

# **KING SAUD UNIVERSITY COLLEGE OF DENTISTRY**

## **STRATEGIC PLAN**

**(2016-2020)**

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## A. Executive Summary

The College of Dentistry is committed to the vision set by its leadership to achieve the KSU's as well as of the KSA vision 2030. The college has created a conducive academic environment wherein dental training, research and oral health care services are emphasized concurrently and each one complements, updates and advances the other. Over its 3-decade lifespan, the college has produced more than 2500 competent dentists who are significantly contributing to establishing and advancing dental profession in the country as deans of the colleges, senior faculty members, enterprise owners and dental practitioners. The college is trying its best to meet the country's demand for quality dentists and to reduce dependence on the foreign manpower. During the past few years, significant technological, political and economic changes have been taken place at national and international levels that have exerted significant influence on the higher education sector in the kingdom. Following national policy, the ministry of higher education has encouraged the private sector to open private academic institutions and take part in national building drive. Accordingly, several public and private academic institutions have been established in the current decade.

At the same time, both public and private sector educational institutions and programs are being monitored through NCAAA accreditation process to ensure implantation and achievements of the qualifications and characteristics prescribed in the National Qualification Framework. That is why in 2009, KSU launched a strategic initiative to transform itself into a world-class university and a leader in building the knowledge society aimed at competing with international higher-education leaders. To achieve this vision, a high impact KSU 2030 strategic plan was developed, which devised excelling in certain fields (i.e. healthcare, education, business, urban planning, technology and engineering) while maintaining good standing in other fields. In addition, KSU identified and opted 9 bold and complementing strategic Goals, which include attracting the best faculty, students, and international partners, as well as constructing world-class learning environment, relationships, organizational, and financial structures. To accomplish these institutional Goals, College of Dentistry also developed its five-year strategic plan in 2011 which has been successfully executed with significant improvements and achievements such as infrastructure development, capacity building of the employees, NCAAA accreditation, ADEE affiliation and ISO recertification. The first cycle of NCAAA accreditation is going to expire in April 2018. The college leadership is, therefore, preparing for the next accreditation cycle leading

to reaccreditation of its BDS programs. This could be only possible with a valid and systematic strategic planning. This goal has triggered the quality deanship to develop a new strategic plan of 2016-2020 that will help in the achievement of numerous objectives and projects relating to the achievement of the vision and mission of the college.

While developing its strategic plan, the leadership has considered the internal and external factors as well as changes that have been taken place in the Kingdom during the past few years. The college leadership, as well as other stakeholders, feel that it is their prime obligation to contribute towards achievements of the objectives of the National Transforming Program 2030 (NPT) that leads to self-sufficiency, least dependence on the government exchequer as well as transforming country's oil-based economy to the knowledge base economy. The new strategic planning, therefore, required to consider the changed socio-economic circumstances. To identify and achieve the strategic Goals, the college leadership has adopted a systematic approach including involvement of stakeholders, seeking their feedback, SWOT analysis, identification of the areas for improvement in the light of KSU and KSA vision 2030, reviewing & formulating of the strategic objectives and development of a vibrant strategic plan. The first step towards developing new strategic plan was to review the progress of accomplishment of the projects planned in the 2011-2015 strategic plan.

This is a matter of pride to mention here that out of 99 projects planned in our old strategic plan 60 projects were 100% completed. There were 13 projects with completion above 70-90%, 10 projects with the completion of 50-60% whereas 16 projects had completion below 30%. Overall completion of the 2011-2015 strategic plan was 83.28%, which is satisfactory. Some initiatives such as the establishment of the Business center were withdrawn after studying the feasibility. Consequently, it was not possible to achieve 100% completion of the strategic plan. We are proud of achieving strategic Goals of the college and the KSU. We also feel pride that our successful strategic planning has proved effective in achieving national and international recognition in form of NCAAA accreditation, ADEE affiliation, ISO-9001-2008 QMS certification, and recertification. Besides, the strategic plan has helped us in raising academic and clinical services through updating the BDS curriculum, training faculty, staff, and students as well as through infrastructure development. The college leadership worked hard to construct two super-sized buildings, one of them has been allocated as a girl's campus of the College of Dentistry and the other ten story building as a dental hospital, which is a unique hospital in the kingdom. The leadership worked together with the University Administration to furnish these buildings with the latest technology-infused equipment to have the modern research laboratories, clinics,

auditorium, conference halls and lecture rooms. We have designed these state-of-the-art facilities to ensure that we are competent enough to meet critical challenges in providing the finest dental education, research, and oral health services in the kingdom in line with our vision and mission.

Realizing that Dentistry is placed among KSU healthcare focus areas, the College leadership has again engaged in a strategic planning process for the year 2016-2020, cascading the University strategic planning process and allowing the College to utilize existing opportunities. Among these opportunities are the many College's developments such as the new dental hospital and females' campus facilities, research chairs as well as the variety of KSU programs and units that were established to flourish research, development, and excellence as a leading international university. In going through this process, the College's Dean assigned a team comprising Dr. Abdid Hamood Al Badar as Chairman, the Dean himself, the Vice Dean for Development & Quality, Dr. Muhammad Shoaib Ahmedan, quality consultant as well as other faculty and administrative staff members. The objective of the team was to review the achievements of the previous strategic planning and come up with a strong and implementable 5-year plan, which closely aligns with that of the vision and mission of the University and its strategic planning. Accordingly, the Vice Deans were requested to review the vision, mission, strategic goals, objectives, and the project developed in the old strategic plan and to come up with the new one. They were requested to present new goals, objectives and projects before the faculty. Accordingly, a meeting was arranged on 8<sup>th</sup> January 2016 wherein all vice dean unanimously agreed not to change vision, mission and strategic goals of the college because of their universality. However, they presented new objectives and projects which were thoroughly discussed and criticized by the faculty members present in the meeting. Later a survey questionnaire was developed on SurveyGizmo that included all agreed initiatives and projects presented by the Vice Deans in the meeting. The survey was circulated to all faculty members for their feedback on a five-point Likert scale. The survey results were analyzed by the strategic planning team who carried out SWOT analyses of the survey results, reviewed internal and external environments surrounding the College to prioritize the initiatives and the projects. In addition, the team reviewed national and international academic and research leaders and consequently agreed to keep up the vision, mission, core values, and strategic Goals, based on the agreement sought from the 220 active teaching staff of the College. Learning from experiences of national leaders such as King Abdulaziz University, Jeddah, Dammam University Eastern province Dammam, Riyadh College of Dentistry and Pharmacy, international academic leaders

in Eastern, Central, & Western U.S., as well as a European and two Asian dental programs allowed comparing practices and performances to achieve leadership, evaluating the gap between where the College is today with where it wants to be in the future, and presenting ways to follow their track using strategic initiatives and programs included in this document.

Consequent upon the agreement from all stakeholders as well as after conducting thorough research, the strategic plan committee agreed to keep the statements below as vision, mission, core values, and strategic Goals of the College of Dentistry corresponding to the new strategic plan of 2016-2020.

**Vision:** “To be a College of regional leadership and international excellence in the production and use of dental knowledge”;

**Mission:** “To develop competent dental professionals and active contributors to scientific research and community service; through acquisition, dissemination and use of oral health knowledge, appropriate applications of technology, and building domestic and international partnerships”;

**Core-values:**

- Professionalism
- Teamwork
- Honesty
- Responsibility
- Lifelong-Learning
- Justice/Fairness
- Discipline.

**Strategic Goals:**

1. Competitive graduates locally and globally
2. Strengthening the research ranking of the College
3. Best faculty and employees
4. Excellence in patient and community services
5. Building bridges; local, regional and global communications
6. Strengthening and diversifying financial resources
7. Optimal infrastructures and using smart technologies in the College

The present Dean, Dr. Ahmed Al Kahtani and other leadership of the college are committed to achieving the vision, mission and strategic Goals of the college through successful implementation of the new strategic plan 2016-2020. This time each initiative and the project has been embedded with numerous Key Performance Indicators to measure quantitative achievements of the plan. College of Dentistry is paying more attention to using the "ITQAN" system for measurement of progress. Accordingly, advancing the College's strategic initiatives would automatically advance strategic Goals of both the College and University.

## **B. Introduction**

### **B.1. King Saud University:**

King Saud University (KSU) was established in 1957 as the 1<sup>st</sup> university in the Kingdom of Saudi Arabia and the Arabian Gulf region, and since then has accumulated substantial experience and achievements to become an important higher education regional leader. During over half a century life, KSU grew substantially to encompass more than 75 colleges and 400 programs.

However, following the KSU 2030 Strategic Plan's directions of downsizing the University, the number of students is decreasing in order to achieve improved faculty to student ratio and higher organizational efficiency, with the goal of international leadership. And consequently, KSU spun-off over 50 colleges and 200 programs into three new standalone universities in 2009, which are Al-Kharj, Al-Majmah and Shaqra Universities. (1) The University have also maintained recognizable international ranking.<sup>(8)</sup>

Accordingly, the total number of students who were enrolled at the different KSU colleges in 2009 was 61,115 (35,893 male and 25,222 female) students distributed over the different Bachelor, Master's, and Doctoral programs. And by 2014, the total students' enrolment diminished to 55,245 (32,134 male and 23,111 female) students, reflecting KSU institutional progress towards focusing on improving its student-to-faculty ratio. In addition, the ratio of postgraduate to undergraduate students grew from 10.6% in 2011 to 14.9% in 2013, which reflects its focus on postgraduate rather than undergraduate education. (1, 7, 8)

Furthermore, KSU is currently undergoing significant changes to re-structure itself in alignment with the National Vision2030 and its Transformation Plan NTP2020, which aim to substitute the government by the private sectors in the provision of services, while minimizing dependency on oil and natural resources that have been affecting the government income and consequently its KSU funding.



## **B.2. College of Dentistry:**

King Saud University College of Dentistry is part of the University's Health Colleges System. Other health colleges in the system include a college of Medicine, Pharmacy, Nursing, Applied Medical Sciences, and Prince Sultan College for emergency medical services. The College of Dentistry was established in 1975 and started accepting male and female students in 1976 and 1979 respectively, into the 1<sup>st</sup> Dental Program in the Arabian Gulf region that graduated 7 dentists in 1982. KSU Self-study Report 2016 indicated that the five-year average completion rate of the BDS program is 97.87%, which is praiseworthy.

During the academic year of 2015-2016, the total student enrollment exceeded 600, the College accepted 140 (80 male & 60 female) undergraduate students and graduated 112 (71 male & 41 female), dentists. The College has also started operating its newly established Girl's University Campus (GUC) and University Dental Hospital (UDH), both on the main University campus in Deriyah. These were part of the many developmental changes the College experienced over its 40 years since establishment in Malaz Campus (MUC); when male students migrated to the College's Deriyah Campus (DUC) in 1983-1984 as the new building was constructed, hosting an ideal environment for growing the student body & faculty significantly, and graduating leaders of the dental profession throughout the region.

The College also established the Saudi Dental Society, two peer-reviewed Journals, a research center, & chairs, which are playing important roles in shaping the dental profession across the region, while paving the ground for outstanding scientific research. Furthermore, by moving the College's female section from its original location (MUC) to its newly constructed building in Deriyah (GUC), the two campuses (i.e., boys' and girls' divisions) were brought to closer to the university hospital as well as to the KSU and college administration. The male campus (BUC) has also been enhanced by having a newly constructed dental hospital, which is the 1<sup>st</sup> of its kind in the region having state of the art facilities, equipment, and unified by Electronic Dental Record.

Accordingly, the College of Dentistry looks forward to the future with much optimism and enthusiasm, sharing the same strategic goals and aspiration for international leadership with its parent institution, KSU; and aligning with the National Vision 2030. For its part, the College is striving for international recognition and

regional leadership through its active strategic planning, building alliances with internal and external stakeholders, exploring new sources of income, and adopting advanced knowledge and technologies to excel in dental research, education, community services, and patient care.

### **B.3. Dentistry Strategic Planning: Historical Developments**

King Saud University College of Dentistry has engaged in strategic planning with the objective of defining the College direction and aligning decisions towards that direction. The essential purpose for walking through such strategic planning process is to engage all stakeholders to systematically introduce means that better position the College to achieve its long-term Goals, through series of exercises for answering essential strategic questions such as: what is the College's current situation? (i.e., internal/external environment analysis), which direction should the College take? (i.e., vision, mission, values, & objectives), and how are we going to get there? (i.e., implementation, resources, communications, and risk management plans).

The College started addressing these questions before the announcement of KSU strategic plan in 2009. Dr. Abdullah Al-Yahya, during his tenure as the Dean established a strategic planning team, chaired by Dr. Walid Sadig (Vice Dean - Quality and Development), and membership of Dr. Ebtissam Al-Madi, Dr. Mohamed Al Amri, Dr. Faris Al-Suhaibani, Dr. Muhammad Shoaib Ahmedani, Dr. Sahar Al-Zain, Mr. Nasr Al-Muflihi and Mr. Issac Iduwo and with the professional coaching of Dr. Karl J. Koller, Consultant from the TQM Consulting Group Inc., (TQMCG), Zurich, Switzerland, the team organized variety of activities (i.e., seminars, surveys, and focus groups) seeking stakeholder's feedback and involvement; and as a result drafted a comprehensive strategic plan geared to quality improvement across all units of the college to achieve vision, mission and strategic Goals of the college. But in the meantime, the university had developed a Strategic Plan 2030 which included some new objectives which were not considered by the college of dentistry while developing its plan. In 2011, Prof. Khalid Al Wazzan, the then Dean of the College of Dentistry appointment a strategic Planning team with the objective of drafting a more robust strategy involving all stakeholders while matching KSU 2030 Strategic Plan, and incorporating knowledge obtained from earlier strategic planning efforts. The team consisted of:

- Dr. Abdid Al Badar, Associate Prof. PCS Deptt. (Chairman)
- Prof. Ahmed Al Kahtani, Dean College of Dentistry (Member)
- Dr. Nasser AL Qahtani (Vice Dean for Development & Quality)
- Dr. Abdullazez Al Mudhi, Chairman Quality Unit (Member)
- Dr. Noura Shono , BUC Campus Quality Chair (Member)
- Dr. Muhammad Shoaib Ahmedani, Quality Consultant (Member)
- Dr. Daniel Panlasigui Mamanao, researcher CDRC (Member)

Consequently, the team was able to implement a well-structured Strategic Plan 2011-2015 which was fully aligned with the vision, mission and strategic Goals of the KSU 2030 strategic plan. As stated above, the college of dentistry successfully implemented and executed this plan with a lot of achievements cited above. Meanwhile, a lot of external and internal changes have affected the country's socio-political and socio-economic situation that exerted a significant impact on the educational institutions as well as colleges. These changes, as well as completion of the 2011-2015 strategic plan, necessitated to develop a new five-year strategic plan of 2016-2020. Accordingly, following methodology was used to develop a new strategic plan for the college of dentistry.

### ***1. Strategic Plan 2016-2020: Formulation of Strategic Plan committee***

During the academic year 2016-2017, Prof. Ahmed Al Kahtani, the new Dean of the College of Dentistry formulated a new strategic Planning team with the objective of drafting a more robust strategy involving all stakeholders while matching KSU 2030 Strategic Plan, KSA 2030 vision as well as National Transformation Program (NPT) 2020 after reviewing and incorporating knowledge obtained from the earlier strategic planning efforts. The team consisted of:

- Dr. Abdid Al Badar, Associate Prof. PCS Deptt. ( Chairman)
- Prof. Ahmed Al Kahtani, Dean College of Dentistry (Member)
- Dr. Nasser AL Qahtani (Vice Dean for Development & Quality)
- Dr. Abdullazez Al Mudhi, Chairman Quality Unit (Member)
- Dr. Noura Shono , BUC Campus Quality Chair (Member)
- Dr. Muhammad Shoaib Ahmedani, Quality Consultant (Member)
- Dr. Daniel Panlasigui Mamanao, researcher CDRC (Member)

In drafting the strategic plan document, the College of Dentistry strategic planning team met regularly wherein the College Dean, Vice Dean for Quality and Development as well as other members actively participated in the planning process. Following methodology was adopted to complete this huge task.

- a) First of all, the old strategic plan was distributed among all Vice Deans, Chairmen of the department as well as among the strategic plan committee and quality unit members for reviewing the accomplished projects. Besides, they

were requested to propose a new vision, mission, strategic Goals, and objectives.

- b) On 8<sup>th</sup> of January, a meeting session in the hospital auditorium was called wherein all vice Deans were requested to present their views on the vision, mission and strategic objectives of the college before faculty besides presenting new initiatives and projects relating to their vice deanships before the faculty and staff members of the college. The faculty and staff members were given the opportunity to give their critical views on the proposed initiatives and plans as well as to suggest new initiatives and projects for the advancement of the college.
- c) Based on the presentations of vice Deans, a survey was prepared and uploaded on Survey Gizmo. The link was sent to all male and female faculty for their feedback on a five-point Likert scale to approve or disapprove the proposed plans presented by the vice deans.
- d) The strategic plan committee members were provided with the information collected by the previous planning teams including workshops, brainstorming sessions, and surveys to involve students, graduates, staff, and faculty and get their feedback. The members were requested to utilize all channels to involve the stakeholders by utilizing their feedback obtained through numerous surveys.
- e) Team discussions were made to analyze the College's Strength, Weaknesses, Opportunity, Threat (SWOT) factors and filtration of earlier lists, in light of stakeholder's input as well as internal and external environments.
- f) Brainstorming sessions were arranged to redefine the College's vision, mission, values, and strategic objectives, after presenting those of leading national and international dental institutions.
- g) The team analyzed & incorporated stakeholder's feedback, before the approval of the strategy from the College Board.
- h) Team meetings & e-mail communications with the college leadership helped to specify initiatives for each objective, after defining current/planned initiatives, programs, and projects for linking them together.
- i) Subsequent to the finalization and approval of this plan, a summary implementation plan was developed highlighting time and resource requirements, as well as leaders and accountable, responsible, informed, and consulted individuals or teams for implementing each Strategic Goal and initiative.
- j) The strategic plan finalized by the strategic plan committee was circulated among the vice deans for their final comments and suggestions. The comments

and suggestions were incorporated and a semi-finalized plan was presented to the College Board for formal approval.

