



Strategic Plan

2021-2025

College of Dentistry



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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.

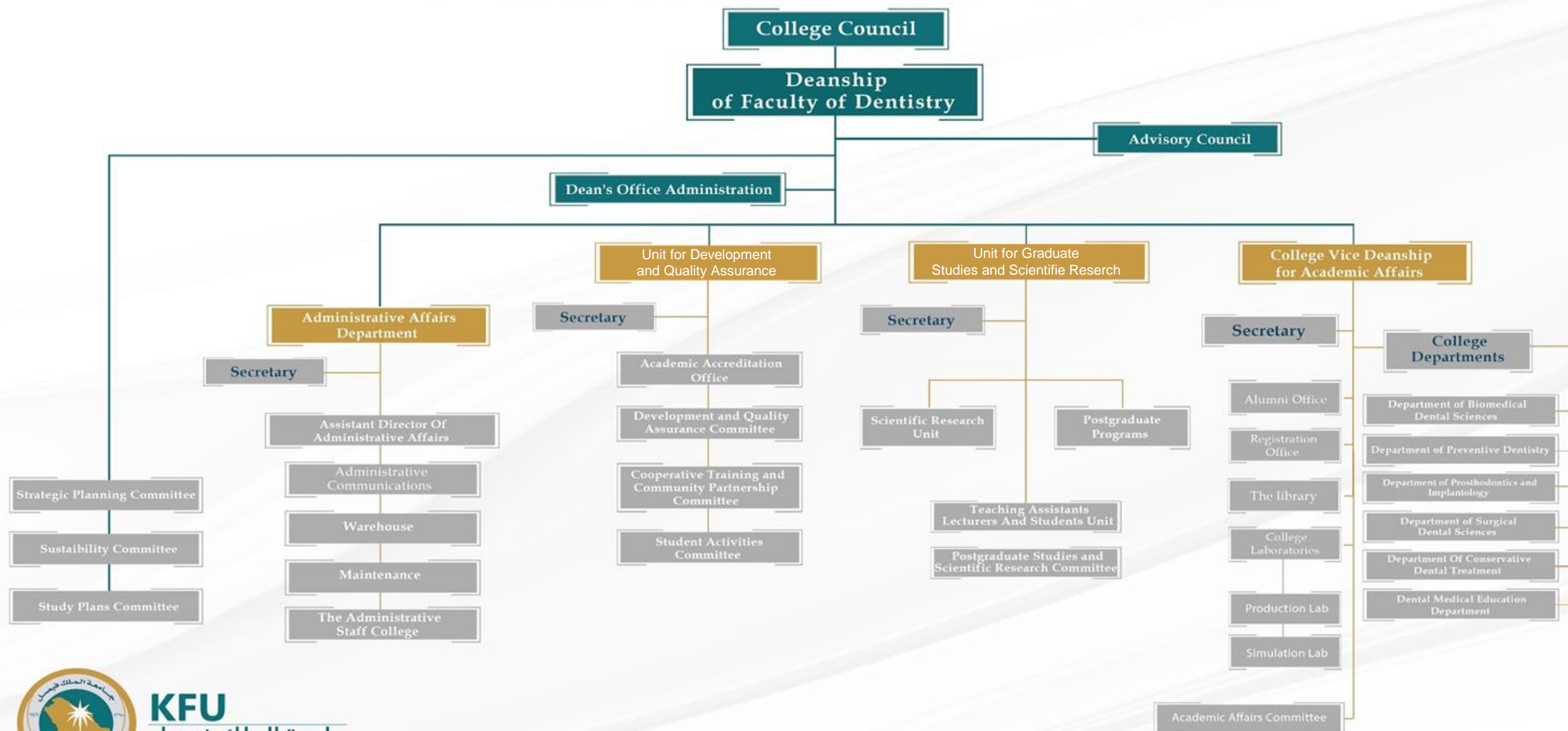
Strategic plan summary

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.

