

# **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.

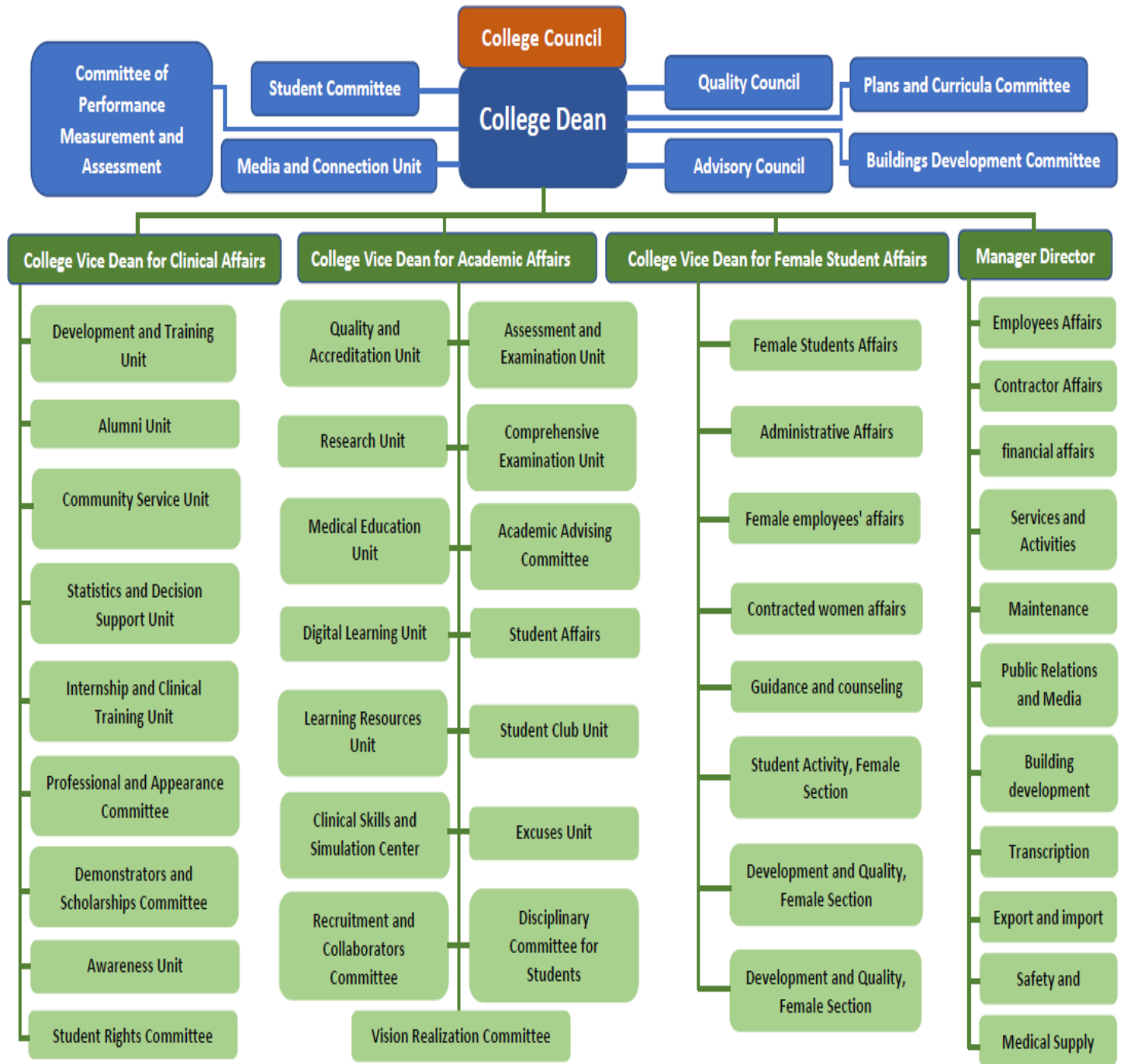
The UCM Program implemented innovative student-centered and Team-based Learning curricula. This curriculum is designed to meet best educational standards through collaborative work with wright state university, Boonshoft school of medicine which is a leading international University.

