



Strategic Plan

2021-2025

College of Dentistry



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جامعة الملك فيصل
KING FAISAL UNIVERSITY



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Executive Committee for strategic plan



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Dean's Note

I am pleased to share with you the strategic plan for the College of Dentistry as the plan translates the College's ambitious vision into achievable and measurable operational projects over the next four years. I am also pleased, on this occasion, to share with you a part of the college's history. Approval was issued by the Royal Royal Decree to establish the college based on the approval of the University Council to establish the college on 02/22/1432 AH (01/26/2011) with the admission of the first batch of students for the Bachelor Dental Surgery in the year 1436 AH (2015), and students for the master's program were accepted in 1442 AH (2021). The College of Dentistry adopted an advanced curriculum that was adopted by a joint agreement with the College of Dentistry at the University of Texas in San Antonio, USA. The program is characterized by early clinical training and is based on high competence. However, the program of the college is currently in the process of academic accreditation.



Dean's Note

The College is committed to providing students with comprehensive knowledge, advanced skills, and a high level of competencies to turn them into distinguished dentists. Clinical training is conducted in a modern dental clinic complex under the supervision of the best specialists. In addition to teaching and learning, the college offers extra-curricular activities and community partnership events in the field of oral health to enhance and enrich students' experience and serve the. This plan was prepared by a team of dedicated members of the Strategic Planning and Decision Support Committee, the coordinators of the departments and chairmen of the college committees. We are proud that our vision, mission and strategic goals are in line with the vision of King Faisal University, which is guided by the vision of the Kingdom 2030



Introduction

The strategic plan of the College of Dentistry is based on the college's vision, mission, goals and values for the four academic years (2021-2024). It is also in line with the strategic plan of King Faisal University 2020-2024 and is inspired by the Kingdom's Vision 2030, which emphasizes excellence in teaching and learning and the provision of health services basic to society. The strategic plan has been designed by following the evolving trends in dental education, scientific research, patient care and community services, as well as by following the evidence, guidelines and key performance indicators of a framework from the Education and Training Evaluation Authority (NQF-KSA) and the National Center for Assessment and Academic Accreditation (NCAAA). The Strategic Plan constitutes the framework for identifying the College's challenges, opportunities and priorities derived from annual course reports and annual program reports. A specialized team from the Strategic Planning and Decision-Making Support Committee contributed to this plan, in addition to the heads and coordinators of the departments and chairmen of the college committees under the chairmanship and supervision of the Dean of the College.