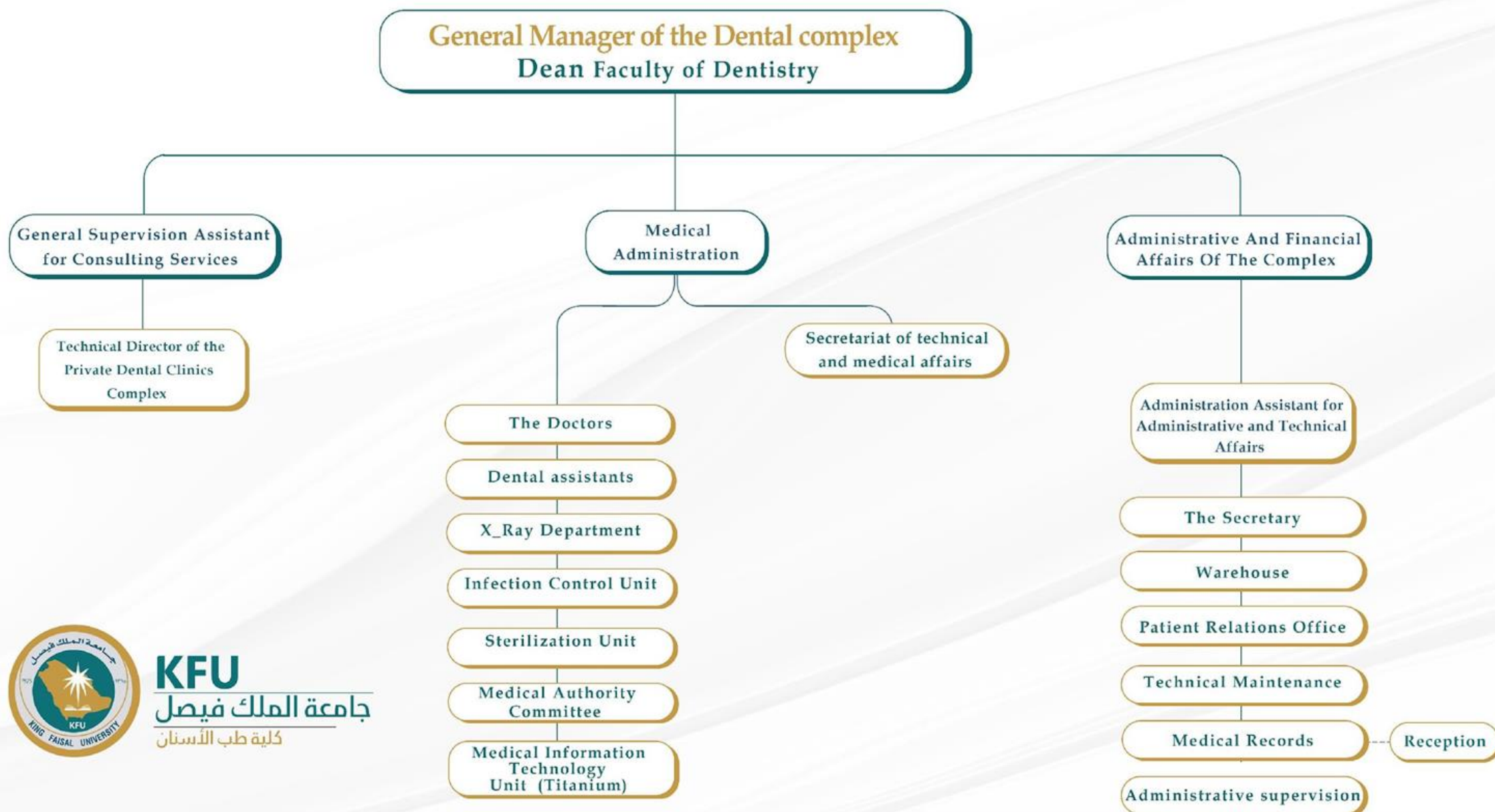
The college and its establishment

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



The Organizational Structure Of The Dental Clinics Complex



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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

- 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

Weakness points

- 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 |
| Comparative aspect (teaching and learning, scientific research, community partnership, innovation and business development) | <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 |
| Comparative aspect (teaching and learning, scientific research, community partnership, innovation and business development) | <ul style="list-style-type: none">• Scientific research: Improving the clinical and laboratory infrastructure for scientific research. |
| 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• 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 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 |
| Comparative aspect (teaching and learning, scientific research, community partnership, innovation and business development) | <ul style="list-style-type: none">• Teaching and learning: Improving assessment methods• Community partnership: Improving extracurricular student activities• Scientific 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 practices• A 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 |
| Comparative aspect (teaching and learning, scientific research, community partnership, innovation and business development) | <ul style="list-style-type: none"> • Teaching and learning: providing up-to-date dental education - 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 practices • A 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 |
|--|--|
| Harnessing the resources and capabilities of the university to create an exceptional university experience that meets the expectations of students. | Enhancing students' in-campus and field experience to enhance their skills for the future labor market. |
| Developing postgraduate programs. The project aims to develop postgraduate programs in light of labor market requirements and national development plans. | Establishing new postgraduate programs to meet the increased market demand. |
| 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 | Instituting and promoting faculty and supporting staff development programs to achieve the best levels of efficiency. |
| Selectivity in developing partnerships and alliances that enrich the university's experiences and enhance opportunities for integration and strategic synergy | Developing collaboration programs to create opportunities for integration and strategic synergy. |



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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 | | |
| 31 | - 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 |
|---|--|-----------------------|------|------|------|------|--|
| | | 202 | 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 |
|---|--|-----------------------|------|------|------|------|--|
| | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Provide oral health educational materials to at-risk individuals or families | Report on performed activities Satisfaction rating of participants to community engagement activity | 100 | 100 | 100 | 100 | | Cooperative Training and Community Partnership |
| 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 | | Dean |
| Use media resources for oral health education among communities | Numbers of contents and activities reported in the media per year | - | - | 100 | 100 | | Cooperative Training and Community Partnership |

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 | | | Postgraduate and scientific research committee |
| Improve the resources for research informatics | Percentage of increase in the resources of research informatics | — | - | 50 | 100 | | |
| Establish advanced college research laboratories | Report on establishment of the laboratories | - | — | 50 | 100 | | |
| Regularly evaluate research facilities | <ul style="list-style-type: none"> - 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(%) | | | | | Responsibility for implementation within the college |
|--|---|----------------------|------|------|------|------|--|
| | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Communicate with potential partners for funding new research initiatives | Number of potential partners contacted | - | - | 100 | | | Postgraduate and scientific research committee |
| 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 | <ul style="list-style-type: none"> Number of formed research groups | - | 50 | 100 | | | Postgraduate and scientific research committee |
| Develop the research capabilities for faculty and students | <ul style="list-style-type: none"> 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 | 70 | 100 | 100 | | |
| 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(%) | | | | | Responsibility for implementation within the college |
|--|--|----------------------|------|------|------|------|--|
| | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Create feasibility study for the dental business center | Report of the feasibility study | 100 | | | | | Director of the university dental business center |
| 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 | | |

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