- k) Once the strategic plan was approved by the College Board, it was publicized throughout the College for its implementation as well as to enhance awareness about the new initiatives/projects and encourage buy-in from all stakeholders.

The implementation of this plan will be carried out through 7 multidisciplinary teams using project management coordination and balance score card (BSC) reporting methodology, using KPIs closely aligned to the newly deployed system by the Deanship of Development (ITQAN). It has been planned that the office of Vice Dean for Development will coordinate execution of this plan through a project management office, which will be highly supported by the Dean and other leadership of the college.

## **II. Strategic Plan Stakeholders:**

- Students and Alumni,
- Faculty and staff
- Patients
- Employers and partners
- KSU leadership (rector and vice-rectors)
- KSU Medical City
- Deanships of:
  - Development and Quality
  - Skills Development
  - Faculty and Employees Affairs
  - Students Affairs
  - E-Learning and Distance Education
  - E-Transactions and Communications
- Ministries of:
  - Education
  - Planning
  - Labor & Social Development
  - Civil Services
- Evaluation and Accreditation Agencies
  - Education Evaluation Commission
  - National Commission for Academic Accreditation & Assessment
  - National Center for Assessment
- Health regulators such as:

- Ministry of Health
- Saudi Commission for Health Specialties
- Saudi Health Council
- Council of Cooperative Health Insurance

## **C. Environmental Analysis**

### **C.1. Internal Environment**

#### **I. The College:**

The College of Dentistry is an integral part of the King Saud University (KSU) collegiate system. Following the establishment of the university in 1377-1378H (1957-1958G), policy makers felt that there was a need to provide essential medical and dental care services to the people of the Kingdom. Consequently, a Medical College was established at KSU in 1389-1390H (1969-1970G). But the scope of the Medical College in providing dental care services was limited, and a need arose for establishing an independent College to provide dental education and oral health care services in the Kingdom. To meet this challenge, the College of Dentistry was established in 1395H (1975), approximately six years after the establishment of the Medical College. The College of Dentistry (referred to hereafter as “the College”) contributed significantly toward meeting one of the most important strategic objectives of the KSU—provision of total health care for the people of the Kingdom.

As the first university-based dental training institution in the Arabian Gulf, the College has had outstanding success in training dentists of both sexes, who now provide dental care services throughout the Kingdom. In addition, many of these graduates are now serving as faculty members in numerous Colleges of Dentistry, affiliated to different universities throughout the Kingdom; a sizeable number are also successfully engaged in private practices. The College has also trained nationals from the neighboring Gulf States, and these graduates are now serving in their respective countries.

Historically, the first class of students was registered in the Bachelor of Science in Dental Surgery (BDS) program with the commencement of the 1396-1397 H (1975-1976 G) academic year. In the same year, the credit-hour system was introduced, whereby students were required to pass a total of 199 credit hours, the equivalent of six academic years followed by a one-year internship. After the successful completion of the required 199 credit hours, the students were eligible to receive the BDS degree. This inaugural class comprised of only seven male students who graduated in 1402 H. This can be contrasted with more than 100 male and female students who received the BDS certificate in 1438-H (2017G). To date 2617 male and female students have graduated from the College.



The present Dean, Professor Ahmed Al Kahtani, and his team are committed to the common goal of attaining the highest standard of education for our students, to produce highly competent graduates in oral health care and render high-Quality dental services in the Kingdom. The College is striving to enhance its Quality in academics, research, and clinical care services. This goal is supported by the management of KSU which is striving for accreditation under the guidelines of the National Commission for Academic Accreditation and Assessment (NCAAA). Special emphasis has, therefore, been given on educational eminence and conduct of valuable research to produce highly competent graduates in oral health care profession with the ultimate objective of transforming the economy of the Kingdom of Saudi Arabia from oil based to knowledge based. The College has experienced continuous growth in undergraduate, and graduate student enrollment over almost 40 years since establishment; however, it was not always accompanied by similar growth in resources, which resulted in diminished abilities to attract faculty & staff, and compromised students-to-faculty & student-to-staff ratios. These resource limitations, especially during the 1980s, 1990s, and the last couple of years, had sometimes disabled the College from enhancing its quality. However, the overall College's attention has always been directed toward maintaining its quality of dental education & regional leadership.

The College with its parent University's aspiration for global leadership and the significant improvements in governmental funding during the 2002-2014 period resulted in significant developments, which included:

1. Establishment of the College's new female campus in Deriyah (GUC), which brought many positive changes such as improving the female campus's capacities and standards, lecture rooms and labs, and enabling a better exchange of faculty (and staff) between the male and female campuses by bringing them to a much shorter distance.
2. Construction of the College's new Dental Hospital in Deriyah (UDH), which is a tower extension to the current building and promises significant expansion to space and facilities including OR, IP/OP Pharmacies, Labs, ...etc.
3. A parking structure was constructed nearby the College has significantly improved the satisfaction of faculty, staff, students, patients, and other visitors.
4. Three research chairs and an international partnership program were recently established inside the College, which provides significant opportunities for dental research, education, and care.
5. Continuous inflow of highly trained faculty completing their graduate training in some of the best dental schools worldwide. However, it has been a great

challenge to support them with well-trained staff due to difficulties in recruitment and retention.

## II. The University:

In 2009, King Saud University (KSU) embarked on an ambitious project by redefining its future strategic directions, which lead to adopting a bold strategic plan, aiming to transform it into an international leader.<sup>(6)</sup> KSU's **vision** is:

To be a world-class university and a leader in building the knowledge-based society

KSU's **mission** is:

To provide distinctive education, produce creative research, serve the society and contribute to building the knowledge-based economy and community through learning, a creative thinking environment, an optimal use of technology, and effective local and international partnerships

The 20 year-long strategic plan aimed to change KSU into a more compact, agile, universal, and research-focused institution. In addition, the plan contained tremendous implications as it calls for excellence in specific focus areas, such as dentistry as part of health sciences while maintaining good standards in other areas. Furthermore, the plan defined the blueprint for achieving excellence by attracting best faculty and students, maintaining optimal learning environment & organizational structure, building bridges, and ensuring financial sustainability through endowment and service-level agreements with governmental funding agencies.

The University also instituted and restructured deanships as instruments for making a successful change.<sup>(1)</sup> They include:

1. The Deanship of Quality and Development
2. The Deanship of Skills Development
3. The Deanship of E-learning and Distance Education
4. The Deanship of E-Transactions and Communications

Furthermore, the University started a number of initiatives to improve its students & faculty performance & scholarship, commercialization of research through private & public relationships, and financial sustainability; these programs include:

- (1) Research Chairs & Centres of Excellence Programs; Price Naif Health Research Centre, and King Abdullah Institute for Nanotechnology

- (2) The Riyadh Techno Valley Project (RTV).
- (3) Satellite Labs & Technology Incubators.
- (4) King Abdullah Institute for Research and Consulting Studies
- (5) King Abdullah Institute for Research and Consulting Studies
- (6) King Salman Institute for Business Entrepreneurship
- (7) Prince Sultan Advanced Tech. Research Institute
- (8) Prince Sultan Research Institute for Environment Water and Desert
- (9) Awards for Scientific Excellence and Patents
  - Lifetime Achievement Award
  - Research Quality Award
  - Research Productivity Award
  - Discovers, Innovations and Technology Licensing Award
  - Excellence in Obtaining External Funding for Research
  - Best Authored Book Award
  - Students Research Award
- (10) KSU ITQAN Performance Management system
- (11) KSU Endowment

## C.2. External Environment

### I. General Factors:

During the past, few years a lot of changes have been witnessed at global and national level. These changes have affected the socio-economic situation in the country. For example, reduced oil prices have negatively affected the national budget as well as allocations for higher education institutions. To counter these changes, the government has introduced NPT 2020 that encompasses knowledge-based economy, least dependence on oil, search for alternative economic sources, generation of employment etc. The general significant factors, changes, and trends in the external environment, which are presented below:

1. National Transformation Program 2020 and the KSA vision 2030 has significantly influenced the direction of strategic planning of the college. The college is going to introduce initiatives and projects that will result in generation of financial resources exploiting its services
2. The reduced oil prices have also affected budgetary allocation both for the institution as well as for the college. Accordingly, the University budget has been reduced significantly since 2014 and till to date as the international oil price dropped from above \$100 to a bottom of around \$25 per barrel.
3. Statistics show that unemployment rate in the KSA is 5.7%, which is higher than the average unemployment rate 5.53% observed during 1999-2016. There is a demand of 3,500 dentists to fulfill the need of 2,280 health centers across the kingdom. On the other hand, 2,525 posts are occupied by the expatriate dentists.
4. Shifting Saudi demographics and job market needs: In the KSA there is a large youth population (over 40% are below the age of 15), with a high youth unemployment rate despite the strong demand for highly-skilled employees.
5. Increasing support to the Saudi higher education sector in the recent past resulted in a substantial growth in the number of governmental and private higher education institutions. In dentistry, the total number of undergraduate colleges in the country reached 26 dental programs in 2014-2015.
6. Entry of competing for outstanding international universities into the region: Qatar has attracted institutions such as Cornell Medical School, Carnegie

Mellon, and Georgetown University; and the UAE has attracted the London Business School, the Sorbonne, and INSEAD.

7. Desired shift in the Kingdom towards a service-oriented economy led by the private sector: The national leadership has clearly emphasized in their Vision2030 and NTP 2020 the priority of creating a competitive economy (e.g., professional knowledge services, healthcare, engineering, education), and private initiatives.

## **II. Specific Factors (Healthcare):**

More specific external factors, changes, and trends related to the field of healthcare/dentistry include the following:

- (1) The rapid developments and new trends in the fields of healthcare professional education necessitated adoption of new learning methods and application of new education standards. The dental curriculum, learning material, and methods, therefore, cannot remain stagnant ignoring these new changes.
- (2) There were only 3 dental colleges in Saudi Arabia 15 years ago, but the situation has changed. There are currently around 26 (18 public and 8 private) dental colleges scattered all over the Kingdom of Saudi Arabia. With this supply growth, graduates of dental colleges are starting to face challenges in finding jobs after their graduation; and, therefore, Deans of Saudi Dental Colleges had recently agreed (collectively) about limiting their student enrollments in undergraduate dental programs.
- (3) Nevertheless, the relatively low percentage of Saudi dentists remains an important pressure factor on the college to accept and graduate more dental practitioners. This is a true challenge since in many occasions this may come at the expense of overall quality of the graduates. The college has managed over the years to put quality as the utmost factor and accommodate increasing numbers of students only after high-quality education is secured.
- (4) As the first dental school in the country and a leader of dental education in the gulf region and as many of the deans and faculty of the new emerging dental schools are graduates of this college, there has been a tremendous responsibility felt by staff and administration of this college in maintaining a role model for departing effective undergraduate and postgraduate dental

education; in addition to the research, patient care, and community service functions.

- (5) The expectations for comprehensive & highly specialized dental services in the college by the general population in Northern Riyadh, as well as KSU faculty, students, and staff.
- (6) The College may be affected by a number of structural changes in the Saudi healthcare system including the National Transformation Plan for the health sectors, expansion of health insurance, changing occupational regulations for healthcare professionals, and the recently implemented national health services accreditation (CBAHI).

### C.3. SWOT Analysis

#### A. Strengths

- 1 Competent faculty and staff members with strong educational qualifications and experience from a variety of scientific schools across the world
- 2 State of the art Educational and Clinical training facilities
- 3 New College facilities including dental hospital, girls campus, and renovation of boys campus
- 4 Admission of distinguished students.
- 5 Excellent training programs; a reputation of the College on the regional levels both professionally and socially
- 6 Well-equipped laboratories
- 7 College leadership's enthusiasm for development, and its keenness in involving all stakeholders in the College
- 8 A well-defined Strategic Quality Management System that seeks feedback from all stakeholders.
- 9 The College's Record of achievements in community service and the excellence of its students in that realm
- 10 Strategy aligned to the National (NTP2020) & Institutional (KSU2030) plans

#### B. Weaknesses

- 1 Faculty limitations (increasing number of students, in light of other research, development, and clinical responsibilities)
- 2 Insufficient governmental funding
- 3 Weaknesses in the use of modern pedagogical techniques
- 4 Low productivity of faculty members
- 5 Challenges in patient's access & care
- 6 Variation in performance between the boys & girls campuses
- 7 Insufficient financial system to allow self-funding through tuitions & patient care

#### C. Opportunities

- 1 National Vision2030 & NTP2020 might offer KSU exceptional opportunities
- 2 Expanding new financial sources for of income to the College & University
- 3 Technological Advancements
- 4 Change in the patterns of health care provision
- 5 The University pursuit of development and scientific research promotion
- 6 The global trend towards multi-disciplinary research

#### D. Threats

- 1 Diminishing governmental funding

- 
- |   |  |
|---|--|
| 2 | Lack of financial independence college and inflexibility of the financial system |
| 3 | Difficulty of attraction and retention of faculty members                        |
| 4 | Difficulty of publishing in prestigious publishing media                         |
| 5 | Difficulty of hiring of supporting staff   |

#### **C.4. Benchmarks & Best Practices**

Utilizing best available published evidence, this plan benchmarked the College against following top class universities and colleges operating in the Kingdom.

- (1) King Abdul-Aziz University College of Dentistry: The King Abdulaziz University College of dentistry was established in 1985. This is the second college which was established 10 years after the establishment of the King Saud University College of Dentistry. So both colleges are approximately of the same age and have comparable facilities and resources. Likewise, king Abdulaziz University College of medicine was established in 1977. So, both colleges are approximate of the same age, have comparable facilities and resources and working in the same external environment. The King Abdulaziz University College of medicine is performing well in the Kingdom with national and international accreditations and recognition. Besides, this college is having its teaching hospital like we have at the college of Dentistry. No other dental schools in the Kingdom has established a dental hospital. That is a why we selected this college as a benchmark institution.
- (2) Dammam University-Eastern Province KSA: The year, KSU College of dentistry started functioning, the University of Dammam also started working as Dammam Campus of King Faisal University (KFU) through Royal Decree No. H/67, dated 7 August 1975. The Dammam College of Dentistry (COD) is the first dental college established in the Eastern Province and is the third college established in the Kingdom. The vision and mission of the college of dentistry, Dammam University are comparable with those of the KSU college of Dentistry.
- (3) in the year 2001- 2002 under the patronage of King Faisal University, Dammam through guidance Royal No. 7 / b / 11155 and date 26/7/1415 e, 14/12/2001G corresponding to 10/10/1423H with the consent of the Custodian of the Two Holy Mosques. It is the first Dental College in the



Eastern Province and was a third dental educational institution in the Kingdom of Saudi Arabia at the time of its establishment. Dammam campus of King Faisal University was separated and an independent University of Dammam (UoD) was established in 2009. The College of Dentistry was included in the health cluster colleges of the university.

(4) Riyadh College of Dentistry and Pharmacy: The College of Dentistry has fixed following two criteria for selection of the benchmark, which is fulfilled by the Riyadh college of Dentistry and Pharmacy.

(i) Comparability of Infrastructural facilities required for the programs across KSA

(ii) Availability of data as required by the NCAAA

Riyadh Colleges of Dentistry and Pharmacy (RCDP) is a privately owned educational institution which was established in 2004. The college offers professional baccalaureate degree programs in Dentistry, Dental Hygiene, Dental Assisting, Pharmacy and Medical Laboratory Technology as well as diploma programs in Dental Hygiene, Dental Assisting, Dental Laboratory Technology, Pharmacy Assisting, and Medical Laboratory Technology. The college possesses a good reputation in organizing community related programs.

In addition to benchmarking to other dental training programs, the following standards were commonly considered best practices in dental education as well as healthcare training in general:

- (1) Ratio of students to teaching staff
- (2) Students' overall evaluation of the quality of their learning experiences.
- (3) The proportion of teaching staff with verified doctoral qualifications.
- (4) The proportion of students entering undergraduate programs who complete those programs in minimum time.
- (5) Percentage of students entering programs who successfully complete the first year.
- (6) Student evaluation of academic and career counseling.

- (7) Stakeholder evaluation of facilities & equipment: Classrooms, Laboratories, Bathrooms (cleanliness & maintenance), Campus security, Parking & access, Safety (first aid, fire extinguishers & alarm systems, secure chemicals) Access for those with disabilities or handicaps (ramps, lifts, bathroom furnishings), Sporting facilities & equipment.
- (8) The proportion of teaching staff leaving the institution in the past year for reasons other than age retirement.
- (9) The proportion of teaching staff participating in professional development activities during the past year.
- (10) Number of refereed publications in the previous year per full-time equivalent teaching staff.
- (11) The proportion of full-time teaching and other staff actively engaged in community service activities.