Strategic plan summary

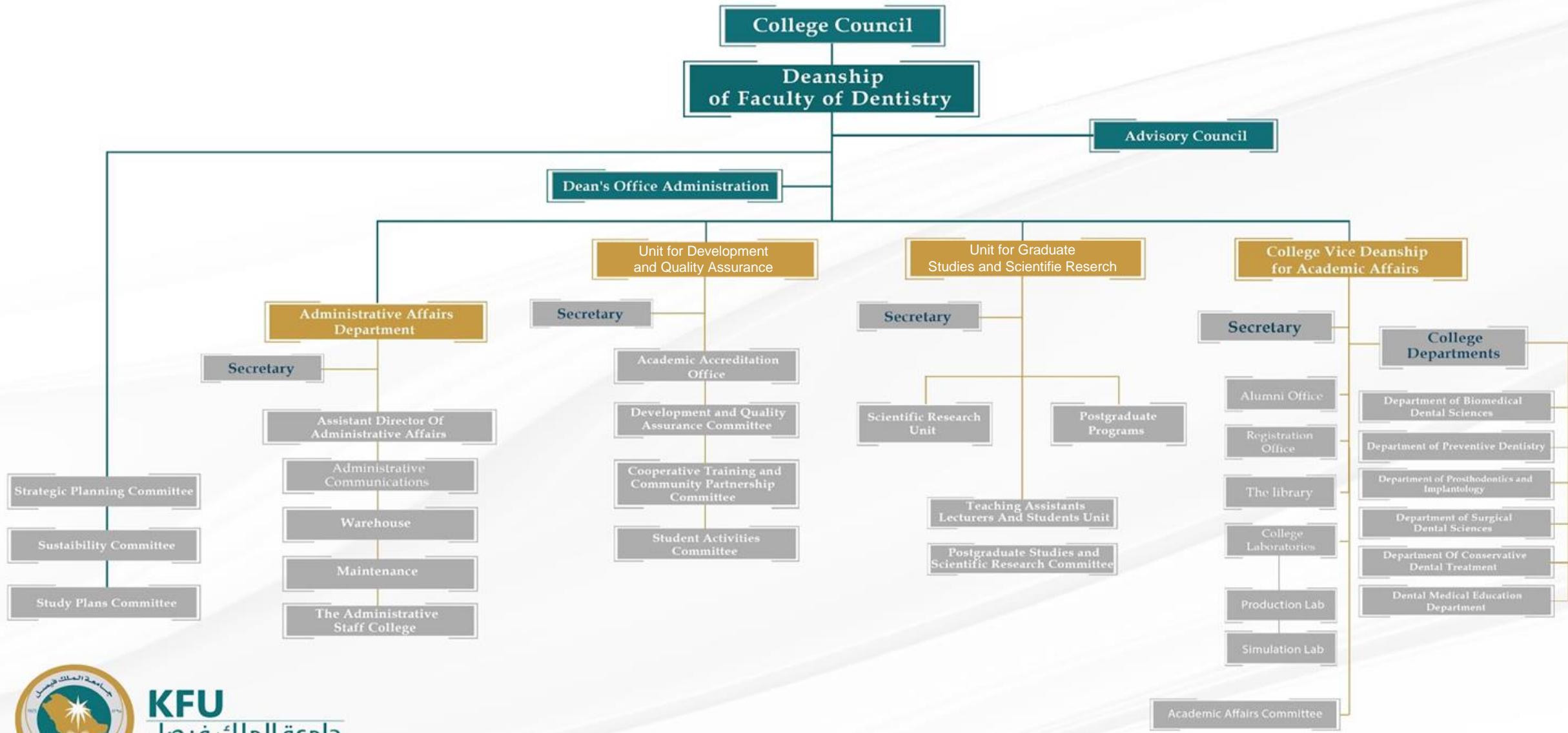
This strategic plan is designed to realize the college vision as an innovative sustainable dental institution. This will be achieved by qualifying competent dental professionals through excellence in education, research, clinical training, innovative business, and community partnership. The goals of this plan closely align with King Faisal University strategic plan 2020 -2024 in identifying, mapping oral diseases, and developing oral health system that contribute to maintain overall health. To achieve these goals an operational plan of 14 projects were designed, each with its respective timely implementation activities and key performance indicators. Benchmarking for best practices were drawn from the leading two national, two regional and two international universities. The execution of this plan will be assessed and reported on yearly basis.



The college and its establishment

The College of Dentistry is located on the main campus of King Faisal University in Al-Ahsa, in the Eastern Province. It was established by Royal Decree establishing the College of Dentistry in Al-Ahsa with Royal Approval No. 5150 / MB on 06/07/2008, and the Supreme Order issued on 08/07/1432 (07/19/2011). The College awards a Bachelor of Dental Surgery (BDS) after 7 years of study and clinical training. Study begins in the first year at the Deanship of the Preparatory Year, then students move in the second year to the buildings of the College of Dentistry until the sixth year to complete the bachelor's program. The last (seventh) year is The internship year and is dedicated to intensive clinical training that includes all dental specialties. The BDS program consists of 3 semesters, each semester contains 13 weeks to accommodate the total 200 credit hours to the program. Currently, the college has graduated three batches, two batches have finished the internship program as general dentists. The general dentist is the primary oral health care provider for patients of all age groups who provides health care to patients independently and in collaboration with other dental professionals, allied dental professionals and other health care providers. The program is in the process of accreditation by the National Center for Academic Accreditation and Assessment (NCAAA).

