

فقيه.

كلية فقيه للعلوم الطبية
Fakeeh College for Medical Sciences



A PLAN TO REALIZE OUR VISION

THIRD
“STRATEGIC PLAN”
“TATWEER TWO”
2021 - 2025



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2nd Edition

A PLAN TO REALIZE OUR VISION

Table of Contents

Page No.

i.	A Message from the Chairman of the Board of Trustees	1
ii	Message from the Dean	2
iii	Executive Summary	7
Section 1: Introduction		9
1.1	Vision, Mission and Core Values of FCMS	10
1.2	Strategic Goals of FCMS	10
Section 2: Strategic Opportunity		11
2.1	Philosophy	12
2.2	A plan for the future	12
2.3	The plan for planning	13
2.4	The Quality of Assurance in the planning process	15
2.5	Strategic directives and strategic goals	17
2.5.1	Strategic directive one: Achieving excellence in teaching and learning	19
2.5.2	Strategic directive two: Commitment to quality assurance and operational efficiency	19
2.5.3	Strategic directive three: Commitment to community engagement and scientific research	19
2.5.4	Strategic directive four: Financial sustainability and partnership	19
2.6	Alignment	21
2.7	Implementation of the “Strategic Plan” and organizational responsibility	28
2.7.1	The implementation process	29
2.7.2	Performance measures and timelines	29
2.8	Communication Plan	29
2.8.1	Communications Objectives	30
2.8.2	General communication guidelines	30
2.8.3	Targeted communities	30
2.9	The Risk Management Plan	30
2.9.1	The Risk Framework	31
2.9.2	The Risk Management Committee	34



Dr. Mazen Fakeeh
Chairman of the Board of Trustees

A Message from the Chairman of Board of Trustees

It gives me a great pleasure to introduce the third "Strategic Plan" "Tatweer Two" for Fakeeh College for Medical Sciences (FCMS) covering the period 2021-2025. This plan is a collective effort with wide participation from all stakeholders of FCMS. Such wide broad participation enriched this plan and ensured that all its elements and strategic directives are a reflection of the goals of students, faculty staff members, other staff and the rest of the stakeholders of the College.

The "Strategic Plan" is a living framework describing the vision of FCMS during the journey of the coming five years. Equally important, the plan presents a cohesive roadmap to build excellence and success to achieve the mission and strategic goals of FCMS with clear strategies and key performance indicators. The current plan is built around four strategic directives: EXCELLENCE IN TEACHING AND LEARNING;

QUALITY ASSURANCE AND OPERATIONAL EFFICIENCY; POSTGRADUATE STUDIES, SCIENTIFIC RESEARCH AND COMMUNITY ENGAGEMENT, AND PARTNERSHIP, COLLABORATION; AND FINANCIAL SUSTAINABILITY. These will be streamlined with the new quality culture within the College to achieve the highest expectations of all our stakeholders.

I would like to take this opportunity to thank all who contributed with continued engagement during the preparation of this document at the College and beyond. Finally, I have all the confidence that the enthusiasm, effort and dedication that were invested in the development of this plan will make its implementation a very smooth, successful and rewarding experience to achieve our strategic goals and create an environment of continuous performance improvement and excellence.



Professor Mohammed Salleh M. Ardawi
The Dean

Message from the Dean

Fakeeh College for Medical Sciences (FCMS) embraces a vision to enhance the quality of health and medical education through excellence in teaching and learning, commitment to quality performance improvement and community engagement and scientific discovery. To take shape, this vision requires commitment and a solid framework. The third "Strategic Plan" was built around a framework to re-shape and strengthen the teaching and learning environment within the College as we move to the next 5 years. This is of great importance as some significant development in the health and medical education arena is rapidly evolving in alignment with Vision 2030 and the NTP in our beloved KSA.

With an aim to meet an ever increasing need of qualified graduates in Medicine and other medical and health sciences to feed into the local market and beyond, the FCMS started a series of projects to expand its facilities to accommodate more students and teaching and learning resources with a current capacity of 2400 students. The new facilities have enabled our students to be exposed to the latest hand-on advanced skills training using the new "Clinical Skills and Simulation Center" among other facilities. Part of the current strategic plan is the transformation of FCMS into Fakeeh University in Jeddah, within the timeline of this plan.

The third "Strategic Plan" presents a cohesive framework to build excellence in education

and success inspired by and a response to the health needs of the local community and beyond and cultivating on the achievements of the second "Strategic Plan" that was completed by the end of 2020. The overall strategy of creating a culture of continuous performance improvement is now well established within FCMS to guide activities across the College over the coming period. We will strive for excellence and build success with engagement with strategic partnerships. The "Strategic Plan", also outlines the need to develop human capacity to succeed through operational efficiency with effective use of human resources, communication and leadership throughout. Collective commitment and continuous engagement by all players is considered key to the evolution of the third "Strategic Plan" (2021-2025).

I take this opportunity to thank every individual who contributed to the evolution of this plan and sincere gratitude and appreciation to the Chairman of the Board of Trustees of the College who has been instrumental in supporting the College in its journey for excellence and distinction. Also, I would like to convey our sincere thanks and gratitude to the support we are receiving from our government in KSA through the MOE. This document is an overview of the third "Strategic Plan" (2021-2025) of FCMS and is considered a living framework to guide the growth of the College as we build a healthy future for the local community and beyond.

FCMS

Vision & Mission

FCMS

Core Values - Strategic Goals

Vision

"To be one of the leading medical and health sciences College in Saudi Arabia, fostering innovation and achieving educational and training excellence".

Mission

"To prepare qualified compassionate graduates in medical and health specialties according to national and international educational standards, contributing to scientific research and community services".

The Core Values (based on our islamic values and culture and in accordance with global academic standards)

- Integrity
- Innovation
- Compassion
- Equality
- Quality focus
- Student focus

Strategic Goals

- GOAL 1** Continue to strengthen commitment to teaching and learning excellence.
- GOAL 2** Invest in innovative and effective technologies to advance academic performance.
- GOAL 3** Improve the quality and availability of learning resources and facilities.
- GOAL 4** Focus on student life and welfare.
- GOAL 5** Leadership, governance and quality improvement.
- GOAL 6** Strengthen postgraduate studies and scientific research.
- GOAL 7** Commitment to community engagement.
- GOAL 8** Strengthen partnership and collaboration.
- GOAL 9** Focus on Financial sustainability.





FCMS

Executive Summary

FCMS

Executive Summary

The academic programs offered by the Fakeeh College for Medical Sciences (FCMS) namely: Bachelor of Medicine & Surgery (MBBS), Bachelor of Clinical Pharmacy (PharmD), Bachelor of Nursing (BSc-Nursing) and Bachelor of Laboratory Medical Sciences (BSc-MLS) are together with a battery of postgraduate programs at the level of Master degrees (MScs) in nursing and medical education in alignment with the general philosophy and guidance of the Ministry of Education (MOE) that embraces the Developmental Plan of the Kingdom and 2020 National Transformation Program (NTP) – Vision 2030. The academic programs within FCMS are a response to market needs and reflect the College contribution to the improvement of the healthcare delivery. The current third “Strategic Plan” (TATWEER TWO) is a direct response to the various transformation drivers, the anticipated high expectations from higher education by the stakeholders as well as the accreditation agency in the Kingdom – namely the Education and Training Evaluation Commission (ETEC).

Thus, the FCMS has embraced the approach focused on the planning process to start by describing vision, mission and core values for the College. The latter is followed by the identification of the strategic initiatives and priorities (themes). This is followed by outlining the agreed upon strategic goals. Collectively, these stages are translated into a series of strategies and required action steps with needed tasks, clear responsibilities, timelines and the use of appropriate Key Performance Indicators (KPIs). The FCMS embraced four strategic directives:

- Strategic Directive one:** Excellence in Teaching and Learning.
- Strategic Directive two:** Quality Assurance and Operational Efficiency.
- Strategic Directive three:** Postgraduate Studies, Scientific Research, and Community Engagement
- Strategic Directive four:** Partnership, Collaboration and Financial Sustainability.

What do we want to achieve in 5 years ?

How do we achieve what we want ?



Vision : The aim for the future of FCMS aspires to achieve in coming 5 years.

Mission : The declaration of the main purpose of FCMS for the coming 5 years which FCMS established to achieve in five years.

Values : The general ethical framework that governs and directs the action within FCMS.

Strategic Goals : Objectives and outcomes that are hoped to achieve during the 5 years by FCMS.

Strategies : The direction of moving towards the realization of the strategic objectives of FCMS.

Projects : Planned tasks and activities according to timeline and targets.

Accordingly, the “Strategic Plan” articulated a set of nine (9) “Strategic Goals” to be met by the FCMS to realize the vision and mission of the College over the coming five years (2021-2025). A total of 40 strategies were identified for the 9 strategic goals covering the building of strategic directives, with 53 projects to be completed during this plan.





1.1. Vision, Mission and Core Values of FCMS

- **The Vision**

“To be one of the leading medical and health sciences College in Saudi Arabia, fostering innovation and achieving educational and training excellence”.

- **The Mission**

“To prepare qualified compassionate graduates in medical and health specialties according to national and international educational standards, contributing to scientific research and community services”.

- **The Core Values (based on our islamic values and culture and in accordance with global academic standards)**

- Integrity
- Innovation
- Compassion
- Equality
- Quality focus
- Student focus

1.2. Strategic Goals of FCMS

The third “Strategic Plan” covers nine strategic goals to achieve its vision and mission in the coming 5 years (2021-2025). Accordingly, FCMS through its Strategic Plan is committed to the following strategic goals:

- Goal 1** Continue to strengthen commitment to teaching and learning excellence.
- Goal 2** Invest in innovative and effective technologies to advance academic performance.
- Goal 3** Improve the quality and availability of learning resources and facilities.
- Goal 4** Focus on student life and welfare.
- Goal 5** Leadership, governance and quality improvement.
- Goal 6** Strengthen postgraduate studies and scientific research.
- Goal 7** Commitment to community engagement.
- Goal 8** Strengthen partnership and collaboration.
- Goal 9** Focus on Financial sustainability.



2.1 Philosophy

The academic programs offered by the Fakeeh College for Medical Sciences (FCMS) namely: Bachelor of Medicine & Surgery (MBBS), Bachelor of Clinical Pharmacy (PharmD), Bachelor of Nursing (BSc-Nursing) and Bachelor of Laboratory Medical Sciences (MLS) together with a battery of postgraduate programs at the level of Master degrees (MScs) in nursing and medical education are in alignment with the general philosophy and guidance of the Ministry of Education (MOE) that embraces the Developmental Plan of the Kingdom¹ and Vision 2030². The academic undergraduate and postgraduate programs within FCMS are a response to market needs and reflect the College contribution to the improvement of healthcare delivery based on the outcomes of each program offered by the College. It also reflects the understandings within the FCMS towards wellness and illness, caring environment, and overall teaching and learning context. Furthermore, it is imperative to take into consideration that learning is a dynamic activity that maybe developed into self-directed process that continues throughout

the life of the individual. Learning is usually acquired through repetitive and enforced activities using appropriate behaviors that contribute to a desired pattern and a battery of achievements. In health and medical education, lifelong learning is considered one of the attributes to be developed by a graduate of such programs. Both teaching and learning need to be effective with appropriate resources and deliverables. Accordingly, it is important to understand the planning of the learning and teaching processes and to approach it holistically with a wide participation of all stakeholders in a culture of quality assurance and continuous performance improvement, and the use of the appropriate advanced technologies.

2.2 A Plan for the future

The driving factors for designing a strategic plan at the FCMS coalesced around interrelated and interconnected six key drivers of transformation: facilitation of knowledge and access, use of digital technologies, integration with healthcare industry, governmental regulations, global interaction, and markets and funding risks [Figure 1]. From the inception

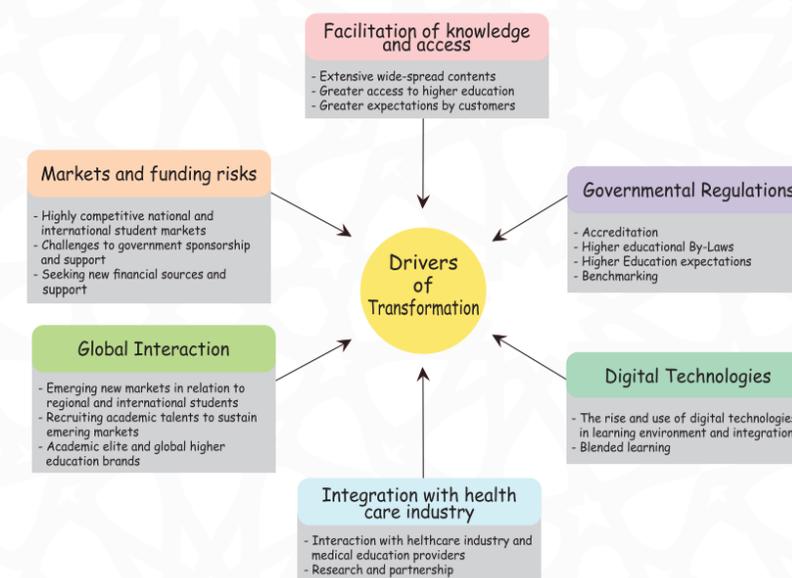


Figure 1: Drivers of transformation at FCMS

of its strategic planning process, the FCMS has selected the approach described by AFAQ³ as its starting point. In addition, to the various transformation drivers, the anticipated high expectations from higher education by the stakeholders as well as the accreditation agency in the Kingdom – namely the Education and Training Evaluation Commission (ETEC) [previously named National Center for Academic Accreditation & Evaluation (NCAAA)]. Thus, the FCMS has embraced the approach focused on the planning process to start by describing vision, mission and core values for the College. The latter is followed by the identification of the strategic initiatives and priorities (themes). This is followed by outlining the agreed upon strategic goals. Collectively, these stages are translated into a series of strategies and required action steps with needed tasks, clear responsibilities, timelines and the use of appropriate Key Performance Indicators (KPIs)

By adopting this “Strategic Plan” (the third plan) (called Tatweer Two)³, it is hoped that FCMS will contribute to the economy and health professional development in Saudi Arabia through its educational, research and community engagement activities thus enhancing its role to achieve the high quality of health and medical education and healthcare delivery.

2.3 The plan for planning

The FCMS has started its comprehensive planning journey for its third “Strategic Plan” (Tatweer Two)³ building on the growth and transformation achievements of the second “Strategic Plan” of the FCMS. This is to realize the future development, progress and growth of the College into Fakeeh University (FU) in the incoming 5 years (2021-2025). It is clearly obvious that effective strategic planning processes supported by stringent quality assurance system are both essential players for achieving and sustaining accreditation. Accordingly, a culture of strategic thinking and planning within FCMS is continued to be one of the major goals of FCMS during this “Strategic Plan”. The latter, will impact positively on the teaching and learning environment within the College. To this end, the FCMS generated a continuous chain of actions and tasks at different planning time domains with milestones and deliverables recognized in the planning process as illustrated in [Figure 2].

In starting the journey of strategic planning of the third “Strategic Plan” for FCMS (covering the coming five years, 2021-2025), achievements and challenges of the first (2010-2015) and the second (2016-2020) strategic plans were reviewed and

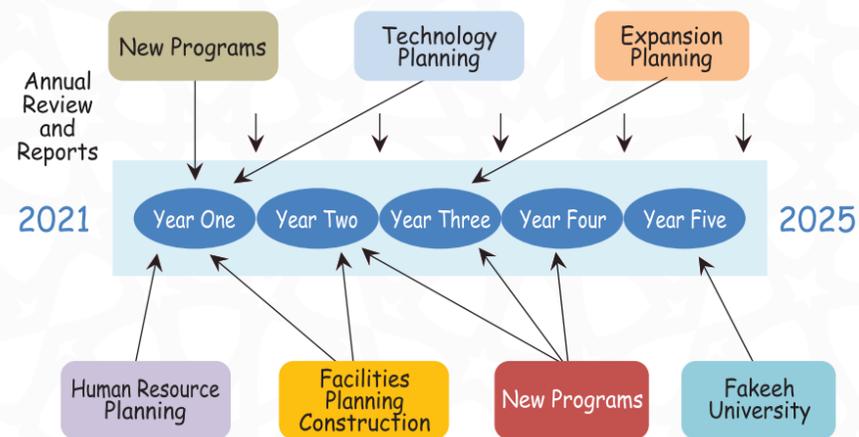


Figure 2: Planning time domains for the second “Strategic Plan” of FCMS

were taken into consideration as part of the preparatory information and data to support the formulation of the third “Strategic Plan”. There are several major priorities of the third “Strategic Plan” of FCMS including, but not limited to: introduction of new undergraduate and postgraduate programs, institutional reaccreditation by the NCAAA, programs accreditation by the NCAAA, and the transformation of FCMS into FU as per the “University Master Plan” (FUMP). Wide participation of stakeholders (including faculty staff members, staff, students, parents, community, other institutes) in the journey of strategic planning was ensured. A comprehensive self-study was generated by engaging all departments and units of the College. Such engagement generated recommendations to be considered for implementation. The third “Strategic Plan” is not merely a document, but reflects processes of interaction, discussion, thinking, planning, action and monitoring. It is anticipated that the completion of the third “Strategic Plan” document will be a life one at the heart of the FCMS.