As College of Dentistry provides dental services to patients and, therefore, should follow best practices in clinical services, which include maintaining a strong patient's safety & quality of care programs by adopting a comprehensive clinical quality strategy, clinical guidelines, and blame-free culture for error reporting & feedback. Commonly applied clinical best practices also include delivering patient-centred approach to care, which emphasizes comprehensiveness of care and open communications between patients and their providers as well as effective sharing of decisions and responsibilities. Furthermore, best-practices also involve adequate self-development for all staff; investments in information technologies and supporting services; and defining clear financial management systems including clear eligibility for care criteria.

## **D. Strategic Plan**

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### *D.1. Vision*

**To be a College of regional leadership and international excellence in the production and use of dental knowledge**

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### *D.2. Mission*

**To develop competent dental professionals and contribute to research and community service; through an environment that stimulates acquisition, dissemination and production of oral health knowledge, adopting technology, and building local and international partnerships.**

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### *D.3. Core Values*

<b>1. Professionalism</b>	<b>Set of values that drive towards provision of high-quality service and precision</b>
<b>2. Team Work</b>	<b>Working as an integrated group to achieve a common vision</b>
<b>3. Honesty</b>	<b>Openness, integrity, and credibility</b>
<b>4. Responsibility</b>	<b>Accountability for all decisions before officials and beneficiaries</b>
<b>5. Lifelong Learning</b>	<b>Continuous efforts to build personal skills and knowledge throughout career</b>
<b>6. Justice &amp; Fairness</b>	<b>Granting everyone what they are entitled to</b>
<b>7. Discipline</b>	<b>Adherence and upholding rules and regulations</b>

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### *D.4. Strategic Goals*

<b>1.</b>	<b>Competitive graduates locally and globally</b>
<b>2.</b>	<b>Strengthening the research ranking of the College</b>
<b>3.</b>	<b>Best faculty and employees</b>
<b>4.</b>	<b>Excellence in patient care and community services</b>
<b>5.</b>	<b>Building bridges; local, regional and global communications</b>
<b>6.</b>	<b>Strengthening and diversifying financial resources</b>
<b>7.</b>	<b>Optimal infrastructures and smart technologies in the College</b>

### D.5. Alignment to KSU Strategic Goals

The table below shows the perfect alignment between KSU and the College Strategic Goals. KSU strategy stated the importance of healthcare education, research, and community services, which are represented in the College's research, patient/community services, and optimal environment (1<sup>st</sup>, 4<sup>th</sup>, and 7<sup>th</sup>) Goals respectively. Similarly, the table also shows how other KSU strategic Goals are closely represented by the College's strategic Goals.

Mapping of College of Dentistry & KSU Strategic Goals										
Strategic Goals	1	2	3	4	5	6	7	8	9	
	Good in everywhere great in focus areas	Distinctive faculty	Less is more	Strong graduates	Building bridges	Supportive learning environment	Sustainable future	Flexibility and accountability	Organize for purpose	
1 Competitive graduates locally and globally			X	X						
2 Strengthening the research ranking of the College	X			X						
3 Best faculty and employees		X				X				
4 Excellence in patient and community Services	X			X	X					
5 Building bridges; local, regional and global communications					X		X			
6 Strengthening and diversifying financial resources							X	X		
7 Optimal infrastructures and smart technologies in both divisions of the College	X			X		X				X

## E. Strategic Goals, Objectives & Projects

### E.1. Overview of Strategic Goals, Objectives, & Projects

The table below presents the list of the College's strategic objectives, initiatives to accomplish these objectives as well as current (and planned) projects (2016-2020) that ensure their progress.

S.No.	Strategic Goals	Objectives	Projects (2016-2020 Update)
1	Competitive Graduates Locally and Globally	1.1. Improvement in the Undergraduate Program	<ol style="list-style-type: none"> <li>1. Updating of the BDS curriculum in view of recent pedagogic and clinical advancements in the field of dentistry</li> <li>2. The establishment of the "Assessment Centre"</li> <li>3. Implementation of peer reviewing system</li> <li>4. Establishment of Dental Education Clinic and Dental Education Department</li> <li>5. Tracking of students' performance and plan ways to improve it</li> <li>6. Improvement of Students laboratories</li> </ol>
		1.2. College & Student's Advisory Boards Meetings	<ol style="list-style-type: none"> <li>1. Reviving and motivating College and student's advisory boards to improve learning and teaching as well as enriching relationships with industry and major employers</li> <li>2. Integrate boards' recommendations into the college decision-making &amp; normal planning processes</li> </ol>
		1.3. Improved Student Support Services and Skills Development	<ol style="list-style-type: none"> <li>1. Prepare undergraduate students for the private sector and insurance companies through training and Career Counseling to solve unemployment problem</li> <li>2. Provide computing facilities, copying and optimum food services</li> <li>3. Re-activation of the faculty mentorship system for timely guidance of students</li> <li>4. Enhanced Students' learning through Senior Students Mentor System (Big brother/Big sister)</li> <li>5. Organize skills development workshops to promote students' skills in relation to academic, career success, leadership potentials, communication and professional ethics.</li> </ol>
		1.4. Improved Extracurricular Activities	<ol style="list-style-type: none"> <li>1. Strengthening of Students Activity Unit at BUC and GUC</li> <li>2. Promote student's engagement in clubs and/or extracurricular activities</li> <li>3. Providing support, supervision, space and equipment for extracurricular activities of students (including cultural, sports, literary, professional and community-related activities)</li> </ol>
		1.5. NCAAA Reaccreditations	<ol style="list-style-type: none"> <li>1. Integrate awareness about reaccreditation and continuous quality improvement</li> <li>2. Devise plans for engagement in accreditations processes, Revision of Targets/Benchmarks</li> <li>3. Formulation of Self-Assessment Teams and completion of Self-Assessment Process</li> <li>4. Completion of the Self-Study report and its Submission to the KSU deanship of Quality</li> <li>5. Completion of Course Reports, Course specifications, Program Reports, Program Specifications, Field Experience Report, Field Experience Specifications, KPIs</li> <li>6. Submission of NCAAA to the NCAAA for reaccreditation of the BDS Program</li> <li>7. Renewal of ADEE Affiliations</li> </ol>
2	Strengthening Research Ranking of the College	2.1. Strengthening and improving the Postgraduate Programs	<ol style="list-style-type: none"> <li>1. Improvement in the post-graduate programs (revision, and new PG/DSCD tracks in the field of Maxillofacial Radiology, Special Care Dentistry and dental Public health).</li> <li>2. Board Program/New track for clinical residency programs</li> <li>3. Implementation of the KSU-QMS and preparation of the college for accreditation of Postgraduate Programs</li> <li>4. Expansion of the blackboard LMS into 50% of the core courses in three years and the remaining 50% of the core courses up till 2020.</li> <li>5. Track the learning performance of students in different programs and plan ways to improve them</li> </ol>
		2.2. National accreditation of the Postgraduate Programs	<ol style="list-style-type: none"> <li>1. Implementation of the KSU-QMS at Postgraduate program levels</li> <li>2. Initiation of Self-Assessment Process and writing of the Self-Study Reports</li> <li>3. Writing of the Program Specification, Program Reports, Course Specifications, Course Reports, Field Experience Specifications and Field Experience Reports and other documents</li> <li>4. Identification of Benchmarks, fixation of Targets and preparation of KPIs</li> <li>5. Submission of Application to the NCAAA for accreditation of at least 1 program</li> </ol>

		<b>2.3. Reform Research Environment</b>	<ul style="list-style-type: none"> <li>1- implementation of strategic plan of research that guide the College research forward</li> <li>2- Coordinate with KSU research unit to facilitate utilizing KSU research programs, facilities, and/or funding</li> <li>3- Support &amp; stimulate the College research to increase output and enhance its quality</li> <li>4- Strengthen the existing research laboratories at the college level</li> <li>5- Attract research grants from national and international donors</li> </ul>
		<b>2.4. Stimulate Excellent Research</b>	<ul style="list-style-type: none"> <li>1. Plan policies and programs that stimulate urge for excellence and innovation among researchers through promotion and other incentives</li> <li>2. Provide editing services, data analysis and such assistance to faculty for quality publications</li> </ul>
3	<b>Best Faculty and Employees</b>	<b>3.1. Implementation of the KSU-QMS and preparation of college for accreditation</b>	<ul style="list-style-type: none"> <li>1- Implementation of peer reviewing system</li> <li>2- Implementation of the KSU-QMS</li> <li>3- Revision of the Targets and identification of benchmarks.</li> </ul>
		<b>3.2. Retention of the Distinguished Faculty &amp; Staff</b>	<ul style="list-style-type: none"> <li>1. Establishment of Faculty and Employee Services Unit</li> <li>2. Establish a task force responsible for finding ways to improve employment conditions for all faculty and staff</li> <li>3. Establish programs to appreciate high performing faculty such as Teaching Excellence Award</li> <li>4. Establishing Best Employee awards to encourage high-performing employees "Best Employee Award"</li> </ul>
		<b>3.3. Faculty &amp; Staff Skill Development</b>	<ul style="list-style-type: none"> <li>1. Strengthening of the Skills Development Unit</li> <li>2. Draft faculty and staff skill development plan for evaluating needs for the College</li> <li>3. Coordinate with the Deanship of Skills Development and other KSU units and programs to fulfill the College skill development needs</li> <li>4. Encourage faculty and staff to participate in career and skill development</li> </ul>
4	<b>Excellence in Patient and Community Services</b>	<b>4.1. Comprehensiveness of care</b>	<ul style="list-style-type: none"> <li>1. Streamlining of outpatients' treatment workflow for enhanced efficiency, time-saving and avoiding confusion.</li> <li>2. Establishment of the blood diagnostic lab and strengthening of histopathology for better treatment planning of the patients.</li> <li>3. Appointment of more anesthesia specialists to meet the demand of OR in DUH.</li> <li>4. Provision of specialized dental treatment services to patients for excellence and branding of the college and hospital.</li> <li>5. The opening of an outpatient and inpatient pharmacies in the dental hospital will result in better serving our patients and the community.</li> <li>6. Activation of Microbiology and Histopathology labs at GUC</li> </ul>
		<b>4.2. Community Services Focus</b>	<ul style="list-style-type: none"> <li>1. Strengthening Community Services Unit and expanding its activities</li> <li>2. Utilize the College's experience in community services and document learning</li> <li>3. Devise a plan for the College to enhance its community services role, coordinate activities, and facilitate appropriate documentation</li> </ul>
		<b>4.3. Clinical Quality &amp; Accreditation</b>	<ul style="list-style-type: none"> <li>1. Establishment of Clinical Quality Unit</li> <li>2. Integrate awareness about clinical quality and continuous improvement</li> <li>3. Devise a plan for engagement in clinical accreditations of the hospital</li> <li>4. Approach Joint Commission international (JCI) to obtain guidelines /Standards</li> <li>5. Organize task force to collaborate clinical accreditation processes</li> <li>6. Completion of the requirements and submission of the documents to the JCI</li> </ul>
5	<b>Building Bridges; Local, Regional and Global Communications</b>	<b>5.1. Strengthening and reviving of Alumni Unit</b>	<ul style="list-style-type: none"> <li>1. Establishing Alumni Center, strengthening Alumni Unit and enrolling new alumni to maintain relationship with its graduates</li> <li>2. Organize events/meetings to attract the College graduates</li> <li>3. Involving alumni in development activities of the college and exploring employment opportunities for fresh graduates</li> </ul>
		<b>5.2. College &amp; Student's Advisory Boards Meetings</b>	<ul style="list-style-type: none"> <li>1. Reviving and motivating student's advisory boards to improve learning and teaching as well as enriching relationships with industry and major employers</li> <li>2. Reviving and motivating College advisory boards to improve learning and teaching as well as enriching relationships with industry and major employers</li> <li>3. Integrate boards' recommendations into the college decision-making &amp; normal planning processes</li> </ul>
		<b>5.3. Enriching College website and Utilizing Media &amp; Communications</b>	<ul style="list-style-type: none"> <li>1. Strengthening Public Relation Unit</li> <li>2. Devise comprehensive communications plan to appropriately create awareness about quality among all stakeholders and to maintain excellent relationship with them</li> <li>3. Design and launch a more updated and comprehensive and interactive College website, which allows better communications stakeholders &amp; scheduling of patients</li> <li>4. Continuously communicate with the College stakeholders about events and updates using Big-screen displays, e-mail and SMS</li> </ul>
6	<b>Strengthening and Diversifying Financial Resources</b>	<b>6.1. Improved Financial Management</b>	<ul style="list-style-type: none"> <li>1. Development of a comprehensive Financial Management Plan for the college based on the annual budget with special emphasis on nontraditional income</li> <li>2. Maintaining of up to date inventory record of all income and expenditures</li> <li>3. Regular audit of the expenditures by the external auditors</li> </ul>
		<b>6.2. Stimulate new Funding Sources (Privatization &amp; Investment Committee)</b>	<ul style="list-style-type: none"> <li>1. Identify alternative funding channels for dental colleges around the world</li> <li>2. Devise a plan to approach and attract new channels of funding</li> <li>3. Implement financial Management Plan emphasizing nontraditional income</li> </ul>

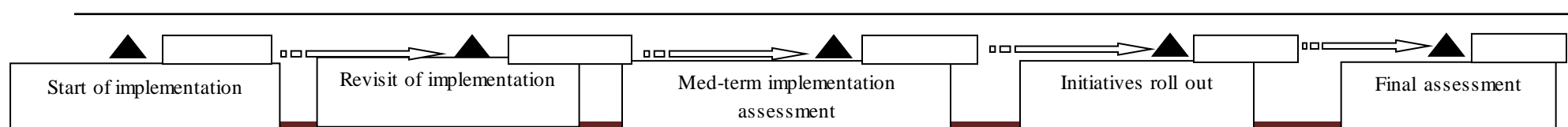
7	Optimal Infrastructures and Using Smart Technologies in the College	<b>7.1. Smart Environment</b>	<ul style="list-style-type: none"> <li>1.Utilization of blackboard LMS in delivery of the courses</li> <li>2. Embedding use of clickers for the better learning process.</li> <li>3.Provision of SALUD training to our faculty, staff, and students for efficient dental practice management</li> </ul>
		<b>7.2. Optimal Utilization of Current &amp; New Buildings</b>	<ul style="list-style-type: none"> <li>1.Implementation of Dewan System in relation to document management &amp; archiving</li> <li>2.Establishment of Database system to maintain inventory, purchasing, HR, financial, employees, faculty and students' data</li> <li>3.Improvement in Faculty and Staff Support Services</li> </ul>
		<b>7.3. Improved Administrative Systems</b>	<ul style="list-style-type: none"> <li>1.Rehabilitation of the college's building to accommodate more offices, lecture rooms, and entertainment places for students</li> <li>2. Arrangements for Special Need patients/ Special Needs clinics.</li> <li>3.Development and Implementation of Security Plan for College and Hospital</li> <li>4.Development and Implementation of Emergency Evacuation Plan, Installation of Fire Fighting Equipment, Fire drill and training of staff and students</li> <li>5.Development and implementation of waste disposal plan</li> <li>6.Renewal of ISO Certifications; Completion of Internal audit and Management Review Meetings, Updating of ISO system</li> </ul>

## E.2. Strategic Goals, Objectives, and their Action Plans

### Strategic Goal 1: Competitive Graduates Locally and Globally Objective Leader: Vice dean for Academic Affairs

Description		Objcives	Estimated Time
Producing competent graduates through the implementation of the KSU-QMS and SQMS as well as accreditation of academic programs to international standards, enrich students with skill development, extracurricular activities, and adequate support services.		1.1 Improvement in the Undergraduate Program	Jun 2020
		1.2. College & Student's Advisory Boards Meetings	June 2018
		1.3 Improved Student Support Services and Skills Development	Jun 2018
		1.4 Improved Extracurricular Activities	Jun 2018
		1.5 NCAAA Reaccreditations	May 2018
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team	Informed PMO Manger
K.P.Is	Students' awareness ratings of the Mission Statement and Objectives. <b>NCSAAAS1.1</b> Students' overall evaluation of the quality of their learning experiences. <b>NCAAA S3.1</b> The proportion of courses in which student evaluations were conducted during the year. <b>NCAAA S3.2</b> Percentage of courses peer reviewed through the peer reviewers/assessment center- <b>CD</b> Students overall rating on the quality of their courses. <b>NCAAA S 4.2</b> The proportion of students entering undergraduate programs who complete those programs in minimum time. <b>NCAAA S4.5</b> The proportion of students entering postgraduate programs who complete those programs in minimum time. <b>NCAAA S4.6</b> Student evaluation of academic and career counseling. <b>NCAAA S 5.3</b>	Students 'evaluation of library services, text books availability and media center. <b>NCAAA S6.1</b> The ratio of students to teaching staff. <b>NCAAA S 4.1</b> Availability of the academic advisor and students' satisfaction about the adviser- <b>CD</b> Overall satisfaction of Alumni, Employers, final year and third year students. <b>CD</b> % of students' participation in extracurricular activities The proportion of programs in which there was an independent verification, within the institution, of standards of student achievement during the year. <b>NCAAA 3.3</b> The proportion of programs in which there was an independent verification of standards of student achievement by reviewers external to the institution during the year. <b>NCAAA S3.4</b>	
Deliverables:			
Stakeholders:	Vice-Rectors for Academic Affairs and Health Sciences, Deanships of Development, Student Affairs, and College students, ITQAN		
Accountable:	Vice Dean for Academic Affairs, Vice Dean for Graduate Studies and Research, Vice Deans for Quality and Development		
Responsible:	College Dean		
Comments:			

