



KFU
جامعة الملك فيصل
KING FAISAL UNIVERSITY
جامعة ووطن.. نماء.. واستدامة..

Strategic Plan (2020–2026)

College of Veterinary Medicine

Second Edition



المحترم

سعادة/ المشرف على التخطيط الاستراتيجي والهوية المؤسسية

السلام عليكم ورحمة الله وبركاته

القسم: لجنة التخطيط الاستراتيجي والهوية المؤسسية

التوصية: الموافقة

رقم الجلسة الثالثة تاريخها: ١٤٤٧/٠٦/٢٧ هـ

الموضوع: بشأن تمديد الخطة الاستراتيجية للكلية لمدة عام إضافي (حتى نهاية عام ٢٠٢٦) ، ويأتي ذلك نظراً لأهمية وجود خطة استراتيجية فعالة ومحدثة كأحد متطلبات الاعتماد الأكاديمي، وبما يتوافق مع توجه الجامعة نحو حوكمة وتطوير التخطيط الاستراتيجي، حيث تعاقدت الجامعة مع شركة متخصصة لإعداد خطتها الاستراتيجية الجديدة. وعليه، فإن تمديد خطة الكلية الحالية يهدف إلى إتاحة الفرصة لمواءمتها وبنائها بما يتسق مع الخطة الاستراتيجية للجامعة بعد اعتمادها.

مجلس الكلية: التوصية بالموافقة

الجلسة الحادية عشر بتاريخ ١٤٤٧/٨/٢٨ هـ

مصادقة سعادة رئيس الجامعة: بخطابه رقم ٥٨٢٠٤ وتاريخ ١٤٤٧/٩/١٢ هـ

لفضل سعادتك بالاطلاع واستكمال ما يلزم.

وتقبلوا سعادتكم فائق تحياتي وتقديري

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Executive Summary of the Strategic Plan

The College of Veterinary Medicine at King Faisal University was established in 1975 to be the first college of its kind in Saudi Arabia and the Arabian Gulf. The college provides extensive veterinary services to the surrounding community, both within the Kingdom and across the Gulf region. These services include providing medical care for animals and birds, preventing the transmission of zoonotic diseases, and promoting the "One Health" concept. Furthermore, the college plays a pioneering role in biosecurity, food safety, and the preservation of wildlife in the Kingdom.

Driven by a commitment to its leadership role in veterinary medical education, scientific research, and community service, the college seeks to define its priorities and review its plans to improve performance across academic, research, and community sectors. The college operates as an effective component of King Faisal University's institutional system, aiming to fulfill the university's identity in enhancing food security and environmental sustainability in line with the objectives of Saudi Vision 2030. The plan contains a set of strategic and sub-objectives and projects designed to achieve the college's vision and mission toward excellence in veterinary education, research, and community partnership, while encouraging general investment in the veterinary field.

The historical trajectory of the college reflects the broader development of the Saudi higher education sector. Initially focused on local capacity building, the college now seeks to compete on a global stage. The transition from the first version of the strategic plan to the current second edition (2020–2026) marks a shift toward productive and developmental research. This involves moving beyond the dissemination of knowledge to the active application of science in solving national challenges, such as the control of Middle East Respiratory Syndrome (MERS) and the enhancement of sustainable aquaculture. The college's role in food safety is particularly vital, as it ensures that animal-origin food products meet the highest hygiene standards, thereby contributing to the health and well-being of the Saudi population.

Vision, Mission, and Values

College vision: Excellence in veterinary medical education, scientific research, and community partnership.

College mission: Our mission is to provide compassionate veterinary care and exceptional learning through discovery and sharing of knowledge in basic and applied veterinary research for the benefit of our society.

College values: Loyalty, quality, institutional work , transparency, justice, creativity, continuing education.

Strategic Goals, Sub-goals, and Projects

Strategic Goal (1):. To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market.

Objective 1-1: Developing the veterinary medicine program in line with the labor market

1-1-1 Follow up on the implementation of the college's new study plan (male and female students)

1-1-2 Application of artificial intelligence in the field of veterinary medicine

1-1-3 Developing the veterinary teaching hospital

1-1-4 Developing educational skills and granting certificates for the student's skill record

1-1-5 Enhancing communication with graduates

Objective 1-2: Achieving academic accreditation for the veterinary medicine program nationally and internationally:

1-2-1 Obtaining academic accreditation from the Education Evaluation Commission

Objective 1-3: Increasing postgraduate programs offered in the college:

1-3-1 Increasing the number of postgraduate programs offered by the college 8

Strategic Goal (2): To perform distinguished scientific research that shapes the future.

Objective 2-1: Enriching Distinguished Scientific Production:

2-1-1 Attracting and retaining distinguished research talents.

2-1-2 Organizing scientific events (conferences, workshops, scientific seminars, ...)

Objective 2-2: Expand areas of cooperation and research partnerships at the local and global levels:

2-2-1 Conclusion of cooperation agreements and research partnerships

Strategic Goal (3): To offer the community services that solve the pertinent problems in Saudi Arabia

Objective 3-1: Developing Community Partnership Programs:

3-1-1 Diversifying the areas of community partnership and defining its priorities

Objective 3-2: Enable faculty members to participate in community partnership programs:

3-2-1 Enhancing the contribution of the college employees in preparing and implementing community partnership programs

Objective 3-3: Marketing Community Partnership Programs:

3-3-1 Enriching communication mechanisms with community institutions

Strategic Goal (4): To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working

objective 4-1: Implement structured, regular peer-feedback and open-forum sessions within departments to build a culture of trust, active listening, and genuine support among colleagues.

4-1-1 Host regular "unplugged" forums:

4-1-2 Support neutral regular peer-feedback.

objective 4-2: Establish cross-department working groups and adaptive problem-solving workshops.

4-2-1 Create cross-pollination incentives

Updated strategic goals 2025-2026

Strategic Goal 1: To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market

The primary objective of this goal is to modernize the curriculum and clinical training to ensure that graduates are market-ready and capable of competing in a globalized veterinary sector. This goal is divided into two sub-goals: the alignment of the veterinary program with labor market requirements and the attainment of national and international academic accreditation. The college recognizes that the role of the veterinarian is expanding beyond traditional clinical practice; modern practitioners must be experts in biosecurity, food technology, and animal welfare legislation.

Operational Plan for Educational Development 2024 2026

The first strategic goal is addressed through specific projects aimed at upgrading infrastructure and ensuring quality standards.

Operational Plan 2024-2026	King Faisal University	Project Implementation Description
Strategic Goal (1)	To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market	
Sub-goal (1-1)	Developing the veterinary program to suit the labor market	
Project (1-1-1)	Developing the Veterinary Teaching Hospital to serve the educational and	This project works on developing the teaching hospital, specifically the proposal for funding an investment hospital for horses at KFU—the "Aseel" Arabian Horse Hospital.

	investment process of the college and university			
Execution (Procedures)	Activities	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026
	Request for financial support approval	100	100	
	Formation of administrative and technical teams	0	100	
	Preparing an annual operational plan	0	50	
	Purchase of medications, supplies, equipment	50	50	
	Recruiting technical and medical cadres	50	75	
	Marketing the hospital and its services	50	75	

Follow-up, execution, and evaluation	50	75	
Improvement plans	50	75	

The cornerstone of clinical training is the Veterinary Teaching Hospital. The strategic plan emphasizes the development of this facility to serve both educational and investment purposes. A major initiative under this project is the establishment of the "Aseel" Arabian Horse Hospital. This facility is designed to provide world-class medical and surgical care for purebred Arabian horses, which are of significant cultural and economic value in Saudi Arabia. The project serves multiple functions: it provides a high-level training site for students specializing in equine medicine, generates revenue for the university through specialized services, and supports the Kingdom's heritage. The achievement data indicates a phased approach. While financial approval was secured by 2024, the operationalization of administrative teams and the full procurement of high-tech equipment are slated for 2025 and 2026. This reflects the complexity of establishing specialized equine facilities that meet international surgical standards.

Academic Accreditation and Quality Assurance

Academic accreditation is a rigorous process of self-evaluation and quality improvement. The college is pursuing accreditation from the National Center for Academic Accreditation and Evaluation (NCAAA), which is a subsidiary of the Education and Training Evaluation Commission (ETEC) in Saudi Arabia.

Operational Plan 2024-2026	King Faisal University	Project Implementation Description
Strategic Goal (1)	To abide with the principles of student-centered education that ensure the presence of	

	competent graduates able to meet the needs of labor market		
Sub-goal (1-2)	Achieving academic accreditation for the veterinary program nationally or internationally		
Project (1-2-1)	Obtaining academic accreditation from the Education Evaluation Commission	This project seeks to obtain academic accreditation for the veterinary program from the ETEC in KSA by meeting the qualification requirements.	
Execution Activities (Procedures)	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026
Preparing the College Self-Study	50	75	
Selecting the accreditation body	100	100	
Filling out accreditation forms	50	75	
Requesting to apply for accreditation	0	0	

Academic accreditation	0	0	
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The college's pursuit of NCAAA accreditation involves a comprehensive review of standards, including mission and goals, program administration, learning and teaching, and research. The process requires providing evidence that graduates meet specific Key Learning Outcomes (KLOs) in areas such as clinical diagnosis, surgical competence, and professional ethics. The 50% achievement in Self-Study Report (SSR) preparation as of 2024 suggests that the college is currently in the evidence collection phase, gathering data on student performance and faculty output to justify its quality claims.

Strategic Goal 2: To perform distinguished scientific research that shapes the future.

Research at the College of Veterinary Medicine is increasingly focused on the "Triple Helix" model, which emphasizes collaboration between academia, industry, and the government. The goal is to produce high-impact scientific output that addresses national priorities, such as zoonotic disease control and sustainable animal production.

Recruitment and Retention of Research Talent

The college aims to increase the volume and quality of its research by attracting elite researchers and providing them with a supportive environment. This includes creating incentives for high-performing researchers and establishing specialized research grants.

Operational Plan 2024-2026	King Faisal University	Project Implementation Description
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Strategic Goal (2)		To perform distinguished scientific research that shapes the future		
Sub-goal (2-1)		Enriching distinguished scientific production		
Project (2-1-1)		Attracting and retaining distinguished research competencies	The project aims to attract and retain distinguished research talent by forming a committee to determine research priorities and establishing mechanisms for retention.	
Execution	Activities	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026

(Procedures)			
Forming the Research Priorities Committee	100	100	
Attracting research-distinguished faculty	10	50	
Retention mechanisms for researchers	10	50	

The low percentage in recruitment and retention as of 2024 indicates a significant challenge in the global market for veterinary scientists. The college plans a major push in 2025 to finalize these incentive systems. Recruitment criteria are being refined to prioritize candidates with strong H-index scores and a history of successful grant acquisition.

Institutional Scholarly Output: The Veterinary Journal

The creation of a peer-reviewed journal is a critical step in building the college's reputation. A specialized veterinary title will allow for deeper thematic classification and faster dissemination of clinical findings relevant to the region.

Operational Plan 2024-2026	King Faisal University	Project Implementation Description
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Strategic Goal (2)	To perform distinguished scientific research that shapes the future.			
Sub-goal (2-1)	Enriching distinguished scientific production			
Project (2-1-5)	Establishing a journal for the College of Veterinary Medicine	The project aims to establish a scientific journal specialized in veterinary sciences and obtain approval from the College Board.		
Execution Activities (Procedures)	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026	
Activating the Journal Founding Committee	100	100		
Approval of the journal structure proposal	10	0		
Follow-up on the journal launch	-	0		
Performance improvement	-	50		

External Collaboration and Funding

Scientific isolation is a barrier to progress. The college seeks to increase its external funding by partnering with international universities and national organizations like the Ministry of Environment, Water, and Agriculture (MEWA).

