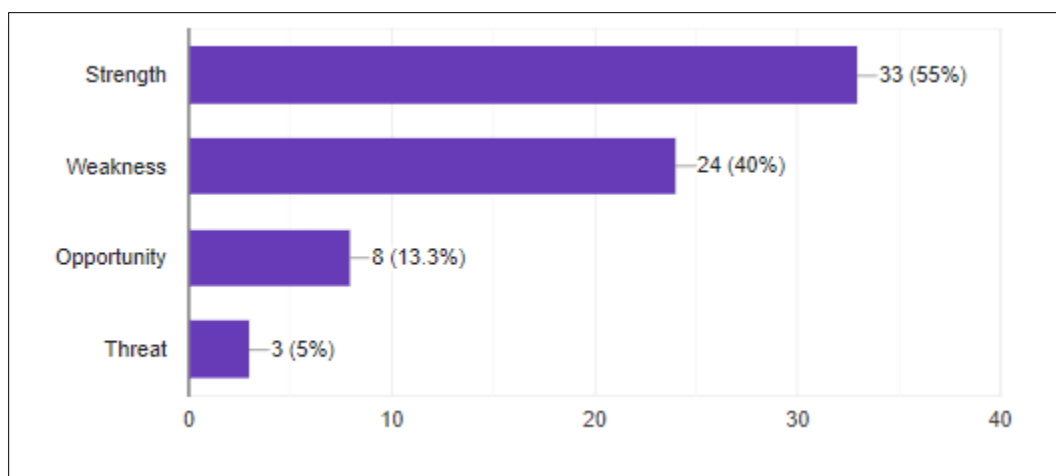
B.3. Performance



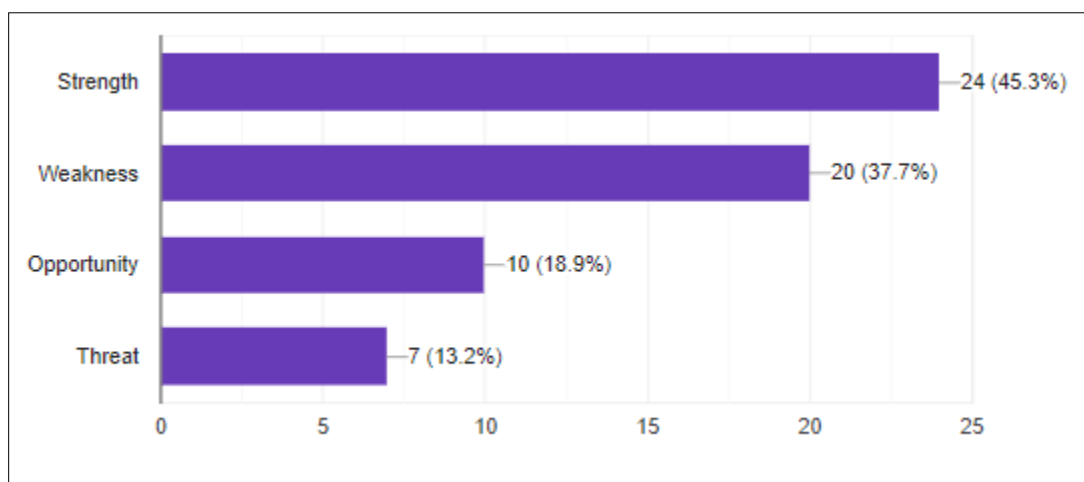
B.4. Load Satisfaction



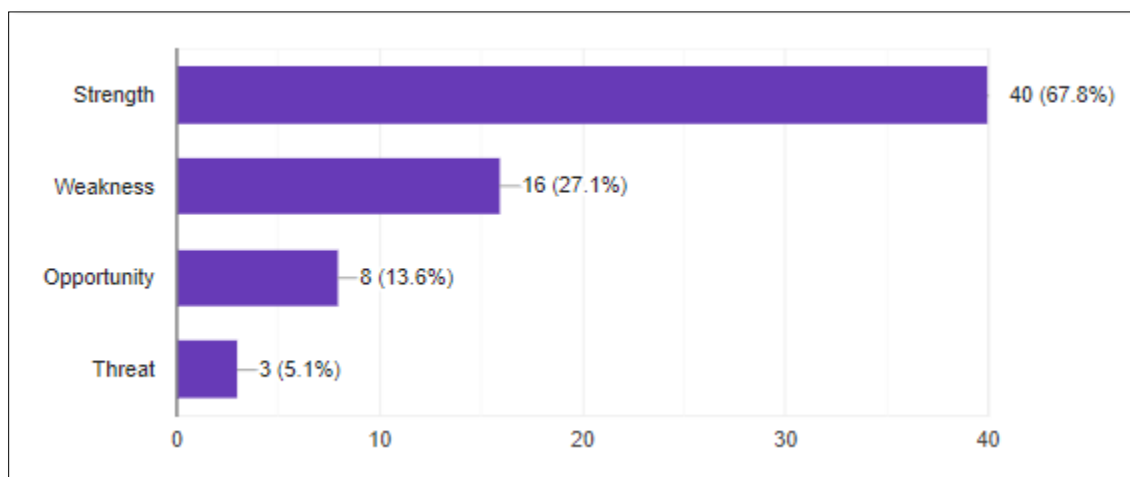
B.5. Appreciation



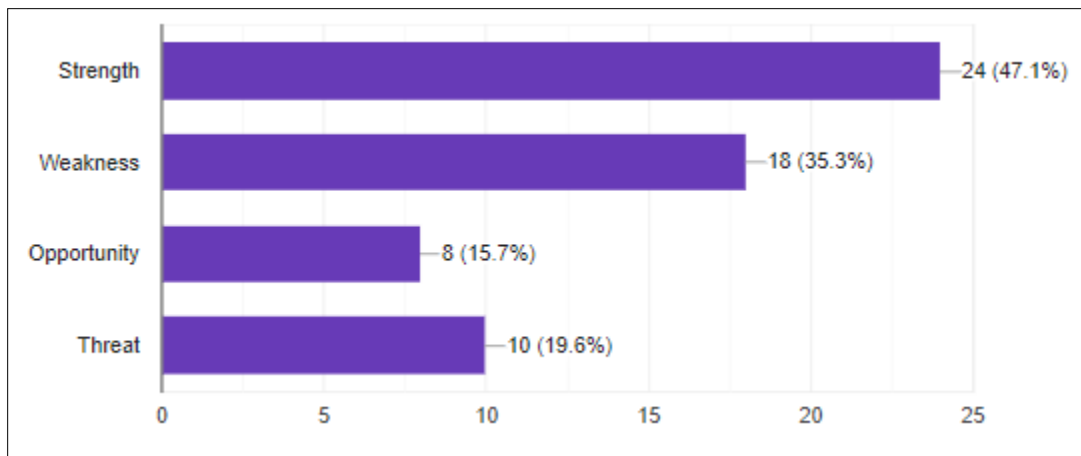
B.6. Part Time Utilization



B.7. Inter Faculty Collegiality

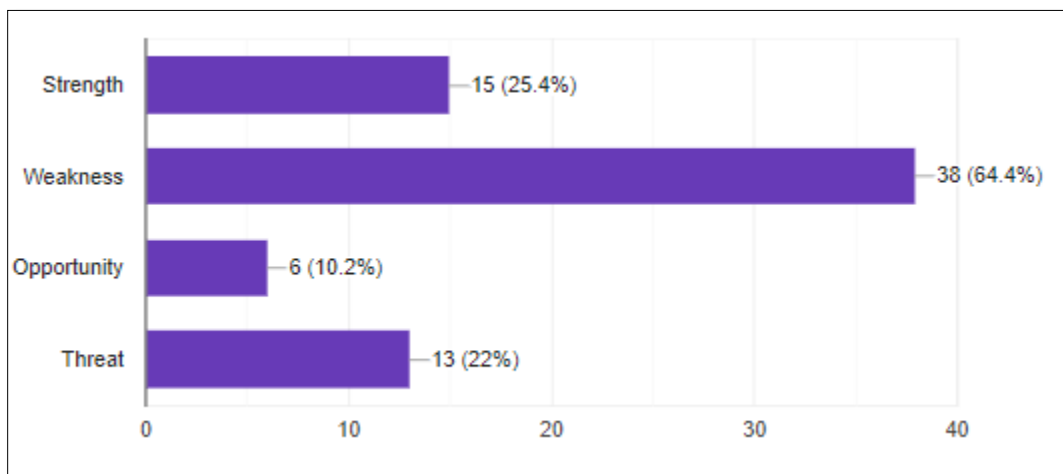


B.8. Competition Force

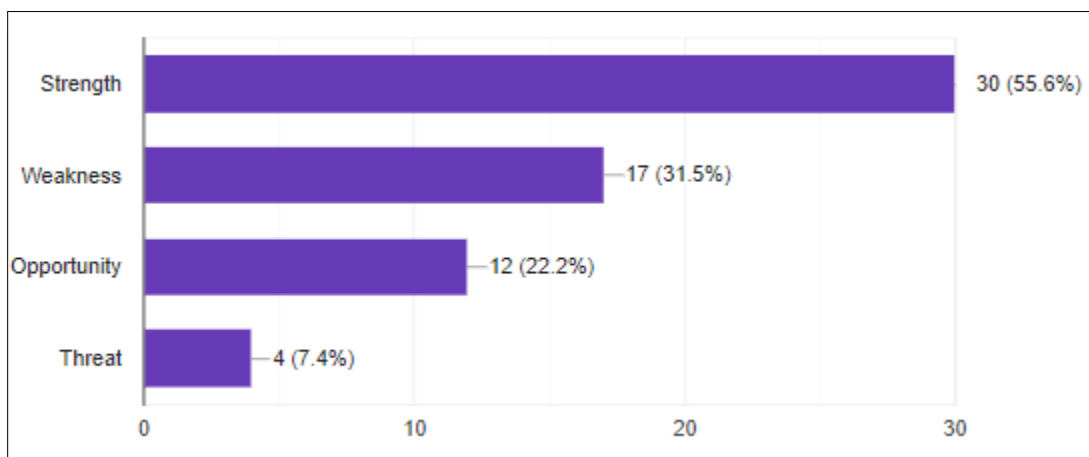