To develop and oversee the implementation of the third “Strategic Plan” for FCMS, covering the coming five years, a “Strategic Planning Steering Committee” (SPSC) was formulated by drawing members from various units and departments of the College. The SPSC sets the strategic directions for the College, and provides guidance, streamlining activities and framework for implementation of the plan. The SPSC was chaired by the Dean of FCMS and adopted the following guiding principles in the planning process that will:

- Encourage contributions by wider audience participation from both internal and external stakeholders.
- Foster collaboration, team work and adaptive flexibility to decrease bureaucracy, work obstacles and conform with timelines.

- Promote academic excellence to build and sustain capacity across the various programs and academic activities within FCMS and beyond.
- Embody the highest degrees of integrity and transparency using an open-ended communication system.

Relevant internal and external stakeholders of FCMS were identified and contributed to the development of the third “Strategic Plan”. Internal stakeholders included leadership, Board of Trustees (BOT) members, alumni, faculty staff members, administration staff members, students and other College employees. External stakeholders included the employers, alumni, members of the community and other affiliated institutes together with external academic consultants.

Various working groups were formulated to collect information and relevant data and reports. In addition, gap analysis was conducted together with a review of previous reports on the first and second strategic plans of the College.

The third “Strategic Plan” for the FCMS describes how the College will achieve its vision, mission, and strategic goals. Seven special “Workshops” on strategic thinking and plan development were conducted during the months of October, November, December, 2020 and January 2021, with participation from various stakeholders. The methodology of preparing the third “Strategic Plan” for FCMS is outlined in [Figure 3]. The plan was prepared with the participation and contribution of more than 560 stakeholders (including but not limited to: faculty staff, students, members of the BOT, alumni, and members from the community). The various stakeholders in the seven workshops conducted, addressed the aspirations and challenges facing FCMS and provided the feedback that contributed to



the finalization of the third “Strategic Plan” in its current form. Concurrently, the FCMS data were collected and analyzed. Various tools were used to collect a wealth of qualitative and quantitative data and information including, but not limited to, interviews, small group meetings, general meetings with students, surveys, questionnaires, gap analysis, previous strategic plan reports, reports on academic accreditation and quality assurance in higher education, and brainstorming sessions. In addition, both the vision and mission statements were revisited and reviewed during the various workshops conducted in the preparation of the third “Strategic Plan”. Of the participants, 96.2% reported that the “Mission” statement clearly stated the purpose of the FCMS and 94.7% reported that it clearly supports the expectations and objectives for learning, development and growth. These observations indicate that both the vision and mission statements are positively approved and well received by various stakeholders.

2.4 The quality assurance in the planning processes

The third “Strategic Plan” for FCMS establishes priorities. It also describes how the various educational and transformational priorities are identified. In addition, it also describes how the various educational, academic, scientific research and community engagement activities are used to achieve the vision and mission of the College in the coming five years (2021-2025), with the support of all units and

departments of the College. Moreover, through the development of an “Implementation Plan”, for the strategic goals and strategies together with timelines, targets and teams will be successfully outlined and achieved. The Quality Management Systems (QMS) existing at FCMS will be used to provide a quality assurance mechanism to continuously relate and measure tasks and activities within the context of merging and paralleled strategic priorities. Various performance indicators (PIs) were generated for monitoring achievements of all strategic objectives as outlined by all projects according to timelines and tasks described in the implementation plan. The NCAAA guidelines⁴ provided higher education institutes with checklists to assist benchmarks, metrics and rubrics to help with assessing and monitoring the progress of the institutes in the implementation of their strategic plans. Accordingly, several Key Performance Indicators (KPIs) as per NCAAA standards will be included with other PIs of the plan.

In the context of the third “Strategic Plan” for FCMS, the term benchmarking is defined as “a measure that compares quality performance of FCMS own past performance (internal benchmarking) and with that of other institutions and external data sources (external benchmarking).” In addition, the term metric is defined to “describe the group of methods or criteria used to describe measures associated with internal FCMS activities and outcomes.” Finally, the term rubric is defined to “describe the specific categories of data and information related to assessing the quality of teaching and learning.”

In the coming period, the current high

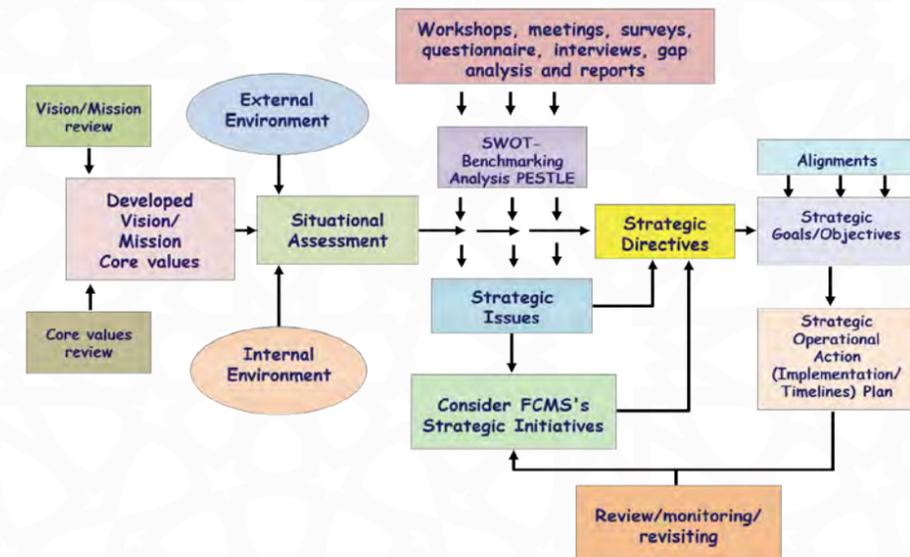


Figure 3: Methodology of preparing the third “Strategic Plan”

degree of quality assurance culture within the community of the FCMS will continue to be part of the fabric of the College in all of its teaching and learning activities: indeed, this can be observed at the levels of the institute; academic programs, policies and procedures and the practices within the environment of the College. The leadership of the FCMS with full engagement of the Quality and Accreditation Unit (QAU), supported by the entire College community are committed to comply with all the steps required to maintain and continue to achieve high quality outcomes and continuous performance improvement. Although, quality is the responsibility of everyone within the College, however, accountability for reporting on quality issues will continue to be the responsibility of the QAU. Moreover, the accountability for generating evidence,

relevant reports and documents will be shared by all contributors to the “Strategic Plan”. Finally, the complete cycle of data collection, analysis, interpretation and documentation will be related to a battery of the PIs/KPIs through the developed monitoring mechanism.

Figure 4 outlines the overall stages of a “Strategy Development” that are bounded by the management transformation activities, followed by various tasks, responsibilities and expected outcomes. This approach for the strategic planning process is consistent with international best practice as a guiding principle (Bryson’s Strategic Planning for Public and Nonprofit Organizations, 2018)⁵.

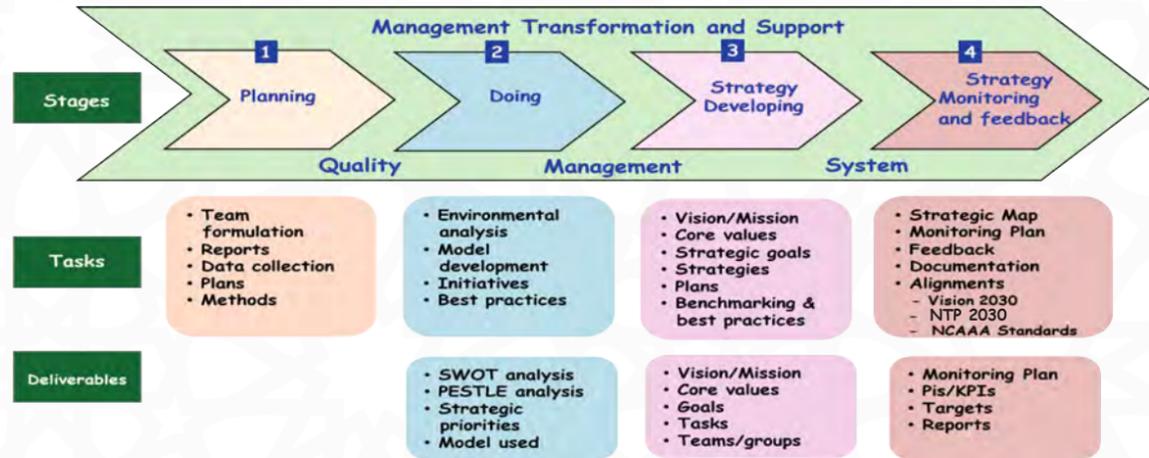


Figure 4: The overall stages of strategy development

2.5 Strategic directives and strategic goals

Following the careful analysis of the environmental scan, PESTLE analysis and SWOT evaluation for FCMS, and in light of the vision and mission of the College, the SPSC yields four strategic directives for FCMS:

- Strategic Directive one:** Excellence in Teaching and Learning.
- Strategic Directive two:** Quality Assurance and Operational Efficiency.
- Strategic Directive three:** Postgraduate Studies, Scientific Research, and Community Engagement.

Strategic Directive four: Partnership, Collaboration and Financial Sustainability.

Accordingly, the SPSC articulated a set of nine (9) "Strategic Goals" to be met by the FCMS to achieve the vision and mission of the College by the end of its third "Strategic Plan" by 2025. The process and framework followed is outlined in Figure 5. A total of 40 (strategic objectives) (strategies) were identified for the 9 strategic goals covering the building of strategic directives.

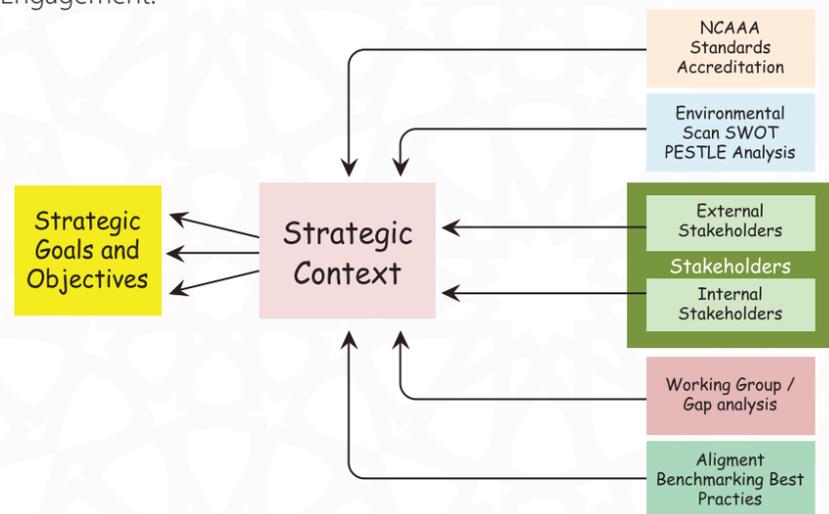


Figure 5: Framework used for developing strategic goals for FCMS third Strategic Plan



2.5.1 Strategic directive one: Excellence in teaching and learning

For the strategic directive, “achieving excellence in teaching and learning”, the FCMS will reserve no effort and energy to focus on enhancing the quality of the College teaching and learning environment throughout its programs. In doing so, excellence and academic quality, must be recognized, and enforced at the levels within the teaching and learning activities. Applying the highest quality assurance standards and best practices and ensuring the full compliance with the NCAAA accreditation standards. But the excellence strived by the FCMS goes beyond these requirements, and aims for continuous search for performance improvement. This aspiration will distinguish the FCMS from its peers in the Kingdom and beyond. According to its mission, the College will ensure access to teaching and learning excellence to graduate qualified health care professionals through its various undergraduate and postgraduate programs. Finally, based on previous experience on the type of students enrolled into the College who are not sufficiently well prepared to higher education, the FCMS will take needed steps to continue on its improved selection criteria as well as the enhancement of the learning skills of its newly admitted students during their study in the College.

2.5.2 Strategic directive two: Quality Assurance and Operational Efficiency

This strategic directive focuses on adopting the very best management practices and operational efficiency. This will be reflected on providing the environment to ensure the availability of the best educational opportunities to all students graduating from the College. This directive involves a sustained effort to provide the infrastructure needed to accommodate technologically advanced interactive learning

facilities with greater space and resources in a rapidly evolving learning environment. This also entails the continued recruitment of highly qualified faculty staff members with appropriate learning resources using the state-of-the-art facilities and advanced and innovative technologies. Concurrently, a comprehensive quality assurance and continuous performance improvement system will continue to be enforced throughout the environment of the College and its operational and administrative management, as was done during the second Strategic Plan.

2.5.3 Strategic directive three: Postgraduate Studies, Scientific Research, and Community Engagement

This strategic directive will continue to be a distinctive feature of the College among its peers in the Kingdom and beyond. It will show a continuous commitment to community services and engagement through its various programs and activities in collaboration with Fakeeh.care activities. It will also focus its research programs and service activities on meeting the many needs of the Makkah region and beyond. The goal is to become recognized among the leading university colleges in health and medical sciences engaged and committed to community services and scientific research. Indeed, this will have a positive impact on the economy of the region. Research activities will not only focus on the challenges of the Makkah region, but also will address those of the Kingdom at large in the area related to health care delivery and medical education.

2.5.4 Strategic directive four: Partnership, Collaboration and Financial Sustainability

This strategic directive ensures that the FCMS management and leadership study the developmental and remodeling needs

against projected financial resources in order to assess the affordability of its futuristic plans and expansions and generating a sustainable financial operating business model. Accordingly, the College will continue adopting viable financial strategies to ensure availability

of needed financial support and resources. In addition, the FCMS will make alliances and partnerships with other higher education institutes and health industries to support its programs and contribution to the economy of the Kingdom.

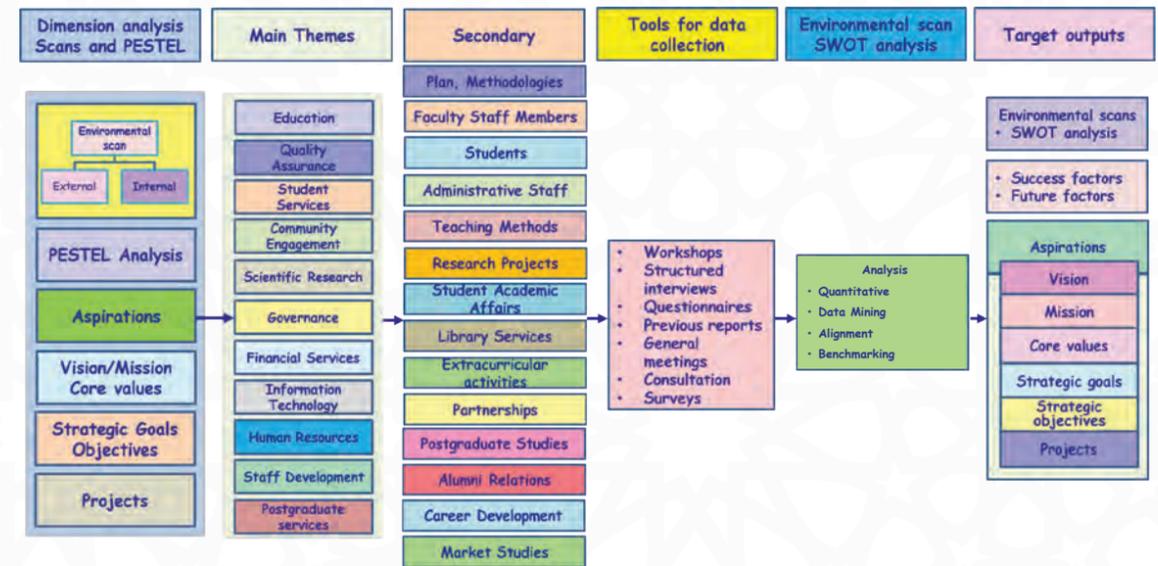


Figure 6: Analysis of current status, strategic directives and outlook

It is anticipated that during the implementation of the third “Strategic Plan” in an educational environment, strategic goals will be overlapped: this will indeed result in multiple effects addressing two or three goals simultaneously. Accordingly, it is envisaged to use an integrated approach combining the four strategic directives into a series of linked strategic goals with needed strategies and projects. Figure 7 illustrates how the four strategic directives are interrelated and integrated.