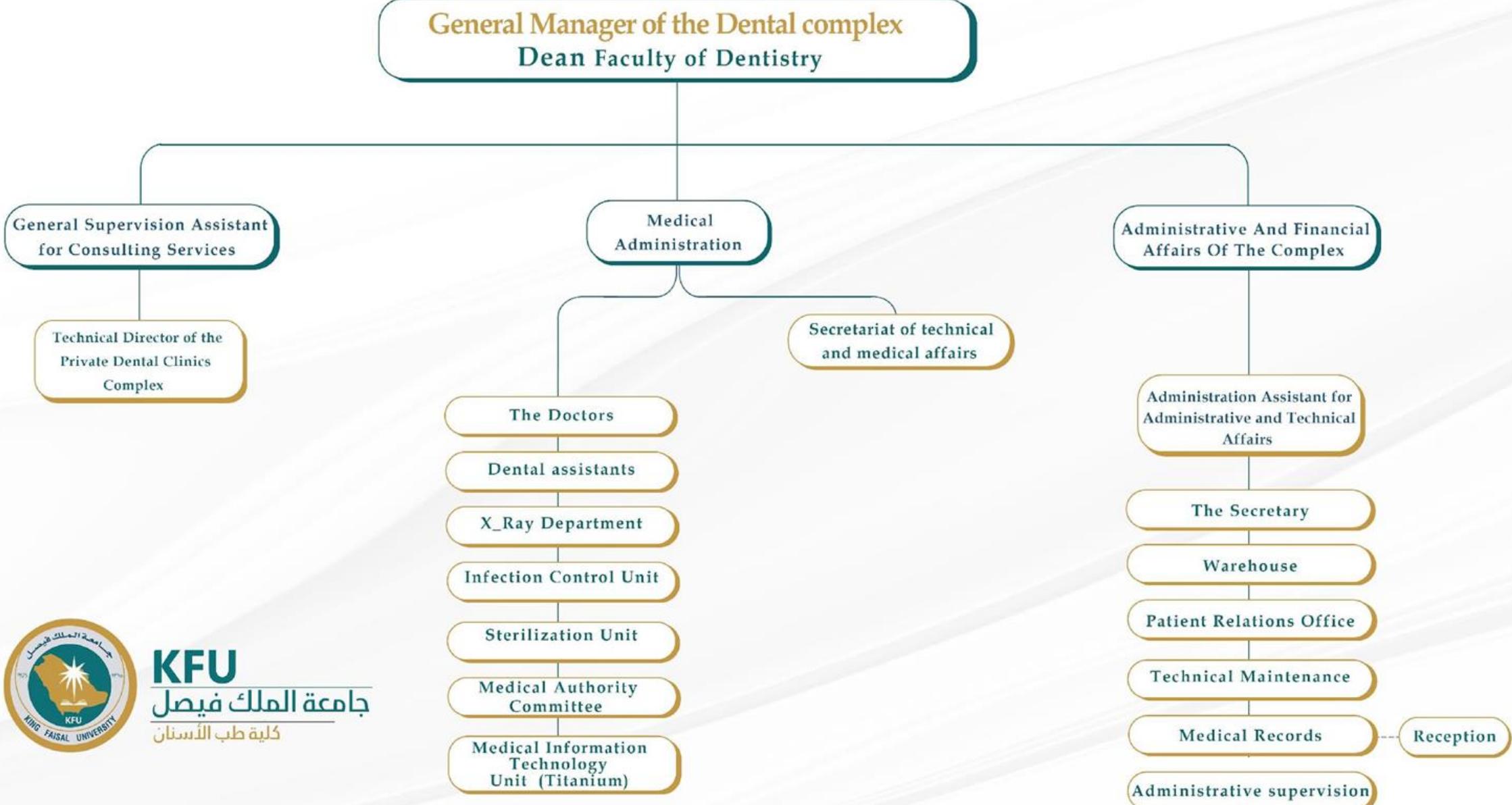
The Organizational Structure of the College of Dentistry



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كلية طب الأسنان



The Organizational Structure Of The Dental Clinics Complex





Permanent Committees in the College

- **Strategic Planning and Decision-making Support**
- **Development and Quality Assurance**
- **Academic Affairs and Study Plans**
- **Post-Graduate Studies and Scientific Research**
- **Cooperative Training and Community Partnership**
- **Students' Activities**
- **Safety and Laboratories**
- **Auditing Committee**
- **Statistics and Information**
- **Clinical Training**
- **Budget and Facilities**



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Environmental Analysis

Internal environment

Strength points	Weakness points
<ul style="list-style-type: none">• The BDS program was acquired from The University of Texas, San Antonio, U. S. A. (CODA accredited)• Quality assurance system with clear direction.• Well established academic advising system• Diverse expertise of faculty members in research and clinical activities.• Established evaluation system of faculty members.• Established infrastructure for the clinical training program and providing oral healthcare to the community.• Established governance and decision-making process.• Initiating a university dental business center	<ul style="list-style-type: none">• Insufficient simulation and production laboratories for advanced learning.• Inconsistent supply chain of materials to support the clinical training of the students.• Inadequate students to faculty ratio (11:1 preclinical; 7:1 clinical)• Low retention rate of faculty members• Inadequate skilled administrative staff for the academic and clinical activities.• Deficient recognition and reward system for faculty members and staff in the college.• Insufficient auxiliary dental staff.• Postgraduate program in one specialty only.• Self-sustainable, innovative oral health projects are scarce.• Deficient recreational facilities to enhance student experience

External environment

Opportunities	Threats
<ul style="list-style-type: none">• KFU policy encourages quality assurance of the program by NCAAA institutional accreditation.• KFU Supports establishing postgraduate new programs.• High demand for postgraduate programs.• KFU policy is committed to establish strategic partnership with national, international institutions and other professional bodies for exchange of experience.• KFU strategy provides technical and financial support for research• Provision of advanced technologies in dentistry.	<ul style="list-style-type: none">• High competition (direct/indirect) with other universities offering similar programs for the market needs.• Competitive external employment packages for faculty and allied staff from other universities.• Communications from university administration are in Arabic, making it difficult for the non-Arabic speaking faculty members to follow.