#### Short term timeline & milestones





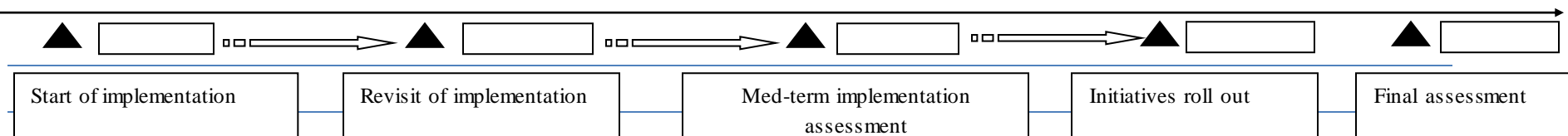
## Strategic Goal1: Competitive Graduates Locally and Globally

### Initiative Team Charter 1.1 – Improvement in the Undergraduate Program

Leader: Vice-Dean for Academic Affairs

Alignment with Strategic Plan:				
Aims	Actions	Time	Completion	Estimated time
1- Review and updating of BDS curriculum, teaching strategies, and assessment methods. 2- Elevate the academic standards to international levels. 3- Elevate the learning performance outcome of academic programs and validation of PILos.	1. Reform of BDS curriculum in view of recent pedagogic and clinical advancements	3 year		June 2020
	2. Establishment of the “Assessment Centre”	1 year		June 2018
	3. Implementation of peer consultation/review system	1 year		June 2018
	4. Establishment of Dental Education Department	1 year		June 2018
	5. Tracking of students’ performance and plan ways to improve it	2 year		June 2019
	6. Improvement of students laboratories	1 year		June 2018
Requirements & Interdependencies:		Consulted		Informed
Dependent on initiative		PMO Team		PMO Manger
K.P.Is	Students` awareness ratings of the Mission Statement and Objectives. <b>NCSAAA S1.1</b> Students` overall evaluation of the quality of their learning experiences. <b>NCAAA S3.1</b> The proportion of courses in which student evaluations were conducted during the year. <b>NCAAA S3.2</b> Percentage of courses peer reviewed through the peer reviewers/assessment center <b>-CD</b> Students overall rating on the quality of their courses. <b>NCAAA S 4.2</b> The proportion of students entering undergraduate programs who complete those programs in minimum time. <b>NCAAA S4.5</b> Students `evaluation of library services, textbooks availability and media center. <b>NCAAA S6.1</b> Students satisfaction with quality training provided in field of studies (Intemship, Field Experience)- <b>ITQAN PC7</b>	The ratio of students to teaching staff. <b>NCAAA S 4.1</b> Overall satisfaction of Alumni, Employers, final year and third year students. <b>CD</b> % of students’ participation in extracurricular activities NCAAA Reaccreditation of the Undergraduate Program The proportion of programs in which there was an independent verification, within the institution, of standards of student achievement during the year. <b>NCAAA 3.3</b> The proportion of programs in which there was an independent verification of standards of student achievement by reviewers external to the institution during the year. <b>NCAAA S3.4</b> No. of Course Specifications and Course Repots reviewed by the Assessment Center <b>-CD</b>		
Constraints:				
Stakeholders:	Vice-Rector for Educational and Academic Affairs, Deanships of Development and Quality, and E-Transactions and Communications, and College faculty and students, ITQAN			
Comments:				
Responsible:	Vice-Dean for Academic affairs			

#### Short term timeline & milestones



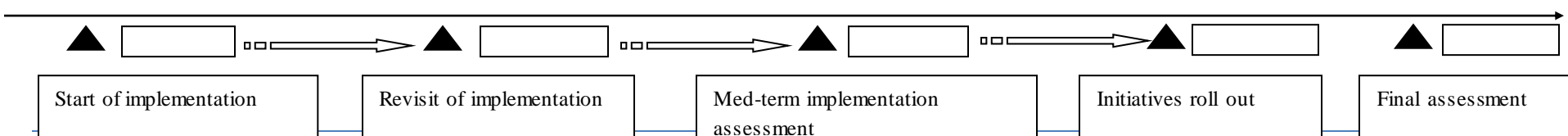
## Strategic Goal1: Competitive Graduates Locally and Globally

### 1.2-- College & Student's Advisory Boards Meetings

Leader- Vice Dean Academic Affairs

Alignment with Strategic Plan:				
Aim  Achieving efficiency, productivity, and scholarship at the college and program levels by seeking expert advice from the members of the advisory board	Actions	Time	Completion	Estimated time
	1. Reviving and motivating student’s and College advisory boards to improve learning and teaching as well as enriching relationships with industry and major employers	1 year		June 2018
	2. Integrate boards’ recommendations into the college decision-making & normal planning processes	1 year		June 2018
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team	Informed PMO Manger	
K.P.Is	Number of college decisions recommended by student’s advisory board . <b>CD</b> Percent implementation of the decisions made by the college advisory Board . <b>CD</b> Percentage of stakeholders reached by the college through ITQAN. <b>CD</b>		Budget 150,000 SAR per year	
Constraints:				
Stakeholders:	Vice-rector for health sciences, KSU endowment, deanship of the college, faculty, students, alumni, advisory board			
Comments:				
Responsible:	Vice Deanship for Academic Affairs Vice deanship for Development & Quality			

#### Short term timeline & milestones



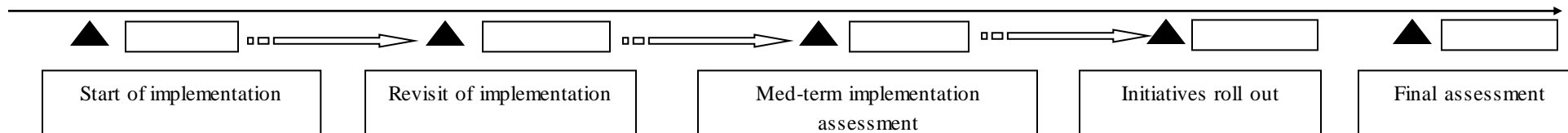
## Strategic Goal1: Competitive Graduates Locally and Globally

### Initiative Team Charter 1.3 – Improved Student Support Services and Skills Development

Leader: Head of Dental Education Unit

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated Time
Provision of adequate support services, academic guidance, career counseling and professional and character building of students through skills development courses and mentoring system.	1. Prepare undergraduate students for the private sector and insurance companies through training and career counseling.	1 year		June 2018
	2. Provide computing facilities, copying, and optimum food services.	2 year		June 2019
	3. Re-activation of the faculty mentorship system for timely guidance of students.	1 year		June 2018
	4. Organize skills development workshops to promote students' skills in relation to academic, career success, leadership potentials, communication, and professional ethics.	1 year		June 2018
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team		Informed PMO Manger
K.P.Is	Proportion of undergraduates who got employment 6 months after graduation. NCAAA S4.7 Availability of the academic advisor and students' satisfaction about the adviser-CD Student evaluation of academic and career counseling. NCAAA S 5.3 Students 'evaluation of library services, text books availability and media center. NCAAA S6.1 The program offers useful skills that will help in future career. ITQAN Students' satisfaction with Program's infrastructure / facilities supports teaching/learning. ITQAN PEv1	Students' satisfaction with Program Learning Resources, classroom facilities. ITQAN PEv3-UI2 % students that attended "soft-skill" course-CD Students satisfaction about administrative services-ITQAN-USS1 Students Satisfaction with State-of-art of the technologies used in my class activities-ITQN.UI4 Students satisfaction about Food catering services-ITQAN-UI5		Budget 100,000 SAR per year
Constraints:				
Stakeholders:	Vice-Rector for Educational and Academic Affairs, Deanships of Development and Quality, and E-Transactions and Communications, and College faculty and students, ITQAN			
Comments:				
Responsible:	Head of Dental Education Unit			

#### Short term timeline & milestones



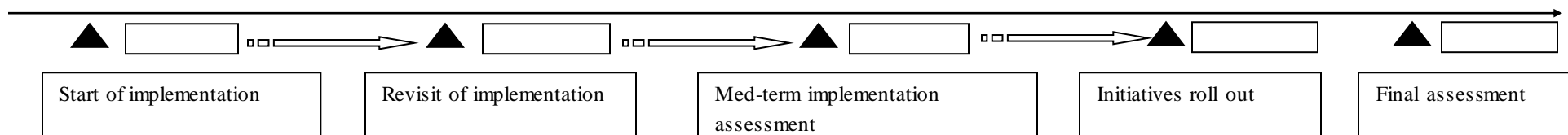
## Strategic Goal1: Competitive Graduates Locally and Globally

### Initiative Team Charter 1.4 – Improve Extracurricular Activities

Leader: Heads of Student Extracurricular Activity Unit (BUC/GUC)

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated Time
Enhance students' physical and mental fitness, as well as social development through extracurricular programs.	1. Strengthening of Students Extracurricular Activity Unit at BUC and GUC.	2 year		June 2019
	2. Promote students' engagement in clubs and/or extracurricular activities.	2 year		June 2019
	3. Providing support, supervision, space, and equipment for extracurricular activities of students (including cultural, sports, literary, professional, and community-related activities).	2 year		June 2019
Requirements & Interdependencies:		Consulted	Informed	
Dependent on initiative		PMO Team	PMO Manger	
K.P.Is	% students participating in student's clubs- <b>CD</b> Students' satisfaction about Self-development activities. <b>ITQAN-PE1</b> Students satisfaction with activities that further social self-development (student club, athletics, extra-curricular activities that are in addition to academic work)- <b>ITQAN-UE1</b> Students satisfaction with institutional arrangements that improve ethical self-development- <b>ITQAN-UE2</b> Community Service work experience- <b>ITQAN-UE3</b> Students satisfaction with institutional opportunities to participate in international experiences (e.g. practicum, seminar or conference abroad) <b>ITQAN-UE4</b> Students overall satisfaction about the quality of services. <b>ITQAN-US1</b>			<b>Budget</b> 100,000 SAR per year
Constraints:				
Stakeholders:	Vice-Rector for Educational and Academic Affairs, Deanships of Development and Quality, and Student Affairs, and College faculty and students, ITQAN			
Comments:				
Responsible:	Vice Dean for Academic affairs, Heads of Student Extracurricular Activity Units (BUC/GUC)			

#### Short term timeline & milestones



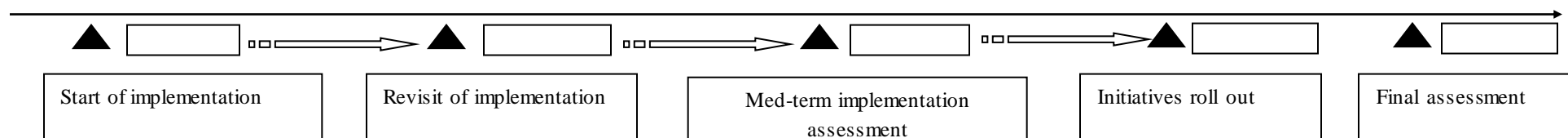
## Strategic Goal-1: Competitive Graduates Locally and Globally

### Initiative Team Charter 1.5 – NCAAA Reaccreditations

Leader: Vice-Dean for Academic Affairs

Alignment with Strategic Plan:					
<b>Aim</b> 1. Ensure conformance of the education programs with the national and international prescribed standards leading to achievement of the NQF and PILOs. 2. To achieve national and international recognition.	<b>Actions</b>		<b>Time</b>	<b>Completion</b>	<b>Estimated time</b>
	1. Integrate awareness about reaccreditation and continuous quality improvement		3 month	Completed	November 2016
	2. Devise plans for engagement in accreditations processes, Revision of Targets/Benchmarks		6 month	Completed	November 2016
	3. Formulation of Self-Assessment Teams and completion of Self-Assessment Process		6 month	Completed	January 2017
	4. Completion of the Self-Study report and its Submission to the KSU deanship of Quality		2 month	Completed	March 2017
	5. Completion of Course Reports, Course specifications, Program Reports, Program Specifications, Field Experience Report, Field Experience Specifications, KPIs		1 year	Partially completed	June 2017
	6. Submission of NCAAA to the NCAAA for reaccreditation of the BDS Program		1 year		October 2017
	7. Renewal of ADEE Affiliations		2 month		June 2017
<b>Requirements &amp; Interdependencies:</b> Dependent on initiative			<b>Consulted</b> PMO Team		<b>Informed</b> PMO Manger
<b>K.P.Is</b>	<b>Proportions of the programs accredit by the NCAAA -CD</b> <b>Number of the KPIs for which targets and Benchmarks have been identified. -CD</b> <b>Proportion of Program with International Accreditation/Affiliation/Certification -CD</b>				<b>Budget</b> 10,00,000 SAR plus 100,000 SAR per year
<b>Constraints:</b>					
<b>Stakeholders:</b>	Vice-Rector for Educational and Academic Affairs, Deanship of Development and Quality, and College faculty and students, ITQAN				
<b>Comments:</b>					
<b>Responsible:</b>	College Dean, Vice-Dean for Quality and Development, Vice-Dean for Academic Affairs				

#### Short term timeline & milestones

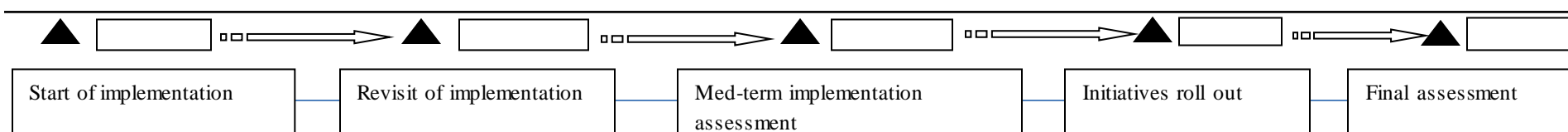


## Strategic Goal-2: Strengthening Research Ranking

### Initiative Team Charter 2.2 National Accreditation of the Postgraduate Programs Leader- VD Graduate Studies & Research

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
1. Enhance quality of the College graduate programs 2. Elevate the quality of graduate students accepted in the College programs 3. Grow the percentage of graduate students of total College enrollment 4. increase acceptance of graduate students in the highly-ranked institutions 1. National and international recognition of the PG programs	1. Implementation of the KSU-QMS at Postgraduate program levels	1 year		June 2018
	2. Initiation of Self-Assessment Process and writing of the Self-Study Reports	1 year		June 2018
	3. Writing of the Program Specification, Program Reports, Course Specifications, Course Reports, Field Experience Specifications and Field Experience Reports and other documents	2 years		June 2019
	4. Identification of Benchmarks, fixation of Targets and preparation of KPIs	2 years		Sept. 2019
	5. Submission of Application to the NCAAA for accreditation of at least 1 program	2 years		Sept. 2019
Requirements & Interdependencies:		Consulted PMO Team	Informed PMO Manger	
K.P.Is	Proportions of the programs accredit by the NCAAA-CD Number of NCAAA KPIs for which new target has been fixed and Benchmarks identified-CD Proportion of Programs with International Accreditation/Affiliation/ Certification-CD The proportion of PG programs in which there was an independent verification of standards of student achievement by internal reviewers. NCAAA 3.3 Proportion of PG programs in which there was an independent verification of standards of student achievement by external reviewers NCAAA S3.4			Budget 1 million riyals plus 100,000 SAR per year
Constraints:				
Stakeholders:	Vice-rector for research, deanship of research, college deanship, faculty, research center and chairs, and postgraduate students			
Comments:				
Responsible:	Vice deanship Graduate Studies and research, Vice Dean for Quality and Development			

#### Short term timeline & milestones



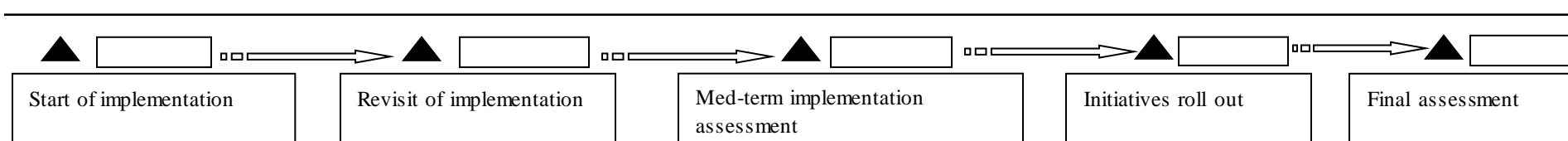
## Strategic Goal-2: Strengthening Research Ranking

### Initiative Team Charter 2.3 – Reform Research Environment

Leader- Director CDRC

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
1. To improve research productivity and quality 2. Implement plans that guide research within the College, and coordinate with KSU research units 3. Grow research funding for the College 4. To attract research grants from national and international funding agencies	1- implementation of strategic plan of research that guide the College research forward	1 year		June 2018
	2- Coordinate with KSU research unit to facilitate utilizing KSU research programs, facilities, and/or funding	1 year		June 2018
	3- Support & stimulate the College research to increase output and enhance its quality	1 year		June 2018
	4- Strengthen the existing research laboratories at the college level	2 years		June 2019
	5 Attract research grants from national and international donors	2 years		June 2019
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team	Informed PMO Manger	
K.P.Is	Number of papers or reports presented at academic conferences during the past year per. NCAAA S10.4 Research income from external sources in the past year as a proportion of the number of full-time faculty members. (in SAR). NCAAA S10.5 Median number of publication (based on ISI, non-ISI)-NCAAA S10.1 The proportion of full-time member of teaching staff with at least one refereed publication during. NCAAA S10.3 Average funding for research per graduate-CD			Budget 100,000 SAR per year
Constraints:				
Stakeholders:	Vice-rector for research, deanship of research, college deanship, Vice Dean Graduate Studies and research center and chairs, faculty, postgraduate and undergraduate students, CDRC			
Comments:				
Responsible:	CDRC			