C. Student

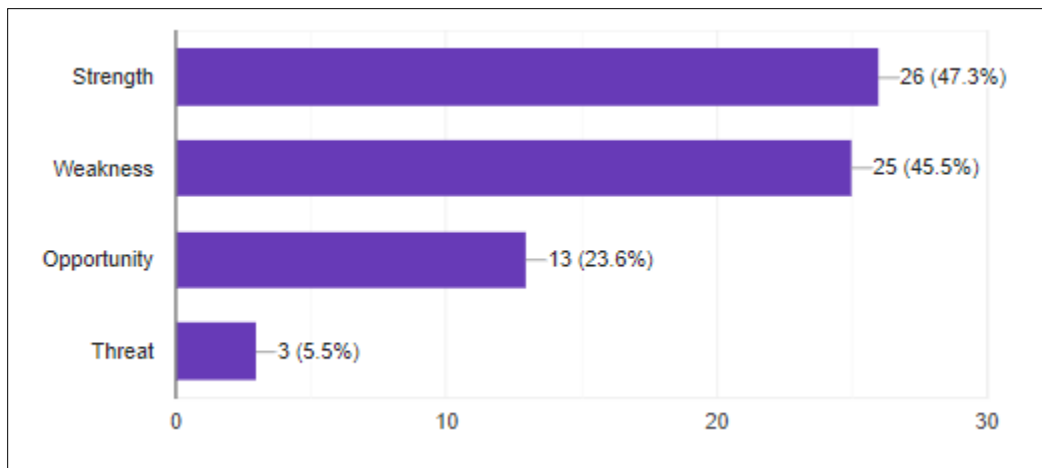
C.1. Number



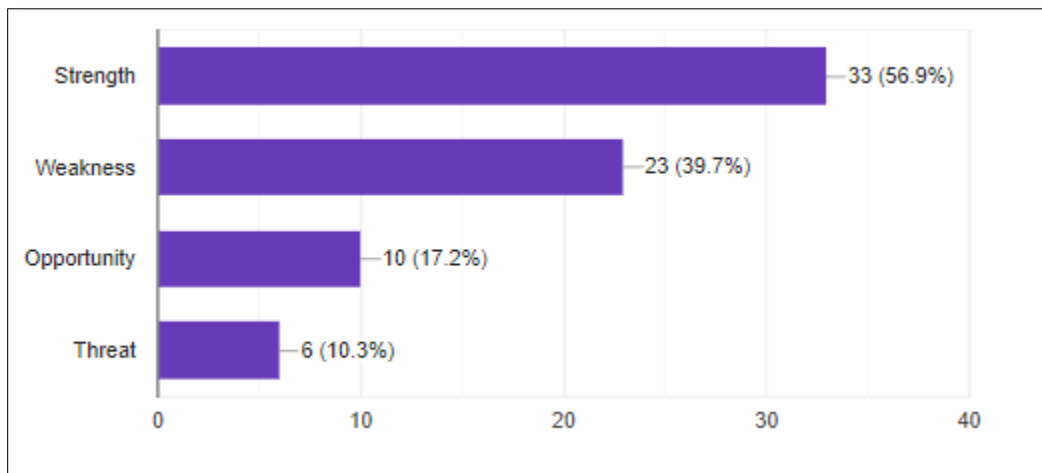
C.2. Selection



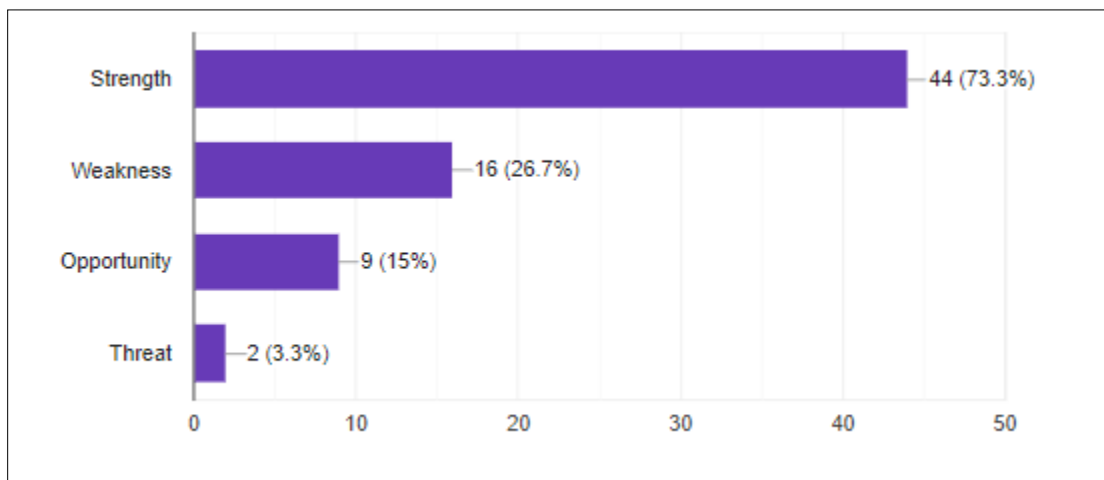
C.3. Preparation



C.4. Academic Performance

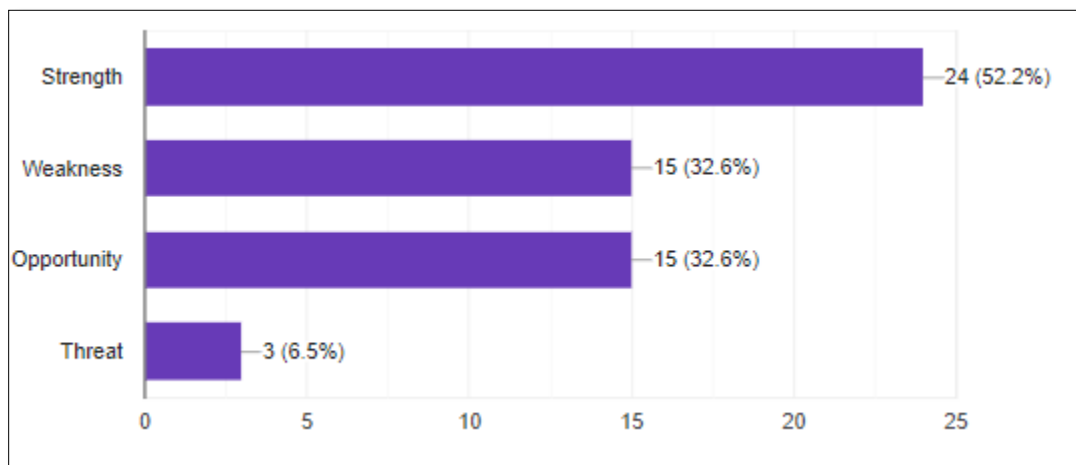


C.5. Professional Behavior

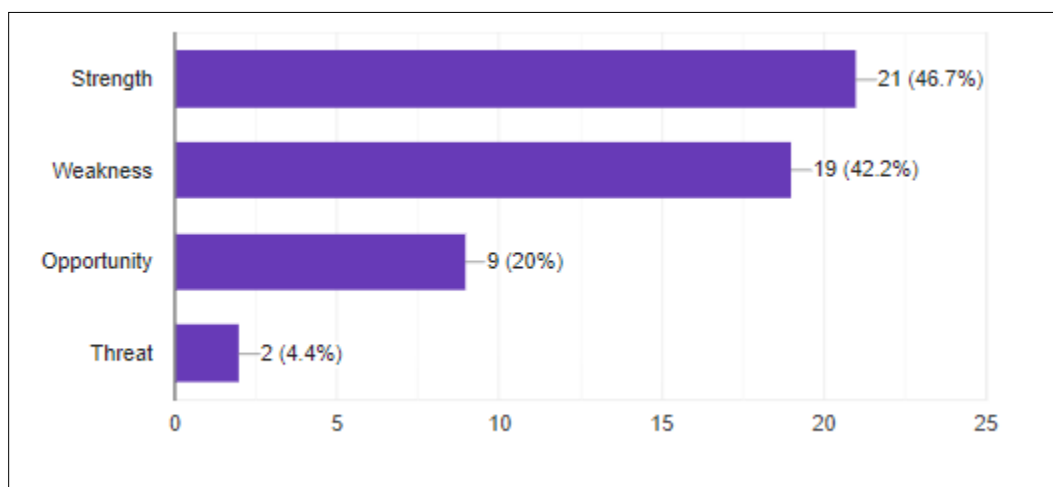


D. Alumni

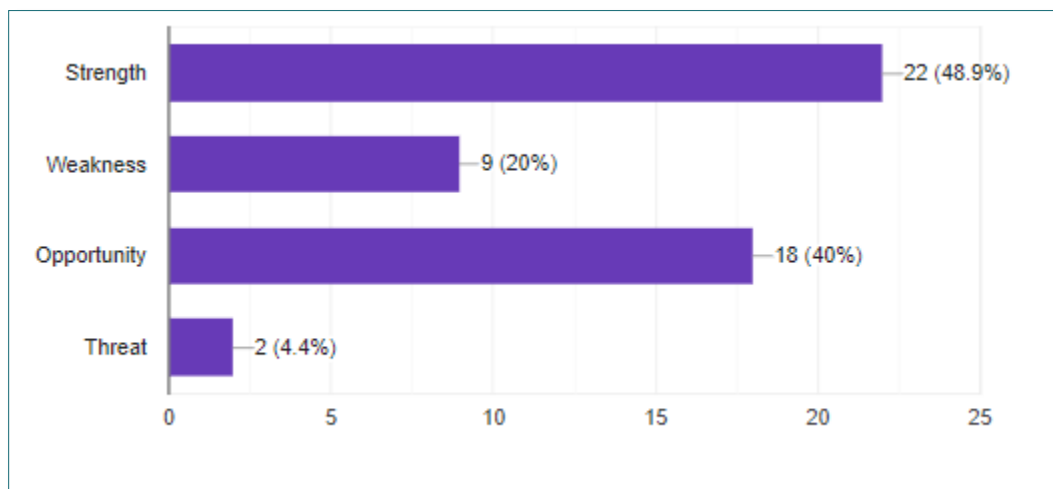