Operational Plan 2024-2026	King Faisal University	Project Implementation Description		
Strategic Goal (2)	To perform distinguished scientific research that shapes the future.			
Sub-goal (2-2)	Expanding cooperation and research partnerships locally and globally			
Project (2-2-1)	Encouraging external research funding sources	The project aims to increase external research funding by identifying possible sources and encouraging researchers to submit projects that serve these priorities.		
Execution (Procedures)	Activities	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026

Identifying possible funding sources	30	50	
Research priority list for external entities	30	50	
Encouraging faculty to submit proposals	30	50	
Performance improvement	30	50	

Strategic Goal 3: To offer the community services that solve the pertinent problems in Saudi Arabia

The "One Health" concept recognizes that human health is connected to animal health and the shared environment. The College of Veterinary Medicine acts as a bridge between the university and the community, providing diagnostic services and public health awareness.

Operational Plan 2024-2026	King Faisal University	Project Implementation Description		
Strategic Goal (3)	To offer the community services that solve the pertinent problems in Saudi Arabia			
Sub-goal (3-1)	Developing community partnership programs			
Project (3-1-1)	Evaluation and follow-up of community partnership initiatives	Monitoring the performance of community partnerships in terms of execution and quality, and then evaluating their achievement of goals.		
Execution Activities (Procedures)	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026	
Inventory of implemented partnerships	30	50		
Follow-up of execution	30	50		
Defining partnership evaluation mechanism	30	50		

The college is moving from ad-hoc activities to structured partnerships with livestock breeders and food companies. This ensures

outreach efforts have a measurable impact, such as tracking vaccination success or disease reduction in local herds.

Strategic Goal 4: To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working

The interpersonal dynamics of faculty and staff is critical for a university college, as academic environments thrive on collaborative research, committee work, and shared governance..

Operational Plan 2024-2026		King Faisal University	Project Implementation Description	
Strategic Goal (4)		To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working		
Sub-goal (4-1)		Implement structured, regular peer-feedback and open-forum sessions within departments to build a culture of trust, active listening, and genuine support among colleagues.		
Project (4-1-1)		Host regular "unplugged" forums	Schedule regular, informal gatherings where leadership provides transparent updates and faculty/staff can ask unvetted questions.	
Execution (Procedures)	Activities	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026

Schedule weekly, informal morning coffee hour	50	70	
Organize a yearly college outing	30	50	

Institute an annual or bi-annual peer-feedback process focused on narrative responses about teamwork, communication, and support

Operational Plan 2024-2026		King Faisal University	Project Implementation Description	
Strategic Goal (4)		To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working		
Sub-goal (4-1)		Implement structured, regular peer-feedback and open-forum sessions within departments to build a culture of trust, active listening, and genuine support among colleagues.		
Project (4-1-2)		Support neutral annual feed back	To successfully roll out a 360-degree qualitative feedback system	
Execution	Activities	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026

(Procedures)			
Organize an annual peer-feedback process focused on narrative responses about teamwork, communication, and support	10	20	

Cultivate Adaptable, Cross-Functional Collaboration

Contribute Adaptable, Cross-Functional Collaboration				
Operational Plan 2024-2026		King Faisal University	Project Implementation Description	
Strategic Goal (4)		To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working		
Sub-goal (4-2)		Establish cross-department working groups and adaptive problem-solving workshops		
Project (4-2-1)		Create cross-pollination incentives	to break down academic silos and encourage faculty/staff to compromise and innovate when faced with shifting institutional needs.	
Execution (Procedures)	Activities	Achievement (%) 2024	Achievement (%) 2025	Achievement (%) 2026

Launch a micro-grant specifically reserved for initiatives that require members from at least two different departments to collaborate.	20	30	
Rotate the functional roles of working groups for strategic initiatives	50	70	

Appendix: Stages of Strategic planning

Stages of strategic planning

First: Analysis of the internal environment of the college

Introduction about the college:

The College of Veterinary Medicine was established at King Faisal University in 1975 AD; To be the first college of veterinary medicine in the Kingdom of Saudi Arabia and the Arabian Gulf. The college provides many veterinary services to the surrounding community. Not only inside the Kingdom, but also in the entire Arabian Gulf region. These services include:

1. Providing veterinary medical care for animals and birds through:
 - a. Teaching veterinary hospital.
 - b. Work in various governmental and private veterinary medical centers (Ministry of Agriculture).
2. Human safety through:
 - a. Preventing the transmission of common diseases between animals and humans
 - b. Safety of food of animal origin; By working in:
 - i. Ministry of Municipal Affairs
 - ii. Dairy and fattening cow farms
 - iii. Dairy factories, meat and their derivatives
 - iv. Laying and fattening poultry farms
3. The vital security of the Kingdom:
 - a. Customs and quarantine
 - b. General Authority for Food and Drug Administration
4. Biodiversity and Wildlife Preservation:
 - a. Wildlife Authority

College Internal Data.

Template 1: Organizing the collection of internal information:

Type of Required Information	Resource	Comments
Organizational structure and infrastructure	College Administration	To be covered in detail below the table
Faculty (departments and infrastructure)	College Administration	To be covered in detail below the table
Academic Affairs	Vice Deanship for Academic Affairs	To be covered in detail below the table
Academic Programms	Vice Deanship for Academic Affairs	To be covered in detail below the table
Human Resources	College Administration	To be covered in detail below the table
Teaching Process	Vice Deanship for Academic Affairs	To be covered in detail below the table
Faculty Member – Student Ratio	Quality Office	To be covered in detail below the table
Study Plan	Quality Office and Study Plan Committee	To be covered in detail below the table
Scientific Research	Vice Deanship for Postgraduate Studies and Scientific Research	To be covered in detail below the table
Community Engagement	Quality Office and Community Engagement Unit	To be covered in detail below the table

1. The organizational structure and college infrastructure:

The organizational structure of the college is shown in Figure 1; Where the Faculty of Veterinary Medicine is divided in terms of location into two parts

The first section, which is the main building, and it is located on the university campus (Building 13), and this building includes: the college administration, classrooms, and laboratories for five scientific departments out of six departments of the college, namely: the Department of Anatomy, the Department Biomedical Sciences, the Department of Pathology, the Department of Public Health, and the Department of Microbiology

The second department: It is located inside the agricultural and veterinary research station outside the university campus in the Ghuwaiba area, 13 km east of the university. It includes the sixth scientific department of the college, which is the Department of Clinical Sciences, as well as the veterinary teaching hospital

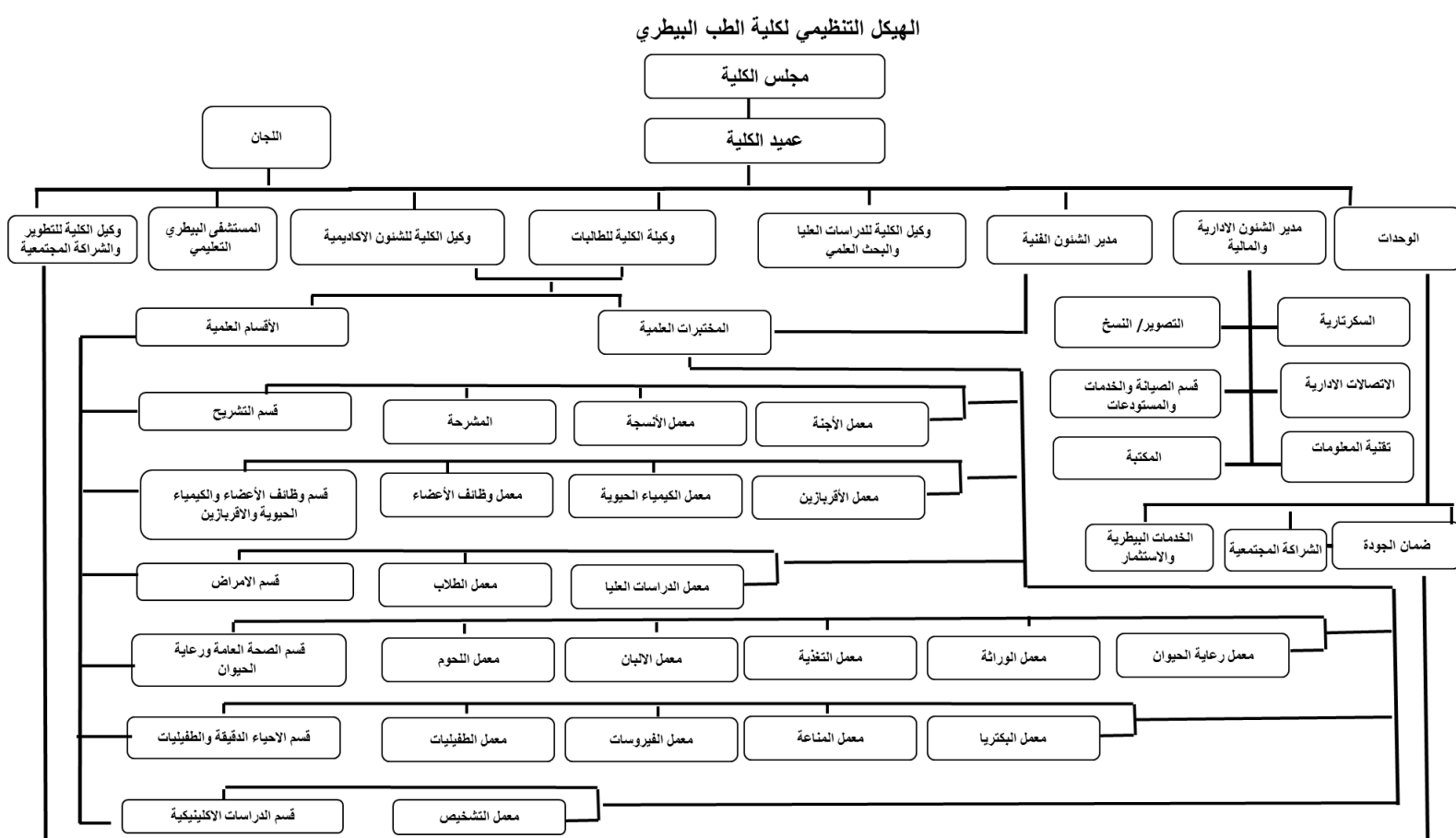


Table 1: College of Veterinary Medicine, Academic Departments, and Scientific Degrees

N.	Academic Department	Scientific Degree					
		Diploma degree	Bachelor's degree	Post-graduate degree			
				Higher Diploma	Master	fellowship	Ph.D
1	Department of Anatomy	-	Veterinary Medicine	-	Master degree in Veterinary Anatomy		PhD in Anatomy and Cell Biology
2	Department of Biomedical Sciences	-		-	Master degree in Pharmacology		-
3	Department of Microbiology	-		-	Master degree in Parasitology Master degree in Microbiology and Immunology		-
4	Department of Pathology	-		-	Master degree in Pathology		Ph.D in Pathology
5	Department of Public Health	-		-	Master degree in Food Hygiene Sciences		-
6	Department of Clinical Sciences	-		-	Master degree in Animal Health Preventive Medicine Master degree in Theriogenology Master degree in Veterinary Internal Medicine		-

					Master degree in Avian Diseases		
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Table 2: College Building Infrastructure

Data	Numbers
Classrooms	15
Teaching and Research Laboratories	31
Stands	2
Computer Halls	1

- This table does not include the infrastructure of the veterinary teaching hospital; Where a special report is attached

Academic affairs in the College of Veterinary Medicine:

a. Academic programs in the College of Veterinary Medicine:

Bachelor: Name of the academic program: Bachelor of Veterinary Medicine ➤

Postgraduate studies: There are 10 master's programs in the college, and 2 doctoral ➤
program. As shown in Table 1

B. Available human resources:

➤ Faculty members/lecturers and teaching assistants:

The college has 81 faculty members; their job titles range from professor to teaching .assistant, as shown in Table 4

Table 4: Faculty members/lecturers and Teaching Assistants

Staff		Numbers
1	Saudi faculty members	26
2	Non-Saudi faculty members	48
3	Lecturers (Saudis)	6
4	Teaching Assistants (Saudis)	11
Total		91

➤ Administrators and technicians

The college has 27 administrative and technical jobs, as shown in Table 5.