#### Short term timeline & milestones



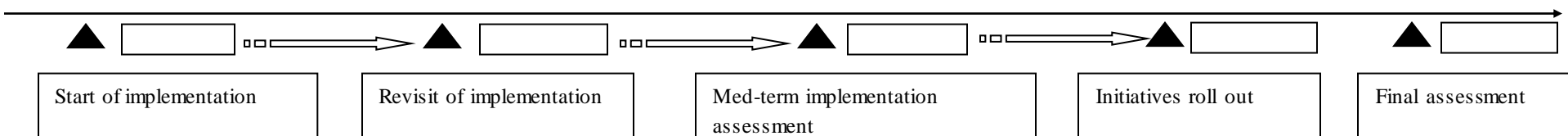
## Strategic Goal-2: Strengthening Research Ranking

### Initiative Team Charter 2.4 – Stimulate Excellent Research

Leader- Chairman research Support Unit

Alignment with Strategic Plan:				
<b>Aim</b>  1- stimulate urge for excellence, and invention among researchers 2- Improve quality of research & increase publications in strong ISI journals 3- Aim for publishing in the reputable journals “Science” & “Nature” 4- Utilize international partnerships and twinning programs to grow joint research, student and faculty exchange	<b>Actions</b>	<b>Time</b>	<b>Completion</b>	<b>Estimated time</b>
	1. Plan policies and programs that stimulate urge for excellence and innovation among researchers through promotion and other incentives	1 year		<b>June 2018</b>
	2. Provide editing services, data analysis and such assistance to faculty for quality publications	3 years		<b>June 2019</b>
<b>Requirements &amp; Interdependencies:</b> Dependent on initiative 5.2		<b>Consulted</b> PMO Team		<b>Informed</b> PMO Manger
<b>K.P.Is</b>	Number of refereed publications in the previous year per full-time equivalent teaching staff. <b>NCAAA S10.1</b> Number of citations in refereed journals in the previous year per full-time equivalent faculty members. <b>NCAAA-S10.2</b> Number of Patents, research, and innovations registered as intellectual property or patented within the past 5 years. <b>KSU</b>			<b>Budget</b> 50,000 SAR per year
<b>Constraints:</b>				
<b>Stakeholders:</b>	Vice-rector for research, deanship of research, college deanship, faculty, postgraduate and undergraduate students			
<b>Comments:</b>				
<b>Responsible:</b>	Chairman Research Support Unit			

#### Short term timeline & milestones

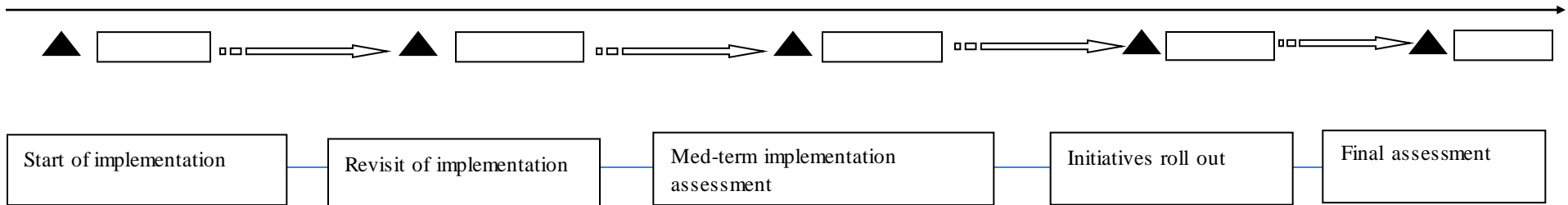




## Strategic Goal-3: Best Faculty and Employees      Objective Leader: Vice Dean Quality and Development

Description		Objectives	Estimated Time
The College becomes an attractive destination for the distinguished faculty and employees		3.1 Implementation of the KSU-QMS and preparation of college for accreditation	Feb 2019
		3.2. Retention of the Distinguished Faculty & Staff	Feb 2020
		3.3. Faculty & Staff Skill Development	Feb 2019
Requirements & Interdependencies: Dependent on initiative			<p><b>Consulted</b> KSU strategic planning PMO</p> <p><b>Informed</b> KSU strategic planning PMO</p>
K.P.Is	Percentage of full-time faculty members holding Doctoral degrees or equivalent in proportion to the total number of full-time faculty members. <b>NCAAA S4.3</b> The ratio of students to teaching staff. <b>NCAAA S 4.1</b> Availability of the academic advisor and students' satisfaction about the adviser- <b>CD</b> Number of refereed publications in the previous year per full-time equivalent teaching staff. <b>NCAAA S10.1</b> Number of citations in refereed journals in the previous year per full-time equivalent faculty members. <b>NCAAA-S10.2</b> Number of Patents, research, and innovations registered as intellectual property or patented within the past 5 years. <b>KSU</b>	Percentage of faculty leaving the college for the reason other than retirement. <b>NCAAA S 9.1</b> Percentage of faculty & staff attending skill development % faculty who received Teaching Excellence and/or Research awards Percentage of faculty with funded research projects The proportion of full-time teaching and other staff actively engaged in community service activities. <b>NCAAA S 11.1</b> Percentage of courses that utilized the blackboard system or online component. <b>CD</b> Percentage of full-time faculty and Staff members participating in professional development activities during the past year. <b>NCAAA S9.2</b>	
Deliverables:			
Stakeholders:	College faculty, Vice Rector, Deanships of Development, Faculty, Skill Development, KSU unit for attracting distinguished faculty		
Accountable:	Deanship of the College		
Responsible:	Deanship of the College		
Comments:			

### Short term timeline & milestones



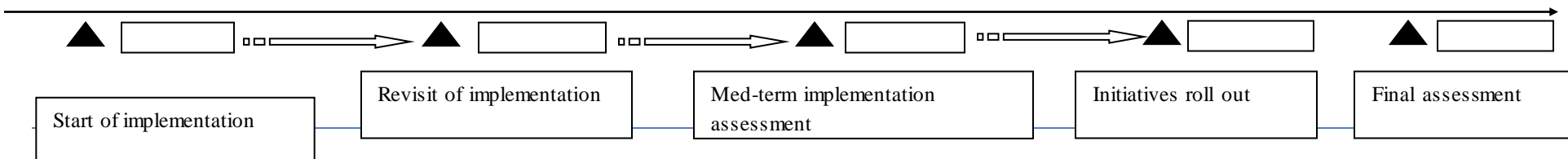
## Strategic Goal-3: Best Faculty and Employees

### Initiative Team Charter 3.1 – Implementation of the KSU-QMS

Leader- Chairperson Quality Unit

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
1- To implement KSU QMS system 2- To carry out self-assessment exercise to measure the performance of different units. 3- To carry out benchmarking 4 To establish peer reviewing system	1- Implementation of peer reviewing system	10 months		April 2018
	2- Implementation of the KSU-QMS	1 years		June 2019
	3- Revision of the Targets and identification of benchmarks.	2 years		Sept 2019
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team	Informed PMO Manger	
K.P.Is	The proportion of programs in which there was an independent verification, within the institution, of standards of student achievement during the year. <b>NCAAA 3.3</b> The proportion of programs in which there was an independent verification of standards of student achievement by reviewers external to the institution during the year. <b>NCAAA S3.4</b> Students' overall evaluation of the quality of their learning experiences. <b>NCAAA S3.1</b> Proportion of courses reviewed by the peer evaluators- <b>CD</b> Proportions of the programs accredit by the NCAAA- <b>CD</b> Renewal of ISO Certification- <b>CD</b> Number of NCAAA KPIs for which new target has been fixed and Benchmarks identified- <b>CD</b> Proportion of Program with International Accreditation/Affiliation/Certification- <b>CD</b>		Budget 200,000 SAR per year	
Constraints:				
Stakeholders:	College faculty, Vice Rector, Deanships of Development, Faculty, Skill Development, KSU unit for attracting distinguished faculty			
Comments:				
Responsible:	Quality Unit and Academic Assessment Unit			

#### Short term timeline & milestones



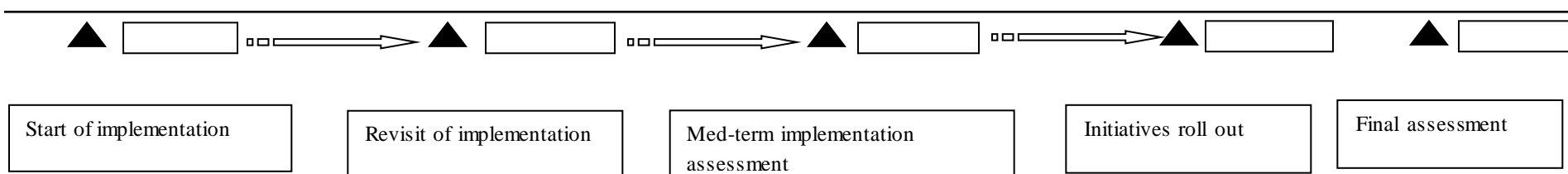
## Strategic Goal-3: Best Faculty and Employees

### Initiative Team Charter 3.2. Retention of the Distinguished Faculty & Staff

Leader- Vice Dean Quality & Development

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
1- To retain the intelligentsia and utilizing their services for achieving vision, mission, and objectives of the college 2- Improve employment conditions for all faculty and staff 3- Crediting and linking faculty performance with their promotion	1. Establishment of Faculty and Employee Services Unit	3 year		Feb 2020
	2. Establish a task force responsible for finding ways to improve employment conditions for all faculty and staff	2 years		Feb 2019
	3. Establish programs to appreciate high performing faculty such as Teaching Excellence Award	2 years		June 2018
	4. Establishing Best Employee awards to encourage high-performing employees "Best Employee Award"	6 Months		Nov 2016
Requirements & Interdependencies:		Consulted	Informed	
Dependent on initiative		PMO Team	PMO Manger	
K.P.Is	Faculty & staff satisfaction with the respectful treatment by colleagues, even when there are differences of opinion. <b>ITQAN WE2, WE1 Staff survey</b> Faculty & staff satisfaction with facilities in the department to support work. <b>ITQAN WF1, WE1 Staff survey</b> Satisfaction with the institutional infrastructure /facilities (learning resources, digital library, IT services, web services). <b>ITQAN WF2, WF2 Staff survey</b> Faculty satisfaction with the opportunities to progress in job, academic and research work. <b>ITQAN WD1, WD1 staff survey</b> Faculty satisfaction with compensation (salary and other monetary benefits) for the work accomplished. <b>ITQAN WB1, WB1 staff survey</b> Faculty satisfaction with benefits (insurance, medical and retirements) for my overall wellbeing. <b>ITQAN WB2, WB2 staff survey</b> Faculty feeling for given importance and value in the department. <b>ITQAN OS1, OS1 staff survey</b> Faculty feelings of pride for working at King Saud University. <b>ITQAN OS4, OS4 staff survey</b> Faculty aspirations to work at King Saud University for at least the next three years. <b>ITQAN OS5, OS5 staff survey</b> Percentage of the full-time faculty members obtaining academic or professional awards at the national or international levels. <b>KSU</b>			<b>Budget</b> 50,000 SAR per year
Constraints:				
Stakeholders:	College faculty, Vice Rector, Deanships of Development, Faculty, Skill Development, KSU unit for attracting distinguished faculty, ITQAN			
Comments:				
Responsible:	Chairperson Quality Unit, Vice Dean for quality and Development, Director general Administration			

#### Short term timeline & milestones



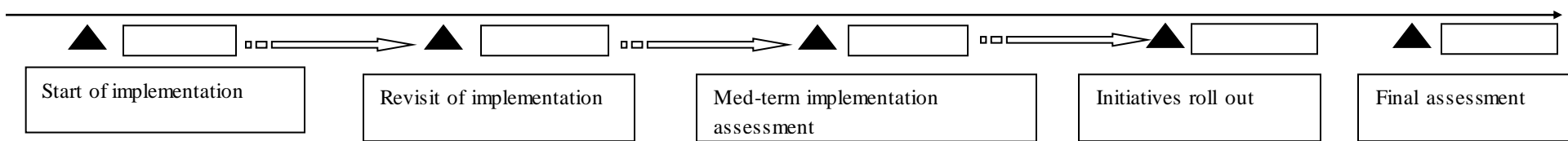
## Strategic Goal-3: Best Faculty and Employees

### Initiative Team Charter 3.3 – Faculty & Staff Skill Development

Leader- Chairperson Skills Development Unit (BUC/GUC)

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated <small>time</small>
1- Strengthening and capacity building of the skills Development unit Review the needs of faculty and staff for skill development 2- Encourage faculty and staff in career and skill development 3- Coordinate with the KSU Deanship of Skills Development to fulfill the College skill development needs	1. Strengthening of the Skills Development Unit	2 year		June 2019
	2. Draft faculty and staff skill development plan for evaluating needs for the College	1 year		June 2018
	3. Coordinate with the Deanship of Skills Development and other KSU units and programs to fulfill the College skill development needs	1 year		June 2018
	4. Encourage faculty and staff to participate in career and skill development	1 year		June 2018
Requirements & Interdependencies: <small>Dependent on initiative 5.2</small>		Consulted <small>PMO Team</small>	Informed <small>PMO Manger</small>	
K.P.Is	Faculty satisfaction with the opportunities to attend developmental training / seminars. ITQAN WD2 Faculty survey Staff satisfaction with the opportunities to attend developmental training / seminars. ITQAN WD2 staff survey % faculty participating in professional development activities. NCAAA S9.2 % Staff participating in professional development activities. NCAAA S9.2			Budget <small>150,000 SAR per year</small>
Constraints:				
Stakeholders:	College faculty, Vice Rector, Deanships of Development, Faculty, Staff, Skill Development Unit, ITQAN,			
Comments:				
Responsible:	Chairpersons skills Development Unit BUC and GUC			

#### Short term timeline & milestones

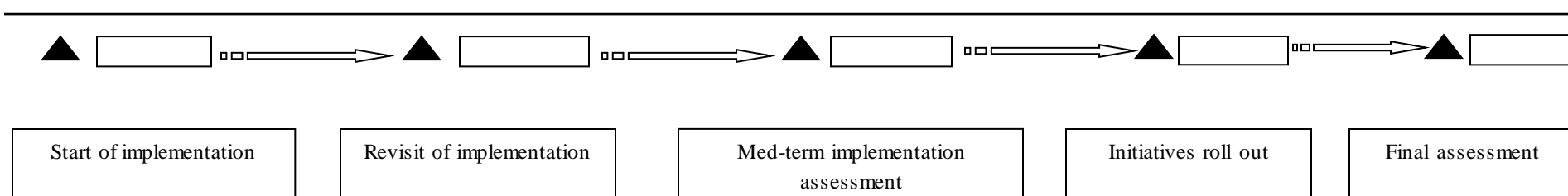


## Strategic Goal-4: Excellence in Patient & Community Services

Objective Leader: Vice Dean Clinical Affairs

Description	Objectives	Estimated Time
To achieve excellence and leadership in patient's care and community services at national and international level	4.1 Comprehensiveness of Care	Jan 2019
	4.2 Community Services Focus	Jun 2019
	4.3 Clinical Quality & Accreditation	Jan 2018
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team
Informed PMO Manger		
K.P.Is	Number of patients visits for dental treatment services in the College of Dentistry in each specialty- <b>CD</b> Percentage of generally satisfied patients in the treatment services provided- <b>CD</b> Number of special need patients who have been treated in the clinics - <b>CD</b> Achievement of the International Clinical accreditation. <b>CD</b> Percentage of faculty participating in community services- <b>NCAAA S 11.1</b> Percentage of staff participating in community services- <b>NCAAA S 11.1</b> Percentage of students participating in community services- <b>CD</b> percentage of completion of the Merger of Dental Facilities with the University Medical City- <b>CD</b> No. of patients receiving medicine from the hospital pharmacy- <b>CD</b> No. of students who successfully completed SALUD training. <b>CD</b>	
Deliverables:		
Stakeholders:	Vice-rectors for Development, Technology Transfer/Knowledge Exchange, & Health Sciences, Deanships of Development and of the College, Students, Faculty, Patients, and Riyadh Community	
Accountable:	Directors of College Clinics & Community Services Unit	
Responsible:	Dean of the College	
Comments:		

### Short term timeline & milestones



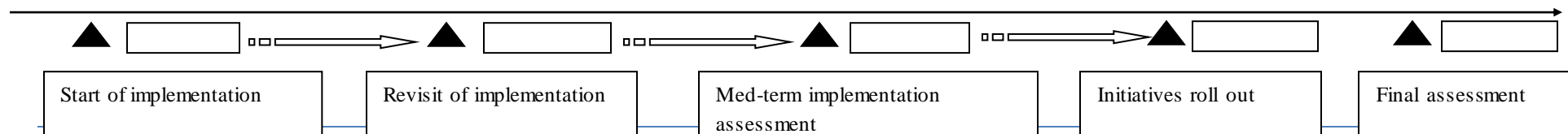
## Strategic Goal-4: Excellence Patient & Community Services