D.1. Intern & Internship



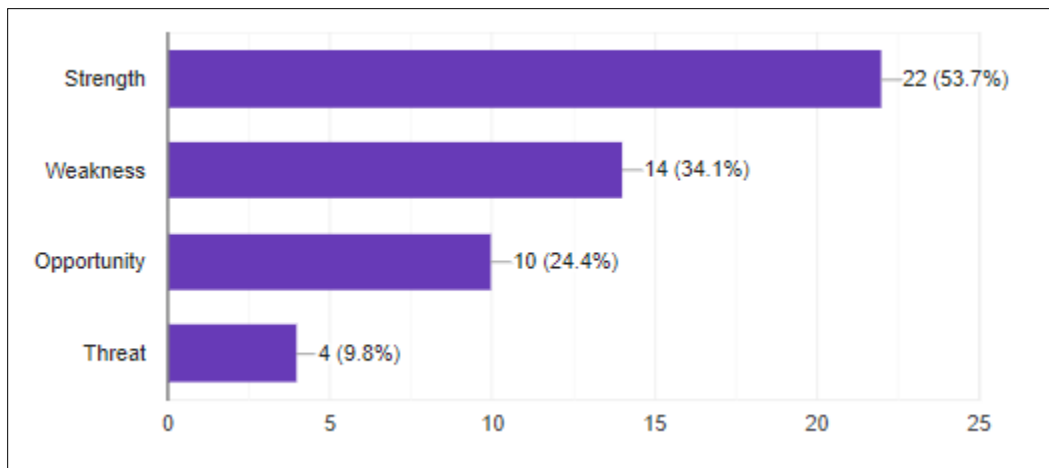
D.2. Graduate's Linkage & Feedback



D.3. Postgraduate Career

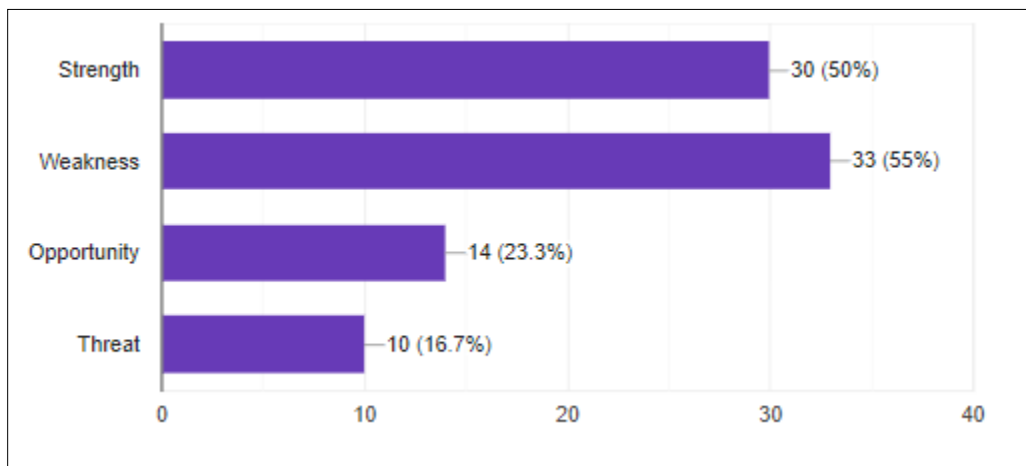


D.4. Stakeholder's Opinion

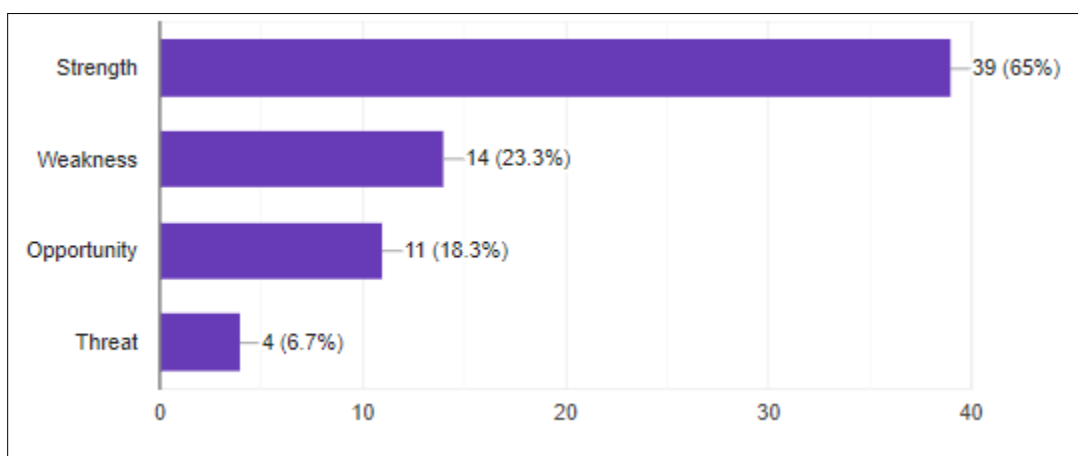


E. Research

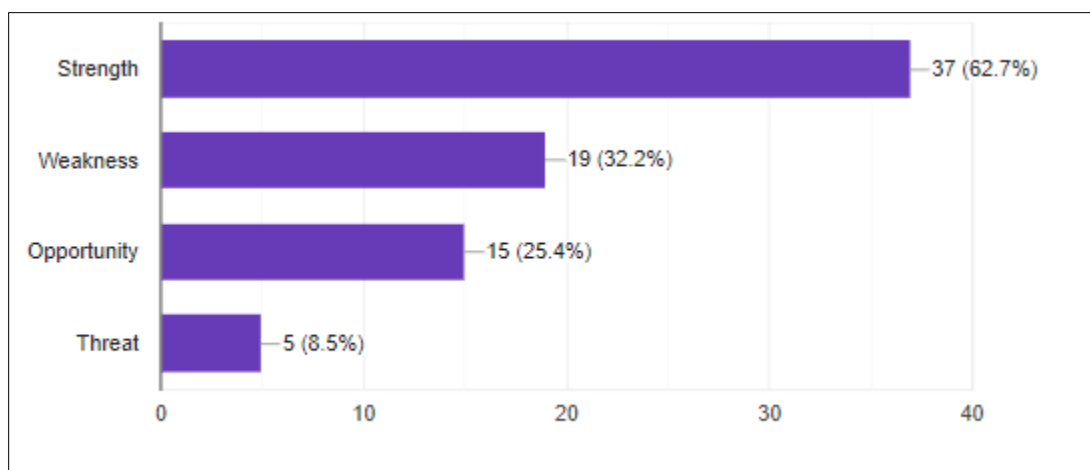
E.1. Facilities



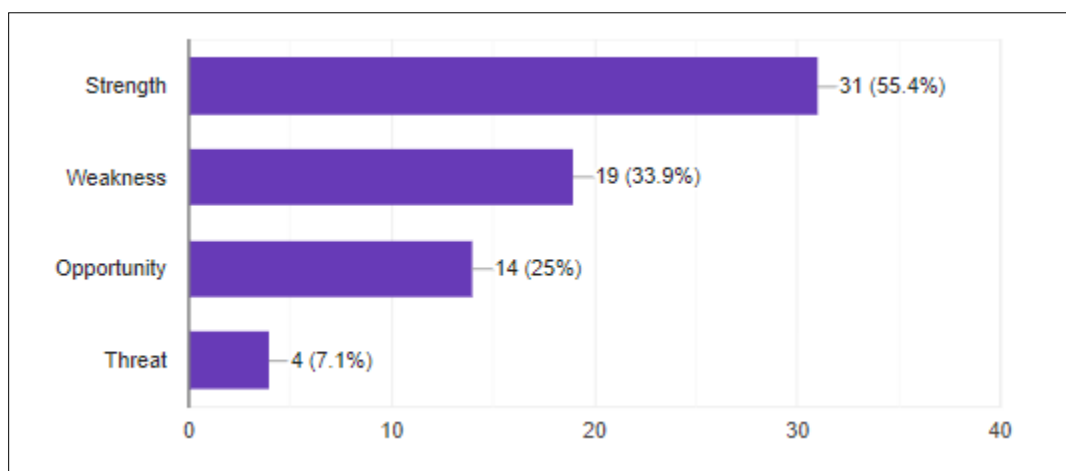
E.2. Teamwork



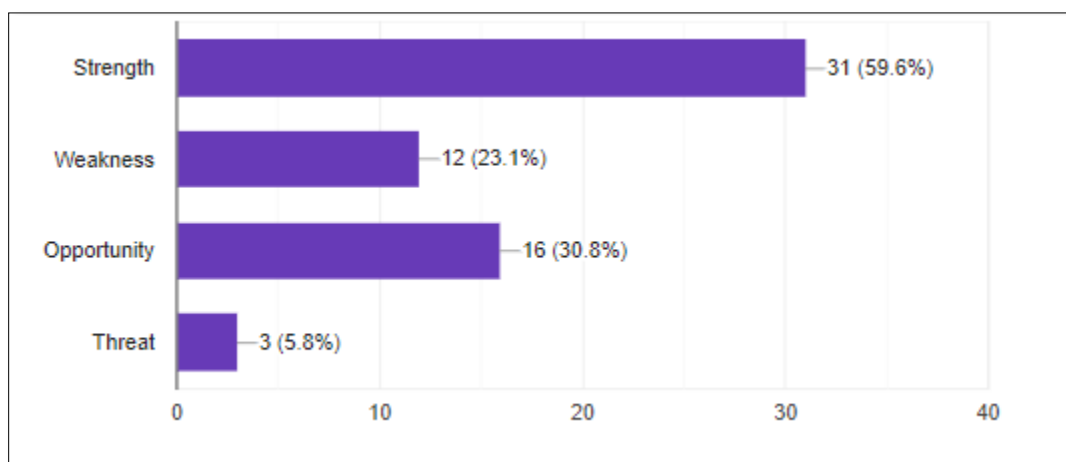