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Benchmarking

National Universities

The compared university/college	College of Dentistry, King Saud University A leading college in teaching and learning and scientific research in Saudi Arabia. Ranked at position 351 in QS ranking
Benchmarking topic	Strategic Goals <ul style="list-style-type: none">Teaching and learning: improve the assessment, improve the students' performance and be competitive locally and regionally.Scientific research: strengthen the research ranking, and develop research infrastructure
The objective of the comparison (performance measurement, monitoring of best practices, development of a management process, statistical comparison, other)	Monitoring of best practices; performance measurement
The comparison mechanism (visit, electronic search, literatures, statistics, others)	Electronic search

National Universities

The compared university/college	King Abdulaziz University A well-established and advanced College of Dentistry in scientific research and innovation. Ranked 190 in the international ranking of and the first in KSDA in Dentistry
Benchmarking topic	Strategic Goals <ul style="list-style-type: none">• Scientific research: Improving the clinical and laboratory infrastructure for scientific research.
Comparative aspect (teaching and learning, scientific research, community partnership, innovation and business development)	<ul style="list-style-type: none">• Monitoring of best practices• An accurate plan to improve the number and quality of scientific papers• Increase the rate of publication and citation among faculty members to achieve its goal of being among the top 100 universities
The objective of the comparison (performance measurement, monitoring of best practices, development of a management process, statistical comparison, other)	
The comparison mechanism (visit, electronic search, literatures, statistics, others)	Electronic search

Regional Universities

The compared university/college	Cairo University A leading institute in teaching and learning, Community partnership and scientific research in the region. The college of Dentistry ranked at 200-300 in QS ranking
Benchmarking topic	Strategic Goals <ul style="list-style-type: none">Teaching and learning: Improving assessment methodsCommunity partnership: Improving extracurricular student activitiesScientific research: Establishing collaboration with national and international research institutes
The objective of the comparison (performance measurement, monitoring of best practices, development of a management process, statistical comparison, other)	<ul style="list-style-type: none">Monitoring of best practicesA measure of performance indicators for strategic objectives
The comparison mechanism (visit, electronic search, literatures, statistics, others)	Electronic search

Regional Universities

The compared university/college	Qatar University A well-established institute in innovation and business development in the region. The College of dentistry ranked 224 in QS ranking
Benchmarking topic	Strategic Goals
Comparative aspect (teaching and learning, scientific research, community partnership, innovation and business development)	<ul style="list-style-type: none">• Innovation and business development: Being financially responsible in leadership and management
The objective of the comparison (performance measurement, monitoring of best practices, development of a management process, statistical comparison, other)	Monitoring of best practices
The comparison mechanism (visit, electronic search, literatures, statistics, others)	Electronic search

International Universities

The compared university/college	The University of Sydney A leading institute in teaching and learning, scientific research, community partnership and innovation and business development in the world. The College of Dentistry ranked at 54 globally.
Benchmarking topic	Strategic Goals <ul style="list-style-type: none">• Teaching and learning: providing up-to-date dental education<ul style="list-style-type: none">- Reviewing curriculum based on competencies- Assessing students demands and market needs for postgraduate programs– implementing teaching methods and interdisciplinary• Scientific research: Improving resources for research informatics– Improving research infrastructure• Community partnership.• Innovation and business development.
The objective of the comparison (performance measurement, monitoring of best practices, development of a management process, statistical comparison, other)	<ul style="list-style-type: none">• Monitoring of best practices• A measure of performance indicators for strategic objectives
The comparison mechanism (visit, electronic search, literatures, statistics, others)	Electronic search

International Universities

The compared university/college	University of Texas Health San Antonio/college of Dentistry A leading CODA accredited institute ranked as the 34th in the world, and the 1st in Texas.
Benchmarking topic	Vision and Mission
Comparative aspect (teaching and learning, scientific research, community partnership, innovation and business development)	<ul style="list-style-type: none">Formation of Vision and Mission
The objective of the comparison (performance measurement, monitoring of best practices, development of a management process, statistical comparison, other)	<ul style="list-style-type: none">Monitoring of best practicesA measure of performance indicators for strategic objectives
The comparison mechanism (visit, electronic search, literatures, statistics, others)	Electronic search



Critical Issues and Priorities for Strategic Direction

- **BDS program accreditation.**
- **Materials and equipment availability.**
- **Recruitment of additional faculty members and auxiliary staff with attractive packages.**
- **Collaboration with national and international institutions in accordance with the university community partnership and strategic plan.**
- **Resources for scientific research.**
- **Postgraduate programs to meet the university identity and the market needs.**
- **Facilities for students activities.**

