

# The Second Strategic Plan for College of Medicine and Medical Sciences UCM 2020-2025,1442-1447



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#### Introduction:

College of Medicine and Medical Sciences Unaizah (UCM) is working to achieve comprehensive development and enhance its role in the development and improvement of its outputs and services in line with the highest international standards in medical education. The college has prepared its strategic plan based on rigorous scientific methodology and a high level of professionalism. Featuring the strategic plan of the college ambitious and rooting entrepreneurship while seeking to raise the roof workers with college aspirations and enhance performance and high-quality culture.

The college strategic plan's projects complementary to the university's projects including educational and research policy and the development of modules and complete equipment and facilities and the development of cooperation and partnership programs with sectors government and private beneficiaries and attract talented teaching staff members to promote academic mobility university and encouraging and contributing to provide a favorable environment in the development processes and quality taking place in the university.

UCM since its inception in 2011, has developed strategic plans with mission, vision, values and goals. This plan guided the College for nine years. These strategic plans have aptly served the Program needs in its educational, research and community services goals. Following signing the contract between the university and the Education & Training Evaluation Commission for UCM program accreditation, which accompanied the new University strategic plan for the next five years 2020-2025, a need arose to create a comprehensive, well informed and well-structured plan to respond to the requirements of accreditation as well as providing a road map for progressive growth, development and leadership in medical education. Currently the College is on a firm ground to move forward and take the following steps in its milestones to formulate a comprehensive strategic plan to strengthen achievements and rectify weaknesses based on the available opportunities and resources.

The UCM Program implemented innovative student-centered and Team-based Learning curricula. This curriculum is designed to meet best educational standards through collaborative work with wright state university, Boonshoft school of medicine which is a leading international University.

The Program Strategic Plan (2020-2025) is developed based on comprehensive SWOT analysis where all stakeholders including students, teaching staff, healthcare providers, community representatives and health system leaders from both campuses were actively involved. Additionally, our new strategic plan is aligned with the University plan which is in turn an integral part of the Saudi Vision 2030, as well as the Future Plan for Higher Education, Kingdom of Saudi Arabia (AAFAQ 2029). Our new plan paves the way for the next five years and serves as means to monitor progress and accomplishments aiming toward global leadership in medical education. The UCM mission is aligned with the University strategic plan; however, it defined medical education more precisely and specifically. For instance, the College commitment to the community is represented as social accountability which is now becoming a specific term in medical education with a measurable framework and grids in medical education. Moreover, our plan focuses on 8 strategic goals and their corresponding initiatives, projects and related performance indicators management tools.



#### **UCM Vision, Mission and Values:**

## Vision

 Nationally leading and internationally distinguished college in medical edducation based on competancies, supporting sustianable development in Qassim region.

## Mission

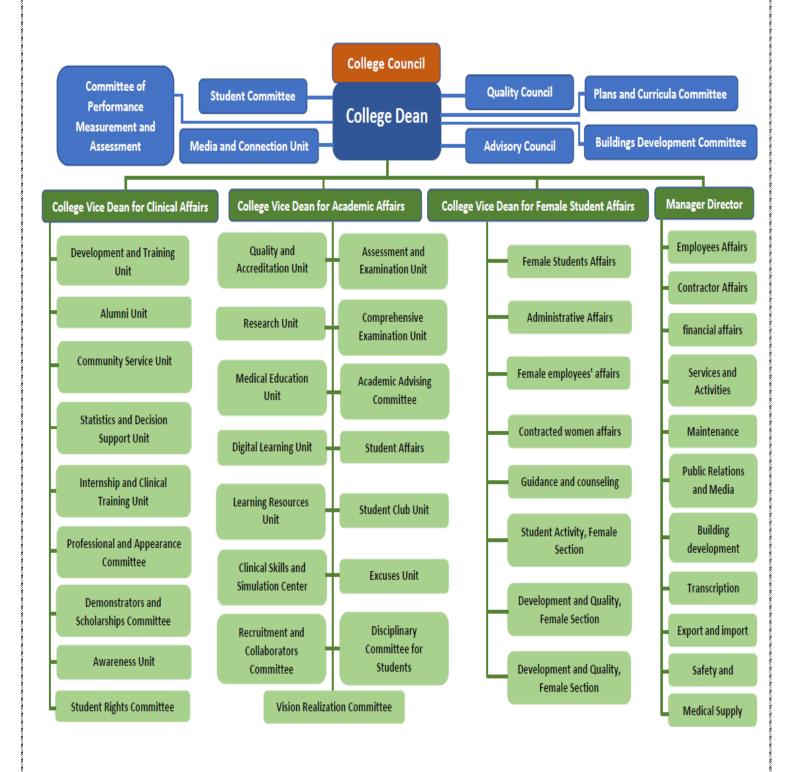
 Provide an excellent educational program to prepare competent professionals in the fields of medicine and medical science meets the needs of the labor market and provide applied research programs and advisory and training contribute to improving the quality of health services in the local community and adopt the style of medical education creative based on work teams and activating the partnership nationally and internationally

# Values

- Justice: We strive to achieve equal opportunities and justice in dealing with everyone.
- Honesty: We do work honestly and adhere to a code of conduct and ethics .
- **Transparency**: We commit ourselves to honest transactions and procedures, and adhere to the principles of accountability.
- Quality: We apply the highest quality standards.
- **Creativity:** We provide an organizational environment that encourages creative thinking and innovative behavior.
- **Teamwork**: We encourage a culture of teamwork, thinking and behavior



#### **UCM Organizational Structure:**





#### **Program Vision, Mission, and Values:**

The Program Vision, Mission, Values and Goals are aligned with those of the college and Qassim University Vision, Mission, Values and Goals and were prepared in consideration of Islamic values, societal perspectives, and Saudi Vision 2030. Other considerations include the national development plan, strategic goals, policies and future plan for higher education in the Kingdom of Saudi Arabia. Furthermore, we considered the national and international accreditation requirements, mainly the Education & Training Evaluation Commission & World Federation of Medical Education. Other specific factors that shape our mission, vision and values; are the stakeholders' views including UCM students, faculty, partners, health system and community representatives. Their views were obtained through comprehensive SWOT analysis. These statements aim toward ambitious and balanced transformation to address the national requirements while keeping the global dimension. Based on the above, the mission, vision and core values were formulated:

#### **Vision, Mission and Values:**

Vision

 To graduate distinguished medical students with high medical qualities, competencies, knowledge, and behaviors in an ethical context of social responsibility for health needs of KSA.