### Initiative Team Charter 4.1 – Comprehensiveness of Care

Leader Vice Dean Clinical Affairs

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
Achieving excellence in comprehensive patients care through transforming the model of clinical care in the hospital from a procedure based to patient-centered with holistic approach.	1. Streamlining of outpatients’ treatment workflow for enhanced efficiency, time-saving and avoiding confusion.	1 year		June 2018
	2. Establishment of the blood diagnostic lab and strengthening of histopathology for better treatment planning of the patients.	2 years		Sept 2019
	3. Appointment of more anesthesia specialists to meet the demand of OR in DUH.	2 years		Sept 2019
	4. Provision of specialized dental treatment services to patients for excellence and branding of the college and hospital.	3 years		June 2020
	5. The opening of an outpatient and inpatient pharmacies in the dental hospital will result in better serving our patients and the community.	3 years		June 2020
	6. Activation of Microbiology and Histopathology labs at GUC			June 2017
Requirements & Interdependencies:		Consulted PMO Team	Informed PMO Manger	
K.P.Is	Number of patients visits for dental treatment services in the College of Dentistry in each specialty-CD Percentage of generally satisfied patients in the treatment services provided-CD Number of special need patients who have been treated in the clinics -CD	percentage of completion of the Merger of Dental Facilities with the University Medical City-CD No. of patients receiving medicine from the hospital pharmacy-CD No. of students who successfully completed SALUD training. CD		Budget 500,000 per year
Constraints:				
Stakeholders:	Vice-rectors for Development & Health Sciences, Deanships of Development and of the College, Students, Faculty, Patients, and Riya dh Community			
Comments:				
Responsible:	Vice Dean for Clinical Affairs			

#### Short term timeline & milestones



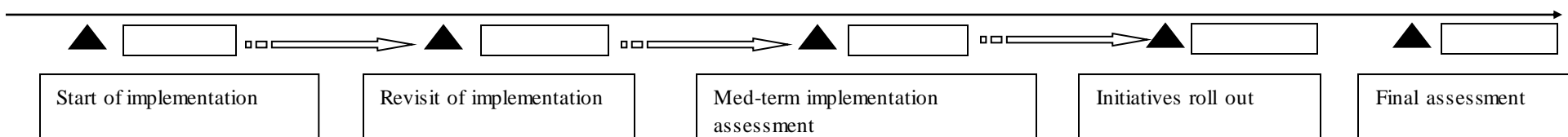
## Strategic Goal-4: Excellence Patient & Community Services

### Initiative Team Charter 4.2 – Community Services Focus

Leader- Chairperson Community Services Unit

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
Reinforce the College's role in community services, especially in prevention of the dental caries epidemic in KSA through effective involvement of student, faculty, and staff in a well-planned centralized community-based programs	1. Strengthening Community Services Unit and expanding its activities	2 years		June 2019
	2. Utilize the College's experience in community services and document learning	1 Year	-	June 2018
	3. Devise a plan for the College to enhance its community services role, coordinate activities, and facilitate appropriate documentation	1 year	-	June 2019
<b>Requirements &amp; Interdependencies:</b> Dependent on initiative		<b>Consulted</b> PMO Team	<b>Informed</b> PMO Manger	
<b>K.P.Is</b>	Percentage of faculty participating in community services- <b>NCAAA S 11.1</b> Percentage of students participating in community services- <b>CD</b> Percentage of staff participating in community services- <b>NCAAA S 11.1</b> percentage of completion of the Merger of Dental Facilities with the University Medical City- <b>CD</b>			<b>Budget</b> 100,000 SAR per year
<b>Constraints:</b>				
<b>Stakeholders:</b>	Vice-rectors for Development, Technology Transfer/Knowledge Exchange, & Health Sciences, Deanships of Development and of the College, Students, Interns, Faculty, and Riyadh Community			
<b>Comments:</b>				
<b>Responsible:</b>	Chairperson Community Services Unit			

#### Short term timeline & milestones



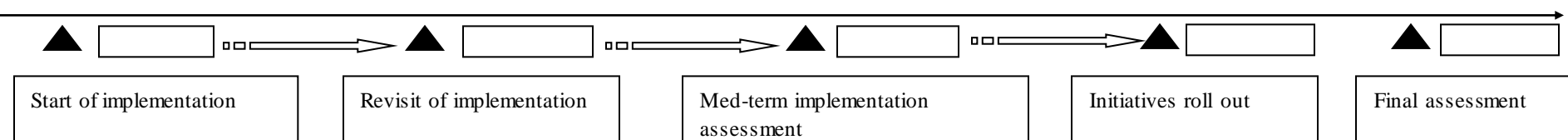
## Strategic Goal-4: Excellence in Patient & Community Services

### Initiative Team Charter 4.3 – Clinical Quality & Accreditation

Leader- Director Clinics BUC-GUC

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
Enhance the quality of the College's clinical services and boost the level of patient's satisfaction and building their trust in oral health care system of the college through systematic revision and improvement of clinical policies, procedures, and achievement of national and international accreditation.	1. Establishment of Clinical Quality Unit	6 months		Sept. 2016
	2. Integrate awareness about clinical quality and continuous improvement	1 year		June 2018
	3. Devise a plan for engagement in clinical accreditations of the hospital	1 year		June 2018
	4. Approach Joint Commission international (JCI) to obtain guidelines /Standards	1 year		Sept. 2018
	5. Organize taskforces to collaborate clinical accreditation processes	1 year		Sept 2018
	6. Completion of the requirements and submission of the documents to the JCI	2 years		Sept 2019
<b>Requirements &amp; Interdependencies:</b> Dependent on initiative		<b>Consulted</b> PMO Team	<b>Informed</b> PMO Manger	
<b>K.P.Is</b>	<b>Achievement of the International Clinical accreditation-CD</b> <b>percentage of completion of the Merger of Dental Facilities with the University Medical City-CD</b>			<b>Budget</b> 10,00,000 SAR plus 100,000 SAR per year
<b>Constraints:</b>				
<b>Stakeholders:</b>	Vice-rectors for Development & Health Sciences, Deanships of Development and of the College, Students, Faculty, Staff, Patients, and Riyadh Community			
<b>Comments:</b>				
<b>Responsible:</b>	Vice deanship for Clinical Affairs			

#### Short term timeline & milestones



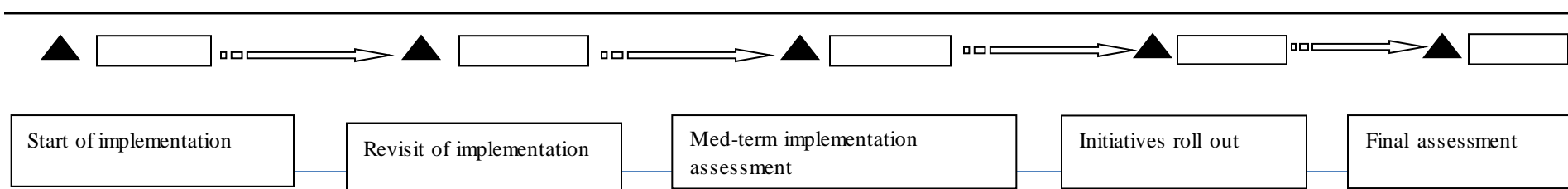


## Strategic Goal-5: Building Bridges; Local, Regional & Global Communications.

Objective Leader: Vice Dean Quality and Development

Description		Objectives	Estimated time
International recognition and exposure of the college and enhancement of the abilities through building partnerships in the form of twinning, joint-research, and exchange, as well as expanding communications locally, regionally, and globally		5.1. Strengthening and reviving of Alumni Unit	June 2019
		5.3. Enriching College website and Utilizing Media & Communications	June 2019
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team	Informed PMO Manger
K.P.Is	Alumni satisfaction with knowledge that has contributed to their work. <b>ITQAN OS3</b> Alumni satisfaction with KSU experience in relation to progress in life. <b>ITQAN OS4</b> Alumni satisfaction with skills that has contributed to their work. <b>ITQAN OS3</b> Percentage of alumni attending alumni association events. <b>CD</b> Percent implementation of the decisions made by the college advisory Board. <b>CD</b> Percent implementation of the decisions made by the college advisory Board. <b>CD</b> Percentage of stakeholders reached by the college through ITQAN. <b>CD</b>	Percentage of students and faculty participating in Twinning exchange and partnership programs. <b>CD</b> Number of agreements signed/executed with the Local/International Academic Institutions. <b>CD</b> Number of agreements signed/execute with the Industry. <b>CD</b> Number of distinguished international professors who visited the College per year. <b>CD</b>	
Deliverables:			
Stakeholders:	Vice-rectors for technology transfer/knowledge exchange, health sciences, KSU endowment & Alumni program, deanship of the college, faculty, students, alumni, advisory board		
Accountable:	Vice deanship for Development & Quality		
Responsible:	Deanship of the College		
Comments:			

### Short term timeline & milestones



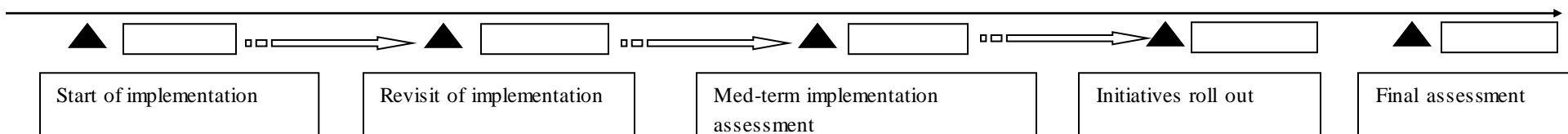
## Strategic Goal-5: Building Bridges; Local, Regional and Global Communications

### Initiative Team Charter 5.1- Strengthening and reviving of Alumni Unit

Leader- Vice Dean Quality and Development

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
Strengthen the College relationship with its alumni and engaging them in development activities of the college as well as finding employment opportunities for the fresh graduates of the college	1. Establishing Alumni Center, strengthening Alumni Unit and enrolling new alumni to maintain relationship with its graduates	2 years		June 2019
	2. Organize events/meetings to attract the College graduates	1 years		June 2018
	3. Involving alumni in development activities of the college and exploring employment opportunities for fresh graduates	2 years		June 2019
<b>Requirements &amp; Interdependencies:</b> Dependent on initiative		<b>Consulted</b> PMO Team	<b>Informed</b> PMO Manger	
<b>K.P.Is</b>	Alumni satisfaction with knowledge that has contributed to their work. <b>ITQAN OS3</b> Alumni satisfaction with KSU experience in relation to progress in life. <b>ITQAN OS4</b> Alumni satisfaction with skills that has contributed to their work. <b>ITQAN OS3</b> Percentage of alumni attending alumni association events. <b>CD</b> Number of meetings held by the alumni unit- <b>CD</b>			<b>Budget</b> 100,000 SAR per year
<b>Constraints:</b>				
<b>Stakeholders:</b>	Vice-rector for health sciences, KSU endowment, deanship of the college, faculty, students, alumni, advisory board			
<b>Comments:</b>				
<b>Responsible:</b>	Alumni Unit			

#### Short term timeline & milestones



## Strategic Goal-5: Building Bridges; Local, Regional and Global Communications

### Initiative Team Charter 5.2-1- College Advisory Boards

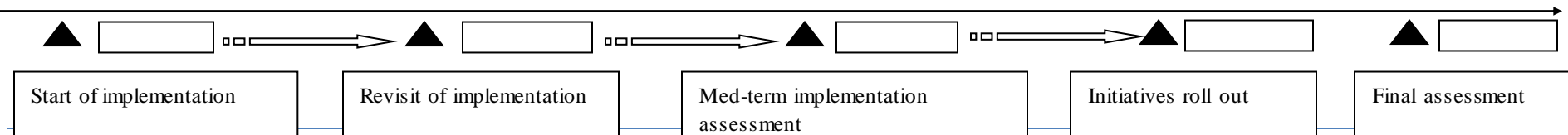
### 5.2-2- Student's Advisory Boards

Leader- Vice Dean Quality and Development

Leader- Vice Dean Academic Affairs

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated <small>time</small>
Achieving efficiency, productivity, and scholarship at the college and program levels by seeking expert advice from the members of the advisory board	3. Reviving and motivating student’s advisory boards to improve learning and teaching as well as enriching relationships with industry and major employers	1 year		June 2018
	4. Reviving and motivating College advisory boards to improve learning and teaching as well as enriching relationships with industry and major employers	1 year		June 2018
	5. Integrate boards’ recommendations into the college decision-making & normal planning processes	1 year		June 2018
Requirements & Interdependencies: <small>Dependent on initiative</small>		Consulted <small>PMO Team</small>	Informed <small>PMO Manger</small>	
K.P.Is	Number of college decisions recommended by the college advisory board. <b>CD</b> Number of college decisions recommended by student’s advisory board. <b>CD</b> Percent implementation of the decisions made by the college advisory Board. <b>CD</b> Percent implementation of the decisions made by the college advisory Board. <b>CD</b> Percentage of stakeholders reached by the college through ITQAN. <b>CD</b>		Budget <small>150,000 SAR per year</small>	
Constraints:				
Stakeholders:	Vice-rector for health sciences, KSU endowment, deanship of the college, faculty, students, alumni, advisory board			
Comments:				
Responsible:	Vice Deanship for Academic Affairs Vice deanship for Development & Quality			

#### Short term timeline & milestones



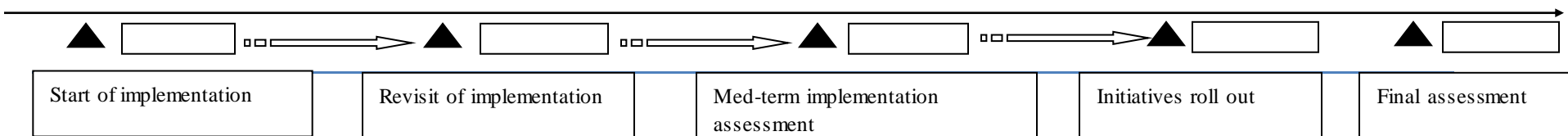
## Strategic Goal-5: Building Bridges; Local, Regional and Global Communications

### Initiative Team Charter 5.3 – Enriching College website and Utilizing Media & Communications

Leader- Chairman PR Unit

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated <small>time</small>
Strengthening public relation unit to establish an excellent relationship with the College stakeholders utilizing well-planned multimedia communications through social gatherings, TV screens, College website, magazines and annual reports.	1. Strengthening Public Relation Unit	1 year		June 2018
	2. Devise comprehensive communications plan to appropriately to create awareness about quality among all stakeholders and to maintain excellent relationship with them	1 year		June 2018
	3. Design and launch a more updated and comprehensive and interactive College website, which allows better communications stakeholders & scheduling of patients	2 years		June 2019
	4. Continuously communicate with the College stakeholders about events and updates using Big-screen displays, e-mail and SMS	1 year		June 2018
Requirements & Interdependencies: <small>Dependent on initiative</small>		Consulted <small>PMO Team</small>	Informed <small>PMO Manger</small>	
K.P.Is	Faculty awareness about Vision mission of the college. ITQAN WUG1 Faculty using of KSU mission and goals to guide their work performance. ITQAN WUG2 Staff awareness about Vision mission of the college. ITQAN WUG1 Staff using KSU mission and goals to guide their work performance. ITQAN WUG2 % of stakeholders reached by the College-CD	No. of complaints and suggestion received in a month-CD Number of complaints and suggestions resolved cases in a month-CD Number of visitors of the website in a month-CD Number of awareness slides displayed on TV screens in a month. CD Percent completion of Annual Report of the College. CD		Budget 50,000 SAR per year
Constraints:				
Stakeholders:	Vice-rectors for technology transfer/knowledge exchange, health sciences, deanship of the college, faculty, students, alumni, advisory board			
Comments:				
Responsible:	Public Relation Unit			

#### Short term timeline & milestones

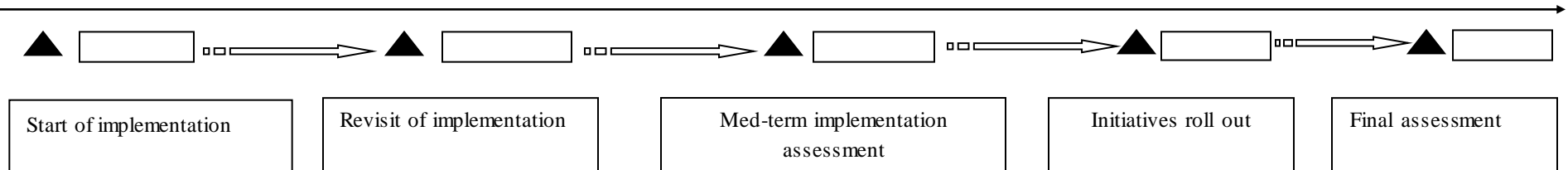


## Strategic Goal-6: Strengthening and Diversifying Financial Resources-

Objective Leader: The Dean, College of Dentistry

Description	Objectives	Estimated Time
Provide college with a vibrant and sustainable financial infrastructure for more predictable and sound future, through effective planning and financial management, stimulating new funding sources, and establishing business office	6.1. Improved Financial Management	June 2018
	6.2. Stimulate new Funding Sources (Privatization & Investment Committee)	June 2019
	<b>Requirements &amp; Interdependencies:</b> Dependent on initiative	<b>Informed</b> PMO Manger
<b>K.P.Is</b>	Percentage of the approved initiatives proposed by the investment and privatization committee non-traditional funding of total college funding	
<b>Deliverables:</b>		
<b>Stakeholders:</b>	KSU vice rector and VR for health sciences, KSU endowment, deanship of the College, department chairs, faculty, staff, students, patients, and Riyadh community	
<b>Accountable:</b>	Deanship of the College	
<b>Responsible:</b>	Deanship of the College	
<b>Comments:</b>		