E.3. Publication



E.4. Grants

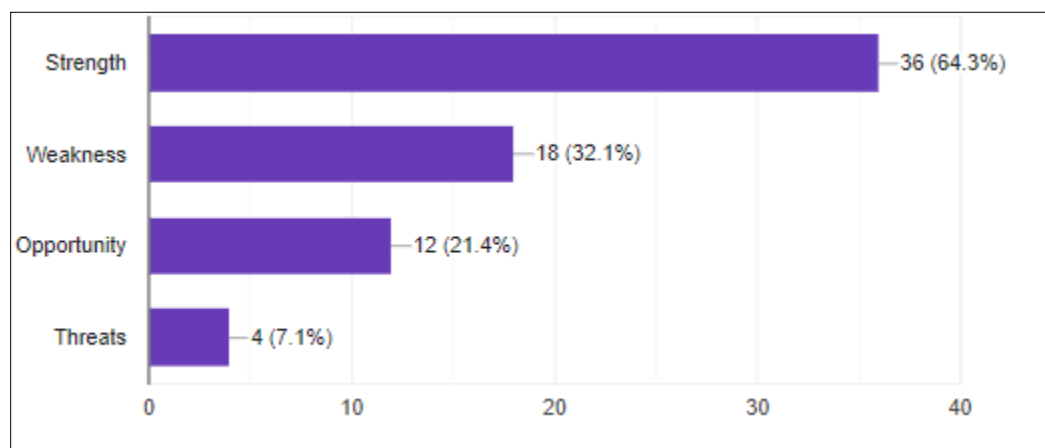


E.5. Awards

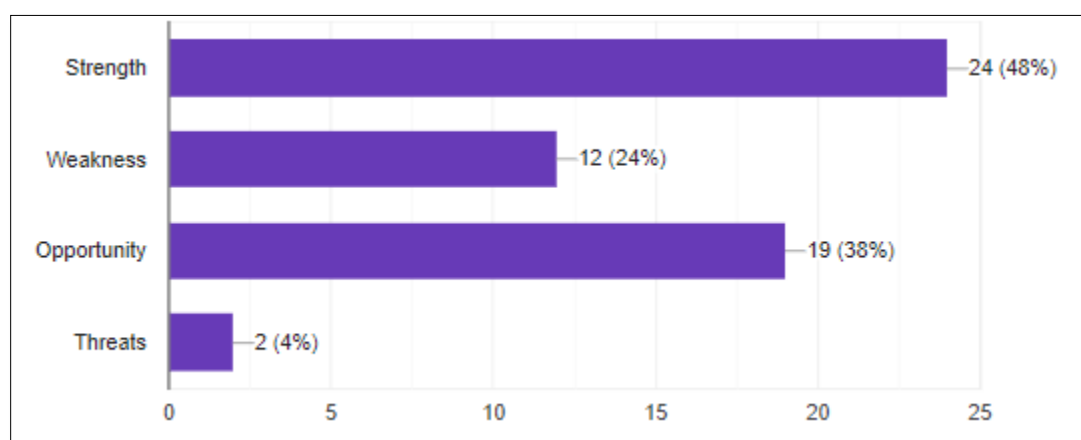


F. Community

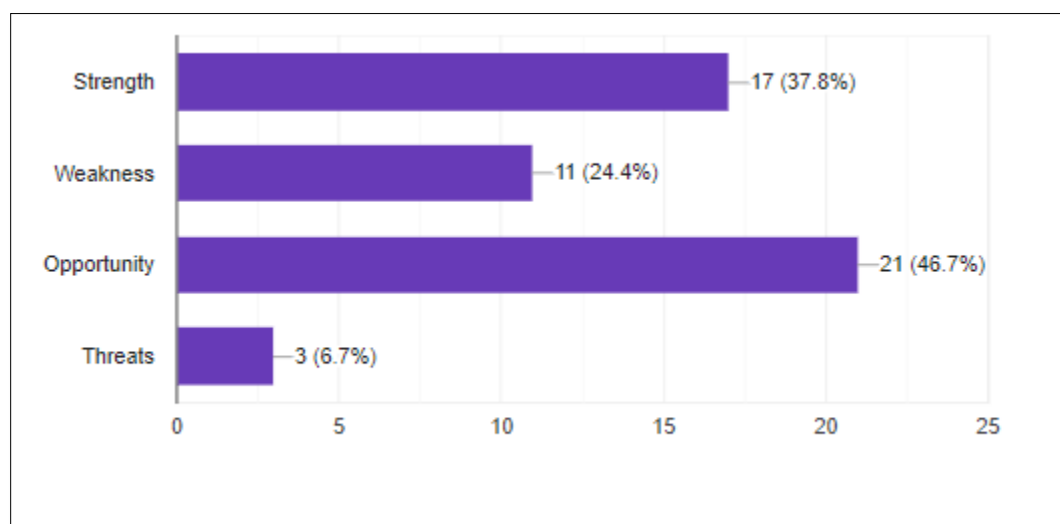
F.1. CME



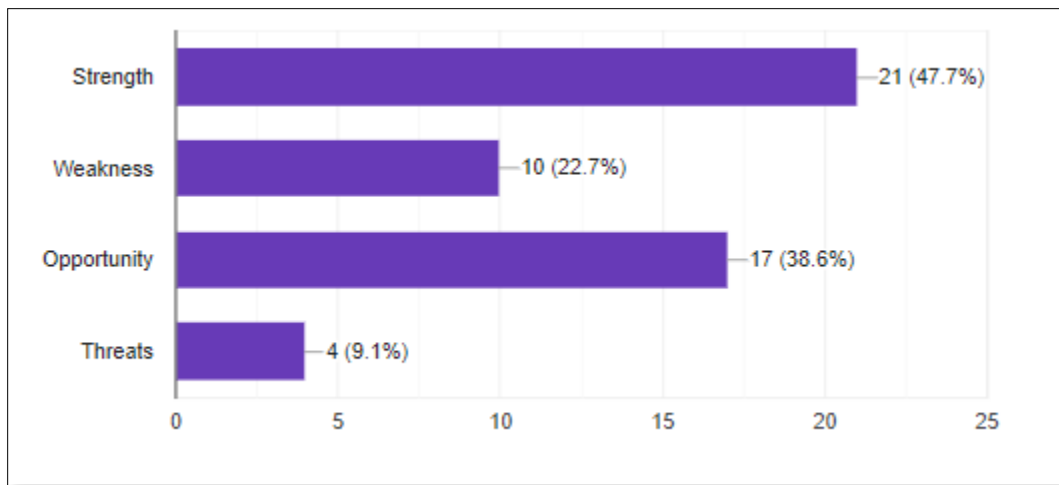
F.2. Consultancy



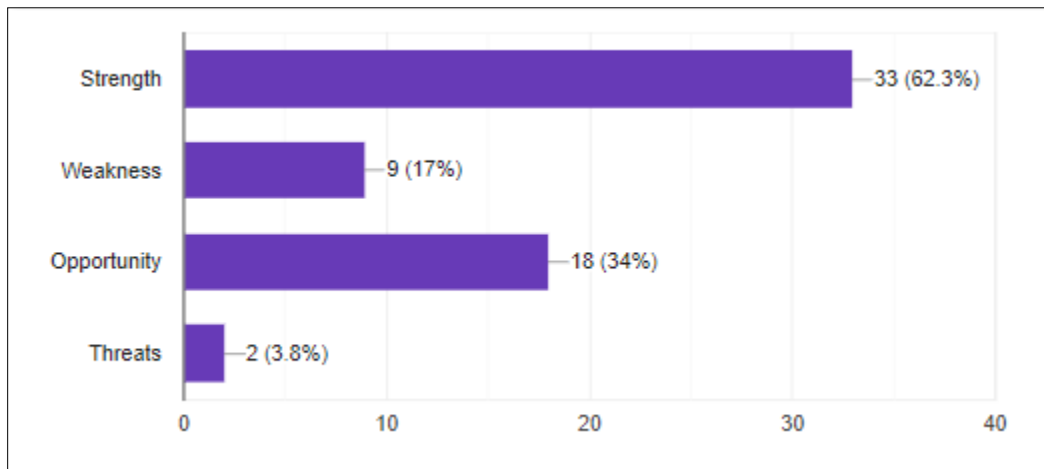
F.3. Charity



F.4. Cross Curricular Synergism

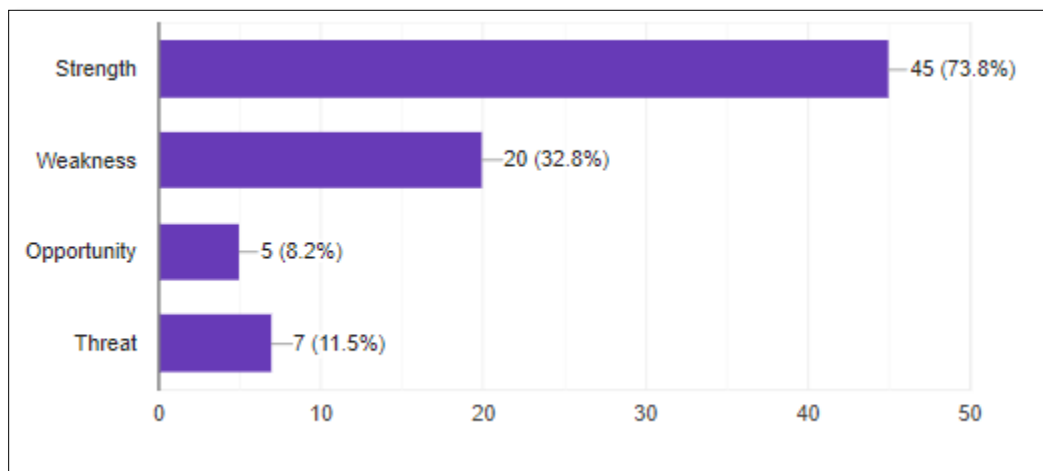