Mission

 Providing an interactive and integrated educational environment aligned with the current National and International Frameworks for Medical competencies to graduate highly qualified and competent physicians, who serve their communities and carry out research in a professional and ethical way that reflect the College's social accountability, and shows commitment for continuous personal and professional development, readiness to further their medical specialization, and effective leadership consistent with the National Future Vision



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#### **Program Goals:**

Provide evidencebased medical education aligned with the National Framework for Medical Competencies Develop the (SaudiMED).

Adopt an interactive learning environment by implementing recent trends in teaching, learning and assessment in health professions education communication, the

interpersonal and the information

technology (IT) skills necessary to

function as an

effective and

accountable

member of a health care team

Foster self-directed, life-long learning among graduates

Acquire in-depth medical knowledge, and develop analytical thinking, and problem solving skills among graduates

**Graduate health** professionals who serve their communities and provide humanistic patient care

**Promote scientific** research and leadership readiness among graduates in lines with the National **Future Vision** 



#### Stages of the strategic plan:

confec or are connected from
The construction of the strategic plan goes through a number of stages:
Where do we want to be in the future?
Where are we now?
What do we want?
How can we get to that situation in the future?
How can we measure our progress?
What if?



#### Stages of the strategic plan:

To where?

• Vision, Mission & Goals

Where are we?

 Diagnosing the current situation using the strategic analysis method SWOT

what do w want? • Strategic objectives and performance indicators

How can we get to that future?

• Projects and programs

How do we measure our progress?

• Monitoring, evaluation and development processes

what if?

• Managing the risks that may affect the plan



#### **UCM Strategic Plan inputs:**





#### **The Second UCM Strategic Plan:**

#### Introduction:

Strategic planning in the Faculty of Medicine UCM went through one former plan (2014-2020). It aimed to develop the curriculum for the MD degree through 6 major goals with 17 strategies, 93 projects, 81 of which are within the University's projects detailed in its executive plan. The college added 12 projects, which we will separate in this plan. Each goal was assigned to a team of the faculty administrators and faculty members to follow up the execution of its projects.

It was a paradigm shift in strategic planning for the University Administration, whereby the college plan emerged from the University's Strategic Plan based on guiding steps prepared by the University. The faculty prepared its mission and vision independently achieves the University's strategic goals. This period was distinguished by reinforcing the culture of strategic planning. For this reason, UCM formed an executive committee to monitor the implementation of the strategic plan and to ensure the fulfillment of the performance indicators.

One of the challenges that faced the implementation of the First Strategic Plan was its high centralization in development and monitoring stages. During this period UCM established the Strategic Planning Unit. It was assigned to follow up with performance indicators for the first strategic plan. To prepare the Faculty's Second Strategic Plan in alignment with the University's plan; disseminate strategic planning culture among faculty members; and to avoid all challenges that were faced during the First Strategic Plan.

All the requirements to implement the college's second Strategic Plan are fulfilled. In addition, there is collaboration with the Strategic Planning Department in the University for including the UCM projects in the University's Plan to assure financial support. Moreover, the University assigned a group of projects from its Strategic Plan to the college to assure the college's capacity of execution and enforcement. That resulted in the preparation of the college's second Strategic Plan. The work is still in progress to execute the college's projects, and the goal from that is to achieve the vision and mission of the University and the Faculty which correspond to plans of the Ministry of Education (Afaq), and the National Transformation Plan (2020), and the Kingdom's vision (2030).



#### Methodology of The Second UCM Strategic Plan:

Formation of a committee to prepare the second strategic plan, consisting of the followings:

- 1- Vice Dean for Academic Affairs
- 2- Vice Dean for Clinical Affairs
- 3- Vice Dean for the Female Branch
- 4- Head of The Strategic Planning Unit
- 5- Head of Vision Realization Committee.
- 6- Director of Quality and Accreditation Unit

#### **Detailed description of the UCM Second Strategic Plan:**

UCM has a Strategic framework that guides and directs it towards fulfilling its role and achieving its goals.

This framework consists of Vision, Mission and seven values governing the behaviour of the college and its employees.

The plan has been divided into 8 strategic goals, 8 strategies with 9 initiatives, 30 strategic projects, and 31 performance Indicators to follow the performance.

The college plan was made in line with the University Strategic Plan in terms of form, general directions, and items.



## Methodology of the second UCM Strategic Plan:

Methodology of the Strategic Plan					
Preparing the Strategic Plan Proposal					
	Formation of Strategic Plan Team				
Analysis of the	e status quo of the internal and external	environmental			
Sources of environmental analysis	Methods of environmental analysis	Participating Stakeholders			
<ul> <li>Documents</li> <li>Surveys</li> <li>Structured &amp; unstructured interviews</li> <li>Workshops</li> <li>Regular reports</li> <li>The faculty's former plans</li> <li>The University's strategic plan</li> <li>The Ministry of Education's plan</li> </ul>	SWOT analysis     External environmental analysis	<ul> <li>Academic leaders</li> <li>Faculty members</li> <li>Students</li> <li>Alumni</li> <li>Administrators and technicians</li> <li>Employers</li> <li>Stakeholders from the community</li> </ul>			
	rmulation of the Vision, Mission, and val				
Determining	g parameters, strategic goals, strategies,	and projects			
Determinir	ng sectors responsible for implementing	the projects			
Determini	ng the performance indicators and moni	toring plan			
	Development of the financial plan				
Reviewing and approving the Plan					