### Short term timeline & milestones



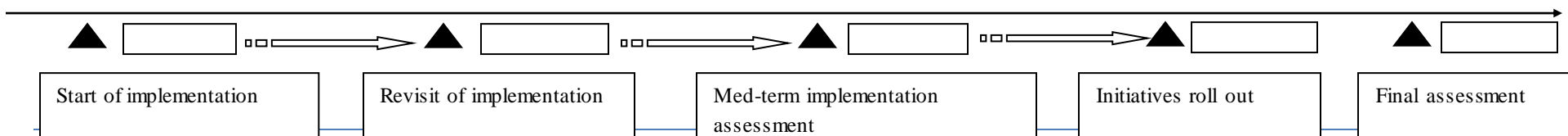
## Strategic Goal-6: Strengthening and Diversifying Financial Resources

### Initiative Team Charter 6.1 - Improved Financial Management

Leader- Director General Administration (BUC)

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
Enhance efficiency in financial budgeting and management to better predict and control spending; also to manage cash and facilitate liquidity.	1. Development of a comprehensive Financial Management Plan for the college based on the annual budget with special emphasis on nontraditional income	1 year		June 2018
	2. Maintaining of up to date inventory record of all income and expenditures	1 year		June 2018
	3. Regular audit of the expenditures by the external auditors	1 year		June 2018
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team	Informed PMO Manger	
K.P.Is	Percentage of spending forecasted in budget -CD Amount of non-traditional funding (The funds generated by nongovernmental channels i.e. Non-traditional-CD Total operating expenditure (other than accommodation and student allowances) per student. <b>NCAAA S8.1</b>			Budget
Constraints:				
Stakeholders:	KSU vice rector and VR for health sciences, deanship of the College, department chairs, faculty, staff, patients, and Riyadh community			
Comments:				
Responsible:	Deanship of the College			

#### Short term timeline & milestones



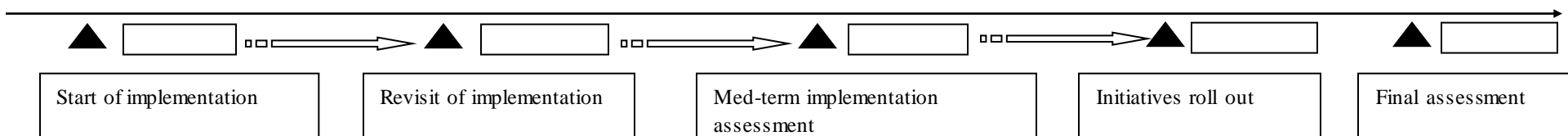
## Strategic Goal-6: Strengthening and Diversifying Financial Resources

### Initiative Team Charter 6.3- Stimulate New Funding Sources (Privatization & Investment Committee)

Leader- The Dean of College

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated <small>time</small>
Explore international experiences and available opportunities to establish new sources of funding for the college	1. Study the feasibility & practicality of establishing a business office in the college			June 2017
	2. Identify alternative funding channels for dental colleges around the world	1 year		June 2018
	3. Devise a plan to approach and attract new channels of funding	2 years		June 2019
	4. Implement financial Management Plan emphasizing nontraditional income	1 year		June 2019
	Requirements & Interdependencies: <small>Dependent on initiative</small>		Consulted <small>PMO Team</small>	Informed <small>PMO Manger</small>
K.P.Is	<ul style="list-style-type: none"><li>- % non-traditional funding of total college funding-CD</li><li>- % Implementation of the Financial Management plan-CD</li></ul>		Budget <small>100,000 SAR per year</small>	
Constraints:				
Stakeholders:	KSU vice rector and VR for health sciences, KSU endowment, deanship of the College, department chairs, faculty, patients, and Riyadh community			
Comments:				
Responsible:	Deanship of the College			

#### Short term timeline & milestones

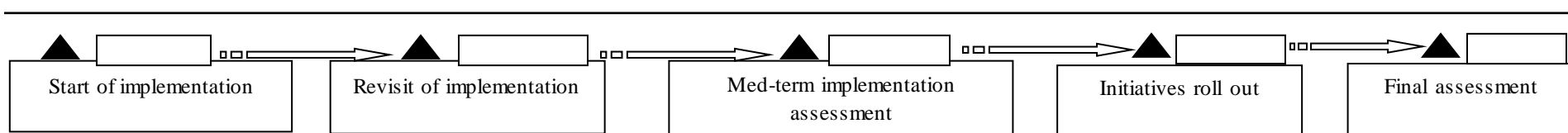


## Strategic Goal-7: Optimal Infrastructures and Using Smart Technologies in the College

Objective Leader: Vice Dean Clinical Affairs

Description		Objectives	Estimated Time
Achieve optimal infrastructure by utilizing smart technologies and the new College facilities		7.1. Smart Environment	June 2020
		7.2. Optimal Utilization of Current & New Buildings	June 2018
		7.3. Improved Administrative Systems	Sept 2019
Requirements & Interdependencies:		Consulted	Informed
Dependent on initiative		PMO Team	PMO Manger
K.P.Is	<p>No. of faculty and staff who successfully completed SALUD training. <b>CD</b>            No. of students who successfully completed SALUD training. <b>CD</b>            Percentage of courses that utilized the blackboard system or online component. <b>CD</b>            Faculty Satisfaction with the respect given by immediate supervisors and other administrators. <b>ITQAN WRe2-3</b>            Staff Satisfaction with recognition of their performance. <b>ITQAN WL8</b>            Staff Satisfaction with an assessment of work in an unbiased way. <b>ITQAN WL9</b>            Staff Satisfaction with the respect given by immediate supervisors and other administrators. <b>ITQAN WRe2-3</b>            Overall Satisfaction of Students about administrative services            Faculty &amp; staff satisfaction with facilities in the department to support work. <b>ITQAN WF1, WE1 Staff survey</b></p> <p>Staff feelings of pride for working at King Saud University. <b>ITQAN OS4, staff survey</b>            Faculty &amp; staff satisfaction with the respectful treatment by colleagues, even when there are differences of opinion. <b>ITQAN WE2, WE1 Staff survey</b>            Faculty &amp; staff satisfaction with facilities in the department to support work. <b>ITQAN WF1, WE1 Staff survey</b>            Satisfaction with the institutional infrastructure /facilities (learning resources, digital library, IT services, web services). <b>ITQAN WF2, WF2 Staff survey</b>            Stakeholder evaluation of facilities &amp; equipment: a) Classrooms, b) Laboratories, c) Bathrooms (cleanliness &amp; maintenance), d) Campus security, e) Parking &amp; access, f) Safety (first aide, fire extinguishers &amp; alarm systems, secure chemicals), g) Access for those with disabilities or handicaps (ramps, lifts, bathroom furnishings), h) Sporting facilities &amp; equipment. <b>NCAAS 7.3</b></p>		
Deliverables:			
Stakeholders:	KSU vice-rector, V-rectors for health sciences & projects; deanship of faculty, students, e-learning, e-transactions, and the college deanship, faculty, staff, students, patients, partners		
Accountable:	Vice deanship for administrative affairs		
Responsible:	Vice Dean Clinical Affairs		
Comments:			

### Short term timeline & milestones





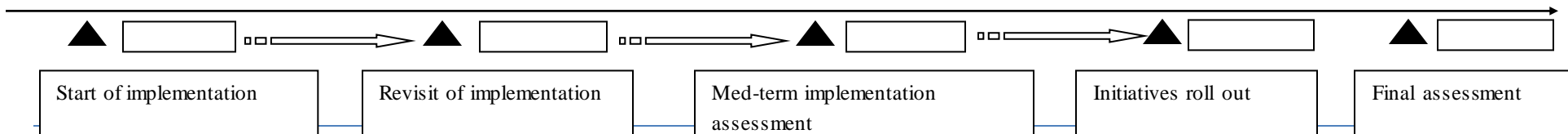
## Strategic Goal-7: Optimal Infrastructures and Using Smart Technologies in the College

### Initiative Team Charter 7.1 - Smart Environment

Leader: Vice-Dean for Academic Affairs

Alignment with Strategic Plan:					
Aim Providing a comprehensive information system including use of high-tech equipment to enhance students'; clinical services; interns' training; quality assurance and performance.	Actions		Time	Completion	Estimated time
	1. Utilization of Blackboard/LMS in the delivery of the courses .		3 year		50% by June 2019 50% by June 2020
	2. Embedding use of clickers for the better learning process.		1 year		June 2018
	3. Provision of SALUD training of our faculty, staff, and students for efficient dental practice management.		1 year		June 2018
Requirements & Interdependencies: Dependence on 3.1, 3.2, 4.1, 4.2, 6.1, 6.2, 7.2, 7.3			Consulted PMO Team	Informed PMO Manger	
K.P.Is	No. of faculty and staff who successfully completed SALUD training. <b>CD</b> No. of students who successfully completed SALUD training. <b>CD</b> Percentage of courses that utilized the blackboard system or online component. <b>CD</b> Overall Satisfaction of Students about administrative services Faculty & staff satisfaction with facilities in the department to support work. <b>ITQAN WF1, WE1 Staff survey</b> Satisfaction with the institutional infrastructure /facilities (learning resources, digital library, IT services, web services). <b>ITQAN WF2, WF2 Staff survey</b>	Staff feelings of pride for working at King Saud University. <b>ITQAN OS4,staff survey</b> Satisfaction with the institutional infrastructure /facilities (learning resources, digital library, IT services, web services). <b>ITQAN WF2, WF2 Staff survey</b> Stakeholder evaluation of facilities & equipment: a) Classrooms, b) Laboratories, c) Bathrooms (cleanliness & maintenance), d) Campus security, e) Parking & access, f) Safety (first aide, fire extinguishers & alarm systems, secure chemicals), g) Access for those with disabilities or handicaps (ramps, lifts, bathroom furnishings), h) Sporting facilities & equipment. <b>NCAAA S7.3</b>			Budget 50,000 SAR per year
Constraints:					
Stakeholders:	Deanship of E-Transactions and Communications, Center for Excellence in Learning and Teaching, College Deanship, Faculty, Staff, Students, Patients, and Partners				
Comments:					
Responsible:	IT Unit at the Dental University Hospital, Dental Education Unit, Vice-Dean for Academic Affairs				

#### Short term timeline & milestones



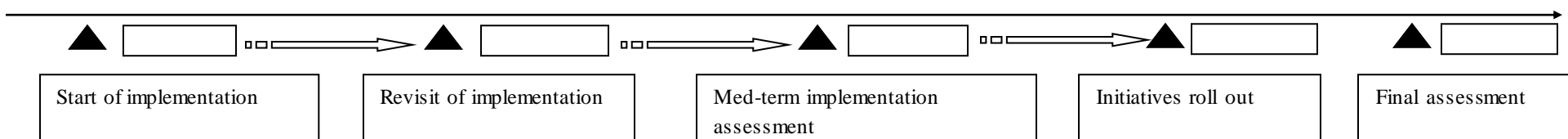
## Strategic Goal-7: Optimal Infrastructures and Using Smart Technologies in the College

### Initiative Team Charter 7.2- Improved Administrative Systems

Leader- Director General Administration (BUC-GUC)

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
Streamline the college administration by implementing best practices in document management, inventory, purchasing, and lab management; as well as human resources management, quality assurance, and performance management	1. Implementation of Dewan System in relation to document management & archiving	6 months		Oct. 2016
	2. Establishment of Database system to maintain inventory, purchasing, HR, financial, employees, faculty and students' data	1 year		June 2018
	3. Improvement in Faculty and Staff Support Services	1 year		June 2018
Requirements & Interdependencies:		Consulted	Informed	
Dependent on initiative		PMO Team	PMO Manger	
K.P.Is	Faculty Satisfaction with the respect given by immediate supervisors and other administrators. <b>ITQAN WRe2-3</b> Staff Satisfaction with recognition of their performance. <b>ITQAN WL8</b> Staff Satisfaction with an assessment of work in an unbiased way. <b>ITQAN WL9</b> Staff Satisfaction with the respect given by immediate supervisors and other administrators. <b>ITQAN WRe2-3</b> Overall Satisfaction of Students about administrative services Faculty & staff satisfaction with facilities in the department to support work. <b>ITQAN WF1, WE1 Staff survey</b> Satisfaction with the institutional infrastructure /facilities (learning resources, digital library, IT services, web services). <b>ITQAN WF2, WF2 Staff survey</b> Staff feelings of pride for working at King Saud University. <b>ITQAN OS4, staff survey</b>			<b>Budget</b> 50,000 SAR per year
Constraints:				
Stakeholders:	Vice-rector for health sciences; deanship of faculty, students, e-learning, e-transactions, and the college deanship, faculty, staff, students, patients, ITQAN			
Comments:				
Responsible:	Director General administration BUC and GUC			

#### Short term timeline & milestones



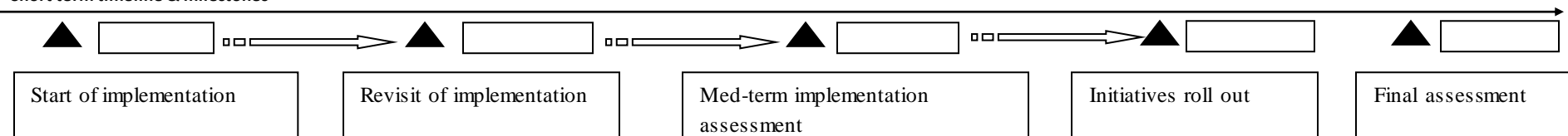
## Strategic Goal-7: Optimal Infrastructures and Using Smart Technologies in the College