The final version of the strategic direction

| Vision

**An innovative vibrant college
in dental education and
patient-centered oral
healthcare**

| Mission

**Qualifying competent dental
professionals through excellence in
education, clinical training, research
and community partnership for
mutual enrichment, and sustainable
business development.**

| Goals

1. Acquiring accreditation for academic programs and clinical services to maintain competitiveness nationally and internationally (2 projects).
2. Ensuring provision of up-to-date dental education to meet the demand of the future market needs (one project).
3. Establishing new postgraduate programs to meet the increased market demand (one project).
4. Developing collaboration programs to create opportunities for integration and strategic synergy (2 projects).
5. Instituting and promoting faculty and supporting staff development programs to achieve the best levels of efficiency (one project).
6. Maximizing research output of faculty and students to serve the national goals of the Kingdom and the aspirations of the university's identity (3 projects).
7. Providing optimal oral healthcare and self-sustainable innovative business to enhance the university's economic capabilities (2 projects).
8. Enhancing students' in-campus and field experience to improve their skills for the future labor market (2 projects).

| Values

- Responsible Citizenship.
- Integration based on interdisciplinarity
- Innovation in originating, producing, and applying knowledge.
- Respect for ideas, opinions, and diversity.
- Justice that boosts transparency and belonging.
- Empowerment of expertise and capabilities.



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Vertical strategic alignment

Intersections of the strategic goals of the college with the strategic goals of the university

Strategic goals of the university	Strategic goals of the college
Development of educational outputs belonging to the future and eligible to maintain their competitiveness in light of economic and development transformations nationally and internationally.	Acquiring accreditation for academic programs and clinical services to maintain competitiveness nationally and internationally.
Maximizing the research benefit and directing the research activity of the university to serve the national goals of the Kingdom and the aspirations of the university's identity.	Maximizing research output of faculty and students to serve the national goals of the Kingdom and the aspirations of the university's identity.
Continuous development of the university education system and directing the university's community partnership activities towards the areas of mutual enrichment.	Ensuring provision of up-to-date dental education to meet the demand of the future market needs.
Establishing and joining the university's innovation and business development system and enhancing its economic capabilities.	Providing optimal oral healthcare and self-sustainable innovative business to enhance the university's economic capabilities.

Intersections of the strategic goals of the college with the strategic goals of the university

Strategic goals of the university	Strategic goals of the college
<p>Harnessing the resources and capabilities of the university to create an exceptional university experience that meets the expectations of students.</p>	<p>Enhancing students' in-campus and field experience to enhance their skills for the future labor market.</p>
<p>Developing postgraduate programs. The project aims to develop postgraduate programs in light of labor market requirements and national development plans.</p>	<p>Establishing new postgraduate programs to meet the increased market demand.</p>
<p>Achieving the best levels of efficiency in the use of resources and capabilities and achieving the financial performance of the university to an ideal state of balance</p>	<p>Instituting and promoting faculty and supporting staff development programs to achieve the best levels of efficiency.</p>
<p>Selectivity in developing partnerships and alliances that enrich the university's experiences and enhance opportunities for integration and strategic synergy</p>	<p>Developing collaboration programs to create opportunities for integration and strategic synergy.</p>



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Operational plan

Project Card

Strategic Goal 01: Acquiring accreditation for academic programs and clinical services to maintain competitiveness nationally and internationally.							
Project number (1.1) Acquire accreditation for the BDS program							
Project Description: to achieve national and/or international accreditation for the BDS program KPI: NCAAA accreditation certificate							
Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)			Responsibility for implementation within the college		
		2021	2022	2023	2024	2025	
Establish accreditation committee	Report of establishing the committee	100					The Dean
Apply for registration for accreditation	Report on the application	100					The Dean
Collect information and requirements for accreditation	Documentation of information and requirement		100				Accreditation committee
Prepare for the site visit	Evidence for the site visit		100				
Gain accreditation decision	Documentation of accreditation decision			100			
Follow up accreditation guidelines	Annual program report preparation				100		

Project Card

Strategic Goal 01: Acquiring accreditation for academic programs and clinical services to maintain competitiveness nationally and internationally.							
Project number: 1.2 Acquire Saudi Central Board for Accreditation Of Healthcare Institutions (CBAHI) accreditation for the clinical complex.							
Project description: to achieve national and/or international accreditation for the dental clinics complex KPI: CBAHI accreditation certificate							
Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)					Responsibility for implementation within the college
		2021	2022	2023	2024	2025	
Form CBAHI accreditation committee	Formation of CBAHI accreditation committee	-	100	-	-	Dean	
Study of CBAHI requirement.	Report on CBAHI requirements	-	100	-	-	CBAHI accreditation committee	
Match CBAHI requirement to clinical complex & implement missing aspects.	Report on completion of the readiness of the clinical complex for the accreditation process.	-	50	70	100	CBAHI accreditation committee	
Apply for CBAHI accreditation	Achieve CBAHI accreditation	-	-	-	100	Dean	