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 (AFAQ 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:



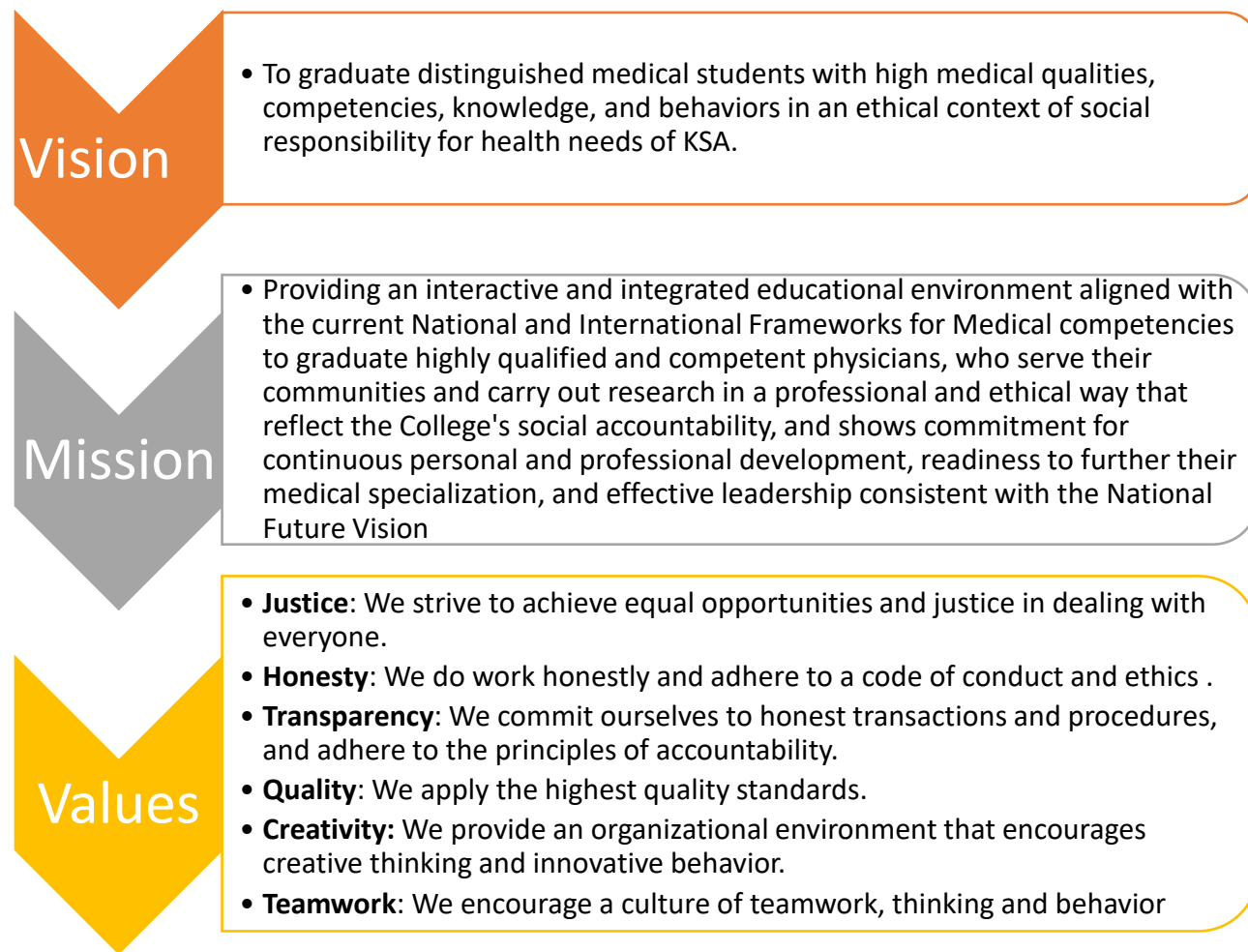
## UCM Organizational Structure:



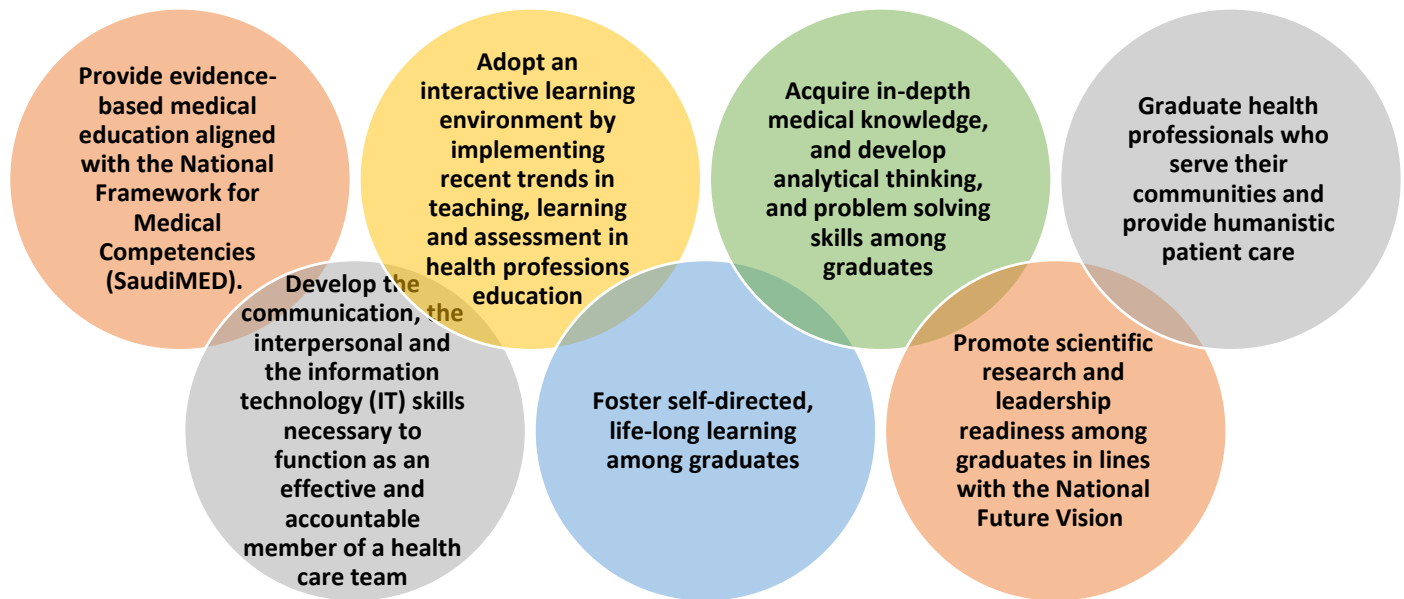
## Program Vision, Mission, and Values:

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:



**Program Goals:**



## Stages of the strategic plan:

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:



## 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:**

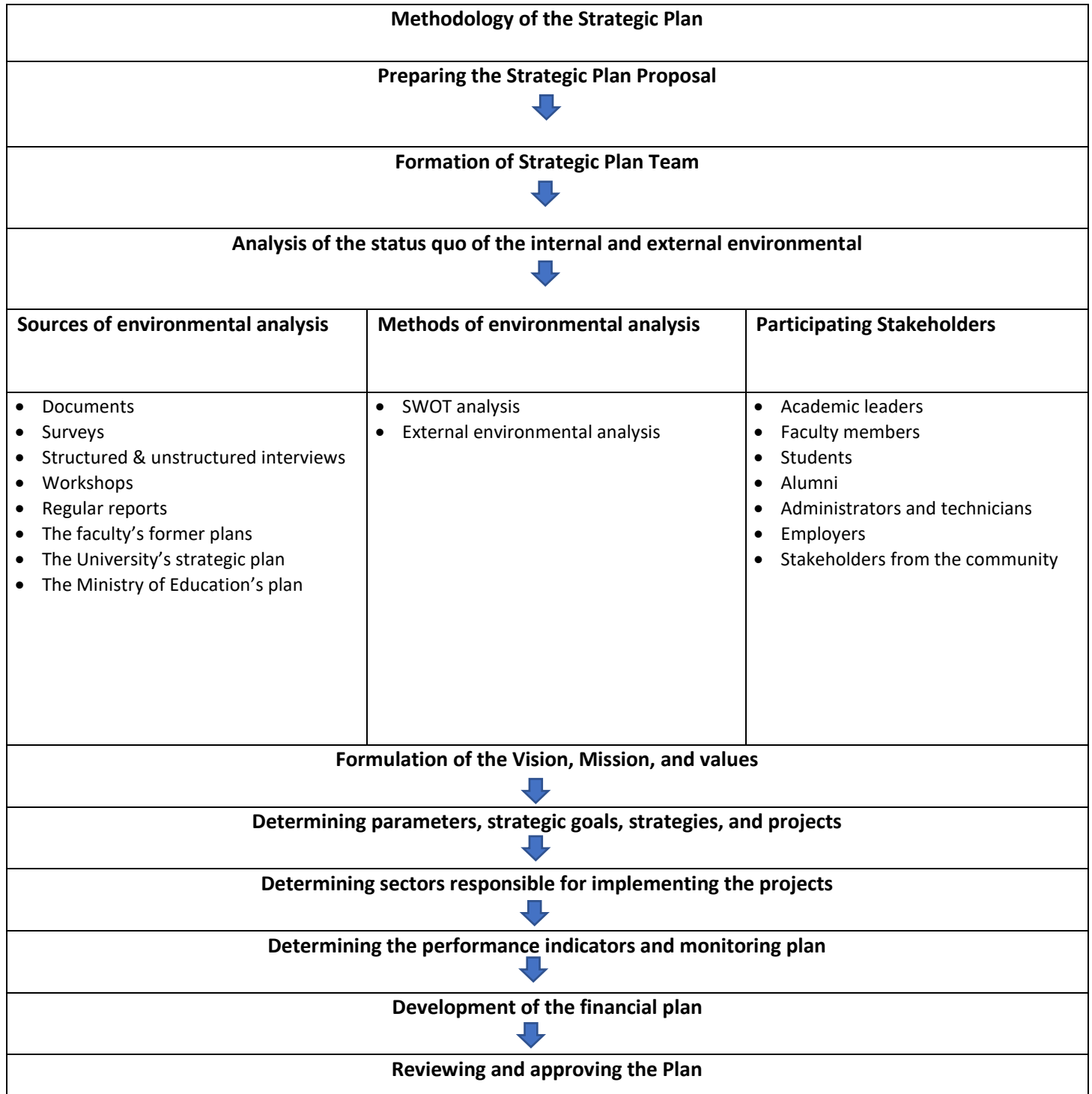
UCM has a Strategic framework that guides and directs it towards fulfilling its role and achieving its goals.

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:



## 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) <ul style="list-style-type: none"> <li>• Strength points</li> <li>• Weaknesses</li> <li>• Opportunities</li> <li>• Threats</li> </ul>	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
Success and future factors						
Ruling Success Factors						
Expectations and future directions						
Vision						
Mission						
Values						
Strategic goals or objectives						
Strategies						
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:**