F.5. Campaigns

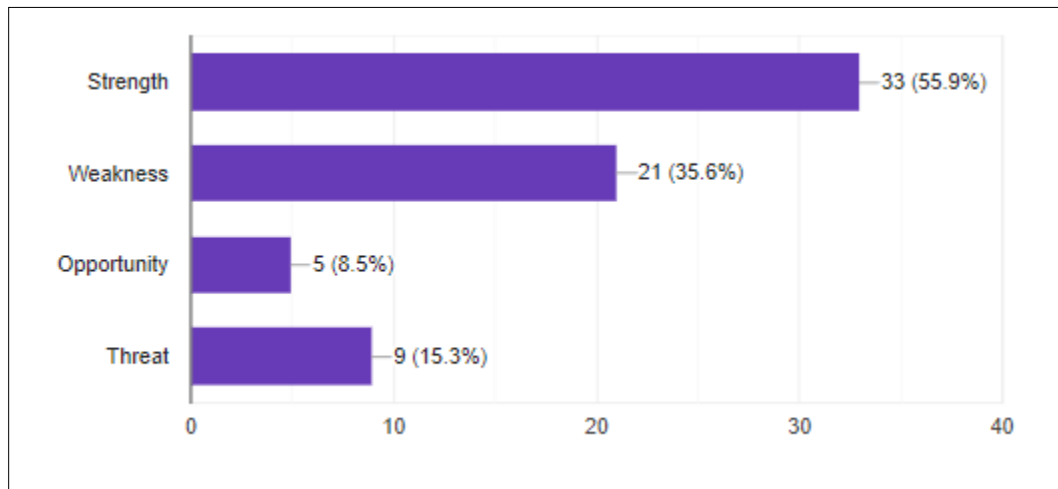


G. Learning Resource

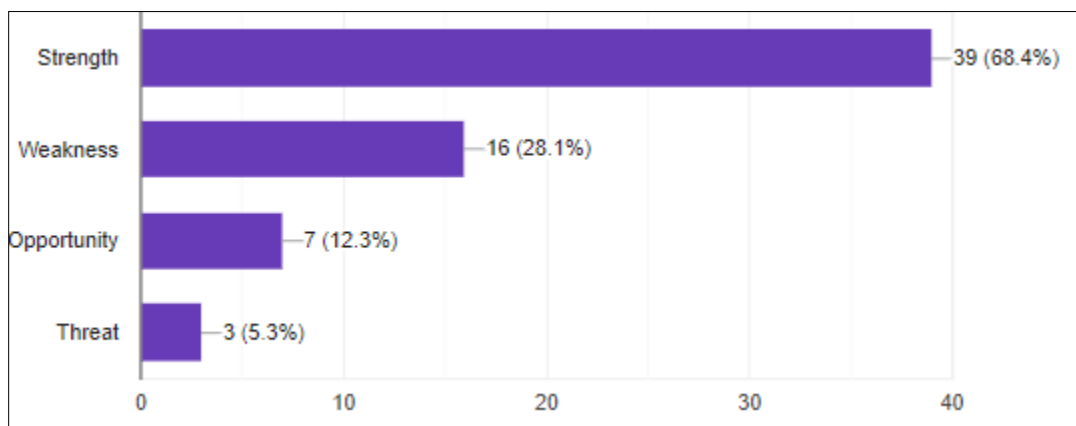
G.1. Availability



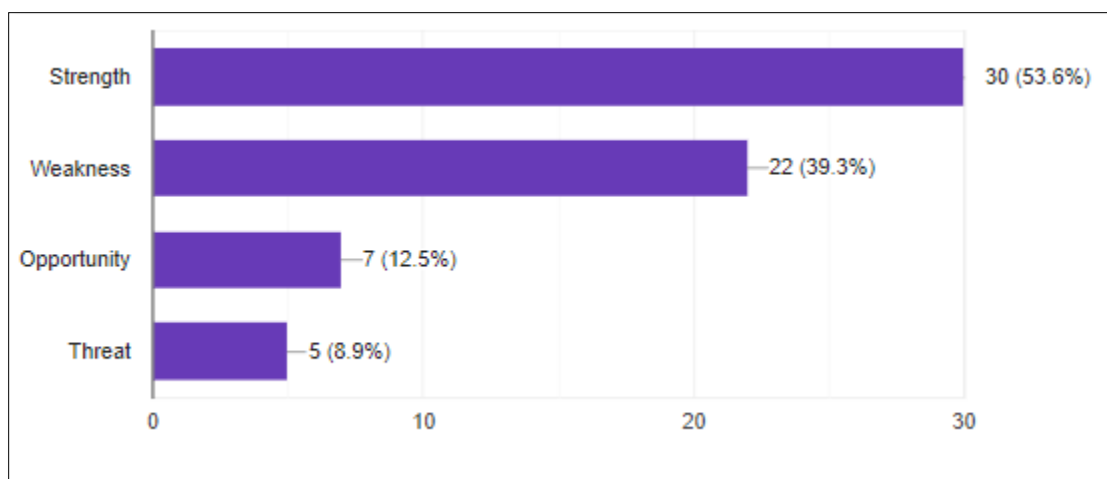
G.2. Maintenance



G.3. Suitability

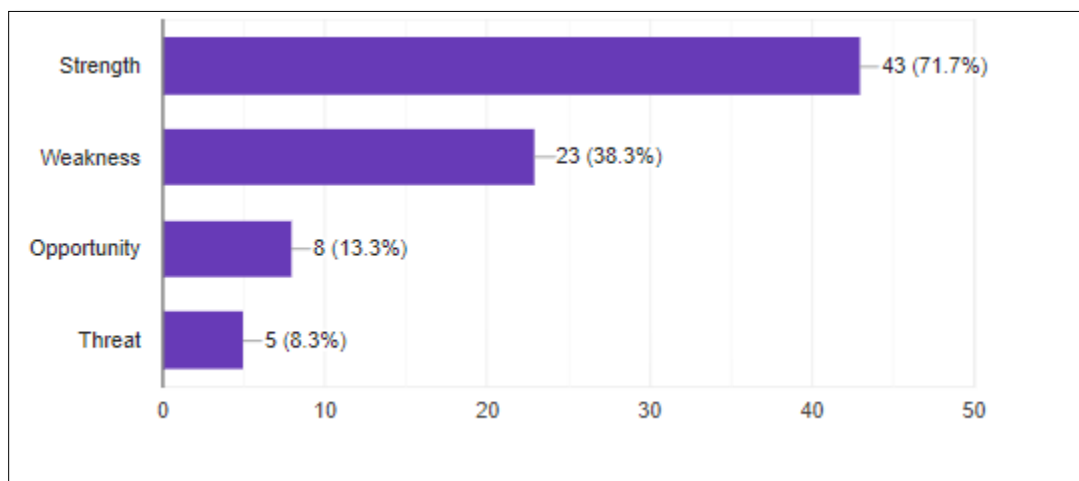


G.4. Sufficiency

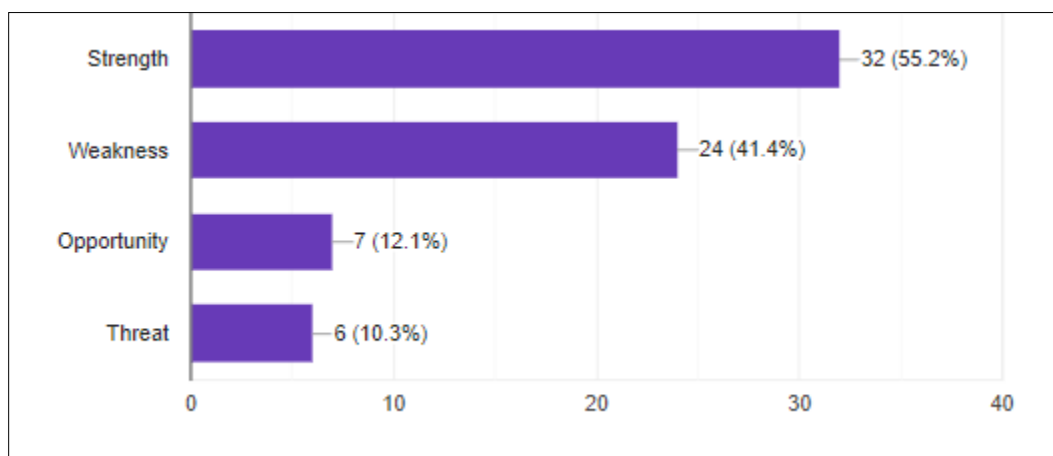


H. Teaching Resources

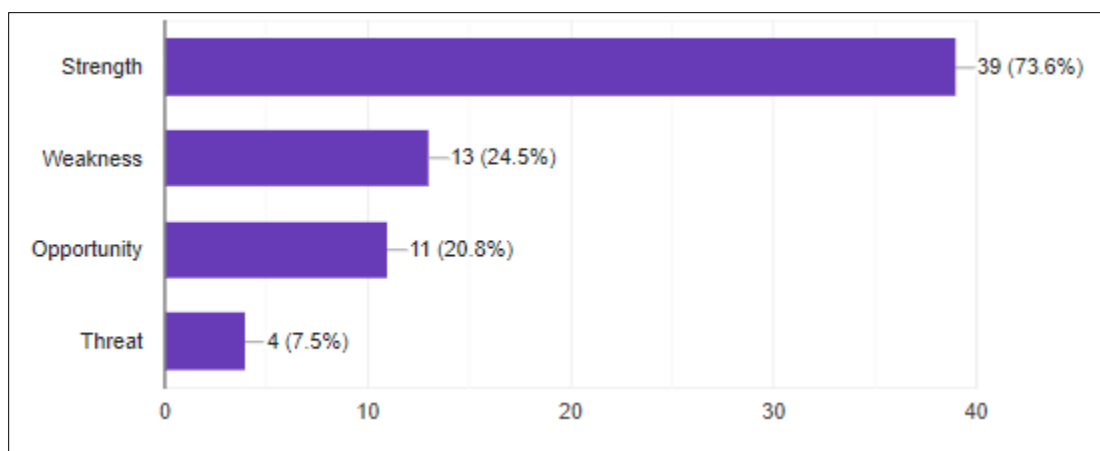