## Analysis of the current situation, trends, and future prospects:

Analysis of the current situation, trends, and future prospects						
Target output	Analysis methods	Data collection methods	Internal & external stakeholders	Sub themes	The main axis	Analysis of the situation and future trends dimensions
Assessment of the current situation (SWOT)  Strength points  Weaknesses  Opportunities  Threats Success and future factors Ruling Success Factors Expectations and future directions Vision Mission Values Strategic goals or objectives  Projects	Quantitative analyzes (statistical) Analyses (the quality)	Workshops Semi- structured interviews Questionnaires open Questionnaires closed Examination and analysis of secondary data	Higher management Faculty members Students Employees Graduates Business men Hospital managers Health Affairs Categories of society	Plans / curriculum Funding for scientific research Research Plan Faculty members The students Teaching & assessment methods Educational environment Faculty research At college level Departmental level At the college level At the district level Continuing education services Job Search Services	Education Scientific research Social services financial aspects Student Services Community Service Human Resources Services and benefits Administrative aspects Ambitions of business and health affairs Information Technology	Internal environment The external environment Ruling Success Factors Outlook Future directions Vision / values Mission/strategic objectives Strategies and projects



#### Areas of strength:

- Existence of highly qualified faculty members
- Most faculty members are certified in academic education
- Having enthusiastic faculty members
- Having a study plan and innovative high-quality curricula
- Diversity of assessment methods
- Existence of faculty development programs
- Existence of big numbers of scholarship holders in all disciplines
- Majority of faculty members are in the prime of their life
- Presence of a Clinical Simulation Center
- Good quality of community service and service-learning programs
- Advanced information technology
- Promotion of student's leadership program leadership programs
- Availability of employees in the senior & lower management with a high degree of efficiency
- Having enthusiastic students
- Academic communication and positive interaction between staff and students
- The presence of team spirit in the college among faculty members
- The presence of team spirit in the college among the employees
- Availability of IT infrastructure elements
- Availability of educational infrastructure
- Utilizing Information Technology in Curricula and examinations

#### **Areas for Improvement:**

- The alignment between the scientific and cognitive level of students and the distinguished curriculum requirements
- No registration for foreign students (non-Saudis)
- Non-Completion of university hospital
- A limited number of faculty members in basic medical sciences
- Centralization of admission requirements to the University
- Inadequate English proficiency among enrolled students
- Insufficiency of training facilities
- Inadequate training for the technical and administrative staff



#### **Opportunities:**

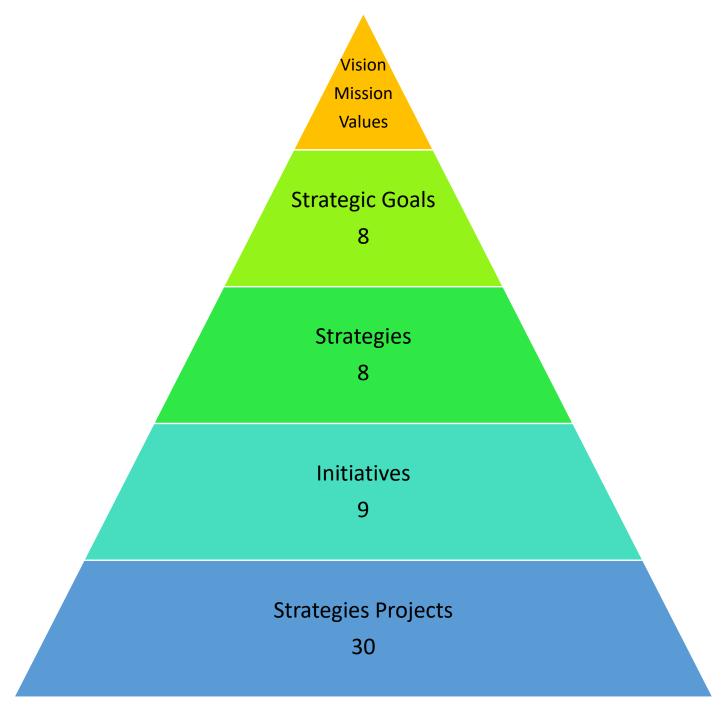
- Increase of the community needs for higher education
- Sustained government support for high quality educational outcomes
- Support of the University administration for disseminating the culture of quality and accreditation
- University international agreements
- University's strong infrastructure
- Growing need for consultant physicians in public and private hospitals
- Ease collaborations with the hospitals of the Ministry of Health

#### **Challenges:**

- Difficult recruitment of new teaching staff
- Evolution of other medical schools
- Inadequate financial resources
- Inadequate of external funding for scientific research



## The Pillars of the Second Strategic Plan:





## UCM Strategic Plan Goals (2021-2025):

Goal 1	Assurance the quality of educational and administrative aspects of the program
Goal 2	Improvement of skills and professionalism of students
Goal 3	Enhancement of research productivity
Goal 4	Raising the level of satisfaction of students, faculty members and administrative staff
	Improvement of digital transformation and automation
Goal 5	Improvement the effectiveness of community services
Goal 6	
Goal 7	Completion of college's infrastructure
Goal 8	Enhancement of partnership and exchange with equivalent program



## UCM Plan Strategies (2021-2025):

Strategy 1	•Education & Administration
Strategy 2	•Skills & Professionalism
Strategy 3	•Research Production
Strategy 4	•Satisfaction
Strategy 5	•Digital Transformation & Automation
Strategy 6	•Community Service
Strategy 7	•Infrastrcuture
Strategy 8	Parternership & Exchange



#### **UCM Plan Initiatives for each Strategy:**

- Education & Administration:
  - Educational excellence
  - Student's counselling
- Skills & Professionalism:
  - Student Competencies
- Research Productivity:
  - ♣ Research and development
- Satisfaction:
  - Human resources
- Digital transformation and automation:
  - Information technology
- Community service
  - Distinguished community service
- Infrastructures
  - College Infrastructure
- Partnership & Exchange
  - Education Partnerships



#### **Projects for each Strategic Goal:**

#### Goal 1: Assurance the quality of educational and administrative aspects of the program

- · Academic accreditation for the program nationally
- Program development according to national tests
- Identification of requirements for developing program curriculum
- Faculty members peer evaluation
- Introduction of COVID-19 module in the curriculum
- Development of a structured Faculty Development Program dedicated to personal and professional development of faculty members
- Development and diversify of learning resources
- Develop innovative approaches to learning and teaching (TBLs, PIs, and Flipped classroom)
- Enhancing student loyalty and satisfaction
- Motivating distinguished students
- Enhancing the efficiency of academic advising