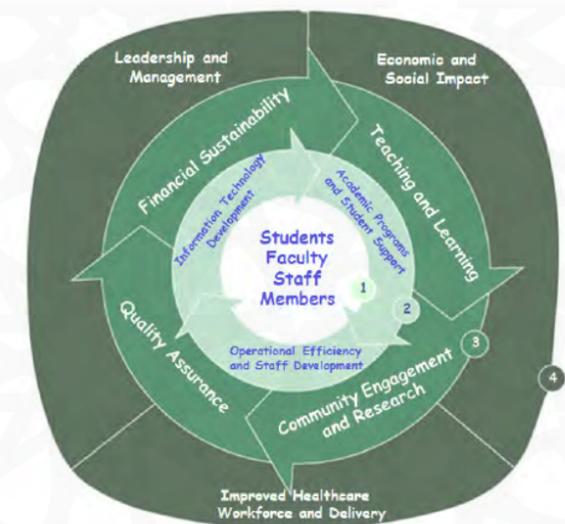


Figure 7: Four strategic directives inter-relation and integration

Thus, based on the detailed environmental analysis for FCMS and the benchmarking approach (see Appendix C), a futuristic model of the College is constructed, see Figure 8.

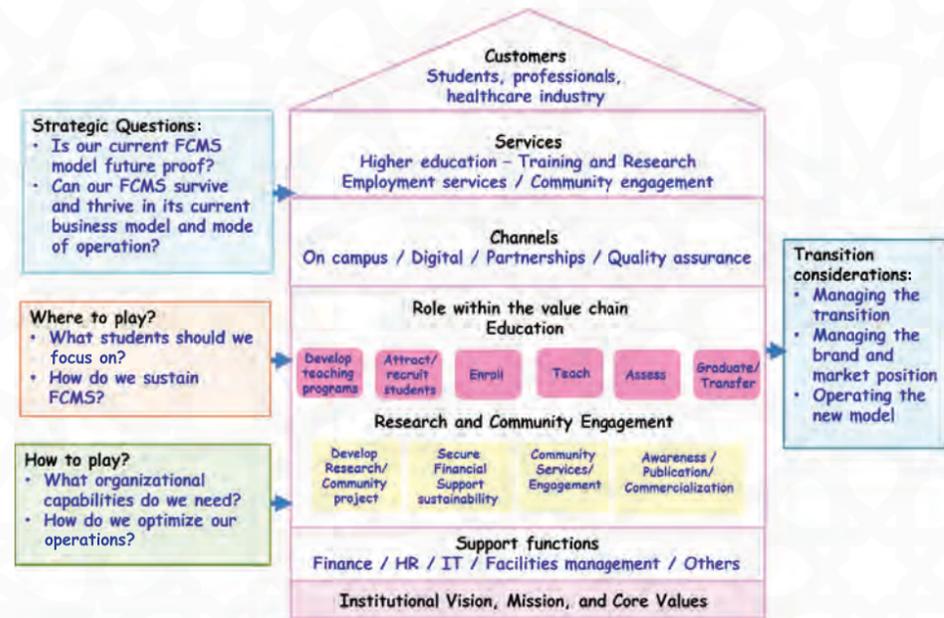
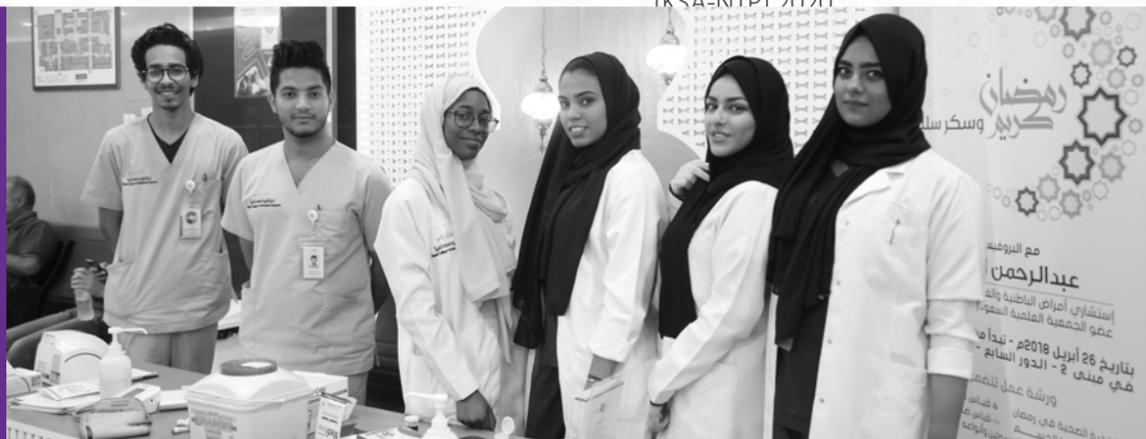


Figure 8: FCMS Model of the future

2.6. Alignment

The following section describes the 9 “Strategic Goals” and the “Strategic Objectives” (or strategies) to be implemented to achieve the vision and mission of the FCMS in the coming five years (2021-2025) of the third “Strategic Plan” and alignment with the following sources/ references:

- ETEC-NCAAA Accreditation Standards;
- KSA Vision 2030; and
- KSA National Transformation Programs (KSA-NTP) 2020



Strategic Directive One: Excellence in teaching and learning (SG1, SG2, SG3, SG4)

<p>Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence</p>
<p>Strategic Objective 1.1: Enhance and sustain the quality of educational academic programs outcomes.</p> <p>Strategic Objective 1.2: Nurture and sustain a culture that supports teaching and learning excellence.</p> <p>Strategic Objective 1.3: Develop a robust integrated clinical training network</p> <p>Strategic Objective 1.4: Strengthen the recruitment and retention of highly competent valued faculty staff members.</p> <p>Strategic Objective 1.5: Enhance the multidisciplinary integration initiatives of academic Programs.</p> <p>Strategic Objective 1.6: Improve licensure scores and employability of graduates for all programs.</p> <p>Strategic Objective 1.7: Implement Evidence-based, learner-centered educational approaches fostering deep learning and student engagement.</p> <p>Strategic Objective 1.8: Establish and start the Physical Therapy (BSc-PT) Program.</p> <p>Strategic Objective 1.9: Establish and start the Respiratory Therapy (BSc-RT) Program.</p> <p>Strategic Objective 1.10: Establish and start the Cardiac Care Technology (BSc-CCT) Program.</p> <p>Strategic Objective 1.11: Establish and start the Clinical Psychology (BSc -CP) Program.</p>
<p>NCAAA Standards: 1.0.1, 1.0.2, 1.0.3, 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.2.1, 3.2.2, 3.3.1, 3.3.2, 3.3.3, 3.5.1, 3.5.2, 3.5.3, 3.5.4, 3.5.5, 3.6.1, 3.6.2, 3.6.3, 3.6.4, 5.1.1, 5.1.2, 5.1.3, 5.1.4, 5.1.5.</p>
<p>KSA NTP 2020 Strategic Objectives:</p> <p>Ministry of Education SO₂ – Improve recruitment, training and development of teachers.</p> <p>Ministry of Education SO₄ – Improve curricula and teaching methods.</p> <p>Ministry of Education SO₅ – Improve student’s values and core skills.</p> <p>Ministry of Education SO₆ – Enhance the education system’s capability to address national development requirements and to meet labor market needs.</p> <p>Ministry of Human Resources & Social Development SO₁₀ – Raise Saudis skill level to match labor.</p>
<p>Vision 2030 Goals: 1, 2, 5</p>



Strategic Goal Two: Invest in innovative and effective technologies to advance academic performance

Strategic Objective 2.1: Continue to invest in advanced information technology infrastructure and human resources.

Strategic Objective 2.2: Improve and optimize the library resources and technologies.

Strategic Objective 2.3: Embed technology enhance learning (TEL) in all undergraduate programs within the FCMS.

Strategic Objective 2.4: Embed technology enhance learning (TEL) in all postgraduate programs within the FCMS.

NCAA Standards: 3.6.2, 3.6.3, 3.6.4, 3.6.6, 3.6.7, 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.2.5, 6.2.6.

KSA NTP 2020 Strategic Objectives:

Ministry of Education SO₃ – Improve the learning environment to stimulate creativity and innovation.

Ministry of Economy SO₃ – Improve planning and implementation efficiency.

Vision 2030 Goals: 1, 2, 5

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities

Strategic Objective 3.1: Expand on the infrastructure of learning resources and facilities.

Strategic Objective 3.2: Continue to invest in human resources and professional development of faculty and staff.

Strategic Objective 3.3: Focus on effective maintenance and environmental safety.

Strategic Objective 3.4: Recruit and retain distinctive faculty staff members.

NCAA Standards: 3.6.1, 3.6.2, 3.6.3, 3.6.4, 5.1.1, 5.1.2, 5.1.3, 5.1.4, 5.1.5, 5.2.1, 5.2.2, 5.2.3, 5.2.4, 2.2.1, 6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.4.1, 6.4.2, 6.4.3, 6.4.4.

KSA NTP 2020 Strategic Objectives:

Ministry of Education SO₂ – Improve recruitment, development and training of teachers.

Ministry of Human Resources & Social Development SO₁₃ – Raise the quality of services provided.

Vision 2030 Goals: 1, 2, 5

Strategic Goal Four: Focus on Student Life and Welfare

Strategic Objective 4.1: Improve processes of acceptance, admission and registration.
Strategic Objective 4.2: Improve student support services.
Strategic Objective 4.3: Improve student support to clinical services.
Strategic Objective 4.4: Enhance student participation in extracurricular and other curricular activities.
Strategic Objective 4.5: Provide structured support and management of student's future careers.
Strategic Objective 4.6: Support students safety health and improvement.

NCAAA Standards: 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5, 4.2.1, 4.2.2, 4.2.3, 4.3.1, 4.3.2, 4.3.3, 4.3.4, 4.4.1, 4.4.2, 4.4.3, 4.5.1, 4.5.2, 4.5.3, 4.5.4, 4.5.5, 4.6.1, 4.6.2.

KSA NTP 2020 Strategic Objectives:
Ministry of Education SO₄– Improve curricula and teaching methods.
Ministry of Education SO₅– Improve student's values and core skills.
Ministry of Education SO₆– Enhance the education system's capability to address national development requirements and to meet labor market needs.
Ministry of Human Resources & Social Development SO₁₀– Raise Saudis skill level to match labor market needs.
Ministry of Culture SO₁– Develop an environment that stimulates cultural activities.

Vision 2030 Goals: 2, 5

Strategic Directive Two: Quality Assurance and Operational Efficiency (SG5)

Strategic Goal Five: Leadership, Governance and Quality Improvement

Strategic Objective 5.1: Enhance governance and operational efficiency.
Strategic Objective 5.2: Sustain FCMS alignment to national quality standards of higher education.
Strategic Objective 5.3: Sustain FCMS alignment to national quality standards of higher education.
Strategic Objective 5.4: To enhance KPIs management processes with FCMS.

NCAAA Standards: 1.0.1, 1.0.2, 1.0.3, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 2.3.2, 2.4.1, 2.4.2, 2.4.3, 2.4.4, 2.4.5, 2.4.6, 2.4.7, 2.5.1, 2.5.2, 2.5.3.

KSA NTP 2020 Strategic Objectives:
Ministry of Economy SO₃– Improve planning and implementation efficiency.
Ministry of Human Resources & Social Development SO₄– Develop quality standards and technical accreditation.

Vision 2030 Goals: 2

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, SG7)

Strategic Goal Six: Strengthen Postgraduate Studies and Scientific Research

Strategic Objective 6.1: Develop new postgraduate programs.
Strategic Objective 6.2: Build and strengthen institutional research capacity.

NCAAA Standards: 3.5.1, 3.5.2, 3.5.3, 3.5.4, 3.5.5, 5.2.3, 7.1.1, 7.1.2, 7.1.3, 7.1.4, 7.1.5, 7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, 7.2.6.

KSA NTP 2020 Strategic Objectives:
Ministry of Education SO₃– Improve the learning environment to stimulate creativity and innovation.
Ministry of Education SO₈– Increase private sector participation in the education sector.
KACST SO₆– Support research and development to ensure the sustainability of the local content development system.

Vision 2030 Goals: 1, 3, 5

Strategic Goal Seven: Commitment to Community Engagement

Strategic Objective 7.1: Promote a culture of community engagement and services.
Strategic Objective 7.2: Develop and diversify community services.
Strategic Objective 7.3: Develop and implement community outreach awareness programs
Strategic Objective 7.4: Promote a culture of community engagement and services.
Strategic Objective 7.5: Promote FCMS nationally and internationally.

NCAAA Standards: 8.0.1, 8.0.2, 8.0.3,

KSA NTP 2020 Strategic Objectives:
Ministry of Human Resources & Social Development SO₅– Enable volunteer work.
Ministry of Human Resources & Social Development SO₁₀– Raise Saudis skill level to match labor market needs.
Ministry of Education SO₈– Increase private sector participation in the education sector.
Ministry of Culture SO₁– Develop an environment that stimulates cultural activities.

Vision 2030 Goals: 1, 3, 5

Strategic Directive Four: Partnership, Collaboration and Financial Sustainability (SG8, SG9)

Strategic Goal Eight: Strengthen Partnership and Collaboration
Strategic Objective 8.1: Promote collaboration and partnership with national public and private healthcare providers. Strategic Objective 8.2: Promote collaboration and partnership with international healthcare providers
NCAAA Standards: 3.4.1, 3.4.2, 8.0.1, 8.0.2, 8.0.3
KSA NTP 2020 Strategic Objectives: Ministry of Education SO₈ – Increase private sector participation in the education sector. Ministry of Culture SO₇ – Develop an environment that stimulates cultural activities.
Vision 2030 Goals: 2, 3

Strategic Goal Nine: Focus on Financial Sustainability
Strategic Objective 9.1: Promote best practices in financial planning and operational efficiency Strategic Objective 9.2: Diversify the financial support and funding for the FCMS.
NCAAA Standards: 6.1.1, 6.1.2, 6.1.3, 6.1.4.
KSA NTP 2020 Strategic Objectives: Ministry of Education SO₇ – Develop creative financing methods and improve the educational system’s financial efficiency. Ministry of Education SO₈ – Increase private sector participation in the education sector.
Vision 2030 Goals: 1, 5



2.7 Implementation of the “Strategic Plan” and organizational responsibility

At FCMS, strategic planning is a process which is a component of the Strategy Management System: a framework that guides the College in planning, implementing, and evaluating its strategic goals and objectives as part of the Strategic Plan. This has been adapted based on the strategy management framework published by Kaplan Norton, which is depicted in [Figure 1.9].

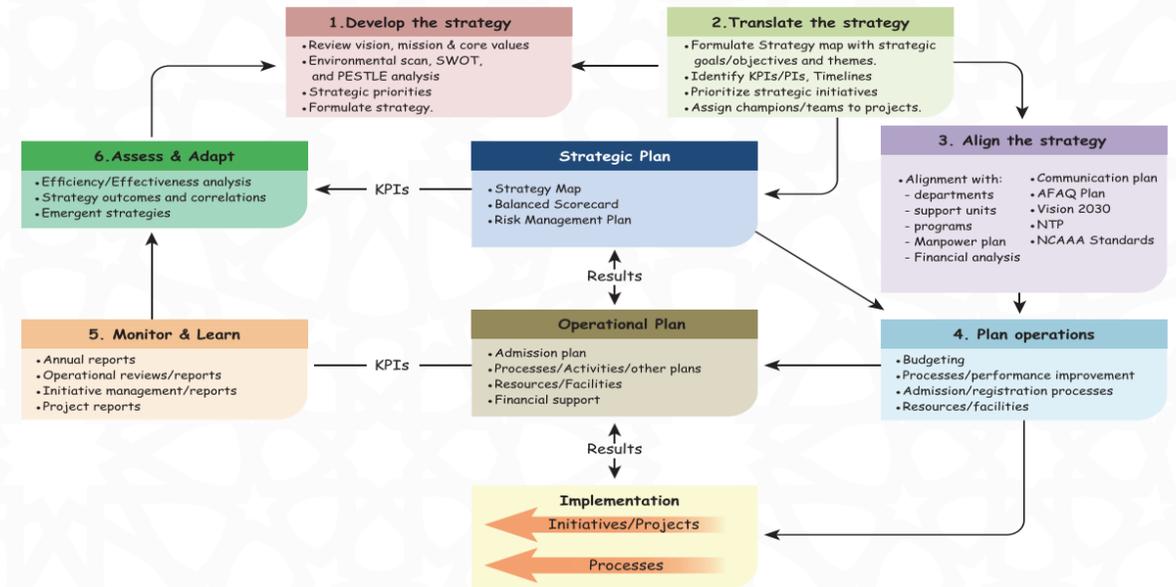


Figure 1.9: Strategy Management System (Adapted from Kaplan and Norton)

The main responsibility of the implementation of the strategic plan lies with the leadership and top management as well as the heads of departments and units within the College. The SPSC will be instrumental in following up and monitoring the implementation of the third “Strategic Plan” for the FCMS during the coming five years. The Board of Trustees (BOT) as well as the “College Council” will also

be involved in the review process of the plan. The SPSC will be responsible for the operational side of the “Strategic Plan” implementation with the support of the Strategic Planning Unit (within FCMS), whereas the QAU will monitor, and follow up the various projects as per timelines and deliverables. Figure 10 shows the organizational chart for strategy implementation.