Table 5: Technicians and Admenstrative Staff

Nationality	PhD		MA		BA		Intermediate diploma		Other		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	Both
Saudi			2	1	8	13	6	1	10	1	26	16	42
Non-Saudi													
Total			2	1	8	13	6	1	10	1	26	16	42

The college suffers from a shortage of supportive teaching staff (technicians and laboratory supervisors); As many employees retired and were not compensated, some employees were transferred from one place to another, especially from the Veterinary Teaching Hospital; Which negatively affected the situation there. The College of Veterinary Medicine has submitted a list of jobs that are in dire need for the university administration to compensate for the shortfall and the consequent effects on the teaching process in the college. Table 5 shows those required jobs.

Table 6: Required Job Vacancies to be filled

N.	Rank	Job N.	Job Title	Entity	Laboratory	Sex	Job Condition
1	10	93	Lab technician	College of Veterinary Medicine (CVM)	Viral Pathology	M	Master of Science + 4 years of experience or Bachelor of Science + 10 years of experience
2	9	143	Lab technician	CVM	Nutrition	M	Master of Science + 2 years experience or Bachelor of Science + 8 years experience
3	9	184	Lab technician	CVM	Pathology	M	Master of Science + 2 years experience or Bachelor of Science + 8 years experience
4	8	74	Lab technician	CVM	Microbiology	M	Bachelor of Veterinary Medicine or Bachelor of Science + 2 years experience or veterinary secondary diploma + 6 years experience
5	8	122	Lab technician	CVM	pharmaceutical	M	Bachelor of Veterinary Medicine or Bachelor of Science + 2 years experience or veterinary secondary diploma + 6 years experience
6	8	504	Lab technician	CVM	physiology	M	Bachelor of Veterinary Medicine or Bachelor of Science + 2 years experience or veterinary secondary diploma + 6 years experience

7	7	29	Lab technician	CVM	Anatomy	M	Bachelor of Science or Veterinary Secondary Diploma + 6 years experience
8	7	69	Lab technician	CVM	Microbiology	M	Bachelor of Science or Veterinary Secondary Diploma + 6 years experience
9	7	29	Lab technician	CVM	Chemistry	M	Bachelor of Science or Veterinary Secondary Diploma + 6 years experience
10	7	675	Lab technician	CVM	Genetics	M	Bachelor of Science or Veterinary Secondary Diploma + 6 years experience
11	7	683	Lab technician	CVM	Bacteria	M	Bachelor of Science or Veterinary Secondary Diploma + 6 years experience
12	7	836	Lab technician	CVM	Epidemiology	M	Bachelor of Science or Veterinary Secondary Diploma + 6 years experience
13	6	1209	Lab Lecturer	CVM	physiology	M	Bachelor of Science or Veterinary Secondary Diploma + 4 years of experience
14	6	1262	Lab technician	CVM	Care and Behaviour	M	Bachelor of Science or Veterinary Secondary Diploma + 4 years of experience

c. Teaching process:

1. Students of the College of Veterinary Medicine:

Table 7: Number of students accepted, graduated, and withdrawn during the academic year

1432-1438

Academic Year	Number of Admitted Students	Number and Percentage of Withdrawals	Number and Percentage of Graduates
1432	265	167 (63%)	19 (7.17%)
1433	264	170 (64.45%)	32 (12.12%)
1434	321	187 (58.26%)	28 (8.72%)
1435	172	121 (70.35%)	30 (17.44%)
1436	183	90 (49.18%)	24 (13.11%)
1437	273	67 (17.65%)	43 (15.75%)
1438	225	74 (32.89%)	33 (14.67%)

From the above table, it is clear that the percentage of dropouts from the college is high, as well as the low percentage of graduates. This is due to the admission of a large number of students without scientific foundations. So that there is a specificity for this specialization, which is its scientific and medical nature, and the comparison between the different types of animals. Also, the desire, as most of the students who are accepted are not motivated by their desire to study this major, but because they are either not accepted or transferred from other majors or their goal is to obtain a seat at the university. Also, the quality of students and their educational attainment is not suitable for this specialization. The college constantly informs the university administration in this regard and strives to develop a plan on a thoughtful bases to accept a certain number of students. Based on their educational attainment, and their desire to study this specialization; So that it guarantees a distinguished quality of students, and not wasting time, effort, and money placed on the shoulders of the college and the university.

1. Professor-student ratio and its compatibility with academic standards:

Based on the total number of students currently enrolled in the college (635), and the number of faculty members (71), the professor-student ratio is 10:1 (at the program level); and since there is currently no reference for the college for comparison (benchmark), a search has been made for professor-student ratio in force in America and Europe (Britain), for example; This percentage is less than what is applied in American veterinary colleges, but it is compatible with what is applied in Europe (Britain).

2. Study plan:

Degree awarded by the college:

The College of Veterinary Medicine grants a bachelor's degree in veterinary medicine with a total of 173 hours (the new study plan is for male and female students).

Study System:

The college offers a bachelor's program in veterinary medicine on the level system; for a period of not less than five years. In addition to the summer training program; which is a mandatory requirement for all college students.

College admission requirements:

Admission requirements are based on criteria set by the College Board and King Faisal University Admission Requirements. To qualify for admission, the applicant for admission to the veterinary medicine specialty must:

- 1- Obtaining a general secondary certificate - the scientific stream, with a score of not less than 85%, and the weighted percentage is not less than 70%.
- 2- Passing the medical examination and personal interview.

Comments:

- The language of instruction in the College of Veterinary Medicine is English, with the exception of university requirements and elective courses, which are taught in Arabic.
- Starting studies in the veterinary medicine program depends on the student passing the preparatory year with a cumulative average of no less than 3 out of 5.

2. Scientific research:**Table 8: Scientific activity ***

	Activity	Period	N
1	Participation in conferences, seminars, and meetings inside the Kingdom	2010-2015	195
2	Participation in conferences, seminars, and meetings outside the Kingdom	2010-2015	82
3	Published Research	2014-2015 2015-2016	157
4	Internal Projects	2010-2015	269
5	External Projects	2010-2015	56
6	Scientific Dissertations	2010-2015	26

*The data is being updated after completing the college's self-study

3. Community partnership:

The college's service to the external community is evident in many areas, including:

- a. The college provides distinguished services to the local community from the beneficiaries of the veterinary medicine program - such as the Ministry of Agriculture, for example - through: Training and qualifying veterinarians working in the ministry and increasing their efficiency. The college's service also extends to the surrounding community from secondary schools and veterinary training centers, as shown in Table 8. In addition to providing many consultations

to beneficiaries, such as cow and poultry farms; through veterinary analyzes and examinations for many diseases, as well as advice and guidance in many fields. As shown in Table 9.

b. Hajj season (gifts and sacrifices): The College annually contributes an important and effective role in the program of sacrifices and sacrifices. By supervising the process of examining animals before and after slaughter, during the Hajj season each year; where the college participates through faculty members and students in this field. (Attached is the report of the gifts and sacrifices for last year's Hajj season).

c. Teaching veterinary hospital: The veterinary teaching hospital is one of the most important services provided by the College of Veterinary Medicine to the local community of animal breeders. Where it receives many different disease cases of many types of animals, and they are detected and treated. The report of the attached veterinary educational hospital shows the specialties and the number of cases that are received annually to the hospital and are treated. (There is a report in this regard in the veterinary teaching hospital).

d. The college has 13 committees: (Quality and Academic Accreditation Committee - Strategic Plan Committee - Study Plan Committee - Postgraduate Studies Committee - Academic Affairs Committee - Laboratories and Ethics of Cooperation with Experimental Animals Committee - Public Relations and Information Committee - Cultural and Sports Activities Committee - Reports and Information Committee - Committee Library - Finance and Budgeting Committee - Recruitment Committee - Scientific Office Committee).

e. The college has two important units, the first: called the Community Partnership Unit, and the other: the Alumni Unit.

Table 9: Training Sessions and Programs

The course/training programme	Beneficiary	Number of Beneficiaries
Preparing the self-study for the academic program in accordance with the requirements of the Education Evaluation Commission - Higher Education Sector	Faculty members	25
Recent trends in scientific research arbitration	Faculty members	22
Learning outcomes for courses and programs	Faculty members	25
Health control of sacrificial meat	Participating students and veterinarians	55
Neonatal nutrition, and malnutrition diseases in animals	Veterinarians, agricultural and animal production workers	15
Sheep diseases	veterinarians and assistants at MOA	15
Training courses for students of the Sixth Scientific Conference for students of higher education in the Kingdom	College students participating in the Sixth Scientific Conference	8
Camel diseases	Veterinarians and assistants at MOH	15
A training program on Life Secret: DNA Synthesis	Leadership International School	60
Molecular Biology Training Program: The Magic Gateway to Life Sciences	Veterinary Training and Animal Production Center	120

Table 10: Professional, Technical, and Applied Consultations and Studies provided for individuals of local community, as well as private and governmental organizations and commissions

Beneficiaries	Consultation Numbers
College of Veterinary Medicine	٥
Secondary schools - community service	2
College of Veterinary Medicine Hospital (Animals Anatomy)	24
Teaching veterinary hospital service beneficiaries	14500
Providing consultations for poultry projects in the Kingdom	50
Junior breeders of ornamental birds and falconry fanciers	100
Anatomy of incoming pathological cases to the education hospital	12
Consulting for livestock breeders	15
Laboratory diagnosis (central laboratory) cases of poisons and drugs	14
Laboratory Diagnostics (Biotech Laboratory)	30

Weaknesses and strengths of the university's veterinary medicine program, which were inferred through an analysis of the internal environment of the college.

Learning and Teaching:

Strengths	Weakness
1. The only college in the Arabian Gulf. 2. Modern teaching aids. 3. Laboratories equipped with modern equipment (the new building). 4. A good level of support and budget. 5. Faculty members are qualified. 6. Postgraduate programs are available for Masters and Ph.D. 7. A private and central library with excellent information resources.	1. The number of technicians is insufficient, and the jobs of retired technicians have not yet been compensated. 2. The number of faculty members is not sufficient for the aspirations of the college in the study plan expected to be prepared. 3. The insufficient equipment of the teaching veterinary hospital. 4. Lack of opportunities for continuing education. 5. Insufficient legislation at the national level to monitor and regulate the veterinary profession (Veterinary Council). 6. There are no conditions for accepting highly qualified students. 7. The small number of graduates compared to the number of accepted students. 8. The study plan is inconsistent with the college's aspiration to be accredited academically.

Scientific Research

Strengths	Weaknesses
1. The factory buildings and infrastructure are modern. 2. Support for research projects. 3. Presence of qualified researchers. 4. Master's programs are available in many courses, and there is one doctoral program. 5. .The existence of a central library, and a private library supported by the most important sources of information.	1. Insufficient technicians. 2. A shortage of master's and doctoral programs in some courses. 3. The supported research projects are insufficient. 4. Lack of international exchange and cooperation agreements.