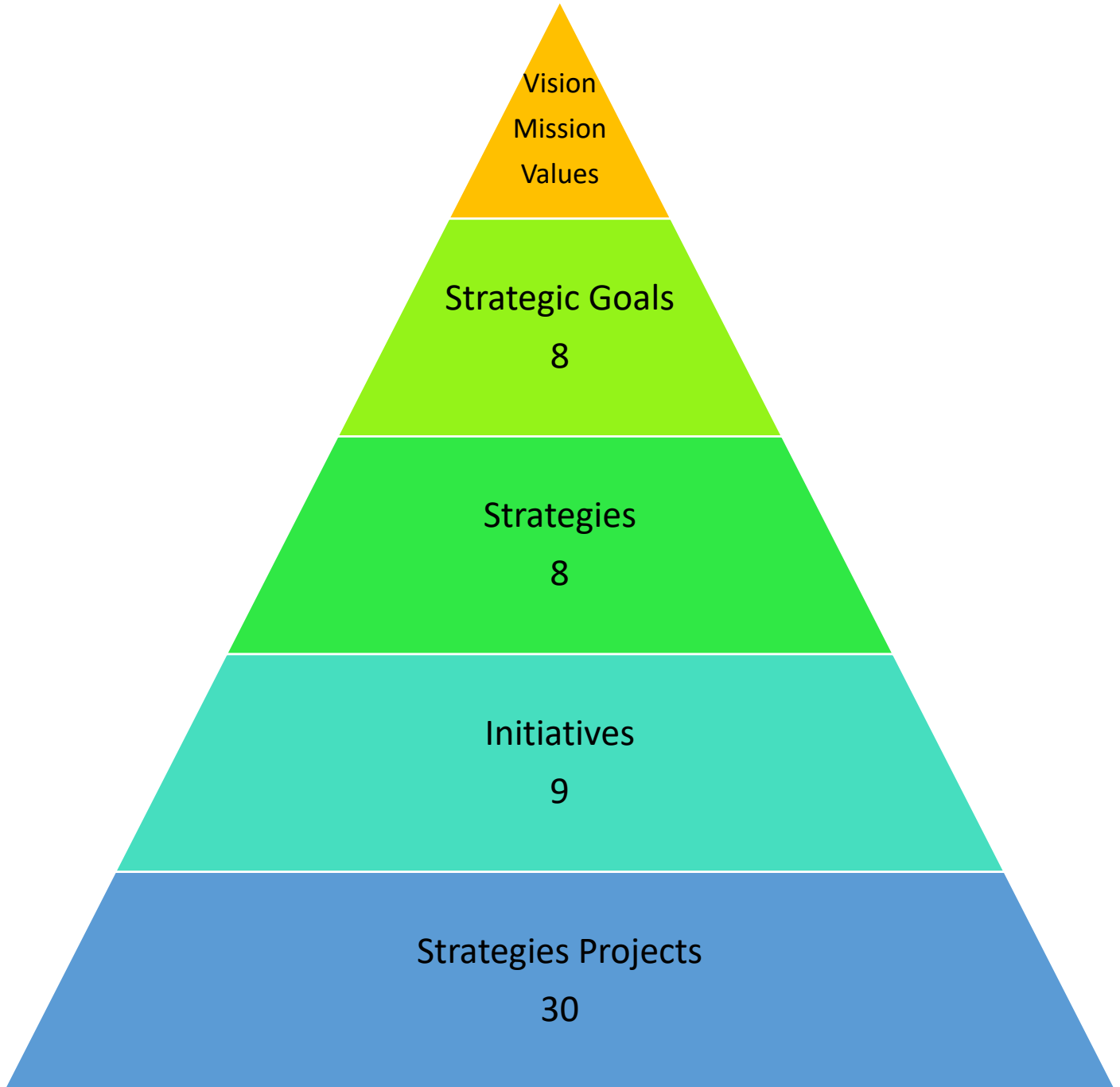
- Increase of the community needs for higher education
- Sustained government support for high quality educational outcomes
- Support of the University administration for disseminating the culture of quality and accreditation
- University international agreements
- University's strong infrastructure
- 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
- Goal 5** Improvement of digital transformation and automation
- Goal 6** Improvement the effectiveness of community services
- Goal 7** Completion of college's infrastructure
- Goal 8** Enhancement of partnership and exchange with equivalent program