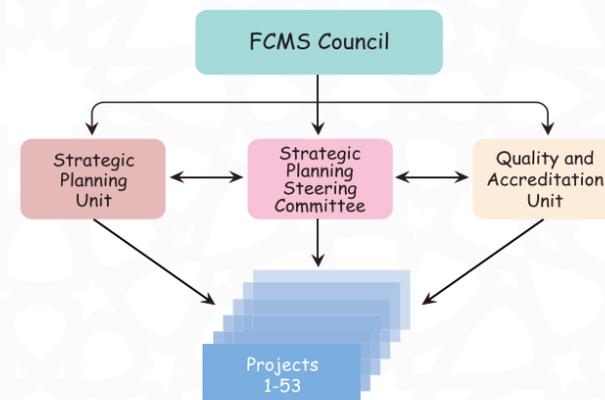


Figure 10: Organization for strategic implementation and control

2.7.1 The implementation process

The following are the major steps in the "Strategic Plan" implementation process:

1. Each project team as part of the 53 project teams of the third "Strategic Plan" will develop a set of tasks with their implementation timeline according to the prioritization outlined in the "Strategic Plan" and he/she is responsible for obtaining the required resources and support from the leadership of the FCMS.
2. The Champion of each project will provide an annual report on the progress of the implementation of the project to the "SPSC."
3. The Champion of each project will provide a "Progress Report" on the progress of the implementation in "June" every year to the "SPSC." the reports should cover the current status of progress attained in each project, any challenges and/or achievements.
4. The Strategic Planning Unit with the QAU will organize a management review in "July" of every year for the "SPSC" to examine the progress achieved during the implementation of the third "Strategic Plan" with recommendations or corrective actions to deal with any risk management issues, challenges and delays. A management review process evaluating achievements of each project during its implementation taking into consideration deliverables, PIs, KPIs and targets.
5. Each project will receive a management review report from the QAU by "July" of each year. Each project will update and streamline its plan as needed according to the feedback from the management review and continue implementation of the project as planned.

2.7.2 Performance measures and time lines

The third "Strategic Plan" included a list of PIs and KPIs to achieve the 9 "Strategic Goals" of the plan. Each project has developed its own PIs to cover all strategic objectives of relevance to that particular project. Such KPIs will be monitored against specific target timelines by the QAU to show the achievements toward reaching the strategic goals of the College. Any deviations from targets will be identified and reviewed with needed corrective measures accordingly. The various identified PIs at the level of the College are given for each project. In the balanced scorecard for each project, the list of PIs specific for that particular project will be reported and reviewed accordingly.

The PIs should be aligned with the four "Strategic Directives" identified as part of the strategic plan preparation above. All 57 projects developed to achieve the 9 "Strategic Goals" of the College should directly support and align with its vision and mission. Implementing those projects will definitely move the FCMS toward its "Strategic Directives", and achieving its mission that will be monitored by the PIs/KPIs.

2.8 Communication Plan

The communication plan covers all the communications related to the third "Strategic Plan" and its implementation. This plan is created as part of the overall communication setup within FCMS. It covers reports from different stakeholders covering general orientation, progress of the strategic plan, project status, project risks, project timeline, and project resources as per the outline of the third "Strategic Plan". The feedback mechanism include but not limited to the following: surveys, feedback forms, telephone surveys, and independent audits.

2.8.1 Communications Objectives

- To ensure that all staff of the FCMS are aware of the strategic plan progress and implementation.
- To obtain support from all FCMS staff to enhance the implementation of plan of the strategic plan.
- To receive feedback and input from the teams responsible for the implementation of the strategic plan.
- To support, monitor, and ensure the successful implementation of the strategic plan.

2.8.2 General communication guide lines

- All messages will be sent to appropriate targeted staff.
- Messages will be disseminated using appropriate channel of communication.
- Communication is carried out proactively to all targeted staff.
- Communication will be informative to provide appropriate information.
- Communication must be approved by the Dean of the college prior to the dissemination.
- Official press releases will be disseminated after approval by the Dean of the College in collaboration with the chair of BOT.
- Strategic plan projects will be reviewed every 6 months through FCMS wide meetings.
- Project team is expected to provide feedback and to act on information requested.

2.8.3 Targeted communities

- Chair and members of BOT of College.
- Dean, Vice Deans and other senior management of the College.
- Champions of the strategic projects.
- Head of academic departments.
- Head of all units within the College.
- Faculty staff members and other staff.
- Students and alumni.
- The local community and other stakeholders.

2.9 The Risk Management Plan

Risk Management is a common feature among successful academic institutions, as it will limit the damage of all possible and identified risks, this contributing to the continuous success of the institution. The FCMS understands the importance of Risk Management including the overall emergency preparedness. Accordingly, a Risk Management Plan (RMP) for FCMS is of significant importance to ensure the safety and well being of all stakeholders within and affiliated with FCMS, and for the successful implementation and monitoring of the Strategic Goals of FCMS as part of the third "Strategic Plan" (2021-2025).

Within the framework of the third "Strategic Plan" developed for FCMS, it is anticipated that several factors may influence the progress of implementation of the various projects, thus, deviating the plan from its timeline to achieve its strategic goals and strategic objectives. Problems may start with the failure to attain the objectives of developmental projects and consequently affect the extent of achievement and outcomes. In addition, failures of strategic projects may propagate and then influence the achievements of strategic goals themselves.

Previous experience identify a list of possible factors to start the process of failures. The planning process itself may have inherited causes of failure within. Even when the planning processes are appropriate, several factors can be addressed to bring the "Strategic Plan" at halt. This may negatively impact on the progression of the "Strategic Plan" itself and/or due to the lack of inadequate resources both financial or human, to meet the requirements for achieving full implementation of the "Strategic Plan".

The purpose of this section is to provide summarized information on the RMP for FCMS during the implementation of the third "Strategic Plan" of FCMS (2021-2025).

Accordingly, it is anticipated that during the execution of the “Strategic Plan” of FCMS, our goal “is to be risk free environment via ensuring effective implementation of the third “Strategic Plan” of FCMS”. The cycles of the latter provide opportunities for all staff and environment within FCMS to conduct the needed analysis in relation to emerging or known risks that may impact or indirectly the strategic goals of the “Strategic Plan”.

2.9.1 The Risk Framework

The Risk Management Framework (RMF) is a set of components that provide the foundation and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organization [Figure 11]. The RMF is embedded within the organization’s overall strategic and operational policies and practices⁶.

The purpose of the “Risk Management Framework” is to:

- Establish and preserve values by incorporating risk management process

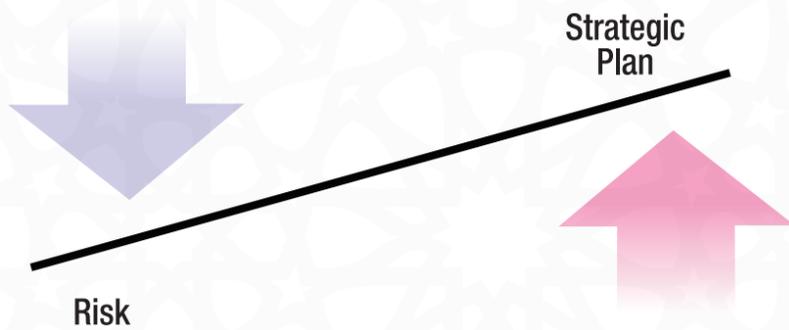


Figure 11: Risk and Strategic Plan

- and activities within strategic planning of the College.
- Incorporate the risk management system within the College as part of the decision making processes and activities.
- Clearly identify uncertainty by considering the nature of uncertainty in the risk management. Such uncertainty should be based on the most useful available information.
- Ensure the use of a systematic, structured and timely approach to risk management by applying a consistent approach in order to controlling risks and clearly identify the steps to be taken for escalating and reporting risks.
- Ensure that the College meets the expected risk reporting and documentation during risk management processes and activities.
- Thus, the risk management framework is to ensure that every effort is made by FCMS to manage risk appropriately to maximize potential opportunities and minimize the adverse effects and consequences of risks. Figure 12, illustrates the Risk Management Framework.

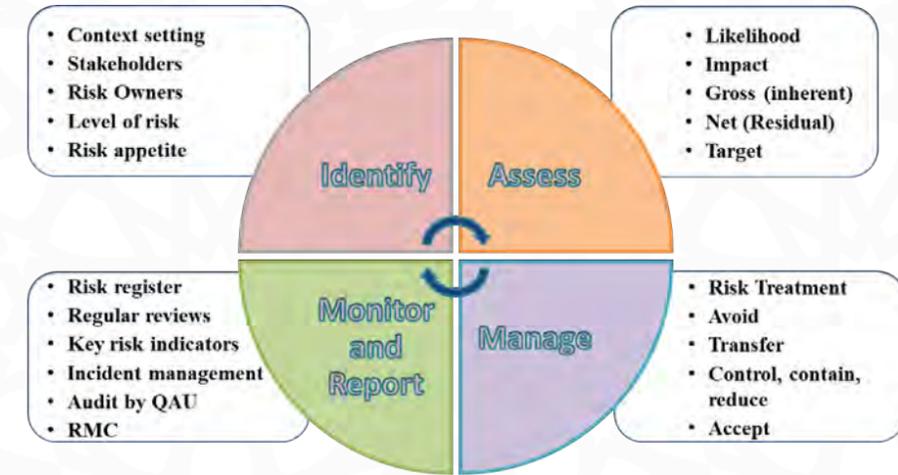


Figure 12: Risk Management Framework

The FCMS categorizes risk into strategic and operational risks, which can ensure that any common, significant risks to be identified and managed according to risk management steps (see [Figure 14]). The FCMS identified the following risk categories (Figure 13).



Figure 13: Risk categories

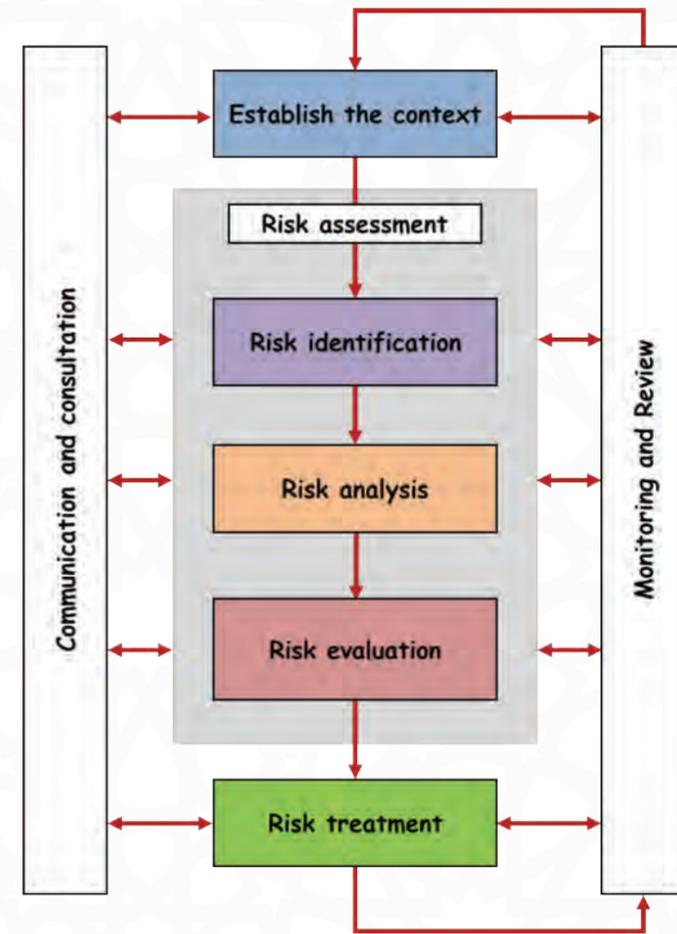


Figure 14: Risk Management Steps

2.9.2 The Risk Management Committee

The risk management committee (RMC) is part of RMP within FCMS with clear terms of reference and mandates, and reports to the Dean of FCMS.

فقيه.

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FCMS – Operational Plan

2021-2025



Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence.		
Strategic Objective 1.1: Enhance and sustain the quality of educational academic programs outcomes.		
Project 1.1.1: Reviewing and monitoring of academic undergraduate programs- Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Student' evaluation of quality of learning experience in the programs. 2. Student's evaluation of the quality of the courses. 3. Graduation rate for Undergraduate Students in the specified period 4. Proportion of interactive teaching strategies implemented in each program. 5. Students' satisfaction with the assessment processes. 6. Students' achievement of the program learning outcomes. 7. Employers' evaluation of the institution graduates' proficiency.
Starting date	January 2021	
Responsibility for implementation	VDAA, VDCA, VDDQM, HOD Medical Education, Directors of Programs, QA Unit	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.1.1.1 Monitor the implementation of the revised BSN program curriculum.	Document					→
1.1.1.2 Monitor the implementation of the revised MLS program curriculum.	Document					→
1.1.1.3 Review and monitor the implementation of the MBBS program curriculum.	Document					→

1.1.1.4 Review and monitor the implementation of the PharmD program curriculum.	Document					→
1.1.1.5 Implement teaching strategies that foster creativity and innovation.	Document					→
1.1.1.6 Continually monitor students assessment policies and procedures including “Blue Prints” and exam templates.	Document					→
1.1.1.7 Continually monitor the learning outcomes and achievements of all undergraduate programs.	Annual program report					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.2: Nurture and sustain a culture that supports teaching and learning excellence.		
Project 1.2.1: Ensure implementation of a structured student support mechanism - Champion: Dean of the College		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Students' acceptance rate in programs. 2. First – year students retention rates. 3. Student evaluation of academic advising. 4. Proportion of students participating in the mentorship program. 5. Mentors to mentees ratio. 6. Student satisfaction of the implemented teaching strategies. 7. Average number of students in the class. 8. Proportion of teaching sessions implemented as specified in the “Study Guide”.
Starting date	January 2021	
Responsibility for implementation	VDAA, VDCA, VDDQM, VDAR, HOD Medical Education, Directors of Programs, QA Unit	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.2.1.1 Increase the enrolment of high caliber students.	Document					→
1.2.1.2 Review and update the academic advising and counseling processes and program.	Academic advising student support unit-report	→				

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.3: Develop a robust integrated clinical training network		
Project 1.3.1: Clinical training enhancement - Champion: Vice Dean for Clinical Affairs		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Number of training sites identified per program. 2. Approved MBBS Internship Program. 3. Approved PharmD Internship Program. 4. Proportion of approved policies and procedures related to clinical training. 5. Students' satisfaction with the orientation programs for clinical training and internship year. 6. Number of trained standardized patients for clinical teaching and assessment. 7. Proportion of students and staff covered under clinical training medical insurance scheme. 8. Percentage of completion of database for clinical cases based on ICD-10 classification (Standardized Patients).
Starting date	January 2021	
Responsibility for implementation	VDCA, VDAA, VDAR, HOD Medical Education, Directors of Programs, QA Unit, and (CMO, CNO-DSFH).	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.3.1.1 Identify and establish a network of clinical training sites with clear criteria for approval by the College.	Document		→			
1.3.1.2 Develop a structured MBBS “Internship Year” program.	Field experience specifications for MBBS Program		→			

1.3.1.3 Develop a structured PharmD “Internship Year” program.	Field experience specifications for PharmD Program		→			
1.3.1.4 Review and update all policies and procedures related to clinical training and placement within FCMS.	Policies and procedures manual	→				
1.3.1.5 Review and update the orientation programs for students clinical training and internship year.	Orientation programs	→				
1.3.1.6 Develop and implement students assessment plans for clinical training and clinical placement.	Document		→			
1.3.1.7 Continuously monitor the learning outcomes and achievements of student clinical training and clinical placement for all programs.	Course reports					→
1.3.1.8 Enforce clinical training medical insurance scheme for staff and students.	Document					→
1.3.1.9 Develop data base for clinical cases based on ICD-10 classification and identify patients.	Document					→
1.3.1.10 Develop and train individuals for standardized patients for clinical teaching.	Document					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.4: Strengthen the recruitment and retention of highly competent valued faculty staff members.		
Project 1.4.1: Strengthen the recruitment and retention of highly competent valued faculty staff members - Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Proportion of staff recruitment on annual basis as per “Manpower Plan”. 2. Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement. 3. Appointment of promotion institutional committee. 4. Proportion of faculty staff members received orientation about the promotion criteria and process. 5. Number of awarded Faculty staff members. 6. Proportion of completed Professional Development Portfolio. 7. Faculty staff members’ satisfaction rate. 8. Ratio of students to teaching staff. 9. Proportion of faculty members with doctoral qualifications. 10. Number of patents, innovations, and awards of excellence.
Starting date	January 2021	
Responsibility for implementation	VDAA, VDCA, VDPGSR, DAF, Directors of Programs, QA Unit.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.4.1.1 Review and update all policies and procedures related to recruitment of staff within the College.	Document	→				