Community Engagement

Strengths	Weaknesses
1. Leadership in the field of community partnership, community service and public health; By providing veterinary medical services, and holding veterinary medical courses and consultations on a large scale inside and outside the Kingdom.	1. The insufficient equipment of the teaching hospital to cope with recent developments and emerging diseases. 2. Poor relationship with the Ministry of Agriculture and the beneficiaries of veterinary services.

Teaching veterinary hospital

Strengths	Weaknesses
1. A teaching hospital for diagnosing animal and bird diseases. 2. A specialized clinic for camel medicine and treatment.	1. The insufficient equipment of the teaching hospital to cope with recent developments and emerging diseases. 2. The lack of qualified technicians and veterinarians working in the hospital. 3. Lack of cases of horses and domestic animals due to the lack of capabilities of specialized clinics. 4. Lack of capabilities of diagnostic laboratories. 5. Lack of internal and external training programs.

External Environment Analysis

Template 2: External Data Gathering Management

Type of Required Information	Entity	Comments
The strengths and weaknesses of the veterinary medicine program in terms of veterinary medical education, postgraduate studies, scientific research, veterinary educational hospital services and community partnership.	Fakeeh Poultry Company Al Rayan Company Al-Safi Company	Opinions were collected to be used in identifying opportunities and threats in order to analyze the current situation of the college in SWOT analysis template
Proposals to improve performance in the veterinary medicine program.	Almarai Company Nadec Company Nada company	
What can a college partner in veterinary medicine program do to improve performance.	Alifah Company Veterinary Training and Livestock	
Available opportunities that must be exploited to improve performance in the veterinary medicine program.	Production Center	
Threats affecting the future of the veterinary medicine program at King Faisal University.		
What is the future of veterinary medicine as a competitive profession in the labor market?		

1- Learning and Teaching

Opportunities	Threats
1. Supporting the university administration towards the need for development. 2. Approval of contracting with highly qualified faculty members.	1. Recruitment and retention of faculty members for other colleges. 2. Increased costs of veterinary education.

2- Scientific Research

Opportunities	Threats
1. The university administration's tendency towards developing scientific research infrastructure. 2. The availability of support from the Deanship of Scientific Research for research projects annually, in addition to the support provided by King Abdulaziz City for Science and Technology.	1. Competition from other colleges to attract support for scientific research. 2. Not providing support for research accepted by King Abdulaziz City for Science and Technology since 2012 3. The lack of research priorities presented; Which is related to veterinary medicine (when research priorities were called to address the issue of Middle East Respiratory Syndrome, MERS-Corona, the college submitted four research papers, and obtained 100% of the support provided).

3- Community Engagement

Opportunities	Threats
1. The continuous demand from the beneficiaries of veterinary services for the necessity of training and gaining experience in the veterinary medical field. 2. The presence of animal farms and slaughterhouses near the college. 3. The leading role of the college in confronting professional issues, public health and community service.	1. The community's interest in the veterinary profession has declined. 2. Providing some training programs from other educational centers.

4- Teaching Veterinary Hospital

Opportunities	Threats
1. Leadership in veterinary medicine. 2. Expanding the scope of veterinary services.	1. Competition from other veterinary authorities in the region. 2. Increasing the number of private clinics.

SWOT analysis

Template 3: Critical Issue Analysis (SWOT Analysis)

Learning and Teaching

Internal Environment	
Strengths	Weaknesses
1. The only specialized college in the Arab Gulf. 2. Modern teaching aids. 3. Laboratories equipped with modern equipment (the new building). 4. A good level of support and budget. 5. Qualified faculty members. 6. A private and central library with excellent information resources.	1. The study plan has not been developed for a long time, and the current plan is not in line with the requirements of the labor market. 2. The number of technicians is insufficient, and the jobs of retired technicians have not yet been compensated. 3. The number of faculty members is insufficient. 4. The insufficient equipment of the teaching veterinary hospital. 5. Lack of opportunities for continuing education. 6. Insufficient legislation at the national level to monitor and regulate the veterinary profession (Veterinary Council). 7. There are no conditions for accepting highly qualified students. 8. The small number of graduates compared to the number of accepted students. 9. There is no clear mechanism for following up graduates.

	10. Non-application of the external examiner system.
External Environment	
Opportunities	Threats
1. University management support for development. 2. Approval of contracting with highly qualified faculty members.	1. Employing faculty members and retaining them. 2. Increased costs of veterinary education.

1- Scientific Research

Internal Environment	
Strengths	Weaknesses
1. Laboratory buildings and infrastructure are modern. 2. Support for research projects. 3. Presence of qualified researchers. 4. Master's programs are available in many courses, and there is one PhD program available. 5. The existence of a central library, and a private library supported by the most important sources of information.	1. Insufficient technicians. 2. A shortage of master's and doctoral programs in some courses. 3. The supported research projects are insufficient. 4. Lack of international exchange and cooperation agreements. 5. Non-contribution of the private sector to support scientific research. 6. Slow procedures for obtaining support for research projects. 7. Slow processing of purchase requests for equipment and chemicals.
External Environment	
Opportunities	Threats

1. The direction of the university administration towards developing the infrastructure for scientific research. 2. There is support from the Deanship of Scientific Research for research projects annually, in addition to the support provided by King Abdulaziz City for Science and Technology.	1. Competition from other colleges to attract support for scientific research. 2. Not providing support for research accepted by King Abdulaziz City for Science and Technology since 2012. 3. Lack of research priorities for veterinary medicine; (When research priorities were called to address the issue of Middle East Respiratory Syndrome, MERS-CoV, and the college submitted four research papers, and received 100% of the support provided).
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2- Community Engagement

Internal Environment	
Strengths	Weaknesses
1. Leadership in the field of community partnership, community service and public health; by providing veterinary medical services, and holding veterinary medical courses and consultations throughout the Kingdom and abroad.	1. Lack of a medical convoy program. 2. Poor relationship with the Ministry of Agriculture and the beneficiaries of veterinary services. 3. The lack of clear mechanisms for communication with the external community.
External Environment	
Opportunities	Challenges
1. The increasing demand of veterinary services for the necessity	1. Society has lost interest in the veterinary profession.

of training and gaining experience in the veterinary medical field. 2. The presence of animal farms and slaughterhouses near the college. 3. The leading role of the college in confronting professional issues, public health and community service. 4. Excellence in participating in the program to benefit from the gifts and sacrifices offered by the Islamic Bank.	2. Providing some training programs from other educational centers.
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3- Teaching Veterinary Hospital

Internal Environment	
Strengths	Weaknesses
1. A teaching hospital for diagnosing animal and bird diseases. 2. A specialized clinic for camel medicine and treatment.	1. The insufficient equipment of the teaching hospital to cope with recent developments and emerging diseases. 2. The slow process of repairs in the hospital. 3. Slow procedures for providing medicines and supplies to the hospital pharmacy. 4. A shortage of qualified technicians and veterinarians working in the hospital. 5. Lack of cases of horses and domestic animals due to the lack of capabilities of specialized clinics. 6. Lack of capabilities of diagnostic laboratories.

	7. Lack of internal and external training programs. 8. The lack of a clear mechanism for following up on pathological conditions during and after treatment. 9. Lack of a continuing education program.
External Environment	
Opportunities	Challenges
1. Leadership in veterinary medicine. 2. Expanding the range of veterinary services.	1. Competition from other veterinary authorities in the region. 2. Increasing the number of private clinics.

Template 4: List of Strengths Points:

Proposed list of strengths	Degree of Influence	Degree of Certainty	Priority
The only college in the Arabian Gulf.	strong	100%	1 st class
Modern teaching aids.	strong	100%	1 st class
Laboratories equipped with modern equipment (the new building).	strong	100%	1 st class
Qualified faculty members.	strong	100%	1 st class
A private library and a central library with excellent information resources.	moderate	100%	1 st class
Laboratory buildings and infrastructure are modern.	strong	100%	1 st class
Presence of qualified researchers.	strong	100%	1 st class
Master's programs are available in many courses, and there is only one PhD program available.	strong	100%	1 st class
Leadership in the field of community partnership, community service and public health; By providing veterinary medical services, and holding veterinary medical courses and consultations throughout the Kingdom and abroad.	moderate	100%	1 st class
A teaching hospital for the diagnosis of animal and bird diseases.	strong	100%	1 st class
A very specialized and pioneering clinic in camel medicine and treatment.	strong	100%	1 st class

Model 5: List of Weakness Points

Proposed list of strengths	Degree of Influence	Degree of Certainty	Priority
The study plan has not been developed for a long time, and the current plan is not in line with the requirements of the labor market.	strong	100%	1 st class
The number of technicians is insufficient, and the jobs of retired technicians have not yet been compensated.	strong	100%	1 st class
The number of faculty members is insufficient.	strong	100%	1 st class
Insufficient equipment of the teaching veterinary hospital.	strong	100%	1 st class
Insufficient legislation at the national level to monitor and regulate the veterinary profession (Veterinary Council).	strong	100%	1 st class
There are no conditions for accepting highly qualified students.	strong	100%	1 st class
The small number of graduates compared to the number of accepted students.	strong	100%	2 nd class
There is no clear mechanism for following up graduates.	strong	100%	1 st class
Non-application of the external examiner system.	strong	100%	2 nd class
Lack of master's and doctoral programs in some courses.	moderate	100%	2 nd class
Supported research projects are not enough.	strong	100%	2 nd class
Lack of international exchange and cooperation agreements.	strong	100%	1 st class
Non-participation of the private sector in supporting scientific research.	strong	100%	1 st class
Slow procedures for obtaining support for research projects.	strong	100%	1 st class
Slow procedures for purchase orders of equipment and chemicals.	strong	100%	1 st class
Lack of treatment convoys program.	moderate	100%	2 nd class
Poor relationship with the Ministry of Agriculture and the beneficiaries of veterinary services.	moderate	100%	2 nd class
Lack of clear mechanisms for communication with the external community.	strong	100%	1 st class
The insufficient equipment of the teaching hospital to cope with recent developments and emerging diseases.	strong	100%	1 st class
The slow process of repairs in the hospital.	strong	100%	1 st class
Slow procedures for providing medicines and supplies to the hospital pharmacy.	strong	100%	1 st class
Lack of qualified technicians and veterinarians working in the hospital.	strong	100%	1 st class
Lack of cases of horses and domestic animals due to the lack of capabilities of specialized clinics.	strong	100%	1 st class
Lack of diagnostic laboratory capabilities.	strong	100%	1 st class
Lack of internal and external training programs.	strong	100%	1 st class

The lack of a clear mechanism for following up pathological conditions during and after treatment.	strong	100%	1 st class
No continuing education program.	strong	100%	1 st class

Template 6: List of Opportunities

Proposed list of strengths	Degree of Influence	Degree of Certainty	Priority
Supporting the university administration towards the need for development.	strong	100%	1 st class
Approval of contracting with highly qualified faculty members.	strong	100%	1 st class
The direction of the university administration towards developing the infrastructure for scientific research.	strong	100%	1 st class
There is support from the Deanship of Scientific Research for research projects annually, in addition to the support provided by King Abdulaziz City for Science and Technology.	strong	100%	1 st class
The continuous demand from the beneficiaries of veterinary services for the necessity of training and gaining experience in the veterinary medical field.	strong	100%	1 st class
The presence of animal farms and slaughterhouses near the college.	strong	100%	1 st class
The leading role of the college in confronting professional issues, public health and community service.	strong	100%	1 st class
Excellence in participating in the program to benefit from the gifts and sacrifices provided by the Islamic Bank.	strong	100%	1 st class
Leadership in the veterinary medicine program.	strong	100%	1 st class
Expanding the range of veterinary services.	strong	100%	1 st class