H.1. Availability



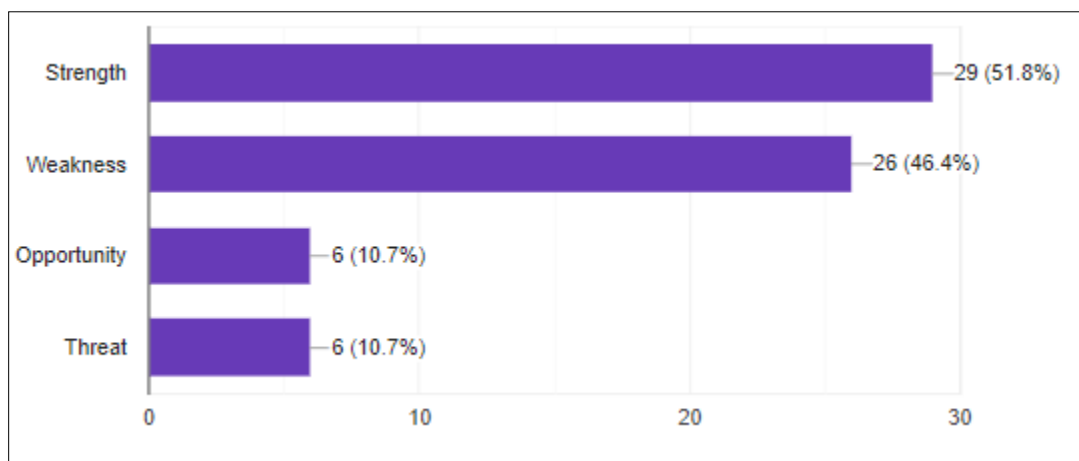
H.2. Maintenance



H.3. Suitability

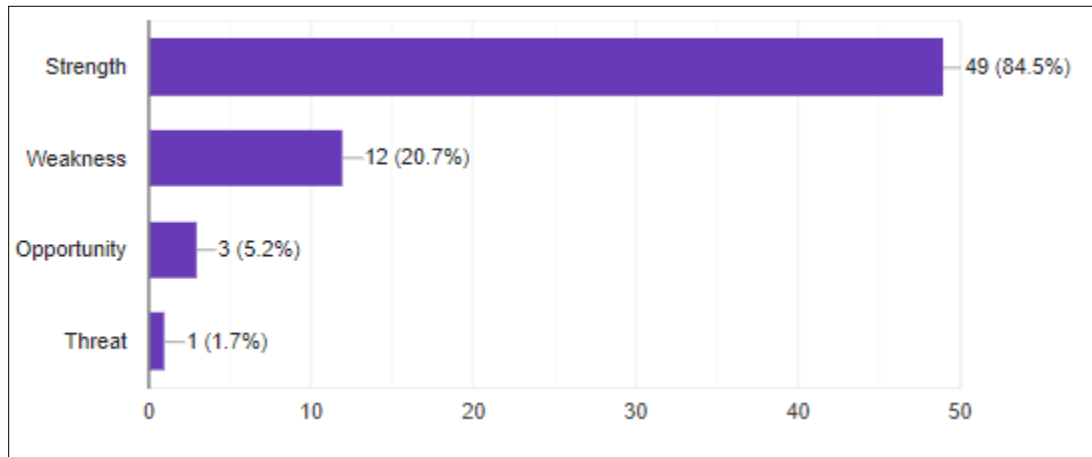


H.4. Sufficiency

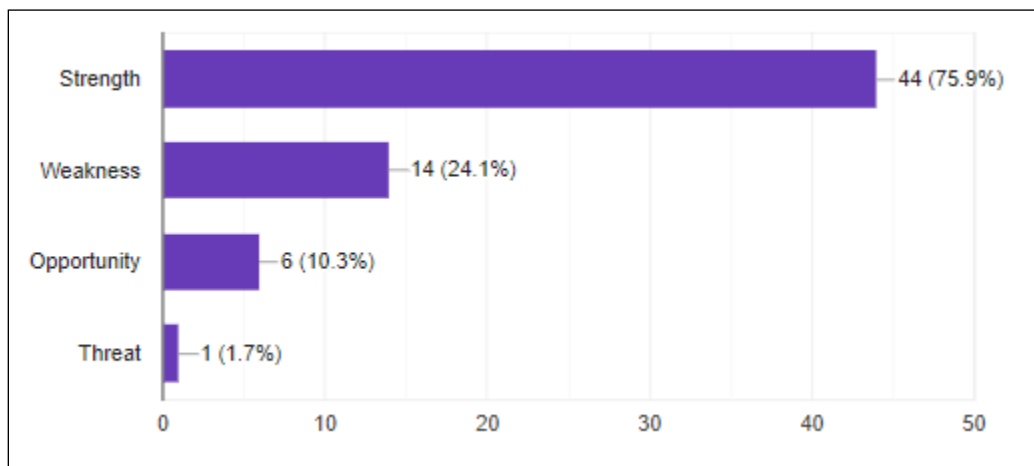


I. Departments

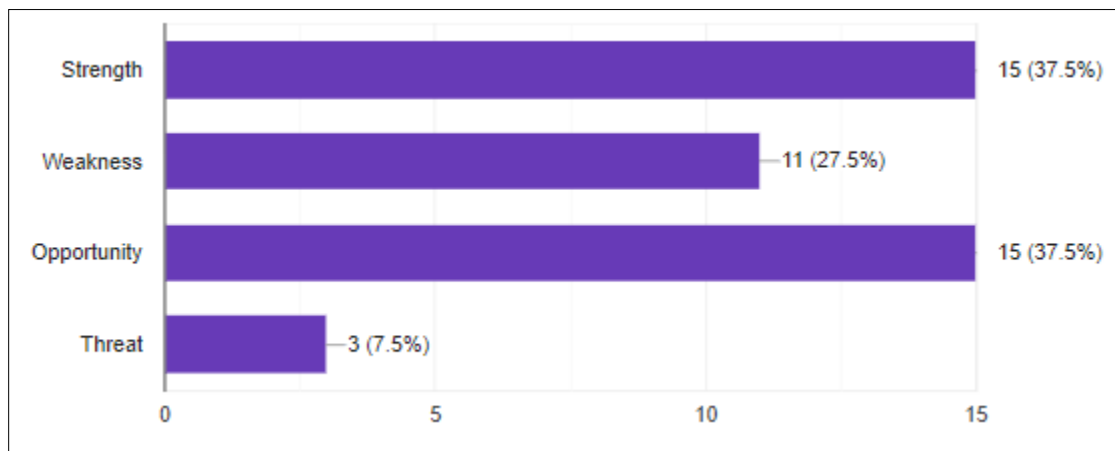
I.1. Meetings & Decision Making



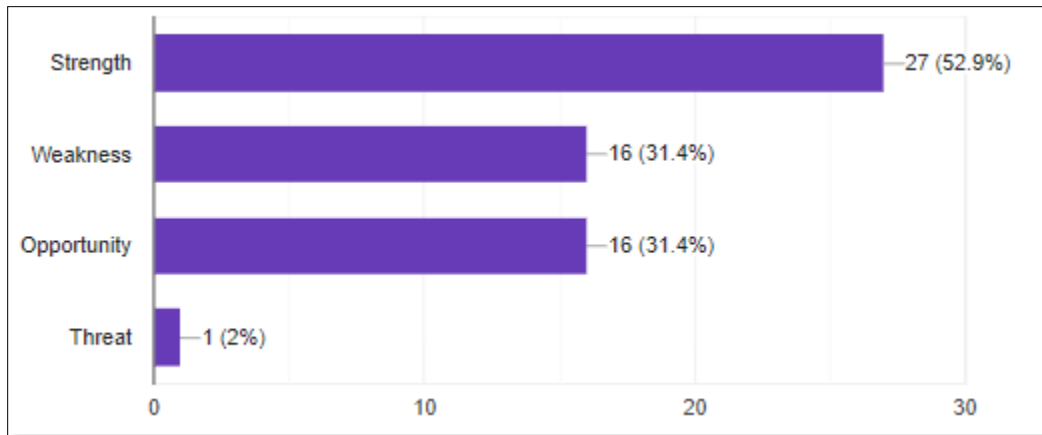
I.2. Interdepartmental Work



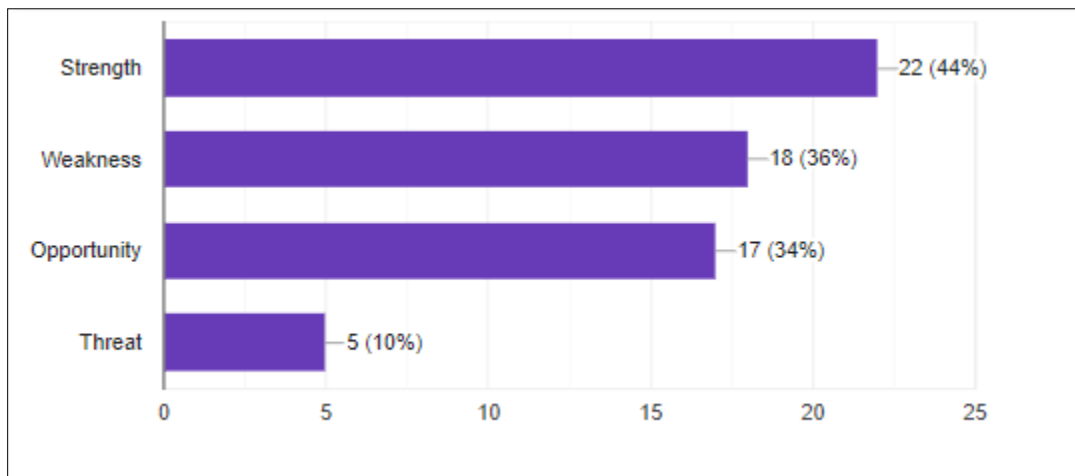