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.5: Enhance the multidisciplinary integration initiatives of academic programs		
Project 1.5.1: Enhance the multidisciplinary initiatives across all programs - Champion: Vice Dean for Academic Affairs		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Proportion of completion of course specifications for elective courses. 2. Proportion of completion of course reports for elective courses. 3. Students' overall evaluation on the quality of the elective courses. 4. Approved policies and procedures related to elective courses. 5. Student satisfaction of the implemented integrated sessions. 6. Average number of students in integrated session. 7. Proportion of integrated sessions implemented as specified in the class schedule.
Starting date	January 2021	
Responsibility for implementation	VDCA, VDAR, VDDQM, HOD of Medical Education, Directors of Programs, QA Unit, and (CMO, CNO-DSFH).	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.5.1.1 Introduce and implement a battery of free elective courses for all undergraduate programs.	Elective programs report					→
1.5.1.2 Develop the needed policies and procedures related to free elective courses for all undergraduate programs.	Document					→
1.5.1.3 Promote integration across interdisciplinary elective courses.	Document					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.6: Improve licensure scores and employability of graduates for all programs.		
Project 1.6.1: Enhancement of licensure of FCMS graduates – Champion: Vice Dean for Admission and Registration		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Number of licensure preparation program implemented per year. 2. Students satisfaction of the licensure preparation program. 3. Number of communication skills program implemented per year. 4. Students’ performance in the professional and / or national examinations. 5. Graduates’ employability during the first year of their graduation.
Starting date	January 2021	
Responsibility for implementation	VDDQM, VDAA, VDAR, HODs, Directors of programs, HOD Medical Education, QA Unit, Clinical Training Unit.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.6.1.1 Develop training program on licensure preparation for all graduate students.	Licensure preparation program		→			
1.6.1.2 Develop communication skill enforcements program for all graduate students.	Communication skills enforcement program	→				

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.7: Implement Evidence-based, learner-centered educational approaches fostering deep learning and student engagement.		
Project 1.7.1: Evidence-based & learner-centered education - Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Completion of policies and procedures that support Evidence Based Learning (EBL). 2. Development of Manuals for EBL. 3. Proportion of student attendance in the educational committees. 4. Student satisfaction of the EBL activities. 5. Student satisfaction of the learner-centered educational activities. 6. Number of faculty received Learner-centered Teaching Award per year.
Starting date	May 2021	
Responsibility for implementation	VDAA, VDCA, VDDQM, VDPGSR, VDAR, HOD Medical Education, Physiological Sciences, Pathological Sciences, Clinical Sciences, Nursing, MLS and Pharmaceutical Sciences.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.7.1.1. Develop and implement student-faculty staff engagement initiative strategy.	Document	→	→			
1.7.1.2. Develop needed policies and procedures to support implementation of Evidence based learning (EBL) in all programs of FCMS.	Policies and procedures	→	→			

<p>1.7.1.3. Develop needed Manuals for EBL and learner-centered educational approaches for all programs of FCMS.</p>	<p>Manuals for EBL Guide for learner-centered educational approaches</p>	<p>→</p>	<p>→</p>	<p></p>	<p></p>	<p></p>
<p>1.7.1.4. Ensure students membership in all relevant committees related to educational activities.</p>	<p>Committee Membership</p>	<p>→</p>	<p>→</p>	<p>→</p>	<p>→</p>	<p>→</p>
<p>1.7.1.5. Monitor the use of Evidence based learning (EBL) by faculty staff members as part of learner-centered approaches in all programs within FCMS.</p>	<p>Progress report</p>	<p>→</p>	<p>→</p>	<p>→</p>	<p>→</p>	<p>→</p>
<p>1.7.1.6. Identify supportive learning environment in clinical setting that optimizes learning experience and supports professionalism.</p>	<p>Document</p>	<p>→</p>	<p>→</p>	<p></p>	<p></p>	<p></p>
<p>1.7.1.7. Identify new mechanisms for students to provide ongoing feedback on the quality of their education.</p>	<p>Document</p>	<p>→</p>	<p>→</p>	<p></p>	<p></p>	<p></p>
<p>1.7.1.8. Recognize teaching excellence that is learner-centered (Learner centered Teaching Award).</p>	<p>Document</p>	<p>→</p>	<p>→</p>	<p></p>	<p></p>	<p></p>

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.8: Establish and start the Physical Therapy (BSc-PT) Program.		
Project 1.8.1: Develop the curriculum, organizational framework and the needed facilities and learning resources of the “BSc-PT Program” – Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Formulation of the BSc-PT program steering committee and working groups. 2. Completion of study plan of the BSc-PT program. 3. Completion of organizational structure of the BSc-PT program. 4. Completion of BSc-PT program specification. 5. Proportion of courses specifications completed for the BSc-PT program. 6. Completion of field experience specifications for the BSc-PT program. 7. Identification of facilities for the BSc-PT program. 8. Formulation of a 5-year Manpower plan for the BSc-PT program. 9. Proportion of completion of the policies and procedures for the BSc-PT program. 10. Completion of BSc-PT program Policy Manual. 11. Completion of the BSc-PT program Handbook. 12. Identification of learning resources needed by the BSc-PT program. 13. Formulation of “Business Plan” for the BSc-PT program.
Starting date	June 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, VDDQM, HODs, QAU, MED, DAF, Staff, BOT	

Project Calendar

		Start and Ending dates
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Projects Input Metrics	Evidence	2021	2022	2023	2024	2025
1.8.1.1. Establish the “BSc-PT Program” Steering Committee and Working Groups.	Committee membership and TORs		→			
1.8.1.2. Develop and outline the curriculum of the “BSc-PT Program.”	Study plan		→	→		
1.8.1.3. Establish the organizational structure of the “BSc-PT Program.”	Organizational structure			→		
1.8.1.4. Develop the specifications of the “BSc-PT Program.”	Program specifications			→		
1.8.1.5. Develop the course specifications within the “BSc-PT Program.”	Course specifications			→		
1.8.1.6. Develop the “Internship Year” of the “BSc-PT Program.”	Filed experience specifications			→		
1.8.1.7. Identify the needed facilities to implement the “BSc-PT Program.”	Document				→	
1.8.1.8. Identify the needed human resources for the “BSc-PT Program.”	Manpower plan				→	
1.8.1.9. Develop an “Action Plan” for implementing the “BSc-PT Program.”	Document			→		
1.8.1.10. Develop all needed policies and procedures for the “BSc-PT Program.”	Policies and procedures manual				→	
1.8.1.11. Develop “BSc-PT Program” Handbook.	“BSc-PT Program” Handbook			→		
1.8.1.12. Identify the needed equipment and learning resources for the “BSc-PT Program” (e.g., classrooms, small group teaching spaces and laboratories).	List of needed equipment and learning resources			→		

1.8.1.13. Develop a “Business Plan” specifying the cost estimates and cost impacts.	Business Plan			→		
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Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.9: Establish and start the Respiratory Care (BSc-RC) Program.		
Project 1.9.1: Develop the curriculum, organizational framework and needed facilities and learning resources of the “BSc-RC Program” – Champion: Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Formulation of the BSc-RC program steering committee and working groups. 2. Completion of study plan of the BSc-RC program. 3. Completion of organizational structure of the BSc-RC program. 4. Completion of BSc-RC program specifications. 5. Proportion of courses specifications completed for the BSc-RC program. 6. Completion of field experience specifications for the BSc-RC program. 7. Identification of facilities for the BSc-RC program. 8. Formulation of a 5-year Manpower plan for the BSc-RC program. 9. Proportion of completion of the policies and procedures for the BSc-RC program. 10. Completion of BSc-RC program Policy Manual. 11. Completion of the BSc-RC program Handbook. 12. Identification of learning resources needed by the BSc-RC program. 13. Formulation of “Business Plan” for the BSc-RC program.
Starting date	June 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, VDDQM, HODs, QAU, MED, DAF, Staff, BOT	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
1.9.1.1 Establish the “BSc-RC Program” Steering Committee and Working Groups.	Committee membership and TORs	→	→			
1.9.1.2 Develop and outline the curriculum of the “BSc-RC Program.”	Study plan	→	→			
1.9.1.3 Establish the organizational structure of the “BSc-RC Program.”	Organizational structure	→				
1.9.1.4 Develop the specifications of the “BSc-RC Program.”	Program specifications	→				
1.9.1.5 Develop the course specifications within the “BSc-RC Program.”	Course specifications	→				
1.9.1.6 Develop the “Internship Year” of the “BSc-RC Program.”	Filed experience specifications		→			
1.9.1.7 Identify the needed facilities to implement the “BSc-RC Program.”	Document					→
1.9.1.8 Identify the needed human resources for the “BSc-RC Program.”	Manpower plan					→
1.9.1.9 Develop an “Action Plan” for implementing the “BSc-RC Program.”	Document					→
1.9.1.10 Develop all needed policies and procedures for the “BSc-RC Program.”	Policies and procedures manual		→			
1.9.1.11 Develop “BSc-RC Program” Handbook.	“BSc-RT Program” Handbook		→			
1.9.1.12 Identify the needed equipment and learning resources for the “BSc-RC Program” (e.g., classrooms, small group teaching spaces and laboratories).	List of needed equipment and learning resources					→

1.9.1.13 Develop a “Business Plan” specifying the cost estimates and cost impacts.	Business Plan		→			
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Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.10: Establish and start the Cardiac Technology (BSc-CT) Program.		
Project 1.10.1: Develop the curriculum, organizational framework and needed facilities and learning resources of the “BSc-CT Program” – Champion: Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Formulation of the BSc-CT program steering committee and working groups. 2. Completion of study plan of the BSc-CT program. 3. Completion of organizational structure of the BSc-CT program. 4. Completion of BSc-CT program specifications. 5. Proportion of courses specifications completed for the BSc-CT program. 6. Completion of field experience specifications for the BSc-CT program. 7. Identification of facilities for the BSc-CT program. 8. Formulation of a 5-year Manpower plan for the BSc-CT program. 9. Proportion of completion of the policies and procedures for the BSc-CT program. 10. Completion of BSc-CT program Policy Manual. 11. Completion of the BSc-CT program Handbook. 12. Identification of learning resources needed by the BSc-CT program. 13. Formulation of “Business Plan” for the BSc-CT program.
Starting date	June 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, VDDQM, HODs, QAU, MED, DAF, Staff, BOT	

Project Calendar

		Start and Ending dates
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Projects Input Metrics	Evidence	2021	2022	2023	2024	2025
1.10.1.1. Establish the “BSc-CT Program” Steering Committee and Working Groups.	Committee membership and TORs	→				
1.10.1.2. Develop and outline the curriculum of the “BSc-CT Program.”	Study plan	→	→			
1.10.1.3. Establish the organizational structure of the “BSc-CT Program.”	Organizational structure	→				
1.10.1.4. Develop the specifications of the “BSc- CT Program.”	Program specifications	→				
1.10.1.5. Develop the course specifications within the “BSc-CT Program.”	Course specifications	→				
1.10.1.6. Develop the “Internship Year” of the “BSc-CT Program.”	Filed experience specifications		→			
1.10.1.7. Identify the needed facilities to implement the “BSc-CT Program.”	Document					→
1.10.1.8. Identify the needed human resources for the “BSc-CT Program.”	Manpower plan					→
1.10.1.9. Develop an “Action Plan” for implementing the “BSc-CT Program.”	Document					→
1.10.1.10. Develop all needed policies and procedures for the “BSc-CT Program.”	Policies and procedures manual		→			
1.10.1.11. Develop “BSc-CT Program” Handbook.	“BSc-CCT Program” Handbook		→			
1.10.1.12. Identify the needed equipment and learning resources for the “BSc-CT Program” (e.g., classrooms, small group teaching spaces and laboratories).	List of needed equipment and learning resources					→

1.10.1.13. Develop a “Business Plan” specifying the cost estimates and cost impacts.	Business Plan		→			
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Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal One: Continue to promote and strengthen commitment to teaching and learning excellence		
Strategic Objective 1.11: Establish and start the Clinical Psychology (BSc-CP) Program.		
Project 1.11.1: Develop the curriculum, organizational framework and needed facilities and learning resources of the “BSc-CP Program” – Champion: Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Formulation of the BSc-CP program steering committee and working groups. 2. Completion of study plan of the BSc- CP program. 3. Completion of organizational structure of the BSc- CP program. 4. Completion of BSc-CP program specifications. 5. Proportion of courses specifications completed for the BSc-CP program. 6. Completion of field experience specifications for the BSc-CP program. 7. Identification of facilities for the BSc-CP program. 8. Formulation of a 5-year Manpower plan for the BSc-CP program. 9. Proportion of completion of the policies and procedures for the BSc-CP program. 10. Completion of BSc-CP program Policy Manual. 11. Completion of the BSc-CP program Handbook. 12. Identification of learning resources needed by the BSc-CP program. 13. Formulation of “Business Plan” for the BSc-CP program.
Starting date	January 2024	
Responsibility for implementation	VDAA, VDCA, VDAR, VDDQM, HODs, QAU, MED, DAF, Staff, BOT	

Project Calendar

		Start and Ending dates
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Projects Input Metrics		Evidence	2024	2025
1.11.1.1	Establish the “BSc-CP Program” Steering Committee and Working Groups.	Committee membership and TORs	→	
1.11.1.2	Develop and outline the curriculum of the “BSc-CP Program.”	Study plan	→	
1.11.1.3	Establish the organizational structure of the “BSc-CP Program.”	Organizational structure	→	
1.11.1.4	Develop the specifications of the “BSc-CP Program.”	Program specifications	→	
1.11.1.5	Develop the course specifications within the “BSc-CP Program.”	Course specifications		→
1.11.1.6	Develop the “Internship Year” of the “BSc-CP Program.”	Filed experience specifications	→	
1.11.1.7	Identify the needed facilities to implement the “BSc-CP Program.”	Document		→
1.11.1.8	Identify the needed human resources for the “BSc-CP Program.”	Manpower plan		→
1.11.1.9	Develop an “Action Plan” for implementing the “BSc-CP Program.”	Document		→
1.11.1.10	Develop all needed policies and procedures for the “BSc-CP Program.”	Policies and procedures manual		→
1.11.1.11	Develop “BSc-CP Program” Handbook.	“BSc-ACC Program” Handbook		→
1.11.1.12	Identify the needed equipment and learning resources for the “BSc-CP Program” (e.g., classrooms, small group teaching spaces and laboratories).	List of needed equipment and learning resources		→
1.11.1.13	Develop a “Business Plan” specifying the cost estimates and cost impacts.	Business Plan		→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Two: Invest in innovative and effective technologies to advance academic performance.		
Strategic Objective 2.1: Continue to invest in advanced information technology infrastructure and human resources.		
Project 2.1.1: IT infrastructure and capital management - Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Stakeholders satisfaction of the Blackboard. 2. Stakeholders satisfaction of the College website. 3. Stakeholders satisfaction of the e-learning resources. 4. Proportion of completed smart classroom system 5. Proportion of completed smart laboratory system. 6. Development of mobile application. 7. Proportion of conducted cyber security awareness campaign per year. 8. Establishment of Fakeeh University (FU) IT Center. 9. Utilization rate of e-learning resources. 10. Satisfaction of beneficiaries with learning resources
Starting date	January 2021	
Responsibility for implementation	VDAA, VDCA, VDDQM, V DAR, VDPGSR, HODs, Directors of programs, QAU.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
2.1.1.1 Enhance Blackboard e-learning system through update to a new version.	Contract and implementation report		→			
2.1.1.2 Enhance and update the College's "Website".	New Website report		→			

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Two: Invest in innovative and effective technologies to advance academic performance.		
Strategic Objective 2.2: Improve and optimize the library resources and technologies.		
Project 2.2.1: Enhancement of Library resources and technologies - Champion: Vice Dean for Academic Affairs.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Number of staff accessing Saudi Digital Library. 2. Number of students accessing Saudi Digital Library. 3. Total budget allocated for library resources during the academic year. 4. Utilization rate of library resources. 5. Proportion of reviewed library policies and procedures. 6. Completion of Library Services within Fakeeh University.
Starting date	January 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, VDDQM, VDPGSR, HODs, Directors of programs, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
2.2.1.1 Develop tools (orientation, guides, programs ..) to promote access to Saudi Digital Library.	System implementation		→			
2.2.1.2 Develop tools (orientation, guides, programs ..) to promote access to free databases.	System implementation		→			
2.2.1.3 Promote improved use of Library Catalog.	Report		→			
2.2.1.4 Review and update library policies and procedures.	Policies and procedures		→			

2.2.1.5 Acquire all needed IT systems and hardware for Library operation.	New equipment			→		
2.2.1.6 Monitor and track the utilization Library resources.	Report				→	
2.2.1.7 Establish the Library Services within Fakeeh University.	New Library services report				→	

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Two: Invest in innovative and effective technologies to advance academic performance.		
Strategic Objective 2.3: Embed technology enhanced learning (TEL) in all undergraduate programs within the FCMS.		
Project 2.3.1: TEL development and implementation in all undergraduate programs - Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Proportion of policies and procedures for management of teaching and learning in TEL. 2. Proportion of policies and procedures for management of students assessment in TEL. 3. Proportion of conducted staff development sessions about TEL according to the plan. 4. Proportion of the courses implemented TEL per year per program. 5. Proportion of academic staff involved in TEL per year per program. 6. Number of media creation solutions implemented per year.
Starting date	January 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, VDDQM, HODs, Directors of programs, QA unit.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
2.3.1.1 Develop needed policies and procedures for teaching and learning in TEL.	Policies and procedures		→			
2.3.1.2 Develop “Guidelines “for teaching and learning in TEL for all undergraduate programs.	Guidelines		→			