Template 7: List of Threats

Proposed list of strengths	Degree of Influence	Degree of Certainty	Priority
Recruitment and retention of faculty members for other colleges.	strong	100%	1 st class
Increased costs of veterinary education.	strong	100%	1 st class
Competition from other colleges to attract support for scientific research.	strong	100%	1 st class
The interruption of support for scientific research accepted by King Abdulaziz City for Science and Technology since 2012.	strong	100%	1 st class
Lack of priorities for research related to veterinary medicine.	strong	100%	1 st class
Society has lost interest in the veterinary profession.	strong	100%	1 st class
Providing some training programs from other educational centers.	strong	100%	1 st class
Competition from other veterinary authorities in the region.	strong	100%	1 st class
Increase the number of private clinics.	strong	100%	1 st class

Identification of Colleg Identity

Vision, mission, and proposed values:

College vision: Excellence in veterinary medical education and training, scientific research, and leadership in community engagement

College mission: To provide compassionate veterinary care and exceptional learning through discovery and sharing of knowledge in basic and applied veterinary research for the benefit of our society

College values: Loyalty – Quality - Institutional work Transparency– Justice– Creativity - Continuing Education

There was a harmony between the college's vision, mission and values AND the university's

vision, mission and values, as shown in the following table:

	The University	The College
Vision	Excellence in education and scientific research, and leadership in community partnership.	Excellence in veterinary medical education and training, scientific research, and leadership in community partnership.
Mission	Providing outstanding education and continuous learning, supporting innovation and scientific research, strengthening community partnership, and preparing human competencies, within a stimulating environment that keeps pace with technology.	To provide compassionate veterinary care and exceptional learning through discovery and sharing of knowledge in basic and applied veterinary research for the benefit of our society
Values	Loyalty – Quality - Institutional work – Transparency – Justice – Creativity - Continuing Education.	Loyalty – Quality - Institutional work – Transparency – Justice – Creativity - Continuing Education.

Template 8: College Vision Discussion

N.	Statement	Completely Agree	Agree	Neutral	Not Agree	Completely Not Agree
1	The vision of the college is consistent with the vision of the university.	√				
2	The vision is consistent with the nature of the college's activity.	√				
3	The vision expresses the ambition of the college.		√			
4	The college's vision and mission are in line with the national standards for education.	√				
5	The college's vision is concerned with education, scientific research and community service.	√				
6	I am satisfied with the vision.		√ with modification			

Template 9: Vision Modification (If any)

Title	Formula
University vision	Excellence in education and scientific research, and leadership in community partnership.
Proposed vision	Excellence in veterinary medical education and training, scientific research, and leadership in community partnership
Proposed Modification (if any)	Excellence in veterinary medical education, scientific research, and community engagement.

Template 10: College Mission Discussion

N.	Statement	Completely Agree	Agree	Neutral	Not Agree	Completely Not Agree
1	The message is consistent with the decision to found the college.	√				
2	The mission of the college is consistent with the mission of the university.	√				
3	The formula in which the college mission was developed serves the goals of the university.	√				
4	The mission reflects the college's activities of interest.	√				
5	The mission of the college is in line with the national standards for education.	√				
6	The mission reflects the college's commitment to what is required of it to achieve its vision.	√				
7	The mission relates to the needs of the institutions served by the college.	√				
8	The college's mission is concerned with education, scientific research and society.	√				
9	The wording of the mission is consistent with Islamic beliefs and values.	√				
10	The mission format is sufficiently specific and provides an effective guideline to guide the decision-making process and the choice among the alternative planning strategies.	√				
11	The mission formula is clear enough to provide college officials with criteria for evaluating progress towards the college's goals and objectives.	√				
12	I am satisfied with the mission of the college.	√				

Template 11: Mission Modification, If any:

Title	Formula
University Mission	Providing outstanding education and continuous learning, supporting innovation and scientific research, strengthening community partnership, and preparing human competencies, within a stimulating environment that keeps pace with technology.
Proposed Mission	Providing outstanding veterinary medical education, continuous education and training, encouraging innovation and scientific research, strengthening community partnership, and qualifying distinguished veterinary medical cadres capable of competing in the labor market.
Proposed Modification (if any)	Providing outstanding veterinary education, continuous education and training, encouraging innovation and scientific research, strengthening community partnership, developing livestock, protecting humans from communicable diseases, and contributing to food security and safety for humans; And qualify distinguished veterinary medical cadres capable of competing in the labor market.

Template 12: College Values

University Values	College Values	Formula	Proposed Values
Loyalty	Loyalty	Promoting the principles of citizenship, devotion to achieving goals, and building bridges of trust with society.	The university's values must be adhered to.
Quality	Quality	Mastering work and applying quality standards in various activities.	
Constitutional Work	Constitutional Work	Establishing a culture of institutional work, supporting strategic planning, practicing teamwork, and providing an organizational climate based on cooperation, trust and mutual respect.	
Transparency	Transparency	Clarity of systems and procedures, disclosure of information, and support for accountability and integrity requirements.	
Justice	Justice	Promote objectivity and impartiality, achieve equal opportunities, and deal fairly with everyone.	
Creativity	Creativity	Encourage creative thinking and support development initiatives and innovative projects related to community issues.	
Continuing Education	Continuing Education	Providing continuous learning opportunities and diversifying them to enrich the life of the individual and society, in order to achieve lifelong development.	

The Final Formulas for College vision, mission, and value

College vision: Excellence in veterinary medical education, scientific research, and community partnership

College mission: Our mission is to provide compassionate veterinary care and exceptional learning through discovery and sharing of knowledge in basic and applied veterinary research for the benefit of our society

College values: Loyalty, quality, institutional work , transparency, justice, creativity, continuing education

Identifying Strategic Choices

Analysis of Critical Issues.

The results of the TOWS matrix analysis showed that there are eight critical issues in the college that need to set strategic and sub-goals for it, in addition to projects to solve these issues and improve performance. These issues are the following: These issues include:

1. The Study Plan
2. Approval of the academic program
3. Veterinary Teaching Hospital
4. Food security and environmental sustainability
5. Postgraduate programs
6. Partnership and community outreach
7. Continuing education programs
8. Developing human resources

Analysis of critical issues for the College of Veterinary Medicine.

The importance of identifying critical issues			
Dimensions of critical issues			negative results in the absence of treatment
1	study plan	How does the college develop its study plan?	It will affect the competence of the graduate and the needs of the labor market, and it will not achieve the college's vision, mission, or goals
2	Veterinary teaching hospital	What are the requirements for the development of veterinary services provided by the veterinary teaching hospital?	If the development of the teaching hospital is ignored, this will affect the efficiency of graduates, reduce the college's leading role in community service, and increase the rate of communicable diseases.
3	Accreditation of the academic program	How can the college accredit the veterinary medicine program from international or local bodies?	The absence of academic accreditation will reduce the status of the college and its graduates regionally and globally.
4	Scientific research support	How can the college increase research funding and international publication?	The absence of international publication will affect the success of the college in the long term, and it will also affect the ranking and classification of the university.
5	Postgraduate programmes	How can the college augment graduate programs?	Failure to address this issue will reduce the degrees awarded by the college.
6	Partnership and community communication	How can the college build effective partnerships locally and internationally?	Many opportunities to raise funding are shrinking.
7	Continuing education and training	How can the college maintain the efficiency of graduates and employees of the veterinary hospital and related majors?	This will affect the efficiency of the college's graduates and employees, and reduce funding sources.
8	HR	How can the college increase its human resources?	Failure to increase human resources will reduce the effectiveness and efficiency of the veterinary medicine program.

Strategic goals, Sub-goals, and projects:

Strategic Goal (1): Developing veterinary teaching and learning

Goal 1-1: Developing the veterinary medicine program in line with the labor market

- 1-1-1 Follow-up the implementation of the new study plan of the college
- 1-1-2 Developing the veterinary teaching hospital
- 1-1-3 Developing students' life skills
- 1-1-4 Enriching extra-curricular activities
- 1-1-5 Enhancing communication with graduates

Goal 1-2: Achieve academic accreditation for the veterinary medicine program nationally or internationally

- 1-2-1 Obtaining academic accreditation from the Education Evaluation Commission

Goal 1-3: Increasing postgraduate programs offered in the college:

- 1-3-1 Increasing the number of postgraduate programs offered by the college

Strategic Goal (2): Developing scientific research in the field of veterinary medicine

Goal 2-1: Enriching Distinguished Scientific Production:

- 2-1-1 Attracting and retaining distinguished research talents.
- 2-1-2 Organizing scientific events (conferences, workshops, scientific symposiums, ... etc.)

Goal 2-2: Expand areas of cooperation and research partnerships at the local and global levels:

- 2-2-1 Conclusion of cooperation agreements and research partnerships

Strategic Goal (3): Strengthening community partnership

Goal 3-1: Developing Community Partnership Programs:

3-1-1 Diversifying the areas of community partnership and defining its priorities

Goal 3-2: Enable faculty members to participate in community partnership programs:

3-2-1 Enhancing the contribution of the college employees in preparing and implementing community partnership programs

Goal 3-3: Marketing Community Partnership Programs:

3-3-1 Enriching communication mechanisms with community institutions

Strategic Goal (4): Continuous development of human resources

Goal 4-1: Developing a system for attracting faculty members:

4-1-1 Retaining distinguished faculty members

4-1-2 Attracting distinguished faculty members and highly qualified visiting professors.

Goal 4-2: Developing a system for recruiting technicians:

4-2-1 Retaining distinguished technicians

4-2-2 Attracting distinguished and highly qualified technicians.

Strategic Goal (5): Strengthening the university's identity towards food security and environmental sustainability

Goal 5-1 - Encouraging investment in the field of scientific research

5-1-1 Increased patents

5-1-2 Marketing research results

5-1-3 Establishing research partnerships with local, regional and international industrial bodies

Template 13: SWOT

Threats	Opportunities	
		Weaknesses
		Strengths

Template 14: Introducing strategic objectives for discussion:

Strategic Goal	Agree	Disagree	Modification
Development of veterinary medical education and learning.	√		
Developing scientific research in the field of veterinary medicine.	√		
Strengthening community partnership.	√		
Continuous development of human resources.	√		
Enhancing the university's identity towards food security and environmental sustainability	√		

Template 15: Introducing sub-goals for discussion:

Strategic Goal	Sub-Goal	Agree	Disagree	Modification
1	Developing a veterinary medicine program in line with the labor market.	√		
	Achieving academic accreditation for the veterinary medicine program nationally or internationally.	√		
	Increasing postgraduate programs offered at the college.	√		
	Providing student support services to support the teaching and learning processes.	√		
2	Enriching distinguished scientific production.	√		
	Expanding areas of cooperation and research partnerships at the local and global levels.	√		
3	Developing community partnership programs.	√		
	Enabling college employees to participate in community partnership programs.	√		
	Marketing community partnership programs.	√		
4	Developing a system for attracting faculty members in the college.	√		
	Developing a system for attracting technicians.	√		
5	Enhancing the university's identity towards food security and environmental sustainability.	√		
	Encouraging investment in community partnership.	√		
	Encouraging investment in scientific research.	√		

Annexes

Table 11: The number of distributed and collected questionnaires, according to respondents' quality:

Respondents	Actual Number	Number of Distributed Questionnaires	Number of Collected Questionnaires
Faculty members	71	71	40
Undergraduate students	635	190	100
Postgraduate students	17	5	5
technicians	10	10	4
employees	17	17	10

Table 12: Results of statistical analysis for faculty members' survey of college's internal environment:

	1	2	3	4	5	1	2	3	4	5
Academic affairs	not acceptable	acceptable	good	Very good	excellent	%	%	%	%	%
The suitability of the current study plan to the needs of the labor market.	35		2	1	2	87.50	0.00	5.00	2.50	5.00
Admission and registration mechanism, teaching and exam schedules.		1	5	4	30	0.00	2.50	12.50	10.00	75.00
The number of faculty members.	36	4				90.00	10.00	0.00	0.00	0.00
The quality of the teaching staff.				4	36	0.00	0.00	0.00	10.00	90.00
Qualifying faculty members for modern teaching systems.					40	0.00	0.00	0.00	0.00	100.00
Student numbers.	0	36		4		0.00	90.00	0.00	10.00	0.00
Quality of students.	37	3				92.50	7.50	0.00	0.00	0.00
Qualifying students for college study requirements.	40					100.00	0.00	0.00	0.00	0.00
Equipment and teaching aids in classrooms and laboratories.					40	0.00	0.00	0.00	0.00	100.00
Number of technicians.	40					100.00	0.00	0.00	0.00	0.00
Quality technicians.	40					100.00	0.00	0.00	0.00	0.00
E-Learning			30	10		0.00	0.00	75.00	25.00	0.00
Special units.	20	10	10			50.00	25.00	25.00	0.00	0.00

Academic advising programmes		20	10	10		0.00	50.00	25.00	25.00	0.00
Student clubs	20	20				50.00	50.00	0.00	0.00	0.00
Extracurricular student activities.	10	30				25.00	75.00	0.00	0.00	0.00
The budget of the scientific departments and the provision of equipment and chemicals for the educational process.			20	20		0.00	0.00	50.00	50.00	0.00
Follow-up of college graduates.	40					100.00	0.00	0.00	0.00	0.00
Contribution of college graduates, beneficiaries of college services, and external college partners to performance development.	40					100.00	0.00	0.00	0.00	0.00
Graduate studies and scientific research.										
The adequacy of postgraduate master's and doctoral programs to meet the needs of the labor market.	10	30				25.00	75.00	0.00	0.00	0.00
The college's scientific research outputs (the number of published research and scientific citations).				40		0.00	0.00	0.00	100.00	0.00
Support for scientific research.	40					100.00	0.00	0.00	0.00	0.00
Research projects supported by the	10	10	20			25.00	25.00	50.00	0.00	0.00

university and outside the university.										
College library.	20	10	10			50.00	25.00	25.00	0.00	0.00
Community partnership.										
College outputs from training programs, public lectures and workshops for the external community.					40	0.00	0.00	0.00	0.00	100.00
Mechanisms of communication of the college with the external community.	30	10				75.00	25.00	0.00	0.00	0.00
College fairs.	30	10				75.00	25.00	0.00	0.00	0.00
Contributions of the external community to serve the college.	35	5				87.50	12.50	0.00	0.00	0.00
Job opportunities for college graduates, whether in the public or private sector.	20	20				50.00	50.00	0.00	0.00	0.00
Veterinary teaching hospital.										
The number of veterinarians in the hospital.	40					100.00	0.00	0.00	0.00	0.00
Quality of hospital vets.					40	0.00	0.00	0.00	0.00	100.00
The number of technicians in the hospital.	40					100.00	0.00	0.00	0.00	0.00
Quality of hospital technicians.					40	0.00	0.00	0.00	0.00	100.00
Veterinary medical services provided by the hospital to the outside community.					40	0.00	0.00	0.00	0.00	100.00

The suitability of hospital equipment to the volume of services provided.	40					100.00	0.00	0.00	0.00	0.00
The administrative link between the college and the hospital.		40				0.00	100.00	0.00	0.00	0.00
Hospital continuing education programs.			5	5	30	0.00	0.00	12.50	12.50	75.00
Financial and administrative system.										
The number of college employees.	40					100.00	0.00	0.00	0.00	0.00
The quality of the college staff.	10	20	10			25.00	50.00	25.00	0.00	0.00
Qualifying employees for administrative work.				10	30	0.00	0.00	0.00	25.00	75.00
Administrative work mechanisms such as tenders, procurement and financial procedures.	40					100.00	0.00	0.00	0.00	0.00
Contribution of staff to the quality of performance of the veterinary medicine program.	10	10	20			25.00	25.00	50.00	0.00	0.00

Table 13: Results of statistical analysis for undergraduate students' survey of college internal environment:

	1	2	3	4	5	1	2	3	4	5
Academic affairs.	Not acceptable	acceptable	good	Very good	excellent	%	%	%	%	%
Admission and registration mechanism, teaching and exam schedules.		10	10	20	60	0.00	10.00	10.00	20.00	60.00
The number of faculty members.	10	20	70			10.00	20.00	70.00	0.00	0.00
The quality of the teaching staff.			20	40	40	0.00	0.00	20.00	40.00	40.00
Qualifying faculty members for modern teaching systems.			20	50	30	0.00	0.00	20.00	50.00	30.00
Student numbers.	10	40	30	20		10.00	40.00	30.00	20.00	0.00
Quality of students.			60	40		0.00	0.00	60.00	40.00	0.00
Qualifying students for college study requirements.	20	40	30	10		20.00	40.00	30.00	10.00	0.00
Equipment and teaching aids in classrooms and laboratories.	4	30	50	3	13	4.00	30.00	50.00	3.00	13.00
Number of technicians.	70	30				70.00	30.00	0.00	0.00	0.00
Quality of technicians.			80	20		0.00	0.00	80.00	20.00	0.00
E-Learning.		30	60	10		0.00	30.00	60.00	10.00	0.00
Academic advising programmes.		30	70			0.00	30.00	70.00	0.00	0.00
Student clubs.	80	10	10			80.00	10.00	10.00	0.00	0.00
Extracurricular student activities.		10	80	10		0.00	10.00	80.00	10.00	0.00
Graduate studies and scientific research.										
College library.	10	80	10			10.00	80.00	10.00	0.00	0.00
Community partnership.										
College outputs from training programs, public lectures and	20	60	20			20.00	60.00	20.00	0.00	0.00

workshops for the external community.										
Mechanisms of communication of the college with the external community.	70	30				70.00	30.00	0.00	0.00	0.00
College exhibitions.	80	20				80.00	20.00	0.00	0.00	0.00

Table 14: Results of statistical analysis for postgraduate students' survey of college internal environment:

	1	2	3	4	5	1	2	3	4	5
Academic affairs.	Not acceptable	acceptable	good	Very good	Excellent	%	%	%	%	%
The suitability of the current study plan to the needs of the labor market.	4	1				80.00	20.00	0.00	0.00	0.00
Admission and registration mechanism, teaching and exam schedules.					5	0.00	0.00	0.00	0.00	100.00
The number of faculty members.		.	2	3		0.00	0.00	40.00	60.00	0.00
The quality of the teaching staff.					5	0.00	0.00	0.00	0.00	100.00
Qualifying faculty members for modern teaching systems.					5	0.00	0.00	0.00	0.00	100.00
Qualifying students for college study requirements.	5					100.00	0.00	0.00	0.00	0.00
Equipment and teaching aids in classrooms and laboratories.					5	0.00	0.00	0.00	0.00	100.00
Number of technicians.	5					100.00	0.00	0.00	0.00	0.00
Quality of technicians.	5					100.00	0.00	0.00	0.00	0.00

E-Learning.		2	3			0.00	40.00	60.00	0.00	0.00
The budget of the scientific departments and the provision of equipment and chemicals for the educational process.			1	4		0.00	0.00	20.00	80.00	0.00
Follow-up of college graduates.	5					100.00	0.00	0.00	0.00	0.00
Contribution of college graduates, beneficiaries of college services, and external college partners to performance development.	5					100.00	0.00	0.00	0.00	0.00
Graduate studies and scientific research.						0.00	0.00	0.00	0.00	0.00
The adequacy of postgraduate master's and doctoral programs to meet the needs of the labor market.		5				0.00	100.00	0.00	0.00	0.00
The college's scientific research outputs (the number of published research and scientific citations).					5	0.00	0.00	0.00	0.00	100.00
Support for scientific research.	2	1	2			40.00	20.00	40.00	0.00	0.00
Research projects supported by the university and outside the university.	1	4				20.00	80.00	0.00	0.00	0.00
College library.	5					100.00	0.00	0.00	0.00	0.00
Community partnership.										

College outputs from training programs, public lectures and workshops for the external community.				5	0.00	0.00	0.00	0.00	100.00
Mechanisms of communication of the college with the external community.	5				100.00	0.00	0.00	0.00	0.00
College fairs.	5				100.00	0.00	0.00	0.00	0.00
Contributions of the external community to serve the college.	5				100.00	0.00	0.00	0.00	0.00
Job opportunities for college graduates, whether in the public or private sector.		2	3		0.00	40.00	60.00	0.00	0.00
Veterinary teaching hospital.					0.00	0.00	0.00	0.00	0.00
The number of veterinarians in the hospital.	5				100.00	0.00	0.00	0.00	0.00
Quality of hospital vets.				5	0.00	0.00	0.00	0.00	100.00
The number of technicians in the hospital.	5				100.00	0.00	0.00	0.00	0.00
Quality of hospital technicians.				5	0.00	0.00	0.00	0.00	100.00
Veterinary medical services provided by the hospital to the outside community.				5	0.00	0.00	0.00	0.00	100.00
The suitability of hospital equipment to the volume of services provided.		5			0.00	100.00	0.00	0.00	0.00

The administrative link between the college and the hospital.		5				0.00	100.00	0.00	0.00	0.00
Hospital continuing education programs.	5					100.00	0.00	0.00	0.00	0.00
Financial and administrative system										
The number of college employees.	5					100.00	0.00	0.00	0.00	0.00
Quality of college staff.	.	2	3			00.00	40.00	60.00	0.00	0.00
Qualifying employees for administrative work.	3	2				60.00	40.00	0.00	0.00	0.00
Administrative work mechanisms such as tenders, procurement and financial procedures.	5					100.00	0.00	0.00	0.00	0.00
Contribution of staff to the quality of performance of the veterinary medicine program.	5					100.00	0.00	0.00	0.00	0.00

Table 15: Results of statistical analysis for technicians' survey of college internal environment:

	1	2	3	4	5	1	2	3	4	5
Academic affairs.	Not acceptable	acceptable	good	Very good	excellent	%	%	%	%	%
The suitability of the current study plan to the needs of the labor market.	3	1				75.00	25.00	0.00	0.00	0.00
Equipment and teaching aids in classrooms and laboratories.					4	0.00	0.00	0.00	0.00	100.00
Number of technicians.	4					100.00	0.00	0.00	0.00	0.00
quality of technicians.			4			0.00	0.00	100.00	0.00	0.00
The budget of the scientific departments and the provision of equipment and chemicals for the educational process.		4				0.00	100.00	0.00	0.00	0.00
Follow-up of college graduates.	4					100.00	0.00	0.00	0.00	0.00
Contribution of college graduates, beneficiaries of college services, and external college partners to performance development.	4					100.00	0.00	0.00	0.00	0.00
Graduate studies and scientific research.										
The adequacy of postgraduate master's and doctoral programs to meet the needs of the labor market.	2	2				50.00	50.00	0.00	0.00	0.00