## UCM Plan Strategies (2021-2025):



## 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

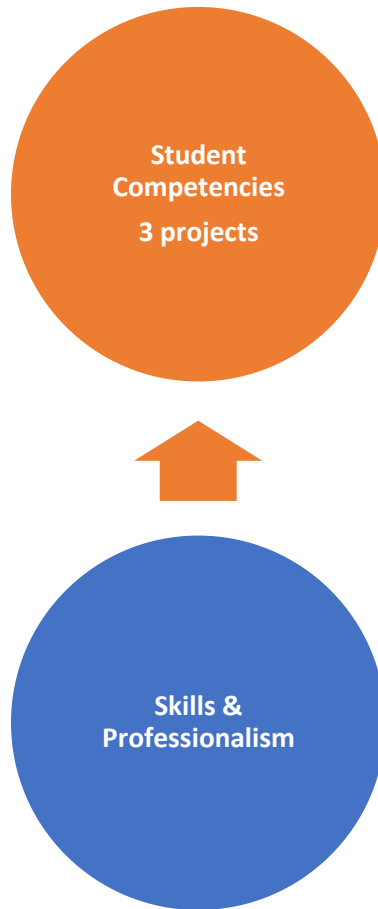
### **Goal 8: Enhancement of partnership and exchange with equivalent program**

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

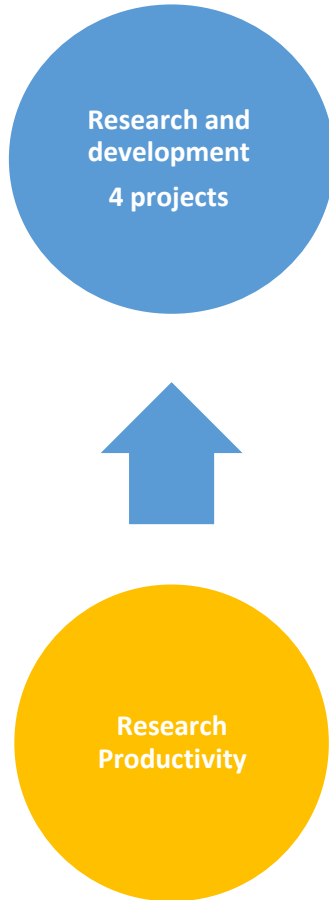
## Initiatives for the first strategy and projects number:



**Initiatives for the second strategy and projects number:**

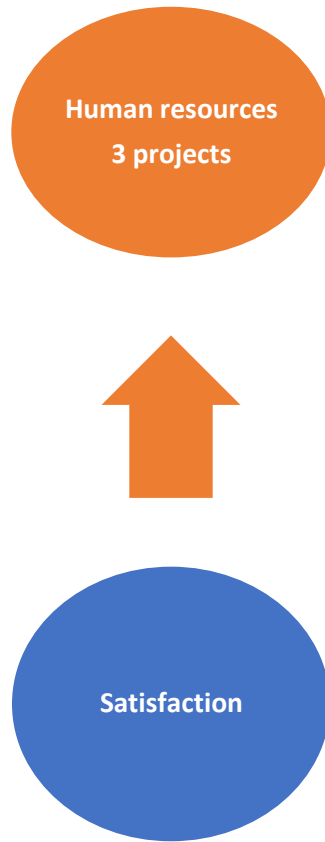


**Initiatives for the third strategy and projects number:**

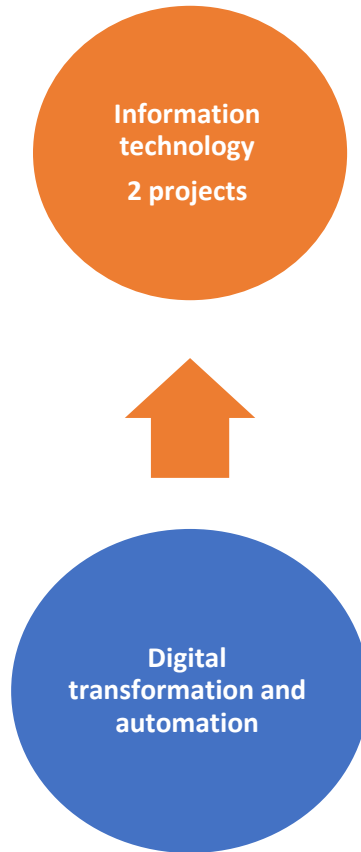




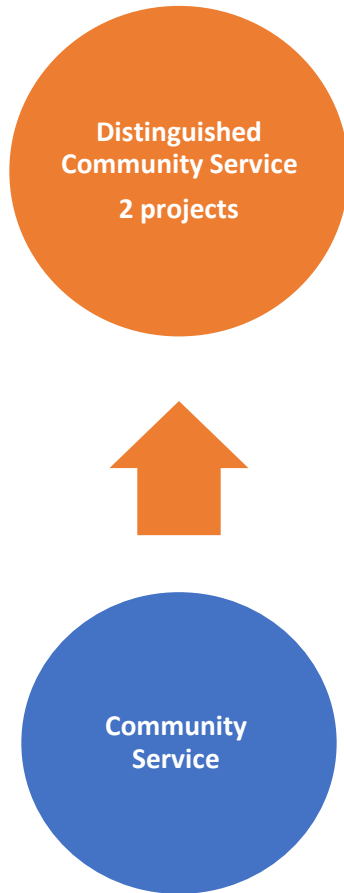
**Initiatives for the fourth strategy and projects number:**



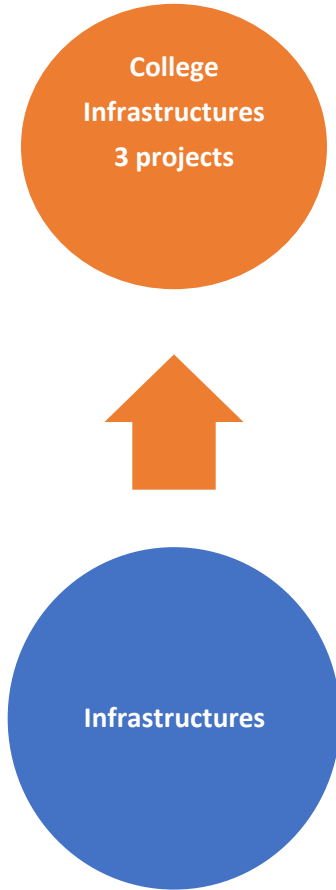
**Initiatives for the fifth strategy and projects number:**



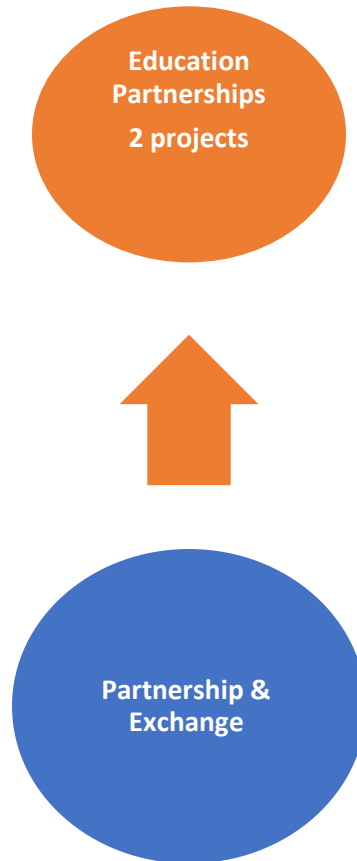
**Initiatives for the sixth strategy and projects number:**