I.3. Market Interaction/Partnership



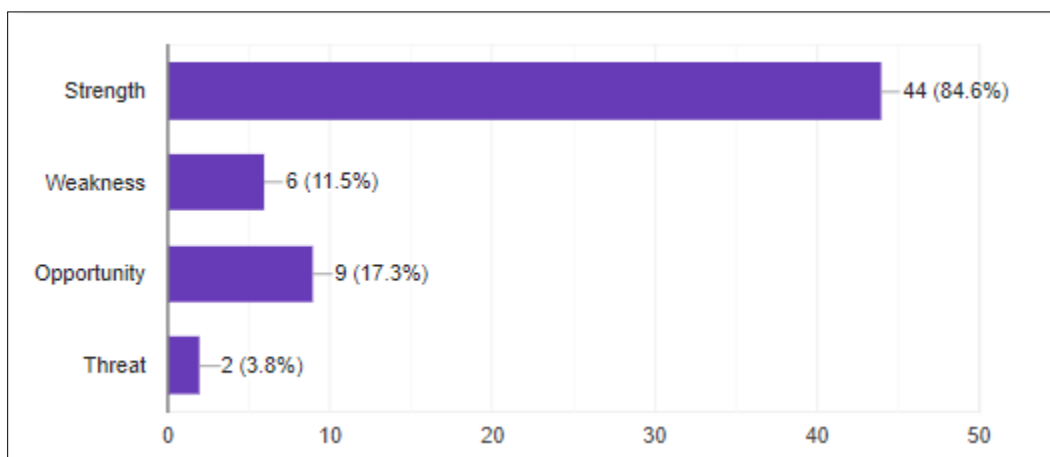
I.4. Creativeness



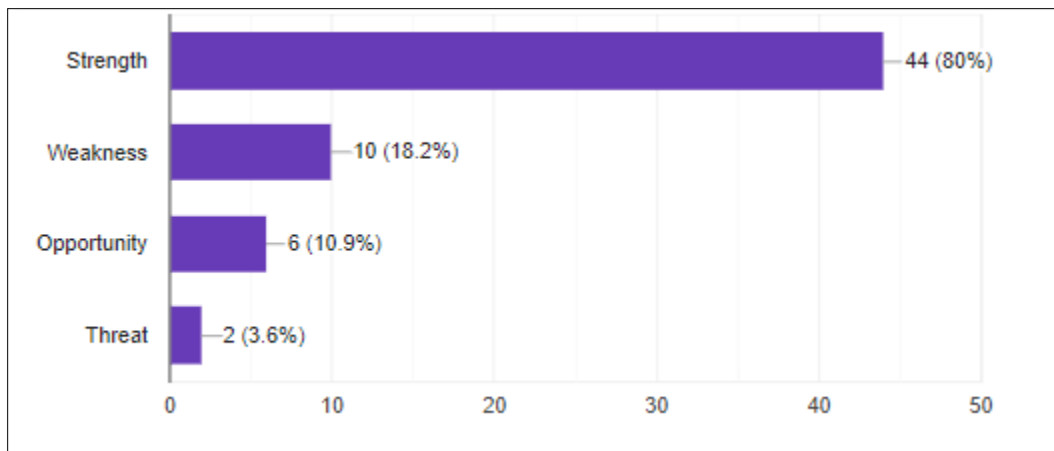
I.5. MOH Cooperation



I.6. Administration Response

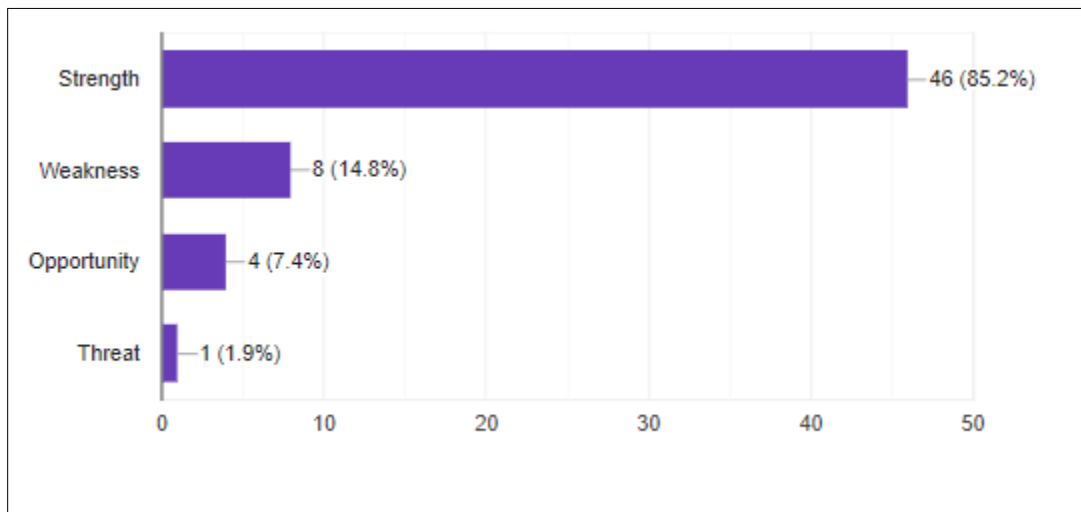


I.7. Support Staff

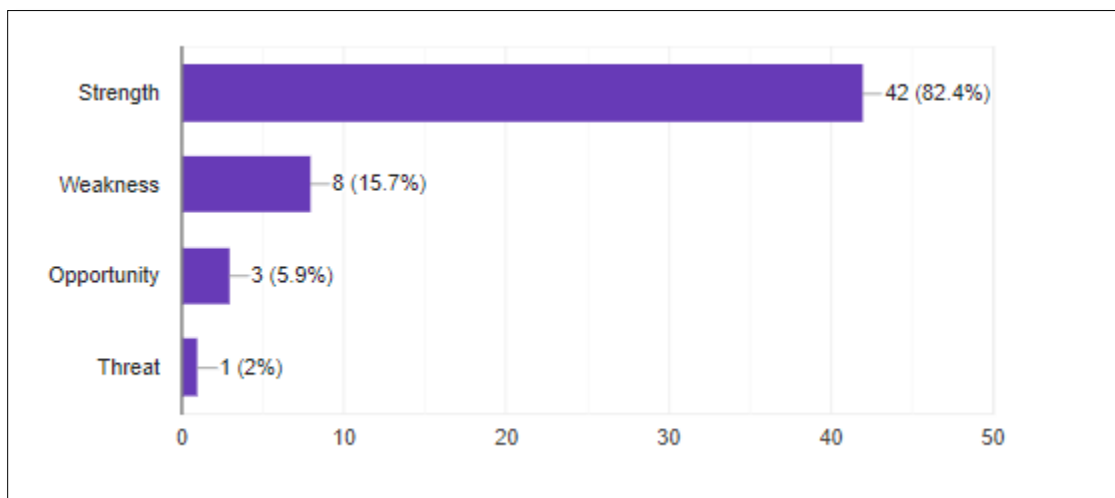


J. Administrative

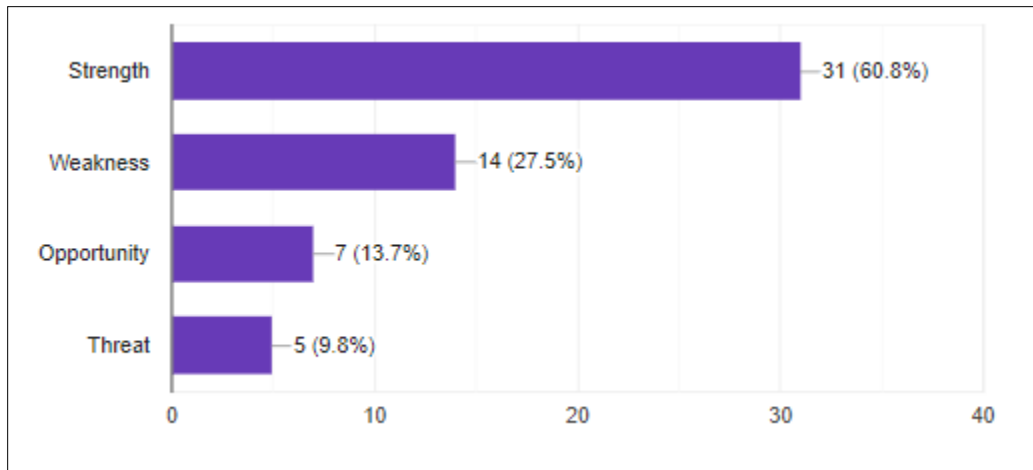
J.1. College Board