The college's scientific research outputs (the number of published research and scientific citations).					4	0.00	0.00	0.00	0.00	100.00
Support for scientific research.	4					100.00	0.00	0.00	0.00	0.00
Research projects supported by the university and outside the university.	4					100.00	0.00	0.00	0.00	0.00
College library.		4				0.00	100.00	0.00	0.00	0.00
Community partnership.										
College outputs from training programs, public lectures and workshops for the external community.					4	0.00	0.00	0.00	0.00	100.00
Mechanisms of communication of the college with the external community.		4				0.00	100.00	0.00	0.00	0.00
College fairs		4				0.00	100.00	0.00	0.00	0.00
Contributions of the external community to serve the college.	4					100.00	0.00	0.00	0.00	0.00
Job opportunities for college graduates, whether in the public or private sector.			4			0.00	0.00	100.00	0.00	0.00
Veterinary teaching hospital.										
The number of technicians in the hospital.	4					100.00	0.00	0.00	0.00	0.00
Quality of hospital technicians.					4	0.00	0.00	0.00	0.00	100.00

Veterinary medical services provided by the hospital to the outside community.					4	0.00	0.00	0.00	0.00	100.00
The suitability of hospital equipment to the volume of services provided.	4					100.00	0.00	0.00	0.00	0.00
The administrative link between the college and the hospital.			4			0.00	0.00	100.00	0.00	0.00
Hospital continuing education programs.	4					100.00	0.00	0.00	0.00	0.00
Financial and administrative system.										
Administrative work mechanisms such as tenders, procurement and financial procedures.	4					100.00	0.00	0.00	0.00	0.00
Contribution of staff to the quality of performance of the veterinary medicine program.	4					100.00	0.00	0.00	0.00	0.00

Table 16: Results of statistical analysis for employees' survey of college internal environment:

	1	2	3	4	5	1	2	3	4	5
Academic affairs.	Not acceptable	acceptable	good	Very good	excellent	%	%	%	%	%
Number of Employees.		5	5			0.00	50.00	50.00	0.00	0.00
Quality of staff.					10	0.00	0.00	0.00	0.00	100.00
Student clubs.			10			0.00	0.00	100.00	0.00	0.00
Extracurricular student activities.			5	5		0.00	0.00	50.00	50.00	00.00
Follow-up of college graduates.			3	6	1	0.00	0.00	30.00	60.00	10.00
Contribution of college graduates, beneficiaries of college services, and external college partners to performance development.			5	4	1	0.00	0.00	50.00	40.00	10.00
Graduate studies and scientific research.										
The adequacy of postgraduate master's and doctoral programs to meet the needs of the labor market.	3	2	5			30.00	20.00	50.00	0.00	0.00
Community partnership.										
College outputs from training programs, public lectures and workshops for the external community.			3	4	3	0.00	0.00	30.00	40.00	30.00
Mechanisms of communication of the college with the external community.			10			0.00	0.00	100.00	0.00	0.00
College fairs.			4	4	2	0.00	0.00	40.00	40.00	20.00

Contributions of the external community to serve the college.		7	3			0.00	70.00	30.00	0.00	0.00
Job opportunities for college graduates, whether in the public or private sector.			10			0.00	0.00	100.00	0.00	0.00
Veterinary teaching hospital.										
The number of veterinarians in the hospital.			10			0.00	0.00	100.00	0.00	0.00
Quality of hospital vets.					10	0.00	0.00	0.00	0.00	100.00
The number of technicians in the hospital.			10			0.00	0.00	100.00	0.00	0.00
Quality of hospital technicians.					10	0.00	0.00	0.00	0.00	100.00
Veterinary medical services provided by the hospital to the outside community.					10	0.00	0.00	0.00	0.00	100.00
The suitability of hospital equipment to the volume of services provided.				10		0.00	0.00	0.00	100.00	0.00
The administrative link between the college and the hospital.				10		0.00	0.00	0.00	100.00	0.00
Hospital continuing education programs.		7	3			0.00	70.00	30.00	0.00	0.00
Financial and administrative system.		10				0.00	100	0.00	0.00	0.00
The number of college employees.					10	0.00	0.00	0.00	0.00	100.00
The quality of the college staff.		50	50			0.00	50.00	50.00	0.00	0.00
Qualifying employees for administrative work.	10					100.00	0.00	0.00	0.00	0.00

Administrative work mechanisms such as tenders, procurement and financial procedures.	10					100.00	0.00	0.00	0.00	0.00
Contribution of staff to the quality of performance of the veterinary medicine program.	10					100.00	0.00	0.00	0.00	0.00

Table 17: Statistical analysis results for satisfaction rate:

Data	Satisfaction Rate
Academic affairs.	
The suitability of the current study plan to the needs of the labor market.	10
Admission and registration mechanism, teaching and exam schedules.	90
The number of faculty members.	10
The quality of the teaching staff.	100
Qualifying faculty members for modern teaching systems.	80
Student numbers.	60
Quality of students.	10
Qualifying students for college study requirements.	10
Equipment and teaching aids in classrooms and laboratories.	80
Number of technicians.	0
Quality of technicians.	60
E-Learning.	70
Special units.	50
Academic advising programmes.	70
Student clubs.	50
Extracurricular student activities.	70
The budget of the scientific departments and the provision of equipment and chemicals for the educational process.	50
Follow-up of college graduates.	0
Contribution of college graduates, beneficiaries of college services, and external college partners to performance development.	0
Graduate studies and scientific research.	
The adequacy of postgraduate master's and doctoral programs to meet the needs of the labor market.	50
The college's scientific research outputs (the number of published research and scientific citations).	80
Support for scientific research.	50
Research projects supported by the university and abroad.	30
College library.	30
Community partnership.	

College outputs from training programs, public lectures and workshops for the external community.	80
Mechanisms of communication of the college with the external community.	30
College fairs.	30
Contributions of the external community to serve the college.	10
Job opportunities for college graduates, whether in the public or private sector.	70
Veterinary teaching hospital.	
The number of veterinarians in the hospital.	20
Quality of hospital vets.	70
The number of technicians in the hospital.	20
Quality of hospital technicians.	60
Veterinary medical services provided by the hospital to the outside community.	90
The suitability of hospital equipment to the volume of services provided.	20
The administrative link between the college and the hospital.	60
Hospital continuing education programs.	0
Financial and administrative system.	
The number of college employees.	50
The quality of the college staff.	60
Qualifying employees for administrative work.	50
Administrative work mechanisms such as tenders, procurement and financial procedures.	60
Contribution of staff to the quality of performance of the veterinary medicine program.	20

Table 18: Strengths in academic affairs according to the statistical analysis of the satisfaction rate:

Strengths	Satisfaction Rate %
Academic Affairs	
Admission and registration mechanism, teaching and exam schedules.	90
The quality of the teaching staff.	100
Qualifying faculty members for modern teaching systems.	80
Student numbers.	60
Equipment and teaching aids in classrooms and laboratories.	80
Quality of technicians.	60
E-Learning	70
Academic advising programmes.	70
Extracurricular student activities.	70

Table 19: Weaknesses in academic affairs according to the statistical analysis of the satisfaction rate:

Weaknesses	Satisfaction Rate %
Academic Affairs	
The suitability of the current study plan to the needs of the labor market.	10
The number of faculty members.	10
Quality of students.	10
Qualifying students for college study requirements.	10
Number of technicians.	.
Special units.	50
Student clubs.	50
The budget of the scientific departments, and the provision of equipment and chemicals for the educational process.	50
Follow-up of college graduates.	0
Contribution of college graduates, beneficiaries of college services, and external college partners to performance development.	0

Table 20: Strengths in postgraduate studies and scientific research according to the statistical analysis of the satisfaction rate:

Strengths	Satisfaction Rate %
postgraduate studies and scientific research	
The college's scientific research outputs (the number of published research and scientific citations).	80

Table 21: Weaknesses in postgraduate studies and scientific research according to the statistical analysis of the percentage of satisfaction:

Weaknesses	Satisfaction Rate %
postgraduate studies and scientific research	
The extent of adequacy of postgraduate master's and doctoral programs to meet the needs of the labor market.	50
Support provided for scientific research.	50
Research projects supported by the university and abroad.	30
College library.	30

Table 22: The strength points in community engagement according to the statistical analysis of the satisfaction rate:

Strengths	Satisfaction rate
Community Engagement	
College outputs from training programs, public lectures and workshops for the external community.	80
Job opportunities for college graduates, whether in the public or private sector.	70

Table 23: Weaknesses in community engagement according to the statistical analysis of the satisfaction rate:

strengths	Satisfaction rate %
veterinary teaching hospital	
Quality of hospital vets.	70
Quality of hospital technicians.	60
Veterinary medical services provided by the hospital to the outside community.	90
The administrative link between the college and the hospital.	60

Table 24: The strengths of the veterinary teaching hospital according to the statistical analysis of the satisfaction rate:

Weaknesses	Satisfaction rate %
Community Engagement	
Mechanisms of college communication with the external community.	20
College exhibitions.	20
External community contributions to serve the college.	10

Table 25: The weaknesses of the veterinary teaching hospital according to the statistical analysis of the satisfaction rate:

weaknesses	Satisfaction rate
Veterinary teaching hospital	
The number of veterinarians in the hospital	20
The number of technicians in the hospital	10
The suitability of hospital equipment to the volume of services provided	20
Hospital continuing education programs	0

Table 26: The strengths of the financial and administrative system according to the statistical analysis of the satisfaction rate:

strengths	Satisfaction rate %
Financial and administrative system	
Quality of college staff.	60
Administrative work mechanisms such as tenders, procurement and financial procedures.	60

Table 27: Weaknesses in financial and administrative system according to the statistical analysis of the satisfaction rate:

weaknesses		Satisfaction rate %
Financial and Administrative System		
Number of college employees.		50
Qualifying employees for administrative work.		50
Contribution of staff to the quality of performance of the veterinary medicine program.		20



College of Veterinary Medicine

Dean's office

Executive Plan

2020-2026

Operational Plan 2020-2024						KFU	Description Of Project Implementation		
Strategic Goal (1): To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market									
Sub-goal (1-1): Developing the veterinary medicine program in line with the labor market.									
Project (1-1-1): Follow up on the implementation of the college's new study plan.									
Project Description: The project measures course learning outcomes, reviews feedback, and prepares improvement plans.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Measuring course learning outcomes.	100	100	100	100	100	- Course and program reports.	Vice Dean for Community Development and Partnership	Concerned Academic Departments	
Preparing a plan for implementing the new study plan in the clinical departments of the college	100	100	100	100	100	- Operational plans for the concerned departments.			
Review feedback from course and program reports.	100	100	100	100	100	- Course and program reports.			
Preparing improvement plans.	100	100	100	100	100	- Improvement plans.			

Operational Plan 2020-2024						KFU	Description Of Project Implementation		
Strategic Goal (1): To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market									
Sub-goal (1-1): Developing the veterinary medicine program in line with the labor market.									
1- Project (1-1-2): Application of artificial intelligence in the field of veterinary medicine.									
Project Description: The project works to educate the employees and graduates of the college and educate them about artificial intelligence and its role in the field of veterinary medicine, and then include artificial intelligence in related veterinary medicine specialties, and apply artificial intelligence in undergraduate and postgraduate programs.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Raising awareness of the concept of artificial intelligence among students, graduates and employees of the Faculty of Veterinary Medicine.	100					Financial Support Decision.	College Dean	University Veterinary Services Unit	
Inclusion of artificial intelligence in various veterinary specialties.		100				Administrative and Technical Team Meetings.			
Application of artificial intelligence for veterinary medicine and postgraduate program.		100				Operational Plan.			
Preparing improvement plans.		100	100	100	100	Purchase Records.			
Improvement plans.		100	100	100	100	Annual Report.			