#### Goal 2: Improvement of skills and professionalism of students

- Improving students' academic performance
- Develop and support self-learning and learning resources
- Promote volunteer work

#### Goal 3: Enhancement of research productivity

- Increase students' participation in researches conducted by college members
- Improve the research output by faculty members
- Improve applied research output
- Determining the community needs for applied research

#### Goal 4: Raising the level of satisfaction of students, faculty members and administrative staff

- Develop mechanisms to attract and retain faculty members
- Enhance job satisfaction and institutional loyalty
- Developing mechanisms for evaluating performance and motivating human resources

#### Goal 5: Improvement of digital transformation and automation

- Activating the use of electronic sources of knowledge by faculty members and students
- Development of the college website and its units

#### Goal 6: Improvement the effectiveness of community services

- Increasing awareness of faculty and students for volunteer work and community service
- · Development of a community service Program dedicated to help, increase awareness and serve community needs

#### Goal 7: Completion of college's infrastructure

- Detailed plan to complete the college infrastructure
- Establishing a continuous training center
- Completion of equipment and operation for the university hospital and its facilities

#### Goal 8: Enhancement of partnership and exchange with equivalent program

- Cooperation, partnership in the field of programs, plans and curriculum
- Enhance communication and partnership with alumni

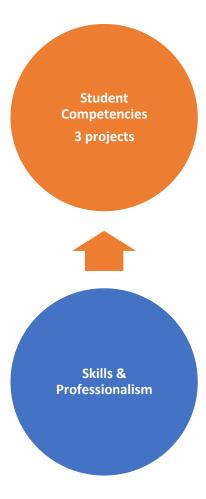


## Initiatives for the first strategy and projects number:



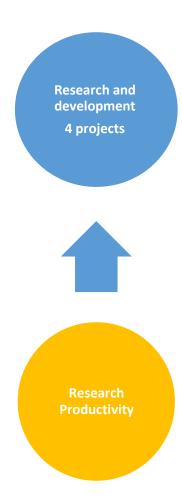


## Initiatives for the second strategy and projects number:



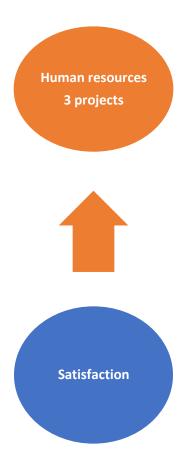


## Initiatives for the third strategy and projects number:



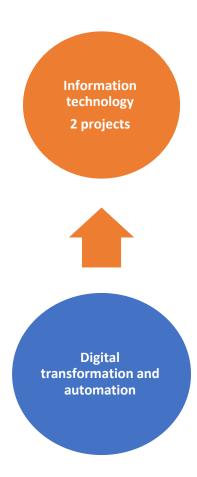


## Initiatives for the fourth strategy and projects number:



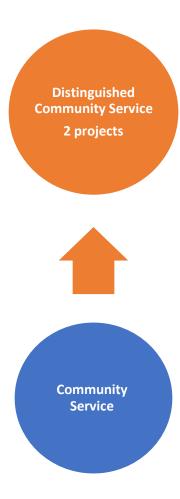


## Initiatives for the fifth strategy and projects number:



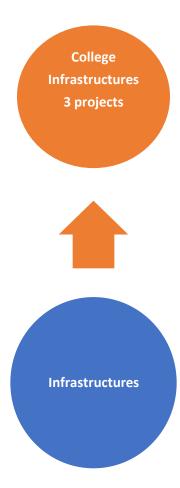


## Initiatives for the sixth strategy and projects number:



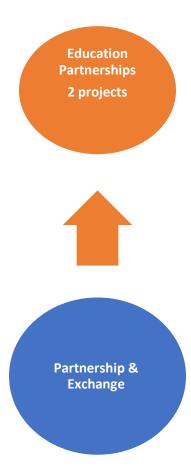


## Initiatives for the seventh strategy and projects number:





## Initiatives for the eight strategy and projects number:





#### **Key performance Indicators for each Strategy:**

Key Performance Indicators (KPIs) are tools for measuring performance and determining the success rate in achieving goals according to specific criteria. It also helps to clarify many dimensions of implementation in addition to considering the benefit from good practices and standard indicators, which makes it contribute to improving the quality of implementation of the projects contained in the strategic plan of the college.

Strategies	Key Performance Indicators	Indicator
		type
Education & Administration	The program obtained national accreditation	%
Skills & Professionalism	Average final year students' assessment of the quality of learning	5 Likert
Community service		scale
Partnership & Exchange	The ratio of students to faculty members	%
	Percentage of students graduating within the specified period of the program	%
	The level of students' performance in professional or national examinations	%
	The average rating of the employers for the competence of graduates	5 Likert scale
	Average enrollment of graduates in postgraduate programs during the first year of their graduation	%
	Number of volunteer hours for students	Hours
	Number of agreements concluded for the exchange of information and documents	Number
	Number of partnership agreements with peer programs	Number
	The level of satisfaction of the partnering parties with information	5 Likert
	exchange, cooperation and partnership.	scale
Research Productivity Number of papers published in ISI Indexed Journals		Number
	Applied research rat out of total completed research	%
	Number of papers published in Scopus Indexed Journals	Number
	The rate of published research for faculty members	Number
	Number of publications by faculty members that involve students as co authors	Number
	Percentage of faculty members who has at least one publication in ISI/Scopus indexed journals	%
	Number of total publications by each faculty members in a given academic year	Number
	Satisfaction rate of college teaching staff on the quality of administrative	5 Likert
Satisfaction	procedures	scale
Digital transformation and	Satisfaction rate of college administrative employees on the quality of	5 Likert
automation	administrative procedures	scale
	Satisfaction rate of college students on the quality of services	5 Likert scale
	Percentage of college units for which job description have been updated	%
	Percentage of college units whose organizational structure have been updated	%