## 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 Skills & Professionalism Community service Partnership & Exchange	The program obtained national accreditation	%
	Average final year students' assessment of the quality of learning	5 Likert scale
	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 exchange, cooperation and partnership.	5 Likert 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 Digital transformation and automation	Satisfaction rate of college teaching staff on the quality of administrative procedures	5 Likert scale
	Satisfaction rate of college administrative employees on the quality of administrative procedures	5 Likert 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	%

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



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 conducive 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

			conductive environment for learning and research
8	Enhancement of partnership and exchange with equivalent program	Enhancement of partnership 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 determination, provides opportunities for all and helps everyone acquire the necessary skills to achieve 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.	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.
	Help guide students to make careful career decisions	Raising the merit, competitiveness and professionalism of students	Improvement of skills and professionalism of students
	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.

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

## Comprehensive detailed table of UCM Second Strategic Plan:

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

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

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

Linking college projects to units																				
UCM Projects	College Dean					Vice Dean for academic Affairs										Vice Dean for Clinical Affairs				
	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 curriculum committee	Research Unit	Statistics and Decision support	Development & training unit	Community service unit	Alumni unit	Internship and clinical training unit
<b>First strategy Education and administration</b>																				
01.01.01 Academic accreditation for the program nationally	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
01.01.02 Program development according to national tests						√	√		√	√		√		√			√			
01.01.03 Identification of requirements for developing program curriculum						√			√			√		√			√			
01.01.04 Faculty members peer evaluation						√	√		√											
01.01.05 Introduction of COVID-19 module in the curriculum						√			√					√						
01.01.06 Development of a structured Faculty Development Program dedicated to personal and professional development of faculty members									√								√			

01.01.07 Development and diversify of learning resources						√			√			√							
01.01.08 Develop innovative approaches to learning and teaching (TBLs, PIs, and Flipped classroom)						√			√										
01.01.09 Enhancing student loyalty and satisfaction		√						√	√			√							
01.01.010 Motivating distinguished students		√				√			√										
01.02.01 Enhancing the efficiency of academic advising								√	√										
<b>Second Strategy Skills &amp; Professionalism</b>																			
02.01.01 Improving students' academic performance						√	√		√			√							
02.01.02 Develop and support self-learning and learning resources						√			√			√				√			
02.01.03 Promote volunteer work		√						√	√								√		
<b>Third Strategy Research Productivity</b>																			
03.01.01 Increase students' participation in researches conducted by college members												√			√		√		
03.01.02 Improve the research												√			√		√		



output by faculty members																				
03.01.03 Improve applied research output											√				√				√	
03.01.04 Determining the community needs for health research											√				√				√	
<b>Fourth Strategy Satisfaction</b>																				
04.01.01 Develop mechanisms to attract and retain faculty members	√									√					√					
04.01.02 Enhance job satisfaction and institutional loyalty						√			√						√					
04.01.03 Developing mechanisms for evaluating performance and motivating human resources						√			√						√					
<b>Fifth Strategy Digital transformation and automation</b>																				
05.01.01 Activating the use of electronic sources of knowledge by faculty members and students					√						√			√						
05.01.02 Development of the college website and its units					√						√									
<b>Sixth Strategy Community service</b>																				
06.01.01 Increasing awareness of faculty and students for						√			√	√									√	

volunteer work and community service																				
06.01.02 Development of a community service Program dedicated to help, increase awareness and serve community needs								√											√	
<b>Seventh Strategy Infrastructures</b>																				
07.01.01 Detailed plan to complete the college infrastructure	√		√					√												
07.01.02 Establishing a continuous training center	√		√					√										√		
07.01.03 Completion of equipment and operation for the university hospital and its facilities	√		√					√												
<b>Eight Strategy Partnership &amp; Exchange</b>																				
08.01.01 Cooperation, partnership in the field of programs, plans and curriculum	√							√												
08.01.02 Enhance communication and partnership with alumni	√							√												

## Priority for implementing strategic plan projects:

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

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

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

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

### 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.