2.3.1.3 Establish an “Assessment Plan” for TEL in all undergraduate programs.	Assessment Plan	→				
2.3.1.4 Establish a” Professional Development Program” to support faculty staff members for TEL.	Professional Development Program					→
2.3.1.5 Establish a “Student Orientation Program” to support TEL activities.	Student Orientation Program					→
2.3.1.6 Establish a “Monitoring System” for the delivery of TEL activities within all undergraduate programs.	IQAS report	→				→
2.3.1.7 Increase the number of courses by 25% per year per program using TEL.	Course specifications					→
2.3.1.8 Increase the number of academic staff involved in TEL by 50% per year per program.	List					→
2.3.1.9 Implement annual review of TEL practices in all undergraduate programs within FCMS.	Annual report					→
2.3.1.10 Acquire virtual learning and media creation solutions (3 solutions per year).	Media platforms					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Two: Invest in innovative and effective technologies to advance academic performance.		
Strategic Objective 2.4: Embed technology enhanced learning (TEL) in all postgraduate programs within the FCMS.		
Project 2.4.1: TEL development and implementation in all postgraduate programs - Champion: Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of policies and procedures for management of teaching and learning in TEL for postgraduate programs. 2. Proportion of policies and procedures for management of students assessment in TEL for postgraduate programs. 3. Proportion of conducted staff development sessions on TEL according to the plan. 4. Proportion of the courses implemented TEL per year per program. 5. Proportion of academic staff involved in TEL per year per program. 6. Number of media creation solutions implemented per year.
Starting date	January 2021	
Responsibility for implementation	VDPGSR, VDCA, VДАР, VDDQM, HODs, Directors of programs, QAU.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
2.4.1.1 Develop needed policies and procedures for teaching and learning in TEL for postgraduate programs.	Policies and procedures		→			
2.4.1.2 Develop “Guidelines “for teaching and learning in TEL for all postgraduate programs.	Guidelines		→			

2.4.1.3 Establish an “Assessment Plan” for TEL in all postgraduate programs.	Assessment Plan						
2.4.1.4 Establish a” Professional Development Program” to support faculty staff members for TEL.	Professional Development Program						
2.4.1.5 Establish a “Student Orientation Program” to support TEL activities.	Student Orientation Program						
2.4.1.6 Establish a “Monitoring System” for the delivery of TEL activities within all postgraduate programs.	IQAS report						
2.4.1.7 Increase the number of courses by 25% per year per program using TEL.	Course specifications						
2.4.1.8 Increase the number of academic staff involved in TEL by 50% per year per program.	List						
2.4.1.9 Implement annual review of TEL practices in all postgraduate programs within FCMS.	Annual report						
2.4.1.10 Acquire virtual learning and media creation solutions (3 solutions per year).	Media platforms						

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.1: Expand on the infrastructure of learning resources and facilities.		
Project 3.1.1: New Clinical Simulation Building (CSB) - Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Proportion of completion of the new Clinical Simulation Building. 2. Utilization rate of the new Clinical Simulation Building. 3. Number of FCMS staff members participated in Clinical skills Simulation activities. 4. Number of FCMS students attended training sessions in Clinical Simulation building. 5. Number of visitors attended training sessions in Clinical Simulation building.
Starting date	March 2021	
Responsibility for implementation	VDAA, VDCA, DAF, VDDQM, HOD, MED, Directors of Programs, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.1.1.1 Gap and needs analysis for CSB facilities.	Gap and needs analysis		→			
3.1.1.2 Approve the scope of work for the CSB.	Document		→			
3.1.1.3 Draft the contract for the CSB.	Contract		→			

3.1.1.4 Monitor the implementation of the project with contractor and Project Administration.	Document					→
3.1.1.5 Selection of furniture and equipment for the CSB.	List of furniture and equipment					→
3.1.1.6 Selection for the signage of CSB contractor.	Document					→
3.1.1.7 Moving the staff and students to the CSB.	Utilization report				→	→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.1: Expand on the infrastructure of learning resources and facilities.		
Project 3.1.2: New College of Nursing Building (CNB) - Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Development of Master plan for CNB. 2. Proportion of completed list of equipment and learning resources for the College of Nursing. 3. Proportion of completion of College of Nursing Building. 4. Development of the organizational structure for College of Nursing. 5. Proportion of completed policies and procedures for the College of Nursing. 6. Development of operational plan for College of Nursing. 7. Development of Bylaws for College of Nursing. 8. Proportion of staff recruitment to the College of Nursing as per “Manpower Plan”. 9. Development of “Business Plan” for the College of Nursing.
Starting date	March 2021	
Responsibility for implementation	VDAAs, VDCAs, VDAR, DAF, VDDQM, DoD Medical Education, Directors of Programs, QA Unit	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.1.2.1 Gap and needs analysis for CNB facilities.	Gap and needs analysis	→	→			

3.1.2.2 “Master Plan” development for CNB.	Master Plan	→	→			
3.1.2.3 Approve the scope of work for the CNB.	Document	→	→			
3.1.2.4 Draft the contract for the CNB.	The contract			→		
3.1.2.5 Monitor the implementation of the project with contractor and Project Administration.	Document			→	→	
3.1.2.6 Selection of furniture and equipment for the CNB.	List of furniture and equipment			→	→	
3.1.2.7 Selection for the signage of CNB contractor.	Document			→		
3.1.2.8 Moving the staff and students to the CNB.	Document				→	→
3.1.2.9 Establish the organizational structure for College of Nursing.	Organizational structure				→	→
3.1.2.10 Appointment of the Dean and other administration for the College of Nursing.	Appointment form				→	→
3.1.2.11 Develop all needed policies and procedures, Bylaws and operational plan for the College of Nursing.	Policies and procedures, Bylaws and operational plan				→	→
3.1.2.12 Identify the needed equipment and learning resources for the College of Nursing.	List with the equipment and learning resources			→		
3.1.2.13 Develop a “Business Plan” for the College Nursing specifying the cost and cost impacts.	Business Plan				→	→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.1: Expand on the infrastructure of learning resources and facilities.		
Project 3.1.3: New College of Pharmacy and Applied Medical Sciences Building (CPAMSB) - Champion: Dean of the College.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Development of Master plan for CPAMSB. 2. Proportion of completed list of equipment and learning resources for the CBAMSB. 3. Proportion of completion of CBAMSB. 4. Development of the organizational structure for College of PAMS. 5. Proportion of completed policies and procedures for the College of PAMS. 6. Development of operational plan for College of PAMS. 7. Development of Bylaws for College of PAMS. 8. Proportion of staff recruitment to the College of PAMS as per “Manpower Plan”. 9. Development of “Business Plan” for the College of PAMS.
Starting date	February 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, DAF, VDDQM , DoD Medical Education, Directors of Programs, QA Unit	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.1.3.1 Gap and needs analysis for CPAMSB facilities.	Gap and needs analysis	→				

3.1.3.2	“Master Plan” development for CPAMSB.	Master Plan	→			
3.1.3.3	Approve the scope of work for the CPAMSB.	Document	→			
3.1.3.4	Draft the contract for the CPAMSB.	The contract			→	
3.1.3.5	Monitor the implementation of the project with contractor and Project Administration.	Document				→
3.1.3.6	Selection of furniture and equipment for the CBAMSB.	List of furniture and equipment				→
3.1.3.7	Selection for the signage of CPAMSB contractor.	Document			→	
3.1.3.8	Moving the staff and students to the CPAMSB.	Document				→
3.1.3.9	Establish the organizational structure for the College of PAMS.	Organizational structure				→
3.1.3.10	Appointment of the Dean and other administration for the College of PAMS.	Appointment form				→
3.1.3.11	Develop all needed policies and procedures, Bylaws and operational plan for the College of PAMS.	Policies and procedures, Bylaws and operational plan				→
3.1.3.12	Identify the needed equipment and learning resources for the College of PAMS.	List with the equipment and learning resources			→	
3.1.3.13	Develop a “Business Plan” for the College PAMS specifying the cost and cost impacts.	Business Plan				→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.2: Continue to invest in human resources and professional development of faculty and staff.		
Project 3.2.1: Administrative and technical staff development - Champion: Director of Administration and Finance .		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Development of annual Administrative and Technical Staff Development Program. 2. Proportion of updated policies and procedures related to administrative and technical staff development. 3. Proportion of administrative staff participated in the Administrative and Technical Staff Development Program. 4. Proportion of technical staff participated in the Administrative and Technical Staff Development Program. 5. Number of technical staff received award for Excellence. 6. Number of Administrative staff received award for Excellence.
Starting date	February 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, VDDQM, Head of MED, Directors of Programs, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.2.1.1 Gap and needs analysis for administrative and technical staff development.	Gap and needs analysis					→
3.2.1.2 Develop and implement “Annual Administrative and Technical Staff Development Program”.	Administrative and Technical Staff Development Program					→

3.2.1.3 Update policies and procedures related to administrative and technical staff development.	Policies and procedures	→				
3.2.1.4 Evaluate and monitor the effectiveness of administrative and technical staff development activities.	Performance evaluation form					→
3.2.1.5 Establish and implement the “Award for Administrative Excellence”.	List for administrative staff received Award for Excellence					→
3.2.1.6 Establish and implement the “Award for Technical Excellence”.	List for Technical staff received Award for Excellence					→
3.2.1.7 Promote the proficiency of administrative and technical staff in usage of technology.	Document					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.2: Continue to invest in human resources and professional development of faculty and staff.		
Project 3.2.2: Prepare future leaders - Champion: Director of Administration and Finance.		
Overview		KPIs
Duration	4 years	<ol style="list-style-type: none"> 1. Development of annual Leadership Development Program. 2. Proportion of updated policies and procedures related to leadership development. 3. Proportion of leaders participated in the Leadership Development Program. 4. Number of leaders received award for Excellence.
Starting date	February 2021	
Responsibility for implementation	VDAA, VDCA, V DAR, VDDQM, DoD Medical Education, Directors of Programs, QA Unit	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.2.2.1 Conduct gap and training needs analysis for leaders within the College.	Gap and needs analysis					→
3.2.2.2 Identify leadership training opportunities for academic and administrative leaders.	Leadership Development Program					→
3.2.2.3 Update policies and procedures related to Leadership Development.	Policies and procedures	→	→			
3.2.2.4 Evaluate and monitor the effectiveness of leadership development activities.	Performance evaluation form					→

3.2.2.5 Establish and implement the “Leadership Excellence Award”.	List for leaders received Awards					
3.2.2.6 Promote the proficiency of leaders in usage of technology.	Document					

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.3: Focus on effective maintenance and environmental safety.		
Project 3.3.1: Enhance effective facility maintenance - Champion: Director of Administration and Finance (DAF).		
Overview		KPIs
Duration	5 years	1. Proportion of reviewed policies and procedures related to maintenance. 2. Number of OVRs reported at the college related to maintenance during academic year. 3. Number of environmental rounds conducted during the academic year. 4. Satisfaction of beneficiaries with technical services
Starting date	January 2021	
Responsibility for implementation	VDAA, VDAR, HODs, Directors of Units, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.3.1.1 Review and update all policies and procedures related to maintenance.	Policies and procedures	→				
3.3.1.2 Monitor the implementation of “Preventive Maintenance Plan” for facilities and equipment of the College.	Preventive Maintenance Plan Report					→
3.3.1.3 Develop “Annual Maintenance Budget” with clear monitoring costing scheme.	Annual Maintenance Budget					→
3.3.1.4 Decrease the number of irregularities and OVRs at the College level related to maintenance.	Document					→

3.3.1.5 Enhance the implementation and monitoring of environmental rounds of facilities within the College.	Environmental round report					
3.3.1.6 Promote and increase the volume of efficiency of energy usage within the College.	Document					
3.3.1.7 Promote and increase the volume of efficiency of water consumption within the College.	Document					

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.3: Focus on effective maintenance and environmental safety.		
Project 3.3.2: Enhance effective facility environmental safety - Champion: Director of Administration and Finance (DAF).		
Overview		KPIs
Duration	4 years	1. Proportion of reviewed policies and procedures related to facilities safety and security. 2. Number of OVRs reported at the college related to safety and security during academic year. 3. Number of safety training sessions conducted during the academic Year.
Starting date	January 2021	
Responsibility for implementation	VDAA, HODs, Units, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.3.2.1 Review and update all policies and procedures related to facilities safety and security.	Policies and procedures	_____	_____→			
3.3.2.2 Monitor the implementation of “Security and Safety Plan” for facilities and equipment of the College.	Security and Safety Plan Report	_____	_____	_____	_____	_____→
3.3.2.3 Develop “Annual Security and Safety Budget” with clear monitoring costing scheme.	Annual Security and Safety Budget	_____	_____	_____	_____	_____→
3.3.2.4 Decrease the number of irregularities and OVRs at the College level related to security and safety.	Document	_____	_____	_____	_____	_____→
3.3.2.5 Achieve the standard rate of annual security and safety spending per student.	Document	_____	_____	_____	_____	_____→

3.3.2.6 Enhance the quality and efficiency of security and safety operations and practices.	Document					
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Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Three: Improve the quality and availability of Learning Resources and Facilities		
Strategic Objective 3.4: Recruit and retain distinctive administrative and technical staff members.		
Project 3.4.1: Recruit distinctive administrative and technical staff members - Champion: Director of Administration and Finance (DAF).		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Proportion of reviewed policies and procedures related to recruitment of staff. 2. Annual Report on “Manpower Plan”. 3. Number of distinctive administrative staff recruited. 4. Number of distinctive technical staff recruited. 5. Administrative Staff retention rate. 6. Technical Staff retention rate. 7. Administrative/Technical Staff Award.
Starting date	January 2021	
Responsibility for implementation	VDAA, VDCA, VDAR, VDPGSR, VDDQM, HODs, QA unit, Dean.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
3.4.1.1 Review and update all policies and procedures related to recruitment of staff within the College.	Document		→			
3.4.1.2 Monitor the implementation of the annual “Manpower Plan” of the College.	Document					→
3.4.1.3 Recruit distinctive administrative and technical staff as needed.	Document					→
3.4.1.4 Promote awareness about promotion criteria and processing for staff members within the College.	Document					→

3.4.1.5 Evaluate the retention rate and turnover across all units and departments of the College.	Document					→
3.4.1.6 Recognize and reward high performing staff members.	Awareness campaign					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Four: Focus on Student Life and Welfare		
Strategic Objective 4.1: Improve processes of acceptance, admission and registration.		
Project 4.1.1: Admission and registration improvement – Champion: Vice Dean for Admission and Registration		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Proportion of completion of all policies and procedures related to registration and admission. 2. Proportion of completion of “Student Handbook” Arabic. 3. Proportion of completion of “Student Handbook” English. 4. Appointment of VD for admission/registration. 5. Proportion of completion of information on the website of the college.
Cost	TBD	
Starting date	June 2021	
Responsibility for implementation	VDAA, VDAR, DAF, VDCA, VDPGSR, VDQQM, HODs.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
4.1.1.1 Review and update all policies and procedures related to registration and admission to FCMS.	Policies and procedures	→	→			
4.1.1.2 Review and update “Student Handbooks”.	Student guidebook	→	→			
4.1.1.3 Identify and appoint Vice Dean for Admission and Registration.	Appointment Directive	→				
4.1.1.4 Review and update all uploaded information related to admission to the “Website of the College”.	Website page					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Four: Focus on Student Life and Welfare		
Strategic Objective 4.2: Improve student support services.		
Project 4.2.1: Enhance and increase accessibility to student support services – Champion: Vice Dean for Academic Affair.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Establishment of “Intellectual Awareness” Unit 2. Number of new “Student Activity Clubs” established. 3. Proportion of students admitted under “DA’AM Scheme” during the year. 4. Proportion of students admitted under “TASHEEL Scheme” during the year. 5. Students satisfaction with the academic advising process. 6. Student satisfaction with student support services. 7. Students' satisfaction with the offered services
Cost	TBD	
Starting date	February 2021	
Responsibility for implementation	VDAA, VDAR, HODs, VDCA, VDPGSR, DAF	

Project Calendar

Projects Input Metrics	Unit	Start and Ending dates				
		2021	2022	2023	2024	2025
4.2.1.1 Establish “Intellectual Awareness Unit”.	Unit description	→				
4.2.1.2 Establish “Student Activities“ Clubs.	List of new student Clubs	→	→			
4.2.1.3 Review and update all policies and procedures related to student life and welfare.	Policies and procedures	→				
4.2.1.4 Improve implementation of academic advising and counseling processes.	Report					→

4.2.1.5 Review and improve tutoring services.	Report	_____	_____	_____	_____	_____→
4.2.1.6 Continue to introduce “Student Financial Support” schemes.	Report	_____	_____	_____	_____	_____→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Four: Focus on Student Life and Welfare		
Strategic Objective 4.3: Improve student support to clinical services.		
Project 4.3.1: Establish a structured “Student Clinical Mentorship Program” – Champion: Vice Dean for Clinical Affairs.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of Student Mentorship Guidebook 2. Proportion of completed policies and procedures for Clinical Mentorship program 3. Number of students participating in the Clinical Mentorship program 4. Number of staff participating in the Clinical Mentorship program 5. Proportion of completion of annual report on Clinical Mentorship program 6. Student satisfaction about Clinical Mentorship program. 7. Staff satisfaction about Clinical Mentorship program.
Cost	TBD	
Starting date	June 2021	
Responsibility for implementation	VDCA, VDAR, VDAA, HODs, QA Unit, Clinical training and internship unit.	