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Chaizan Conege of Medicine and Medicin Sciences				
	Satisfaction rate with technical services	5 Likert scale		
	Percentage of completion of digital college magazine	%		
	Number of visits to the college website	Number		
Infrastructures	The percentage of completion of college male campus	%		
	Student to faculty ratio	Number		
	The percentage of completion of the university hospital	%		
	The percentage of completion of animal house	%		
	Satisfaction rate of college employees with adequacy of infrastructure	5 Likert		
		scale		



# Alignment with Qassim University Strategic Plan and future plan of higher Education in the Kingdom (Afaq 2029):

	UCM Strategic Goals	Qassim University	Corresponding Afaq
		Strategic Goals	Strategic Goal
1	Assurance the quality of educational and administrative aspects of the program	Assurance the quality of education and realization of distinctiveness in target specialization	Track 1: Access Goal 1: Avail access for qualified students to enroll in University Education. Goal 2: Improve the distribution of students' enrollment across disciplines to meet the future national need Goal 3: Increase the University efficiency system. Track 2: Human Resources Goal 4: Improve student-to-faculty ratio to be in line with international best practices. Goal 5: Increase the percentage of faculty holding doctoral degrees, develop, and retain them. Goal 6: Enhance staff qualification, skills, and performance Track 3: Programs and Curricula Goal 8: Enhance the broad-based educational contents and improve the quality of teaching, learning, and assessment Goal 9: Enhance the quality of academic programs throughout the higher education system, and acquire national and international accreditation.
2	Improvement of skills and professionalism of students	Raising the merit, competitiveness and professionalism of students	Track 2: Human Resources Goal 4: Improve student-to- faculty ratio to be in line with international best practices. Goal 5: Increase the percentage of faculty holding doctoral degrees, develop, and retain them. Goal 6: Enhance staff qualification, skills, and performance

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2		of Medicine and Medical Sciences	Treels As December 2011
3	Enhancement of research productivity	Enhancement research identity and improve applied research and innovation to fulfil the requirements of sustainable development	Track 4: Research and Innovation Goal 10: Increase the number of researchers, in accordance with the nest international rates Goal 11: Enhance the research expenditure at par with best international practices. Goal 12: Enhance capacity, productivity and quality of research innovation. Goal 13: Improve research management and coordination, and anvil the necessary conductive environment
4	Raising the level of satisfaction of students, faculty members and administrative staff	Development of institutional governance administrative performance and enhancing institutional satisfaction and loyalty	Track 5: Governance Goal 14: Improve flexibility and responsiveness, assign clear responsibilities, and maintain institutional accountability Track 5: Governance Goal 14: Improve flexibility and responsiveness, assign clear responsibilities, and maintain institutional accountability. Goal 15: Promote excellence in leadership, cooperation, and transparency within the higher education system
5	Improvement of digital transformation and automation.	Improvement of technical and information performance and enhancing digital transformation	Track 7: Information Technology Goal 17: Avail low-cost access to broadband network Goal 18: Align and integrate IT structures, systems, and applications for higher education Goal 19: produce and disseminate e-contents for the higher education community and society at large.
6	Improvement the effectiveness of community services	Development of the University endowments, diversifying of financial sources, and improvement of expenditure efficiency.	Track 6: Financing Goal 16: Sustain and diverse resources of funds for higher education.
7	Completion of college's infrastructure	Completion, development, and sustainability of infrastructure.	Track 8: Infrastructure Goal 20: Sustain and maintain infrastructure and provide a



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			conductive environment for learning and research
8	Enhancement of partnership and exchange with	Enhancement of partnership	
	equivalent program	and knowledge exchange	
		locally and internationally	



## Alignment with the Saudi Vision 2030:

Vision 2030 Theme	Vision 2030 Goals	Qassim University Strategic Goals	UCM Strategic Goals
The skills and competencies of our children are one of the most important and cherished assets. To make the most of their potential, we will build a culture that rewards	Close the gap between the outputs of higher education and the requirements of the job market	Assurance the quality of education and realization of distinctiveness in target specialization	Assurance the quality of educational and administrative aspects of the program. Completion of college's infrastructure.
determination, provides opportunities for all and helps everyone acquire the necessary skills to achieve	Help guide students to make careful career decisions	Raising the merit, competitiveness and professionalism of students	Improvement of skills and professionalism of students
their personal goals. To this end, we will reinforce the ability of our economy to generate diverse job opportunities and institute a new paradigm in attracting global talents and qualifications.	Train students and facilitating their transition between different educational pathways	Enhancement research identity and improve applied research and innovation to fulfil the requirements of sustainable development	Improvement of skills and professionalism of students.  Raising the level of satisfaction of students, faculty members and administrative staff.
	Have at least five Saudi universities among the top 200 universities in international rankings.	Enhancement research identity and improve applied research and innovation to fulfil the requirements of sustainable development. Development of institutional governance administrative performance and enhancing institutional satisfaction and loyalty Improvement of technical and information performance and enhancing digital transformation. Development of the University endowments, diversifying of financial sources, and	Assurance the quality of educational and administrative aspects of the program.  Enhancement of research productivity.  Improvement of digital transformation and automation.  Improvement the effectiveness of community services.  Enhancement of partnership and exchange with equivalent program.  Completion of college's infrastructure.