Project Card

Strategic Goal 02: Ensuring provision of up-to-date dental education to meet the demand of the future market needs.							
Project number (2.1) Adoption of advanced teaching methods							
Project Description: Continuous monitoring of advanced and digital teaching methods. KPI: Report on completion of the project activities							
Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)			Responsibility for implementation within the college		
		2021	2022	2023	2024	2025	
Evaluate teaching strategies and assessment methods of the curriculum of the BDS program	<ul style="list-style-type: none"> - Report on the BDS program revision - Student evaluation of learning experience (KPI P-02) 	-	50	100	-		Department of Dental Education
Identify the best practices in teaching, assessment, and e-learning strategies.	Report on identified best practices and the gaps between those and the current strategies.	-	-	100			
		-	-	-			
Apply the best practices in teaching, assessment, and e-learning strategies.	<ul style="list-style-type: none"> - Percentage of faculty members adopting the best practices in teaching and assessment strategies - Student evaluation of the quality of the courses (KPI P-03) 	-	50	100			
	- Average number of student per class (KPI P-08)						

Project Card

Strategic Goal 03: Establishing new postgraduate programs to meet the increased market demand

Project number (3.1) Establish new postgraduate programs

Project Description : Establish new postgraduate programs in accordance with the national policy, sustainable devotement, and market needs
KPI: Approval document of the newly established programs

Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)					Responsibility for implementation within the college
		2021	2022	2023	2024	2025	
Assess the market needs and the national development vision	- Report on the assessment of market needs	-	100	-	-		Department of Dental Education
Assess knowledge directions in educational programs	- Report on the assessment on knowledge directions	-	100	-	-		
Benchmark educational programs with other universities	- Report on Benchmarking		100	-	-		
Prepare program study plan	- Report on study plan completion			100	-		
Prepare program specifications	- Report on program specifications completion			100	-		
Prepare courses specifications	- Report on courses specifications completion	-		100			
Obtain approvals for the programs	- Number of approved programs				100		

Project Card

Strategic Goal 04: Developing collaboration programs to create opportunities for integration and strategic synergy

Project number (4.1) Develop academic collaboration and student exchange programs

Project Description: Collaborate with pertinent institutions at the national, regional and International levels.

KPI: The signed agreement documents

Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)					Responsibility for implementation within the college
		2021	2022	2023	2024	2025	
Assess potential institutions for twining and student exchange programs	Report on the assessment of the potential institutes	-	50	100			Academic affairs committee
Establish agreements of twinning programs	Report on Establishment and sustainment of agreements of twining programs	-	-	50	100		Dean
Establish agreements of student exchange	Report on Establishment and sustainment of agreements of student exchange	-	-	50	100		Dean
Continue to assess the twining and student exchange programs	Number of programs assessed				100		Academic affairs committee

Project Card

Strategic Goal 04: Developing collaboration programs to create opportunities for integration and strategic synergy						
Project number (4.2) : Promote oral health through collaboration with the community to serve the college and university goals and identity.						
Project Description: Expand the limits of community engagement and encourage new initiatives KPI: Report on completion of the project activities						
Implementation Activities (Procedures)		Performance indicator	Achievement Ratio (%)			Responsibility for implementation within the college
Provide oral health educational materials to at-risk individuals or families		Report on performed activities Satisfaction rating of participants to community engagement activity	2021	2022	2023	2024
Provide primary dental care to children in schools to improve oral health of children and manage referral for treatment		Numbers of planned community engagement activities implemented	100	100	100	100
Approach and educate new and expectant mothers on oral health behaviors and nutrition at mother-child care centers		Numbers of planned community engagement activities implemented	100	100	100	100
Collaborate with community-based clinics / entities in Al-Ahsa region for an integration of oral health into general health		Number of signed MOU with partner institutions for community engagement	-	20	50	100
Use media resources for oral health education among communities		Numbers of contents and activities reported in the media per year	-	-	100	100

Project Card

Strategic Goal 05: Instituting and promoting faculty and supporting staff development programs to achieve the best levels of efficiency

Project number (5.1) Develop new programs to promote faculty and allied staff professional development

Project Description: to improve the skills and experience of faculty and allied staff to be aligned with the advanced professional standards