Project Calendar

Projects Input Metrics	Unit	Start and Ending dates				
		2021	2022	2023	2024	2025
4.3.1.1 Develop “Student Clinical Mentorship Guidebook”.	Student Clinical Mentorship Guidebook		→			
4.3.1.2 Implement “Student Clinical Mentorship Guidebook.”	Reports					→

4.3.1.3 Developing policies and procedures relevant to Clinical Mentorship program.	Policies and procedures					
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Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Four: Focus on Student Life and Welfare		
Strategic Objective 4.4: Enhance student participation in extracurricular and other curricular activities.		
Project 4.4.1: Enhancement of student participation in extracurricular activities - Champion: Vice Dean for Academic Affairs		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of the alignment between extracurricular activities with Program learning outcomes. 2. Proportion of completion of the alignment between co-curricular activities with Program learning outcomes. 3. Proportion of budget allocated for extracurricular and co-curricular activities. 4. Proportion of completion of extracurricular activities plan. 5. Proportion of student participation in extracurricular activities. 6. Proportion of student participation in co-curricular activities. 7. Number of students participated in competitions. 8. Student satisfaction with extracurricular activities. 9. Student satisfaction with co-curricular activities.
Starting date	March 2021	
Responsibility for implementation	VDAA, VDAR, VDPGSR, VDCA, HOD Medical Education, Directors of Programs, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
4.4.1.1 Promote extracurricular activities to students within the College.	Mapping		→			
4.4.1.2 Ensure alignment of student extracurricular activities with Program learning outcomes.	Document					→

4.4.1.3 Support student participation in competitions.	Document					→
4.4.1.4 Allocate budget for extracurricular and co-curricular activities.	Plan and reports					→
4.4.1.5 Promote and expand active participation of students into conferences.	Plan and reports					→
4.4.1.6 Ensure alignment of student co-curricular activities with Program learning outcomes.	Document					→
4.4.1.7 Monitor and track student co-curricular activities per program.	Mapping					→
4.4.1.8 Enhance reporting and documentation of student extracurricular activities within the College.	Document					→

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Four: Focus on Student Life and Welfare		
Strategic Objective 4.5: Provide structured support and management of student’s future careers.		
Project 4.5.1: Establish a structured alumni – career guidance program - Champion: Vice Dean for Admission and Registration		
Overview		KPIs
Duration	18 months	<ol style="list-style-type: none"> 1. Proportion of completion of market assessment for graduates. 2. Proportion of completion of Alumni Handbook. 3. Proportion of reviewed and approved policies and procedures relevant to Alumni and career development.
Cost	TBD	
Starting date	October 2021	
Responsibility for implementation	VDAR, VDCA, VDPGSR, VDAA, HOD’s, Alumni/Career Unit.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
4.5.1.1 Perform market assessment for placement of graduates.	Mapping	→	→	→	→	→
4.5.1.2 Enhance FCMS Alumni network to support student progression into workplace.	Document	→	→	→	→	→
4.5.1.3 Update policies and procedures relevant to Alumni and career development.	Policies and procedures		→			
4.5.1.4 Develop “Alumni Handbook”.	Alumni Handbook.		→			
4.5.1.5 Continue to organize an annual forum.	Document		→			

Strategic Directive One: Excellence in Teaching and Learning (SGs 1,2,3,4)

Strategic Goal Four: Focus on Student Life and Welfare		
Strategic Objective 4.6: Support students safety health and improvement.		
Project 4.6.1: Promote a healthy lifestyle among student - Champion: Vice Dean for Academic Affairs.		
Overview		KPIs
Duration	18 months	1. Proportion of completion of Healthy Life Maintenance Program. 2. Proportion of completion the annual report on Healthy Life Maintenance Program. 3. Number of students/year participated in Healthy-Life Maintenance Program.
Cost	TBD	
Starting date	January 2022	
Responsibility for implementation	VDAA, VDCA, VDDQM, DAF, Students	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
4.6.1.1 Develop awareness program to promote healthy lifestyle.	Program		→			
4.6.1.2 Establish a “Healthy Life Maintenance” program.	Program		→			
4.6.1.3 Ensure availability of facilities for sports and fitness activities for students.	Document		→			

Strategic Directive Two: Quality Assurance and Operational Efficiency (SG5)

Strategic Goal 5: Leadership, Governance and Quality Improvement		
Strategic Objective 5.1: Enhance governance and operational efficiency.		
Project 5.1.1: Update, review and develop policies and procedures – Champion: Vice Dean for Development and Quality Management.		
Overview		KPIs
Duration	24 months	1. Proportion of completion of academic By-laws (staff). 2. Proportion of completion of academic By-laws (students). 3. Proportion of completion of policy & procedures manual. 4. Proportion of completion of policy & procedures for IQAS. 5. Proportion of completion of automated QMS.
Cost	TBD	
Starting date	June 2021	
Responsibility for implementation	VDQQM, QAU, DAF, VDAA, VDCA	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
5.1.1.1 Review and enhance all academic By-laws (for both staff and students).	Document	→	→			
5.1.1.2 Update and enhance Policies and Procedures Manual for all FCMS departments, units and administration including those for student.	Document	→	→			
5.1.1.3 Develop all required policies and procedures for new units.	Document	→	→	→	→	→
5.1.1.4 Update the QMS and all its required policies and procedures for QAS/IQAS.	Document	→				
5.1.1.5 Review and update the institutional roles and responsibilities in accordance with the QMS.	Implementation Plan Report	→	→			

5.1.1.6 Update and enhance all templates, reporting and communication documents.	Report on update documents	→				
5.1.1.7 Conduct an internal audit of academic and administrative policies and procedures.	Internal Audit Report, Checklist	→				
5.1.1.8 Integrate the update QMS within a software solution (automation).	Automated QMS Report	→				

Strategic Directive Two: Quality Assurance and Operational Efficiency (SG5)

Strategic Goal 5: Leadership, Governance and Quality Improvement		
Strategic Objective 5.1: Enhance governance and operational efficiency.		
Project 5.1.2: Enhance Organizational Governance of FCMS – Champion: Dean of the College.		
Overview		KPIs
Duration	20 months	<ol style="list-style-type: none"> 1. Proportion of completion of new organizational structure. 2. Proportion of revision of governance policies and procedure. 3. Proportion of FCMS programs’ operational plan aligned with FCMS strategic plan. 4. Proportion of completed revision of Job Descriptions.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDAA, VDAR, VDDQM, VDCA, DAF, HODs, HRD, QAU, HRU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
5.1.2.1 Update and enhance “Organizational Governance Structure”.	Document	→				
5.1.2.2 Publicize important decisions made by FCMS governing bodies.	Report					→
5.1.2.3 Update and enhance governance policies and procedure.	Report	→				
5.1.2.4 Conduct periodic review of adherence to governance policies.	Audit Report					→
5.1.2.5 Establish alignment of FCMS program operational plan with FCMS strategic plan.	Document	→				→

5.1.2.6 Establish Vice Deanship for Admission and Registration.	Document	→				
5.1.2.7 Review and enhance job descriptions of all leadership positions and staff members.	Document	→				

Strategic Directive Two: Quality Assurance and Operational Efficiency (SG5)

Strategic Goal 5: Leadership, Governance and Quality Improvement		
Strategic Objective 5.1: Enhance governance and operational efficiency.		
Project 5.1.3: Enhance and update the budgetary allocation model – Champion: Dean of the College.		
Overview		KPIs
Duration	24 months	<ol style="list-style-type: none"> 1. Proportion of completion of annual budget preparation process according to FCMS policies and procedures. 2. Number of cost centers established under FCMS. 3. Proportion of completion of automated business processes within FCMS. 4. Proportion of completion of internal auditing process of all financial transactions within FCMS. 5. Proportion of completion of external auditing process of all financial transactions within FCMS.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, DAF, VDDQM, VDCA, VDAA, VDAR	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
5.1.3.1 Continue to implement an “Annual Budget” for the operation of FCMS.	Document					→
5.1.3.2 Update cost center setting in the financial organization.	Document	→	→			
5.1.3.3 Establish business process documentation.	Process documentation template		→			

5.1.3.4 Enhance and update processes for internal auditing of all financial transactions.	Document		→			
5.1.3.5 Enhance and update processes for external auditing of all financial transactions.	Document		→			
5.1.3.6 Identify and prioritize business processes to be automated and digitized.	List of Processes	→				

Strategic Directive Two: Quality Assurance and Operational Efficiency (SG5)

Strategic Goal 5: Leadership, Governance and Quality Improvement		
Strategic Objective 5.2: Sustain FCMS alignment to national quality standards of higher education.		
Project 5.2.1: To obtain and maintain national and program accreditations – Champion: Vice Dean for Development and Quality Management.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of internal self-evaluation process and reporting requirements for institutional re-accreditation by NCAAA. 2. Proportion of completion of documents for institutional re-accreditation by NCAAA. 3. Proportion of completion of documents for MBBS program accreditation by NCAAA. 4. Proportion of completion of documents for PharmD program accreditation by NCAAA. 5. Proportion of staff members attended the awareness programs for NCAAA program accreditation. 6. Proportion of accredited programs
Cost	TBD	
Starting date	July 2021	
Responsibility for implementation	VDDQM, VDAA, VDCA, VDAR, DAF, HODs, Dean, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
5.2.1.1 Initiate institutional self-evaluation and improvement process based on NCAAA guidelines.	Gap Analysis report				→	
5.2.1.2 Prepare documents for institutional reaccreditation by NCAAA.	SSRI, SESI, updated evidences				→	

	for all standards and eligibility documents					
5.2.1.3 Monitor the process of institutional reaccreditation by NCAAA.	NCAAA interim reports					
5.2.1.4 Prepare documents for MBBS program accreditation by NCAAA.	SSRP, SESP, evidences for all standards and eligibility documents					
5.2.1.5 Prepare documents for Pharm-D program accreditation by NCAAA.	SSRP, SESP, evidences for all standards and eligibility documents					
5.2.1.6 Follow-up on NCAAA BSN program recommendations.	Document, report					
5.2.1.7 Follow-up on NCAAA BSC MLS program recommendations.	Document, report					
5.2.1.8 Ensure the effective implementation of all remedial actions.	Reports					
5.2.1.9 Prepare the necessary documentation and awareness programs for NCAAA program accreditation.						

Strategic Directive Two: Quality Assurance and Operational Efficiency (SG5)

Strategic Goal 5: Leadership, Governance and Quality Improvement		
Strategic Objective 5.3: Sustain FCMS alignment to international quality standards of higher education.		
Project 5.3.1: To obtain international accreditation for eligible programs – Champion: Vice Dean for Development and Quality Management.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Number of FCMS programs completed eligibility requirements for international accreditation. 2. Proportion of completion of program documents for international accreditation. 3. Number of collaboration agreement established with international accreditation agencies for FCMS programs' accreditation.
Cost	TBD	
Starting date	2022	
Responsibility for implementation	VDDQM, VDAA, VDCA, VDAR, DAF, HODs, Dean, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
5.3.1.1 Assess all programs' eligibility for international accreditation.	Eligibility Report	→				
5.3.1.2 Apply for international accreditation for identified eligible programs.	A report		→			
5.3.1.3 Establish agreement with international accreditation agencies for FCMS programs' accreditation.	Agreement		→			
5.3.1.4 Prepare documents for eligible program's accreditation.	Documents as per international standards				→	

Strategic Directive Two: Quality Assurance and Operational Efficiency (SG5)

Strategic Goal 5: Leadership, Governance and Quality Improvement		
Strategic Objective 5.4: To enhance KPIs management processes with FCMS.		
Project 5.4.1: To strengthen KPIs management processes – Champion: Vice Dean for Development and Quality Management.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of KPIs management processes at FCMS. 2. Proportion of approved indicators for input, process and outcomes reported on time. 3. Number of sessions conducted to raise the stakeholders' awareness on the KPIs analysis and use. 4. Proportion of completion of automated KPIs management process.
Cost	TBD	
Starting date	July 2021	
Responsibility for implementation	VDDQM, VDAA, VDCA, DAF, HODs, Dean, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
5.4.1.1 Review and enhance the KPIs management processes at FCMS.	KPIs management procedures	→	→			
5.4.1.2 Update KPIs manual at FCMS.	KPIs Manual (scorecards)	→	→			
5.4.1.3 Enhance KPIs framework.	KPIs Handbook	→	→			
5.4.1.4 Update mechanism for the use of KPIs data analysis for decision-making process.	KPIs usage Report	→	→			

5.4.1.5 Raise awareness on the KPIs analysis and use to all stakeholders.	Activity Report					→
5.4.1.6 Automate KPIs management process.	Report					→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SGs 6, 7)

Strategic Goal Six: Strengthen Postgraduate Studies and Scientific Research		
Strategic Objective 6.1: Develop new postgraduate programs.		
Project 6.1.1: Develop postgraduate programs – Champion: Vice Dean for Postgraduate Studies and Scientific Research.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Completion of “Postgraduate Studies Plan”. 2. Proportion of completion of MSc Community Health Nursing. 3. Proportion of completion of MSc Microbiology and Infectious Diseases. 4. Proportion of completion of MSc Blood Banking and Cell Therapy. 5. Proportion of completion of policies and procedures for postgraduate programs. 6. Proportion of completion of policies and procedures for short course programs. 7. Proportion of completion of “Postgraduate Handbook”. 8. Proportion of completion of MSc programs per year.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDPGSR, VDAA, VDCA, DAF, QAU, Dean, HODs	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
6.1.1.1 Develop the First Postgraduate Studies Plan	First Postgraduate Studies Plan	→				
6.1.1.2 Develop and launch MSc program in Community Health Nursing.	-Program and course specifications -Approval form MOE		→			

6.1.1.3 Develop and launch MSc program in Medical Microbiology and Infectious Diseases.	-Program and course specifications -Approval form MOE					
6.1.1.4 Develop and launch MSc program in Blood Bank and Cell Therapy.	-Program and course specifications -Approval form MOE					
6.1.1.5 Develop and launch short courses for the nursing program.	-Course specifications					
6.1.1.6 Develop and launch short courses for Medical Education.	-Course specifications					
6.1.1.7 Establish all needed Policies and Procedures for postgraduate programs.	Policies and Procedures					
6.1.1.8 Develop and finalize “Postgraduate Studies Handbook”.	Handbook					
6.1.1.9 Develop MSc programs (2 programs per year).	-PS Handbook -Program and Course Specifications -Approval for MOE					
6.1.1.10 Develop and launch the joint supervision – PhD Program	-Program specification					

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SGs 6, 7)

Strategic Goal Six: Strengthen Postgraduate Studies and Scientific Research		
Strategic Objective 6.2: Build and strengthen institutional research capacity.		
Project 6.2.1: Support scientific research culture and activities – Champion: Vice Dean of Postgraduate Studies and Scientific Research.		
Overview		KPIs
Duration	5 years	<ol style="list-style-type: none"> 1. Completion of “Second Scientific Research Plan”. 2. Percentage of publications of faculty staff members. 3. Rate of published research per faculty staff members. 4. Citation rate in referred journals per faculty staff member. 5. Proportion of faculty staff members participation in national and/ or international conferences or workshops per year. 6. Proportion of FCMS programs established scientific research groups. 7. Proportion of publications by research groups. 8. Conduction of annual scientific research day. 9. Proportion of the budget dedicated to research. 10. Proportion of external funding for research
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDPGSR, VDAA, VDCA, VDAR, HODs, Dean, QAU.	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
6.2.1.1 Develop a “Second Scientific Research Plan”.	Second Scientific Research plan	→				
6.2.1.2 Ensure participation of faculty staff members in research activities.	Publications					→

6.2.1.3 Encourage faculty staff members to publish in high impact ISI peer-reviewed journals.	List					→
6.2.1.4 Formulate of research groups (3 groups per year).	List					→
6.2.1.5 Encourage faculty staff members to participate in national and/or international conferences, or workshops.	Certificates					→
6.2.1.6 Establish of Scientific Research Day.	Materials					→
6.2.1.7 Diversify financial support for scholarly and scientific research programs.	Document					→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SGs 6, 7)

Strategic Goal Six: Strengthen Postgraduate Studies and Scientific Research		
Strategic Objective 6.2 Build and strengthen institutional research capacity.		
Project 6.2.2.: Promote research-led teaching and learning – Champion: Vice Dean of Postgraduate Studies and Scientific Research.		
Overview		KPIs
Duration	Ongoing	1. Proportion of proposals by students per year. 2. Proportion of publication by students per year. 3. Proportion of completion of research monitoring scheme. 4. Proportion of courses incorporated latest research findings into the curriculum per program.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDPGSR, VDAA, VDCA, VDDQM, HODs, DAF, Dean	