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	improvement of	
	expenditure efficiency.	
	Completion,	
	development, and	
	sustainability of	
	infrastructure.	
	Enhancement of	
	partnership and	
	knowledge exchange	
	locally and	
	internationally	
Help our students achieve	Enhancement of	Improvement of skills and
results above international	partnership and	professionalism of students.
averages in global education	knowledge exchange	
indicators	locally and	Enhancement of partnership
	internationally.	and exchange with equivalent
	Completion,	program
	development, and	
	sustainability of	
	infrastructure.	
	Improvement of	
	technical and	
	information	
	performance and	
	enhancing digital	
	transformation	



#### تكليث القِلبَ جالعِلم مِزَّ القِلنِيثُ بِعِنياتُ Unaizah College of Medicine and Medical Sciences

## **Comprehensive detailed table of UCM Second Strategic Plan:**

	Comprehensive de	etailed table of UCM Second Strategic Plan						
Strategies	Initiatives	Projects	University	UCM	Strategic goals			
01 Education and	01.01	01.01.01 Academic accreditation		٧	1			
administration	Educational	for the program nationally						
	excellence	01.01.02 Program development		√	1			
		according to national tests						
		01.01.03 Identification of		√	1			
		requirements for developing						
		program curriculum						
		01.01.04 Faculty members peer		√	1			
		evaluation						
		01.01.05 Introduction of COVID-19		V	1			
		module in the curriculum						
		01.01.06 Development of a		√	1			
		structured Faculty Development						
		Program dedicated to personal and						
		professional development of						
		faculty members						
		01.01.07 Development and		√	1			
		diversify of learning resources						
		01.01.08 Develop innovative		V	1			
		approaches to learning and						
		teaching (TBLs, PIs, and Flipped						
		classroom)						
		01.01.09 Enhancing student loyalty		V	1			
		and satisfaction						
		01.01.010 Motivating distinguished		V	1			
		students						
	01.02 Students	01.02.01 Enhancing the efficiency		V	1			
	counselling	of academic advising						
02 Skills &	02.01 Student	02.01.01 Improving students'		٧	2			
Professionalism	Competencies	academic performance						
		02.01.02 Develop and support self-		√	2			
		learning and learning resources						
		02.01.03 Promote volunteer work		√	2			
03 Research	03.01 Research	03.01.01 Increase students'		√	3			
Productivity	and development	participation in researches						
,		conducted by college members						
		03.01.02 Improve the research		٧	3			
		output by faculty members						
		03.01.03 Improve applied research		٧	3			
		output						
		03.01.04 Determining the		٧	3			
		community needs for health						
		research						
		1	L	1	-1			

تكليندُ القِلبُ صِالِعِلْمِ مِزَّ الظِّلِيندُ بِعِنينَةُ Unaizah College of Medicine and Medical Sciences

	1	Unaizan Conege of Medicine and Medical Sciences			
04 Satisfaction	04.01 Human	04.01.01 Develop mechanisms to		V	4
	resources	attract and retain faculty members			
		04.01.02 Enhance job satisfaction		٧	4
		and institutional loyalty			
		04.01.03 Developing mechanisms		٧	4
		for evaluating performance and			
		motivating human resources			
05 Digital	05.01	05.01.01 Activating the use of		٧	5
transformation and	Information	electronic sources of knowledge by			
automation	technology	faculty members and students			
		05.01.02 Development of the		V	5
		college website and its units			
06 Community service	06.01	06.01.01 Increasing awareness of		V	6
	Distinguished	faculty and students for volunteer			
	community	work and community service			
	service	06.01.02 Development of a		٧	6
		community service Program			
		dedicated to help, increase			
		awareness and serve community			
		needs			
07 Infrastructures	07.01 College	07.01.01 Detailed plan to complete	٧		7
	Infrastructure	the college infrastructure			
		07.01.02 Establishing a continuous	٧		7
		training center			
		07.01.03 Completion of equipment	٧		7
		and operation for the university			
		hospital and its facilities			
08 Partnership &	08.01 Education	08.01.01 Cooperation, partnership		V	8
Exchange	Partnerships	in the field of programs, plans and			
		curriculum			
		08.01.02 Enhance communication		٧	8
		and partnership with alumni			



# Linking of college's projects of the second UCM strategic plan to departments, units and committees

						Link	king	colle	ege p	roje	cts t	to ui	nits							
UCM Projects																Vice	Dean f	or Clinic	al Affair	s
		Co	llege De	an			1	'	/ice De	an for a	cademi	ic Affaiı	rs	1	1		1	1		1
	Advisory Council of the college	Student Committee	Building Development committee	Media & connection unit	Quality Council	Medical Education Unit	Assessment & examination Unit	Academic advising unit	Quality & accreditation unit	Digital learning unit	Student's affair	Learning resources unit	Recruitment and collaborators	Plans and cuticulum committee	Research Unit	Statistics and Decision support	Development & training unit	Community service unit	Alumni unit	Internship and clinical training unit
First strategy E	ducat	tion a	and ad	minis	tratio	on	•								•	•		•		
01.01.01 Academic accreditation for the program	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧	٧
nationally  01.01.02  Program  development  according to  national tests						٧	٧		٧	٧		٧		٧			٧			
01.01.03 Identification of requirements for developing program curriculum						٧			٧			٧		٧			٧			
01.01.04 Faculty members peer evaluation						٧	٧		٧											
01.01.05 Introduction of COVID-19 module in the curriculum						٧			٧					٧						
01.01.06 Development of a structured Faculty Development Program dedicated to personal and professional development of faculty members									٧								٧			

تكليث الظّلبّ بالعِلم مِزَ الظّليبة بعِنيزة Unaizah College of Medicine and Medical Sciences