KPI: Report on completion of the project activities

Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)					Responsibility for implementation within the college
		2021	2022	2023	2024	2025	
Assess faculty development needs	Report on Needs assessment	100	100	100	100		Department of Dental Education
Assess allied dental professionals development needs	Report on Needs assessment	100	100	100	100		
Assess administrative staff development needs	Report on Needs assessment	100	100	100	100		
Search and implement the best practices for conducting development programs	Report on finding best practices	100	100	100	100		
Conduct faculty development programs	Number of programs conducted Percentage of attendees	100	100	100	100		
Conduct allied dental professionals development programs	Number of programs conducted Percentage of attendees	-	-	100	100		
Conduct administrative staff development programs	Number of programs conducted Percentage of attendees	-	-	100	100		
Evaluate the conducted programs	Attendees' satisfaction rate	100	100	100	100		

Project Card

Goal number (6): Maximizing research output of faculty and students to serve the national goals of the Kingdom and the aspirations of the university's identity

Project number (6.1): Improve the research infrastructure

Project Description: To improve the research infrastructure according to best practices

KPI: Satisfaction rate of the research facilities and Average usage of the facilities per week

Implementation Activities (Procedures)	Performance indicator	Achievement Ratio(%)					Responsibility for implementation within the college
		2021	2022	2023	2024	2025	
Assess research infrastructure	Report on the assessment of the infrastructure	50	100				Sustainability committee
Benchmark with reputable research institutes to find best practices	Report on Benchmarking	-	-	100			
Improve the resources for research informatics	Percentage of increase in the resources of research informatics	-	-	50	100		Postgraduate and scientific research committee
Establish advanced college research laboratories	Report on establishment of the laboratories	-	-	50	100		
Regularly evaluate research facilities	- Satisfaction rate of the research facilities - Average usage of the facilities per week	-	-	-	100		Sustainability committee

Project Card

Goal number (6): Maximizing research output of faculty and students to serve the national goals of the Kingdom and the aspirations of the university's identity						
Project number(6.2) :improve funding for research topics related to university identity						
Project Description : to increase the research funding from governmental and private sectors KPI: total amount of funds received						
Implementation Activities (Procedures)	Performance indicator	Achievement Ratio(%)				
		2021	2022	2023	2024	2025
Communicate with potential partners for funding new research initiatives	Number of potential partners contacted	-	-	100		
Attract funding from private sector	number of funding contracts Number of published papers funded by the private sector	-	-	-	100	
Attract funding from public sector	number of funding contracts Number of published papers funded by the governmental sector	-	-	-	100	

Project Card

Goal number (6): Maximizing research output of faculty and students to serve the national goals of the Kingdom and the aspirations of the university's identity							
Project number(6.3) : Enhance the research quality and impact to intersect with the university identity							
Project Description: improves the quality of scientific research production to keep pace with knowledge development KPI: Report on scientific events, awards and published papers							
Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)			Responsibility for implementation within the college		
		2021	2022	2023	2024	2025	
Encourage publications in high impact factor journals	<ul style="list-style-type: none"> Number of publications in ISI/Scopus journals Percentage of publications (KPI P-14) Rate of published research per faculty member (KPI P-15) 	50	70	80	100		
Form research groups Develop the research capabilities for faculty and students	<ul style="list-style-type: none"> Number of formed research groups Percentage of increase in citation Citation rate in refereed journals (KPI P-16) Number of programs (sessions/courses) for improving the research capabilities for faculty members Number of programs (sessions/courses) for improving the research capabilities for students 	- 50	50 70	100 100			Postgraduate and scientific research committee
Organize scientific events in the college that fits with the university identity and inspiration	<ul style="list-style-type: none"> Number of scientific events per year 	-	30	100	100		
Develop a recognition and awarding system	<ul style="list-style-type: none"> Report on the administrative decision Number of awards presented 	-	100	100	100		Dean
Develop the research patents	number of the research patents	-	20	50	100		

Project Card

Strategic Goal 07: Providing optimal oral healthcare and self-sustainable innovative business to enhance the university's economic capabilities.