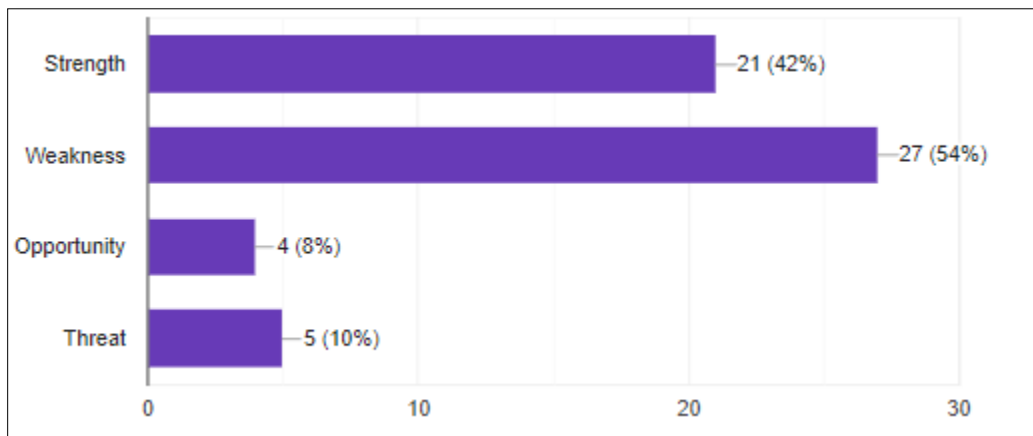
J.2. Deans & Vice Deans Meeting



J.3. Financial & Administrative Affair



J.4. Overlapping Activities



J.5. Employee Cooperation

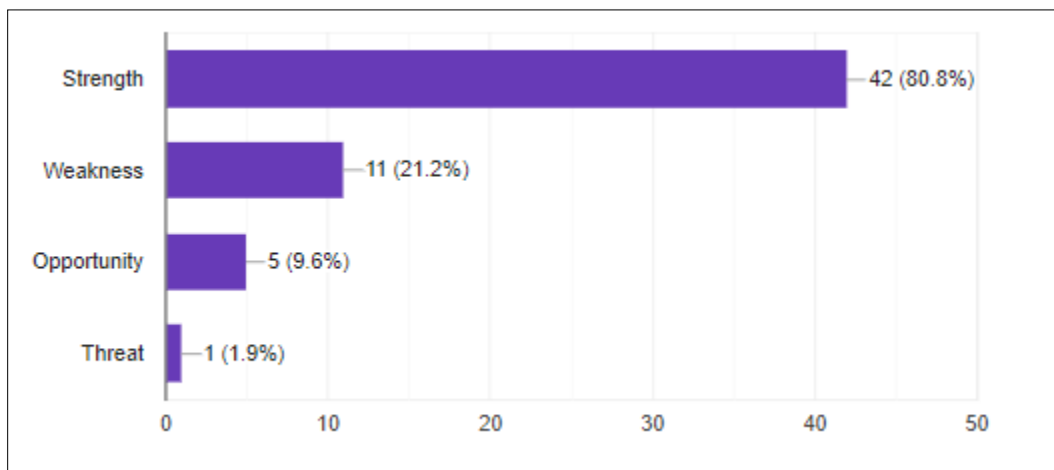


PHOTO GALLERY

Strategic Planning & Decision Making Committee



**Faculty Workshop on SWOT Analysis and Review of the College's Vision, Mission
And Core Value Statements**