							Un	aizan Colle	ge of Medic	me and ivied	ncai Scienc	es						
01.01.07						٧			٧			٧						
Development						-						-						
and diversify of																		
learning																		
resources																		
01.01.08						٧			٧									
Develop																		
innovative																		
approaches to																		
learning and																		
teaching (TBLs,																		
Pls, and																		
Flipped																		
classroom)																		
								<u> </u>	<u> </u>				_					
01.01.09		٧						٧	٧				٧					
Enhancing																		
student loyalty																		
and																		
satisfaction				<u> </u>		<u> </u>	<u>L_</u>		<u>L</u>		<u> </u>		<u> </u>	<u> </u>		<u> </u>	<u> </u>	
01.01.010		٧				٧			٧									
Motivating																		
distinguished																		
students																		
01.02.01							<b> </b>	V	٧					1				
								V	V									
Enhancing the																		
efficiency of																		
academic																		
advising																		
	Skills	& Pr	ofessic	nalis	m													
advising Second Strategy	' Skills	& Pr	ofessio	nalis	m 	V	V		l v	<u> </u>		٧						
advising Second Strategy 02.01.01	' Skills	& Pr	ofessio	nalis	m 	٧	٧		٧			٧						
advising Second Strategy 02.01.01 Improving	' Skills	& Pr	ofessio	nalis	m 	<b>√</b>	٧		V			√						
advising Second Strategy 02.01.01 Improving students'	' Skills	& Pr	rofessio	nalis	m 	٧	٧		٧			٧						
advising Second Strategy 02.01.01 Improving students' academic	' Skills	& Pr	rofessio	nalis	m 	٧	٧		V			V						
advising Second Strategy 02.01.01 Improving students' academic performance	' Skills	& Pr	rofessio	pnalis	m		V											
advising Second Strategy 02.01.01 Improving students' academic performance 02.01.02	, Skills	& Pr	rofessio	onalis	m	V V	V		V V			√ √				V		
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and	' Skills	& Pr	rofessio	pnalis	m		٧									V		
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self-	' Skills	: & Pr	rofessio	pnalis	m		٧									V		
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and	' Skills	& Pr	rofessio	onalis	m		V									V		
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self-	· Skills	& Pr	rofessio	pnalis	m		V									V		
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and	, Skills	: & Pr	rofessio	onalis	m		V									V		
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources	, Skills		rofessio	pnalis	m		V	V	٧							٧	V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03	Skills	. & Pr	rofessio	pnalis	m		V	V								٧	V	
advising  Second Strategy  02.01.01 Improving students' academic performance  02.01.02 Develop and support self- learning and learning resources  02.01.03 Promote	Skills		rofessio	pnalis	m		V	V	٧							٧	V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work		V			m		V	V	٧							٧	V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R		V			m		V	V	٧			V					V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01		V			m		V	V	٧						٧	V	V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase		V			m		V	V	٧			V			٧		V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students'		V			m		V	V	٧			V			٧		V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in		V			m		V	V	٧			V			٧		V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in researches		V			m		V	V	٧			V			٧		V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in		V			m		V	V	٧			V			V		V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in researches conducted by		V			m		V	V	٧			V			V		V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in researches conducted by college		V			m		V	V	٧			V			٧		V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in researches conducted by college members		V			m		V	V	٧			V				٧	<b>√</b>	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in researches conducted by college members 03.01.02		V			m		V	V	٧			V			V		<b>√</b>	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in researches conducted by college members 03.01.02 Improve the		V			m		V	V	٧			V				٧	V	
advising  Second Strategy 02.01.01 Improving students' academic performance 02.01.02 Develop and support self- learning and learning resources 02.01.03 Promote volunteer work  Third Strategy R 03.01.01 Increase students' participation in researches conducted by college members 03.01.02		V			m		V	V	٧			V				٧	V	



تكليث الظّلبّ بالعِلم مِزَ الظّليبة بعِنيزة Unaizah College of Medicine and Medical Sciences

							Una	uzah Colle	ge of Medic	ine and Med	fical Science	es						
output by																		
faculty																		
members																		
03.01.03												-1			-,	-1		
												٧			٧	٧		
Improve																		
applied																		
research																		
output																		
03.01.04												٧			٧	٧		
Determining												_				-		
the community																		
needs for																		
health research																		
	L					ļ.												
Fourth Strategy	y Sati:	stact	ion				•						•					•
04.01.01	٧								٧				٧					
Develop																		
mechanisms to																		
attract and																		
retain faculty																		
members																		
								<b>.</b>					<del>  .                                   </del>	-				
04.01.02						٧		٧					٧	1				
Enhance job																		
satisfaction														1				
and														1				
institutional																		
loyalty																		
04.01.03						٧			٧				٧					
Developing						\ \			\ \				V					
mechanisms																		
for evaluating																		
performance																		
and motivating																		
human																		
resources																		
Fifth Strategy D	igital	trans	sforma	tion	and a	utom	ation											
05.01.01		T	 	V			1			1./		1/						
				V						٧		٧						
Activating the																		
use of																		
electronic																		
sources of														1				
knowledge by																		
faculty														1				
members and														1				
students																		
05.01.02		<del>                                     </del>		٧					٧					<del>                                     </del>				
				٧					\ \									
Development														1				
of the college																		
website and its																		
units		<u></u>				<u> </u>			<u></u>	<u></u>			<u> </u>	<u></u>				
Sixth Strategy (	Comn	านnit	y servi	ce														
06.01.01			,			٧		٧	٧								٧	
						\ \		V	\ \								V	
Increasing														1				
awareness of																		
faculty and																		
students for																		



كلينث النِّلبّ بالعلم مِزَّ النِّلينِينَّ بِعِنينَةُ Unaizah College of Medicine and Medical Sciences

							One	iizaii Coneg	e of Medici	ne and med	icai Sciciic	C3					
volunteer work																	l
and																	ł
community																	ĺ
service																	ł
06.01.02									٧							٧	
									V							V	ł
Development																	ł
of a																	ł
community																	ł
service																	ł
Program																	ł
dedicated to																	ł
help, increase																	ł
awareness and																	ł
serve																	ł
																	ł
community																	ł
needs																	i
Seventh Strateg	y Infr	astru	ıctures	;													
07.01.01	٧		٧						٧								1
Detailed plan																	ł
to complete																	ł
the college																	ł
																	ł
infrastructure															_		<del>                                     </del>
07.01.02	٧		٧						٧						٧		ł
Establishing a																	ł
continuous																	ł
training center																	i
07.01.03	٧		٧						٧								ł
Completion of																	ł
equipment and																	ł
operation for																	ł
the university																	ł
																	ł
hospital and its																	ł
facilities																	
Eight Strategy	<u>Partn</u>	ershi	ip & Ex	chan	ge												
08.01.01	٧								٧								ĺ
Cooperation,																	ł
partnership in																	ł
the field of																	ł
programs,																	ĺ
plans and																	ł
																	ł
curriculum	<del> </del>			-					<b>.</b>								-
08.01.02	٧								٧								ł
Enhance																	ł
communication																	1
and																	ĺ
partnership																	ł
with alumni																	1
	·		l .			1	·	·	<u> </u>	1		·	 ·				