Operational Plan 2020- 2024					KFU	Description Of Project Implementation			
Strategic Goal (1): To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market									
Sub-goal (1-1): Developing the veterinary medicine program in line with the labor market.									
1- Project (1-1-3): Developing the veterinary teaching hospital to serve the educational and investment process of the college and university.									
Project Description: The project works to develop the teaching hospital, and implement the proposal to operate the teaching hospital from Kafou Veterinary Company.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Request for approval to allocate financial support.	100					- Financial Support Decision.	College Dean	University Veterinary Services Unit	
Forming an administrative and technical team with allocating tasks.		100				- Administrative and technical team meetings.			
Preparing an annual operational plan.		100				- Operational plan.			
Purchase of medicines, supplies and devices.		100	100	100	100	- Purchase records.			
Attracting technical and medical staff to the hospital.		100	100	100	100	- Contracts			
Marketing the hospital and its services.		100	100	100	100	- Advertising			
Follow-up, implementation and evaluation.		100	100	100	100	- Annual Report.			

Improvement plans		100	100	100	100	- Annual Report.			
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Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (1): To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market									
Sub-goal (1-1): Developing the veterinary medicine program in line with the labor market.									
Project (1-1-4): Developing educational skills and granting certificates for the student's skill record.									
Project Description: The project aims to develop the educational skills of the student; Through the student's access to courses according to the student's skill record in all veterinary medical specialties; Which in turn qualifies the student to compete in the labor market.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Register on the Human Resources Development Fund platform (goal).	0	0	0	100	100	- Link to the electronic platform.	college administration	Deanship of Students and the Deanship of Development	
Determine the student skills required for the graduate to achieve competition in the labor market.	0	0	0	100	100	- Link to the electronic platform.			
Register the required student courses and their dates.	0	0	0	100	100	- Link to the electronic platform.			
Holding tests and awarding certificates.	0	0	0	100	100	- Skills record certificates.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (1): To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market									
Sub-goal (1-1): Developing the veterinary medicine program in line with the labor market.									
Project (1-1-5): Enhancing communication with graduates.									
Project Description: Enhancing communication with graduates through: meetings, and creating electronic communication platforms on various social media - such as email, WhatsApp, and Telegram -; To link the graduate with the college, and to ensure his involvement in the various activities of the college.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Listing alumni of previous years, specifying the means of communication with them.	0	100	100	100	100	- Lists of almuni for the past 7 years.	College Alumni Unit.	College Community Engagement Committee.	
Communicate with alumni who have been tallied.	0	100	100	100	100	- Alumni group on WhatsApp and Instagram.			
Enhancing communication with alumni.	0	100	100	100	100	- Brochures introducing the college's scientific, social and cultural activities for alumni.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (1): To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market									
Sub-goal (1-2): Achieving academic accreditation for the veterinary medicine program nationally or internationally.									
Project (1-2-1): Obtaining academic accreditation from the Education Evaluation Commission.									
Project Description: Al-Mashrouf seeks to obtain academic accreditation for the veterinary medicine program from the Education and Training Authority in the Kingdom of Saudi Arabia. By fulfilling the qualification requirements required for accreditation by the Authority.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
College self-study preparation.	100					- Accreditation Certificate.	College Dean	Quality Committee	
Choose an academic accreditation body.		100							
Fill out the accreditation body forms.			100	100	100				
Application for academic accreditation.					100				
Academic Accreditation.					70				

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (1): To abide with the principles of student-centered education that ensure the presence of competent graduates able to meet the needs of labor market									
Sub-goal (1-3): Increase postgraduate programs offered at the college.									
Project (1-3-1): Increasing the number of postgraduate programs offered by the college.									
Project Description: The project seeks to expand postgraduate programs and intermediate programs in various disciplines at the college.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Following up the decision to start implementing approved programs through the college councils.	100	100	100	100	100	- College Councils	College Dean	College Council	
Follow up the implementation of the programs through the college councils.	100	100	100	100	100	- College Councils			
Evaluation of course and program reports.	100	100	100	100	100	- Annual Report			
Improvement plans.	100	100	100	100	100	- Annual Report			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
.Strategic Goal (2): To perform distinguished scientific research that shapes the future									
Sub-goal (2-1): Enrich distinguished scientific production.									
Project (2-1-1): Attracting and retaining distinguished research talents.									
Project Description: The project aims to attract distinguished research talents, and work to retain and preserve them. This is done by forming a committee to set research priorities, in order to attract qualified people according to the identified priorities. The project also aims to establish mechanisms to maintain distinguished researchers.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Formation of a committee to determine the research priorities of the college.		100	100	100	100	The decision to form the committee.	College Dean	Vice Dean for Academic Affairs	
Attracting distinguished faculty members in research.		10	30	30	30	- The rate of increase in the number of faculty members who are distinguished by research in the college.			
Establishing mechanisms to preserve distinguished researchers.		10	30	30	30	Distinguished Researchers Awards Decision.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
.Strategic Objective No. (2): To perform distinguished scientific research that shapes the future									
Sub-objective No. (2-1): Enrich distinguished scientific production.									
Project No. (2-1-2): Organizing scientific events (conferences, workshops, scientific seminars, etc.).									
Project Description: The project aims to expand the organization of scientific events of conferences and seminars in the college. This is done by preparing periodic lists of scientific events, and encouraging the scientific departments in the college to organize new activities.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Activating the role of the scientific and cultural events committee in the college.		100	100	100	100	- The rate of increase in scientific activities.	Vice Dean for Scientific Research	College Dean	
Preparing a list of scientific events in the college.		100	100	100	100	- List of scientific events organized in the college.			
Encouraging scientific departments to organize scientific events.		10	30	30	30	- His Excellency the President of the University Award for Distinguished Academic Department.			
Performance monitoring.		0	30	30	40	- The rate of increase in scientific activities.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
.Strategic Goal (2): To perform distinguished scientific research that shapes the future									
Sub-goal (2-2): Expanding areas of cooperation and research partnerships at the local and global levels.									
Project No. (2-2-1): Contracting cooperation agreements and research partnerships.									
Project Description: The project aims to expand the conclusion of research cooperation and partnership agreements through identifying the target parties for participation, and encouraging scientific departments to hold these partnerships.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Formation of a committee to set priorities for research cooperation.	10	30	60			- The decision to form the committee.	.Vice Dean for Scientific Research	College Dean	
Inventory of international, regional and local research partnerships.	10	10	70	10		- List of partnerships.			
Determine the modern targets for cooperation in accordance with the research priorities of the college.	100	100	100	100	100	- Committee meeting minutes.			
Encouraging departments to conclude research agreements.	100	100	100	100	100	- His Excellency the President of the University Award for Distinguished Academic Department.			
Performance Improvement.		10	30	30	30	- Improvement plans.			

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Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (3): To offer the community services that solve the pertinent problems in Saudi Arabia									
Sub-goal (3-1): Developing community engagement programs.									
Project (3-1-1): Diversifying the areas of community pengagement and defining its priorities.									
Project Description: Work to diversify the areas of community partnership; Which provides greater opportunities for different sectors, and then limit the importance of these partnerships and determine their priorities.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Determine the areas of community partnership that the college can undertake, with a focus on selecting multiple types of partnerships.	100	100	100	100	100	- Community Engagement Committee meetings to determine these partnerships. - The number and types of community engagements which has been agreed upon between the college and the various community entities (community partnership agreements).	Community Engagement Committee.	.Vice Dean for Development	
Determine Partnership priorities based on some indicators, such as: the community's need, and the extent of the college's members and students' involvement in the partnership.	100	100	100	100	100	- List of important social community engagements			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (3): To offer the community services that solve the pertinent problems in Saudi Arabia									
Sub-goal (3-2): Enable the college's employees to participate in community engagement programs.									
Project (3-2-1): Enhancing the contribution of college employees in preparing and implementing community engagement programs.									
Project Description: Working to enhance the role of the college's employees in preparing and participating in community engagement programmes through stimulation, providing the necessary issues for implementation.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commissi on for Academic Accreditat ion Standards
	2020	2021	2022	2023	2024		Main	Suppo rtive	
Spreading the culture of community partnership among college employees.	100	100	100	100	100	- Administrative decisions related to community engagement. - Awareness leaflets. - Announcements and Circulars.	- Community PEngagement Committee. - Vice Dean for Development.	College Administration	
Enabling college employees to prepare and participate in community partnership programs.	100	100	100	100	100	- Official correspondencies and decisions. - Partnership implementation reports.			
Motivating college employees participating in community partnerships.	100	100	100	100	100	- Stimulus decisions.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (3): To offer the community services that solve the pertinent problems in Saudi Arabia									
Sub-goal (3-3): Marketing community engagement programs.									
Project (3-3-1): Enriching communication mechanisms with community institutions.									
Project Description: Enhancing and enriching the mechanisms of communication with the community through the implementation of multiple community engagement programs.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Implementation of workshops, seminars and community exhibitions; In order to increase the means of communication with the community.	100	100	100	100	100	- Implemented community engagement programmes.	Community Engagement Committee.	Vice Dean for Development.	
Establishing electronic means of communication for the community partnership unit in the college; To enable the community to communicate with it.	100	100	100	100	100	- The social communication addresses of the Partnership Unit on various social media.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (4): To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working									
Sub-goal (4-1): Developing a system for attracting faculty members.									
Project (4-1-1): Retaining distinguished faculty members.									
Project Description: Encouraging the retention of appointed faculty members.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Provide an attractive environment.	100	100	100	100	100	- Percentage of the retained teaching staff.	University Management	University Human Resources	
Improved terms of service.	100	100	100	100	100	- A questionnaire to measure the satisfaction of distinguished faculty members.			
Improving health and education services.	100	100	100	100	100	- A questionnaire to measure the satisfaction of distinguished faculty members.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (4): To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working									
Sub-goal (4-1): Developing a system for attracting faculty members.									
Project (4-1-2): Attracting distinguished faculty members and visiting professors with distinguished and high calibers.									
Project Description: Attracting distinguished faculty members with different specifications and tasks, and encouraging them to join the college.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Activating the role of the Faculty Recruitment Committee.	100	100	100	100	100	- Committee Minutes.	College Administration.	College Faculty Recruitment Committee.	
Developing the appropriate characteristics for the distinguished faculty member.	100	100	100	100	100	- Conditions for applying for the job.			
List distinguished faculty members locally, regionally and internationally.	100	100	100	100	100	- List of faculty members.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (4): To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working									
Sub-goal (4-2): Developing a system for attracting technicians.									
Project (4-2-1): Retaining distinguished technicians.									
Project Description: Encourage retention of outstanding technicians.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Providing infrastructure, aids, and an attractive environment.	100	100	100	100	100	- Technician Satisfaction Questionnaire.	University Administration.	University Human Resources	
Improve the service and its terms.	100	100	100	100	100	- Technician Satisfaction Questionnaire.			
Holding training courses.	100	100	100	100	100	- Training Certificates.			
Performance Improvement	100	100	100	100	100	- Improvement Plan.			

Operational Plan 2020- 2024						KFU	Description Of Project Implementation		
Strategic Goal (4): To demonstrate sincerity, flexibility and perseverance in dealing with colleagues especially during team working									
Sub-goal (4-2): Developing a system for attracting technicians.									
Project (4-2-2) Attracting distinguished and highly qualified technicians.									
Project Description: Attracting outstanding technicians.									
Implementation Activities (Actions)	Achievement Rate (%)					Performance indicators	Implementation Responsibility		National Commission for Academic Accreditation Standards
	2020	2021	2022	2023	2024		Main	Supportive	
Activating the role of the Recruitment committee.	100	100	100	100	100	- Committee Minutes.	CollegeAdministration.	Recruitment Committee for Attracting Distinguished Technicians in the college.	
Developing appropriate attributes for distinguished technicians.	100	100	100	100	100	- Submission Conditions.			
Outstanding technicians.	100	100	100	100	100	- List of distinguished technicians.			