Project number: 7.1 Provide optimal oral health care

Project description: to provide high quality dental services to the community

KPI: Report on completion of the project activities

Implementation (Procedures)	Activities	Performance indicator	Achievement Ratio(%)					Responsibility for implementation within the college
			2021	2022	2023	2024	2025	
Provide dental treatment	<ul style="list-style-type: none"> Patients' satisfaction rate Rate of complaints per patient Patients' retention rate Percentage of patients whom their waiting time 30 min or less. 		-	100	100	100		Clinical committee
Provide continued education (CE) for staff	<ul style="list-style-type: none"> Number of CE sessions per semester Percentage of staff attending the CE sessions 		-	-	50	100		Academic affair committee
Periodically assess treatment outcome	<ul style="list-style-type: none"> Percentage of completed cases per semester. Percentage of appropriately filled patient files. Percentage of appropriately ordered diagnostic aids. Percentage of reported complications per visit. 		-	-	100	100		Clinical auditing committee
Periodically assess sterilization efficiency	<ul style="list-style-type: none"> Percentage of successful sterilization cycles. Percentage of delayed sterilization cycles. Average number of mechanically failed cycles per month Percentage of failed chemical tests done every cycle. Percentage of failed biological tests done once a month. 		-	-	100	100		Clinic administration
Periodically assess the availability of clinical resources	<ul style="list-style-type: none"> Number of inventory checks. Number of routine maintenance for each equipment. Percentage of faulty equipment found during routine maintenance. Average number of reported failed equipment per month Average time to fix an equipment. 		-	100	100	100		Clinic administration

Project Card

Strategic Goal 07: Providing optimal oral healthcare and self-sustainable innovative business to enhance the university's economic capabilities.									
Project number: 7.2 Establishment and development of dental business center to contribute to the university economic sustainability									
Project Description: To achieve sustainable income for the university investment KPI: Report on completion of the project activities									
Implementation Activities (Procedures)		Performance indicator		Achievement Ratio(%)					
				2021	2022	2023	2024	2025	Responsibility for implementation within the college Director of the university dental business center
Create feasibility study for the dental business center		Report of the feasibility study		100					
Recruit dental professionals and staff for the center		Report of the recruitment procedure		100					
Prepare and proceed a tender for procurement of the required materials to run the center		Report of receiving the material at the center		100					
Inaugurate the dental business center		Report of the inauguration ceremony		100					
Establish an advertising campaign		Report of starting the campaign		-	100				
Purchase advanced equipment for different specialties to manage complex cases		Report on purchases		-	50	100			
Assess patient satisfaction		Patient satisfaction rate		-	100	100	100		

Project Card

Strategic Goal 08: Enhancing students' in-campus and field experience to improve their skills for the future labor market.

Project number (8.1) Development of student academic activities

Project Description: to develop activities and increase the student interaction and participation

KPI: Report on completion of the project activities

Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)					Responsibility for implementation within the college
		2021	2022	2023	2024	2025	
Provide academic advising	- Students' satisfaction rate of services (KPI P-10)	100	100	100	100		Students' activity committee
Provide library services	- Students' satisfaction rate of services (KPI P-10) - Students' satisfaction rate of learning resources (KPI P-17)	100	100	100	100		
Update the mechanism for helping defaulting students	- report on the updated mechanism	-	80	100	100		
Update the mechanism for recognizing gifted and talented students.	- report on the updated mechanism	-	80	100	100		
Strengthen the mechanism for dealing with students' complaints.	- report on the updated mechanism	-	100	100	100		

Project Card

Strategic Goal 08: Enhancing students' in-campus and field experience to enhance their skills for the future labor market.

Project number (8.2) Development of student extracurricular activities

Project Description: to develop activities and increase the student interaction and participation

KPI: Report on completion of the project activities

Implementation Activities (Procedures)	Performance indicator	Achievement Ratio (%)					Responsibility for implementation within the college
		2021	2022	2023	2024	2025	
Assess student needs for activities	- Assessment report	-	100	100	100		Students' activity committee
Develop a schedule of student activities	- Report on schedule of student activities	100	100	100	100		
Provide equipment and space for extracurricular activities	- No. of spaces provide - No. of equipment provided	100	100	100	100		
Execute the planned student activities	- Number of activities executed - Percentage of student participation	100	100	100	100		
Promote collaborations between students' clubs	- Number of collaborations	100	100	100	100		
Develop a reward system for participating students	- Report on rewarding system - Number of rewarded students	100	100	100	100		
Evaluate the student activities programs	- Satisfaction rate	-	100	100	100		



Acknowledgement

The College of Dentistry and its employees would like to thank the President of the University, Dr. Muhammad bin Abdulaziz Al-Ohal, for his continuous support and rich guidance in preparing this strategic plan.

We appreciate the efforts of the Vice Rector for Academic Affairs and the Vice Rector for Studies, Development and Community Service for their diligent follow-up to the College, the Vice Rector, the Dean of the Preparatory Year and the Dean of Admission and Registration for their views and comments, which guided the preparation of this plan.

We also thank the Department of Strategic Planning and Institutional Identity namely Prof. Abu Al-Nasr Al-Sayed Sobeih and Dr. Mustafa Ali Salusi for their contribution in guiding the committee members and providing support and assistance throughout the preparation period.



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