#### كلينث النِّلبّ بالعلم مِزَّ النِّلينينث بعنينَة Unaizah College of Medicine and Medical Sciences

## **Priority for implementing strategic plan projects:**

	Projects	Priority for implementing							
		High	Medium	Limited					
1	01.01.01 Academic accreditation for the program nationally	٧							
2	01.01.02 Program development according to national tests	٧							
3	01.01.03 Identification of requirements for developing program curriculum	٧							
4	01.01.04 Faculty members peer evaluation	٧							
5	01.01.05 Introduction of COVID-19 module in the curriculum	٧							
6	01.01.06 Development of a structured Faculty Development Program dedicated to personal and professional development of faculty members	٧							
7	01.01.07 Development and diversify of learning resources	٧							
8	01.01.08 Develop innovative approaches to learning and teaching (TBLs, PIs, and Flipped classroom)	٧							
9	01.01.09 Enhancing student loyalty and satisfaction	٧							
10	01.01.010 Motivating distinguished students	٧							
11	01.02.01 Enhancing the efficiency of academic advising	٧							
12	02.01.01 Improving students' academic performance	٧							
13	02.01.02 Develop and support self-learning and learning resources	٧							
14	02.01.03 Promote volunteer work		V						
15	03.01.01 Increase students' participation in researches conducted by college members	٧							
16	03.01.02 Improve the research output by faculty members	٧							
17	03.01.03 Improve applied research output	<b>√</b>							
18	03.01.04 Determining the community needs for health research	٧							
19	04.01.01 Develop mechanisms to attract and retain faculty members	٧							
20	04.01.02 Enhance job satisfaction and institutional loyalty	٧							
21	04.01.03 Developing mechanisms for evaluating performance and motivating human resources	٧							
22	05.01.01 Activating the use of electronic sources of knowledge by faculty members and students	٧							
23	05.01.02 Development of the college website and its units	٧							
24	06.01.01 Increasing awareness of faculty and students for volunteer work and community service	٧							

كلينث النِّلبّ بالعلم مِزَّ النِّلينِينَّ بِعِنينَةُ Unaizah College of Medicine and Medical Sciences

		Shalzan Conege of Medicine and Medical Sciences	
25	06.01.02 Development of a community service Program dedicated to help, increase awareness and serve community needs	٧	
26	07.01.01 Detailed plan to complete the college infrastructure	V	
27	07.01.02 Establishing a continuous training center		٧
28	07.01.03 Completion of equipment and operation for the university hospital and its facilities	V	
29	08.01.01 Cooperation, partnership in the field of programs, plans and curriculum	V	
30	08.01.02 Enhance communication and partnership with alumni	V	



## كلينث النِّلبّ بالعلم مِزَّ النِّلينينث بعنينَة Unaizah College of Medicine and Medical Sciences

## Time schedules for implementing the projects of the plan (according to years):

Projects	Implementation period									
	2021	2022	2023	2024	2025					
01.01.01 Academic accreditation for the program nationally	٧	٧								
01.01.02 Program development according to national tests	٧	٧	٧	٧	٧					
01.01.03 Identification of requirements for developing program curriculum	٧	٧	٧	٧	٧					
01.01.04 Faculty members peer evaluation	٧	٧	٧	٧	٧					
01.01.05 Introduction of COVID-19 module in the curriculum	٧	٧	٧							
01.01.06 Development of a structured Faculty Development Program dedicated to personal and professional development of faculty members	٧	٧	٧	٧	٧					
01.01.07 Development and diversify of learning resources	٧	٧	٧	٧	٧					
01.01.08 Develop innovative approaches to learning and teaching (TBLs, PIs, and Flipped classroom)	٧	٧	٧	٧	٧					
01.01.09 Enhancing student loyalty and satisfaction	٧	٧	٧	٧	٧					
01.01.010 Motivating distinguished students	٧	٧	٧	٧	٧					
01.02.01 Enhancing the efficiency of academic advising	٧	٧	٧	٧	٧					
02.01.01 Improving students' academic performance	٧	٧	٧	٧	٧					
02.01.02 Develop and support self-learning and learning resources	٧	٧	٧	٧	٧					
02.01.03 Promote volunteer work	٧	٧	٧	٧	٧					
03.01.01 Increase students' participation in researches conducted by college members	٧	٧	٧	٧	٧					
03.01.02 Improve the research output by faculty members	٧	٧	٧	٧	٧					
03.01.03 Improve applied research output	٧	٧	٧	٧	٧					
03.01.04 Determining the community needs for health research	٧	٧	٧	٧	٧					
04.01.01 Develop mechanisms to attract and retain faculty members	٧	٧	٧	٧	٧					
04.01.02 Enhance job satisfaction and institutional loyalty	٧	٧	٧	٧	٧					
04.01.03 Developing mechanisms for evaluating performance and motivating human resources	٧	٧	٧	٧	٧					
05.01.01 Activating the use of electronic sources of knowledge by faculty members and students	٧	٧	٧	٧	٧					
05.01.02 Development of the college website and its units	٧	٧	٧	٧	٧					



كلينث الخِلب والعلم وسرّا الخِلين بعنيات Unaizah College of Medicine and Medical Sciences

06.01.01 Increasing awareness of faculty and students for volunteer work and community service	٧	٧	٧	٧	٧
06.01.02 Development of a community service Program dedicated to help, increase awareness and serve community needs	٧	٧	٧	٧	٧
07.01.01 Detailed plan to complete the college infrastructure	٧	٧			
07.01.02 Establishing a continuous training center	٧	٧	٧	٧	٧
07.01.03 Completion of equipment and operation for the university hospital and its facilities	٧	٧			
08.01.01 Cooperation, partnership in the field of programs, plans and curriculum	٧	٧	٧	٧	٧
08.01.02 Enhance communication and partnership with alumni	V	٧	٧	٧	٧

#### Finally:

The UCM college adopts strategic planning as an administrative tool that helps the college set clear roadmaps to achieve its objectives and purposes.

This plan was accomplished through the ability to think collectively and predict any potential changes. Thus, the team used all sources of information after checking it carefully under the supervision of experts. The work required perfect drafting, appropriate execution, and constant review.

Finally, the team would like to thank every effort contributed to this achievement. We ask Allah to endow this work with success.