Project Calendar

Projects Input Metrics	Evidences	Start and Ending dates				
		2021	2022	2023	2024	2025
6.2.2.1 Enhance research opportunities for undergraduate students.	Student research workshop					→
6.2.2.2 Encourage students’ Participation in scientific research meetings, conferences, workshops and/or symposia.	Document		→			→
6.2.2.3 Establish Fakeeh Scientific Research Summer School Program.	Summer School					→
6.2.2.4 Establish a “Research Monitoring Scheme”.	Document		→			
6.2.2.5 Encourage faculty staff members to incorporate the latest findings of research into their teaching.	Document					→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SGs 6, 7)

Strategic Goal Six: Strengthen Postgraduate Studies and Scientific Research		
Strategic Objective 6.2 Build and strengthen institutional research capacity.		
Project 6.2.3: Foster cooperative partnerships in applied research with national and international business organizations – Champion: Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of research facilities in the college. 2. Number of publications of faculty staff members at FCMS with RCSI team/year. 3. Number of publications of faculty staff members at FCMS with Dundee university team/year. 4. Proportion of completion of Scientific Research Centre.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDAA, VDCA, VDDQM, HODs, VDPGSR	

Project Calendar

Projects Input Metrics	Evidences	Start and Ending dates				
		2021	2022	2023	2024	2025
6.2.3.1 Identify sources for research funding and application for research grants.	Document					→
6.2.3.2 Implement the collaboration agreement with the Royal College of Surgeons in Ireland (RCSI) that includes participation and mentor research activities in BSN program	Publications					→
6.2.3.3 Implement the collaboration agreement with the Dundee University that includes participation and mentor research activities in Master Medical education program	Publications					→

6.2.3.4 Collaborate with national nursing colleges in research activities.	Agreements				→
6.2.3.5 Invest in and enhance infrastructure research capacities to ensure quality access and sustainability of research facilities.	Document				→
6.2.3.6 Establish Scientific Research Centre	Document				→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.1: Promote a culture of community engagement and services		
Project 7.1.1: Develop and implement a community engagement plan – Champion: Vice Dean for Clinical Affairs		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of Community Engagement Plan. 2. Proportion of staff member participation in community engagement activities. 3. Proportion of students’ participation in community engagement activities. 4. Satisfaction of beneficiaries with the community services.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDCA, VDAA, VDAR, HODs, DAF, QAU, MED, Dean	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.1.1.1 Identify the needs and demands of the community.	List	→				
7.1.1.2 Establish and implement the second “Community Engagement Plan”.	Community Engagement Plan	→	→	→	→	→
7.1.1.3 Establish key community engagement initiatives to support community needs.	List	→	→	→	→	→
7.1.1.4 Ensure that the community engagement activities are integrated with curricula and contributed to the achievements of the PLOs.	Mapping	→	→	→	→	→

7.1.1.5 Encourage staff and students' participation in community engagement activities.	List					→
7.1.1.6 Ensure that the community engagement portfolio is completed on annual basis.	Portfolio					→
7.1.1.7 Establish community engagement database and publicize the activities.	Database					→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.1: Promote a culture of community engagement and services.		
Project 7.1.2: Increase faculty staff and student participation in community engagement activities – Champion: Vice Dean for Clinical Affairs.		
Overview		KPIs
Duration	Ongoing	1. Proportion of completion of community volunteer program. 2. Proportion of completion of marketing plan. 3. Number of outreach programs developed per year. 4. Rate of community programs and initiatives.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDAA, VDCA, VDDQM, VDAR, HODs, DAF	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.1.2.1 Establish annual “Community Engagement Award” for faculty and students.	CE Award	→				
7.1.2.2 Raising awareness of community engagement opportunities and faculty staff and students.	Awareness campaign	→				
7.1.2.3 Recognize and publicize in the media, faculty and students contribution to community engagement activities.	Reports in Media		→			
7.1.2.4 Support and host events and activities in collaboration with community-based organizations.	Hosted events		→			

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.1: Promote a culture of community engagement and services.		
Project 7.1.3: Enhance the FCMS portfolio within the community and market differentiation – Champion: The Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of community volunteering program. 2. Proportion of completion of marketing plan. 3. Number of outreach programs developed per year. 4. Rate of community programs and initiatives.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDAA, VDPGSR, VDCA, VDDQM, HODs, DAF	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.1.3.1 Develop a college-wide community volunteering program.	Program	→				
7.1.3.2 Develop and implement a “Marketing Plan” for FCMS.	Marketing Plan		→			
7.1.3.3 Develop outreach community awareness programs.	Programs		→			
7.1.3.4 Enhance the community partnerships initiatives	Document	→				

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.2: Develop and diversify community services.		
Project 7.2.1: Collaboration and partnership between FCMS with public and private healthcare providers – Champion: The Dean of College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Number of students supported by the DCPD. 2. Number of LOE/year with healthcare providers. 3. Number of LOE/year with national universities. 4. Number of LOE/year with international universities. 5. Number of community-based research approved/year.
Cost	TBD	
Starting date	July 2021	
Responsibility for implementation	Dean, VDDQM, HODs, DAF, MED, VDCA	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.2.1.1 Establish letter of engagement with healthcare providers within Makkah Region.	LOE	_____				_____→
7.2.1.2 Strengthen community engagement partnerships with private and governmental organizations.	Document	_____				_____→
7.2.1.3 Continue the DA’ AAM Community Partnership Program (DCPP).	Document	_____				_____→
7.2.1.4 Optimize resources and the organizational environment to support community engagement activities.	Document	_____				_____→
7.2.1.5 Establish letter of engagement with national agencies and universities.	LOE	_____				_____→
7.2.1.6 Establish research partnership ventures with national / international universities on community relevant matters.	Document	_____				_____→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.3: Develop and implement community outreach awareness programs.		
Project 7.3.1: Outreach and awareness programs – Champion: Vice Dean for Clinical Affairs.		
Overview		KPIs
Duration	Ongoing	1. Number of health education programs/year. 2. Number of School awareness programs/year. 3. Satisfaction of beneficiaries with health awareness programs.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDCA, VDAA, VDPGSR, VDAR, HODs, DAF, MED, Dean	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.3.1.1 Identify the needs of the community for health education programs.	Document					→
7.3.1.2 Establish and publicize the calendar of community health education programs for the academic year.	Calendar					→
7.3.1.3 Establish health education programs according to the needs of the community groups.	Programs	→	→	→	→	→
7.3.1.4 Establish health awareness programs at intermediary and secondary schools.	Programs	→	→	→	→	→

7.3.1.5 Participate in international health awareness days.	Document					→
7.3.1.6 Promote health awareness and education within the local community.	Document					→
7.3.1.7 Monitor the satisfaction of beneficiaries with health awareness programs.	Document					→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.4: Support and sponsor community engagement and educational initiatives.		
Project 7.4.1: Strengthen engagement with third parties to support and sponsor community engagement and educational initiatives – Champion: Vice Dean for Clinical Affairs.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of community engagement activities per year. 2. Number of events participations per year. 3. Number of programs in collaboration on agreement with government agencies.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDCA, VDAA, VDPGSR, VDAR, HODs, DAF, MED, Dean	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.4.1.1 Increase marketing of community engagement and continuing educational activities.	Marketing campaigns	—				→
7.4.1.2 Increase participation in community related networking events.	Events attended	—				→
7.4.1.3 Expand continuing education programs in collaboration with governmental and private agencies.	Programs					→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.5: Promote FCMS nationally and internationally.		
Project 7.5.1: To enhance FCMS’s image nationally, regionally and internationally – Champion: The Dean of the College.		
Overview		KPIs
Duration	Ongoing	1. Number of participation in national higher education events. 2. Number of participation in international education events. 3. Completion of “Identity Guide”. 4. Completion of “Annual Media Report”. 5. College Ranking Report.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDCA, VDAA, VDPGSR, HODs, DAF, MED, Dean	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.5.1.1 Participate in national and international higher education events.	List of events					→
7.5.1.2 Improve on FCMS website according to international standards.	New website	→	→			
7.5.1.3 Maintain the FCMS website content on regular basis.	Report	→				→
7.5.1.4 Promote FCMS identity.	Identity guide	→				→
7.5.1.5 Publicize FCMS achievements.	Media Report	→				→
7.5.1.6 Participate in College/University ranking.	Report improved ranking	→				→

Strategic Directive Three: Postgraduate Studies, Scientific Research, Community Engagement (SG6, 7)

Strategic Goal Seven: Commitment to Community Engagement		
Strategic Objective 7.5: Promote FCMS nationally and internationally.		
Project 7.5.2: Promote all FCMS programs – Champion: The Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Number of school visits annually to promote FCMS. 2. Marketing campaign Reports (annual). 3. Multimedia report (annual).
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	VDCA, VDAA, VDAR, VDPGSR, HODs, DAF, MED, Dean	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
7.5.2.1 Enhance and formalize school visits.	Report	_____→				
7.5.2.2 Launch a marketing campaign for all FCMS programs.	Marketing campaign	_____→				
7.5.2.3 Develop promotional multimedia content that highlight FCMS life.	Multimedia report	_____→				
7.5.2.4 Identify a call-officer to deal with public figures.	A report	_____→				

Strategic Directive Four: Partnership, Collaboration and Financial Sustainability (SG 8, 9)

Strategic Goal Eight: Strengthen Partnership and Collaboration		
Strategic Objective 8.1: Promote collaboration and partnership with national public and private healthcare providers		
Project 8.1.1: Collaboration with national public and private healthcare providers – Champion: Dean of the College		
Overview		KPIs
Duration	Ongoing	1. Proportion of completion of national partnership/collaboration plan. 2. Proportion of approved policies and procedures related to national partnership/collaboration process. 3. Number of collaboration contracts with national public healthcare providers/ year. 4. Number of collaboration contracts with national private healthcare providers/year.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDPGSR, VDDQM, VDAR, DAF, HODs, MED	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
8.1.1.1 Establish a plan for national partnership/collaboration.	Plan	→	→			
8.1.1.2 Prepare policies and procedures that guide the national partnership/collaboration process.	Policies and procedures	→	→			
8.1.1.3 Establish a mechanism for documenting, monitoring and assessing the efficiency of national partnership/collaboration.	Document	→	→			
8.1.1.4 Identify national healthcare providers for collaborations.	Document	→	→	→	→	→

8.1.1.5 Establish collaboration contracts with national public healthcare providers.	Document	_____	_____	_____	_____	_____
8.1.1.6 Establish collaboration contracts with national private healthcare providers.	Document	_____	_____	_____	_____	_____
8.1.1.7 Monitor the effectiveness of the established collaboration with the national public and private healthcare providers.	Document	_____	_____	_____	_____	_____
8.1.1.8 Submit an annual report that contribute to the improvement of the process.	Report	_____	_____	_____	_____	_____

Strategic Directive Four: Partnership, Collaboration and Financial Sustainability (SG 8, 9)

Strategic Goal Eight: Strengthen Partnership and Collaboration		
Strategic Objective 8.2: Promote collaboration and partnership with international healthcare providers.		
Project 8.2.1: Collaboration with international public and private healthcare providers – Champion: Dean of the College.		
Overview		KPIs
Duration	Ongoing	1. Proportion of completion of international partnership/collaboration plan. 2. Proportion of approved policies and procedures related to international partnership/collaboration process. 3. Number of collaboration contracts with international healthcare providers /year.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDPGSR, VDAR, VDDQM, DAF, MED	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
8.2.1.1 Establish a plan for international partnership/collaboration.	Plan	→	→			
8.2.1.2 Prepare policies and procedures that guide the international partnership / collaboration process.	Policies and procedures	→	→			
8.2.1.3 Establish a mechanism for documenting, monitoring and assessing the efficiency of international partnership/collaboration.	Document	→	→			
8.2.1.4 Identify international healthcare providers for collaborations.	Document	→	→	→	→	→

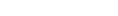
8.2.1.5 Establish collaboration contracts with international healthcare providers.	Document	_____	_____	_____	_____	_____→
8.2.1.6 Monitor the effectiveness of the established collaboration with international healthcare providers	Document	_____	_____	_____	_____	_____→
8.2.1.7 Submit an annual report that contribute to the improvement of the process.	Report	_____	_____	_____	_____	_____→

Strategic Directive Four: Financial Sustainability and partnership (SG8, SG9)

Strategic Goal Nine: Focus on Financial Sustainability		
Strategic Objective 9.1: Promote best practices in financial planning and operational efficiency.		
Project 9.1.1: Promote best practices in cost containment and financial planning – Director of Administration and Finance.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of financial operating model. 2. Proportion of completion of internal auditing scheme. 3. Proportion of completion of external auditing scheme. 4. Proportion of completion of reviewed policies and procedures related to financial processes. 5. Proportion of completion of annual financial budgeting system within the College. 6. Annual expenditure rate per student
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	DAF, Dean, HODs, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
9.1.1.1 Ensure that the financial planning and budget processes are linked to the FCMS’ goals and strategic priorities.	Document	→				→
9.1.1.2 Develop a financial operating model to reflect FCMS growth and include procedures for assessment and dealing with the financial risks.	Document	→	→			
9.1.1.3 Continue to generate an annual financial budget for the college.	Document	→				→

9.1.1.4 Continue an independent internal and external financial audit scheme.	Document					
9.1.1.5 Review and update all policies and procedures related to financial processes.	Policies and procedures					
9.1.1.6 Monitor the financial reports and follow up the adherence to the approved budget.	Reports					
9.1.1.7 Conduct an annual assessment of financial sustainability and implement improvement plans.	Annual financial sustainability Report					

Strategic Directive Four: Financial Sustainability and partnership (SG8, SG9)

Strategic Goal Nine: Focus on Financial Sustainability		
Strategic Objective 9.1: Promote best practices in financial planning and operational efficiency.		
Project 9.1.2: Strive to grow through increasing student numbers and income – The Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Number of new undergraduate programs introduced during the year. 2. Number of new postgraduate programs introduced during the year. 3. Number of new diploma programs introduced during the year. 4. Proportion of students admitted to programs per year. [as per approved total number by MOE]. 5. Percentage of self-income of the institution
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDAA, VDCA, VDAR, DAF, HODs, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
9.2.1.1 Introduce new academic programs (undergraduate and postgraduate) to attract more students.	New academic programs	_____→				
9.2.1.2 Develop new diploma programs based on market analysis.	New diploma programs		_____→			
9.2.1.3 Implement new marketing strategies to attract more number of high caliber students to FCMS programs.	Marketing plan	_____→				

Strategic Directive Four: Financial Sustainability and partnership (SG8, SG9)

Strategic Goal Nine: Focus on Financial Sustainability		
Strategic Objective 9.1: Promote best practices in financial planning and operational efficiency.		
Project 9.1.3: Manage risks to ensure continued sustainability – Director of Administration and Finance.		
Overview		KPIs
Duration	Ongoing	1. Number of risk areas identified as part of risk assessment. 2. Proportion of the identified risks mitigated by the implementation risk management strategies. 3. Income growth rate.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	DAF, Dean, HOD's, QAU	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
9.1.3.1 Enhance the implementation of risk management policy.	Document	→				
9.1.3.2 Conduct annual risk management assessment.	Annual Risk Management Report	→	→	→	→	→
9.1.3.3 Identify risk areas and implement risk mitigation strategies.	Annual Risk Management Report	→	→	→	→	→
9.1.3.4 Diversify the sources of income.	Annual Risk Management Report	→	→	→	→	→

Strategic Directive Four: Financial Sustainability and partnership (SG8, SG9)

Strategic Goal Nine: Focus on Financial Sustainability		
Strategic Objective 9.2: Diversify the financial support and funding for the FCMS.		
Project 9.2.1: Financial resources and operational efficiency – Champion: Dean of the College.		
Overview		KPIs
Duration	Ongoing	<ol style="list-style-type: none"> 1. Proportion of completion of endowment funding scheme. 2. Number of students supported by the DAAM Program. 3. Number of students supported by the charity agencies. 4. Proportion of increase of FCMS revenues per year. 5. Number of financial partnerships per year.
Cost	TBD	
Starting date	January 2021	
Responsibility for implementation	Dean, VDAA, VDAR, VDCA, VDDQM, HODs, DAF	

Project Calendar

Projects Input Metrics	Evidence	Start and Ending dates				
		2021	2022	2023	2024	2025
9.2.1.1 Establish endowment funding scheme.	Document	→				
9.2.1.2 Continue “DAAM Program” (a Scholarship Program) for the support of students’ enrollment into the college.	Document					→
9.2.1.3 Encourage the scholarships supported by charity agencies.	Document					→
9.2.1.4 Increase FCMS revenue by optimizing operational efficiency.	Document					→

9.2.1.5 Diversify financial support and funding for the FCMS from various continuous educational programs.	Document	_____	_____	_____	_____	_____→
9.2.1.6 Apply an effective mechanism to raise expenditure efficiency.	Document	_____	_____	_____	_____	_____→
9.2.1.7 Develop partnerships with business and health industries to solicit donations.	Report on donations	_____	_____	_____	_____	_____→