### Initiative Team Charter 7.3- Optimal Utilization of Current & New Buildings

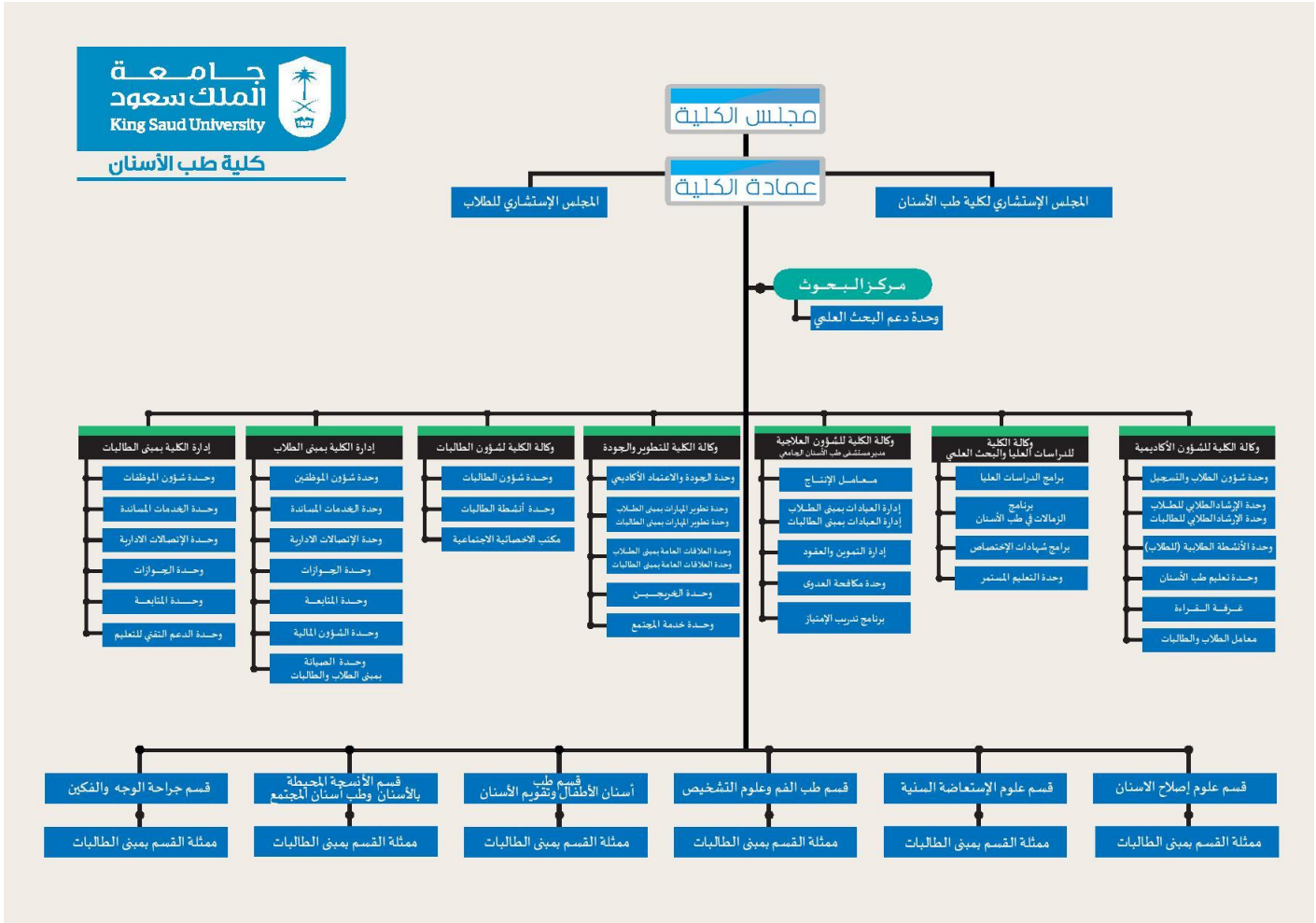
Vice Dean for Clinical Affairs

Alignment with Strategic Plan:				
Aim	Actions	Time	Completion	Estimated time
Best utilization of the new and existing facilities to accommodate faculty, staff and students for an efficient learning. Clinical training and extra-curricular activities in a safe, secure and conducive environment.	1. Rehabilitation of the college’s building to accommodate more offices, lecture rooms, and extracurricular facilities for students	2 years		Sept. 2019
	2. Arrangements for Special Need patients/ Special Needs clinics.	1 year		Sept. 2018
	3. Development and Implementation of Security Plan for College and Hospital	1 year		June 2018
	4. Periodic evaluation of the emergency evacuation plan and performing necessary drill and training of staff and students	1 year		June 2018
	5. Periodic evaluation of the plan of waste disposal plan	1 year		June 2018
	6. 6.Renewal of ISO Certifications; Completion of Internal audit and Management Review Meetings, Updating of ISO system	8 months		June 2017
Requirements & Interdependencies: Dependent on initiative		Consulted PMO Team	Informed PMO Manger	
K.P.Is	Faculty & staff satisfaction with the respectful treatment by colleagues, even when there are differences of opinion. ITQAN WE2, WE1 Staff survey Faculty & staff satisfaction with facilities in the department to support work. ITQAN WF1, WE1 Staff survey Satisfaction with the institutional infrastructure /facilities (learning resources, digital library, IT services, web services). ITQAN WF2, WF2 Staff survey Stakeholder evaluation of facilities & equipment: a) Classrooms, b) Laboratories, c) Bathrooms (cleanliness & maintenance), d)Campus security, e)Parking & access, f) Safety (first aid, fire extinguishers & alarm systems, secure chemicals), g) Access for those with disabilities or handicaps (ramps, lifts, bathroom furnishings), h) Sporting facilities & equipment. NCAAA S7.3			Budget 150,000 SAR per year
Constraints:				
Stakeholders:	KSU vice-rector, V-rectors for health sciences & projects; deanship of faculty, students, e-learning, e-transactions, and the college deanship, faculty, staff, students, patients, partners			
Comments:				
Responsible:	Vice Deanship for Clinical Affairs, Director General Administration BUC/GUC			

#### Short term timeline & milestones



### E.3. Organization Structure



#### **E.4. Implementation Plan**

The leadership at the College of dentistry is committed for successful implementation of the strategic plan. All objectives and the projects have been assigned to the portfolios instead of names to ensure continuity and consistency in implementation of the process. Unlike 2011-2015, the KPIs identified in the new plan have been increased in number to reflect real progress and achievement of the projects. Besides, implementation pace will be measured and monitored through ITQAN using Balanced Score Card (BSC) system, which is managed by the KSU Deanship of Development.

During the past few years many significant changes have occurred at the college. Construction of a girl's campus and a hospital have significantly affected the administrative and organization structure of the college. A new organizational structure have been approved that reflect introduction of new unites as well as elimination of some old units which are no more required. Some units have been renamed.

The college is committed to utilize all resources to ensure successful execution of the plan and to get desired results. Keeping our past experience in view, we are hopeful that the College Board, College Advisory Board and Student Advisory Board will provide guideline and help in removing the obstacles in the way of implementation of this plan. We will take all stakeholders on board as we believe that the College cannot implement this plan without establishing cooperation with different players to bridge gaps and achieve tangible successes. The employers, Alumni, patients, faculty, staff and students feedback will keep us on the track and lead us to the success. We hope our dream of establishing business centre will fulfilled and the college will have enough financial resources needed to complete projects on self-sufficiency bases according to the spirit of the National Transformation Program 2020.

## **F-Appendices**

### **F.1.Risk Management Plan**

Most recently a lot of changes have occurred in legal and socioeconomic setup of the Kingdom. Most significant changes include National Transformation Program 2020 and reduced dependency on the oil based economy. The government has urged the government entities to explore and generate new financial sources to cope with the falling oil prices in the global market. All these changes have significantly affected public and private sectors including the education sector. Although there are a lot of opportunities in the new era, yet there exists many risks too. Risk in the KSU's context is inherent in all academic, administrative and business activities of the University and every member of the University is responsible for the adoption of sound Risk Management practices within their particular area of responsibility. The University recognizes that the aim of Risk Management is not to eliminate Risk completely, but rather to provide the structural framework to effectively manage the Risks involved in all University activities. Furthermore, the University acknowledges that Risk Management is an essential element for good corporate governance and good management practice. A strategic and formal approach to Risk Management will improve decision making, encourage positive outcomes and enhance accountability. The KSU therefore urges all colleges to include risk factor while developing strategic plan.

While developing this plan, the strategic plan team has considered all potential risks that could affect efficiency and productivity of the college. The college is fully aware of the global and regional factors that are affecting the country and the institutions. That is why our risk management plan focuses on identifying, evaluating, controlling and managing Risks. Risk Management is as much about identifying opportunities as avoiding or mitigating losses. It allows the College to seek and take advantage of opportunities to achieve improved education & research outcomes and outputs by ensuring that any risk taken is based on informed decision-making, realistic and measurable objectives and sound analysis of possible outcomes

The Risk Management Plan of the college of Dentistry involves a planned and systematic approach to the identification, assessment and mitigation of the risks which could hinder the achievement of the College strategic objectives. As stated above, the strategic plan team has considered legal, financial, social, cultural, and traditional factors that may significantly affect the implementation of our strategic plan through

numerous internal and external risk factors. Common risks include reduced financial allocation from the institution, faculty & staff resistance to change, leadership changes, staffing difficulties and ineffective communication. Following table highlights mitigation actions to cope with the potential risks.

**Overall Risk Table: The College of Dentistry Risk Management Plan**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
<b>Leadership Changes</b>	<b>High</b>	<b>Intermediate</b>	- Continuously Review the Strategic Plan - Formalize teams to monitor implementation
<b>Faculty Resistance</b>	<b>High</b>	<b>Intermediate</b>	- Enhance buy-in & communications - Publicize Success Stories
<b>Staffing Difficulties</b>	<b>High</b>	<b>Intermediate</b>	- Improve compensation system - Clear Career Path & Skill Development
<b>Ineffective Communications</b>	<b>Intermediate</b>	<b>Low</b>	- Comprehensive Communication Plans - Involvement of all Stakeholders
<b>Lack of Support from Partners</b>	<b>Intermediate</b>	<b>Intermediate</b>	- Effective Communications - Recruit global Ambassadors
<b>Lack of Funding</b>	<b>High</b>	<b>High</b>	- Accelerate Developments - Obtain Political Support - Diversify Sources of Funding

Furthermore, the tables below show more specific risks associated with each strategic objective, their impact, probabilities, and actions to mitigate them:

**Goal 1: Strengthening the research ranking of the College**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
<b>Staffing difficulties</b>	<b>High</b>	<b>Intermediate</b>	- Improve compensation system - Clear Career Path & Skill Development
<b>Lack of research interest</b>	<b>Intermediate</b>	<b>Intermediate</b>	- Utilize KSU research support - Provide research incentives & facility
<b>Low quality publishing</b>	<b>Intermediate</b>	<b>Intermediate</b>	- Guidance & publishing support - learn from partners via twinning programs
<b>Lack of Research Funding</b>	<b>High</b>	<b>High</b>	- Accelerate Developments - Improve financial planning & control - Diversify Sources of Funding

**Goal 2: Best faculty and employees**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
Difficulties in attracting faculty	High	High	- Improve compensation system - Promote the college through 3 <sup>rd</sup> party
Difficulty attracting staff	High	Intermediate	- Revise compensation system & add benefits - Improve career advancement opportunities
High employee turn-over	high	high	- improve communications - Provide
Lack of Research Funding	High	high	- Accelerate Developments - Improve financial planning & control - Diversify Sources of Funding

**Goal 3: Competitive Graduates Locally and Globally**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
Faculty resistance	High	Intermediate	- Enhance buy-in & communications - Publicize Success Stories - Facilitate faculty skill-development
falling faculty: student ratio	high	intermediate	- Recruit par-time faculty - Reduce acceptance rates
Lack of Funding	High	I High	- Improve financial planning & control - Diversify Sources of Funding
Not attracting good students	High	low	- Improve compensation system - Promote the college through 3 <sup>rd</sup> party

**Goal 4: Excellence in Patient and Community Services**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
Inadequate clinical staff	High	intermediate	- Improve staff compensation system - Utilize 3 <sup>rd</sup> party recruiters - Improve career advancement opportunities
Dissatisfied patients	Intermediate	Intermediate	- Improve patient communications - Improve quality of care
dental public health Limitations	Intermediate	Intermediate	- Expand recruitment of public health faculty and demonstrators - Utilize faculty exchange programs
Lack of Funding	High	High	- Improve financial planning & control - Diversify Sources of Funding



**Goal 5: Building Bridges; Local, Regional and Global Communications**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
Ineffective communication	High	intermediate	- improve communications - Provide alumni services & loyalty programs
Inactive partnerships	Intermediate	intermediate	- improve communications - Provide alumni services & loyalty programs
Alumni not interested	intermediate	intermediate	- improve communications - Provide alumni services & loyalty programs
Advisory board not functional	High	intermediate	- Sound communications - Empower advisory board by responsibilities

**Goal 6: Strengthening and Diversifying Financial Resources**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
Fall in oil prices	High	High	- Appropriate financial planning - Diversified sources of funding
University Resistance	high	high	- Make the case for importance of financial independence
Difficulty staffing financial manager	Intermediate	intermediate	- Revise compensation system & add benefits - Utilize part-time financial manager

**Goal 7: Optimal infrastructures using smart technologies in both divisions of the College**

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation Actions</b>
Failure to deploy Technology	High	Low	- Technology evaluation & selection process - Careful implementation planning
Resistance to using technology	Intermediate	Intermediate	- Recruit champions - Provide training courses
Lack of Research Funding	High	High	- Improve financial planning & control - Diversify Sources of Funding

## F.2. Communication Plan

Communication Planning is a cornerstone of effective strategic planning for obtaining valuable feedback, aligning stakeholders, building support, and exchanging knowledge; in addition, an effective strategic plan implementation requires communicating significant amount of information to enable measuring progress. Therefore, the College is adopting a communications plan that involves the College Administration as well as all other stakeholders in the form of meetings, multimedia communications, electronic reporting of KPI to the University leadership. The table below summarizes a preliminary outline of the College's communication plan:

**Communication Plan Table- Preliminary plan complementing the strategic plan**

Objectives	Target Stakeholder	Purpose	Frequency	Method	Responsible
<b>Strategic Planning Progress</b>	Team leaders	Monitor progress	Monthly	Meeting & reports	Strategic plan team
<b>Internal Comm.</b>	Students, faculty, staff, units, & dep.	Alignment	periodically	Newsletter & dep. meeting	Multimedia comm. unit
<b>Strategic Plan Implementation</b>	Deanship of Development	Monitor KSU strategy	periodically	KPI submission	Vice dean for dev. & quality
<b>KSU Comm.</b>	Leadership, deanships, other colleges	Support	Upon need	Office visits	Dean & vice deans
<b>External Comm.</b>	Policy makers, partners, & alumni	Support	Upon need	Office visits	Dean & vice deans

## F.3. Measurement & Reporting Methodology - Change Management

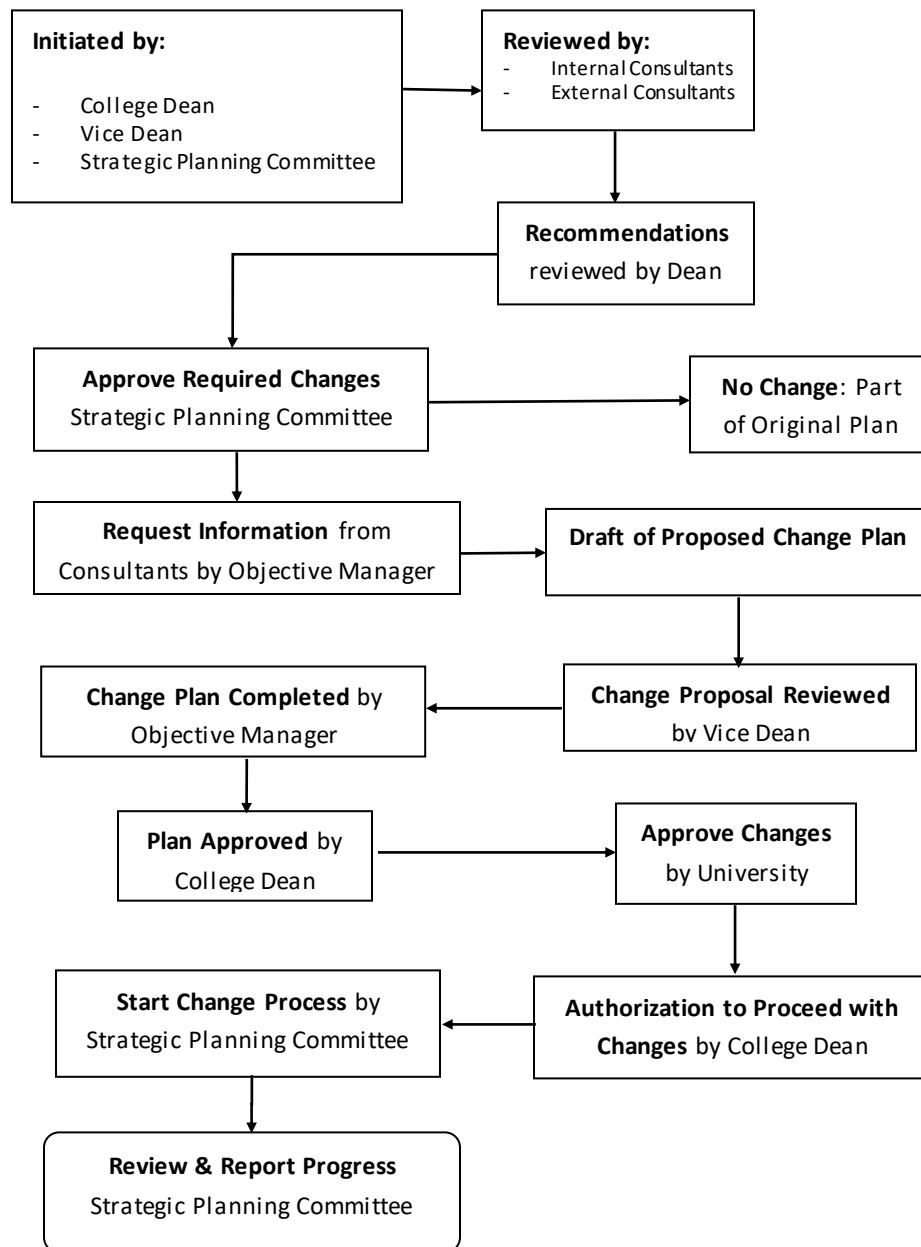
This part of the strategic plan appendices addresses the evaluation and progress management of implementation, where there is a large amount of process work for implementation involved, not to mention the required periodic data reporting to the University Strategic Planning Office. An approach is proposed where a priority based process tracking system is used to assist the initiative leaders (or project managers) in identifying abnormalities in patterns and thus identify areas with difficulties. This enables the initiative leaders to focus the attention on the most immediate problems and provides a better and continuous overview of the current situation.

And for best results, periodic meetings will take place involving all members of the College Strategic Planning Committee and objective leaders. Additional high-level planning meetings will be held frequently until an acceptable high-level plan is achieved. Furthermore, objective teams would be established and conduct meetings

regularly for mid- and low-level planning. All teams will also hold periodic status meetings, in which teleconferencing is encouraged in order to use team members time effectively. An agenda will be provided for each meeting held to enhance planning, while minutes are kept and posted on the web, and include status from the last meeting, action items incurred, pending, completed, and upcoming planned tasks. Milestones will be placed within the high-level schedule to ensure the College Strategic Plan is moving as planned. Each milestone should involve revision to gain valuable lessons learned. An outstanding issues and on-going risks log will be maintained as part of issue and risk mitigation.

Furthermore, the diagram below shows the change management method for the College strategic plan. Change starts when the College Dean, Vice Dean, or Strategic Planning Committee initiates a Change, which would be reviewed by internal and external consultants for recommendation to the College Dean. Upon direction from the College Dean, the Strategic Planning Committee would initiate communications with internal/external consultants to gather more information and coordinate with Goals and objective leaders to draft a change proposal. Once the proposal is approved by the Vice Dean, a change plan is completed and submitted to the Dean's approval and forwarding to the University Strategic Planning PMO. As soon as the University approves changes, the College Strategic Planning Committee starts the change process & communicates with stakeholders, while periodically review & report progress.

## College of Dentistry Change Management Diagram



#### **F.4. References**

1. *KSU SSR Report for 2015-2016*
2. *KSU SSR Report for 2009-2010*
3. *KSU website accessed on April 28<sup>th</sup> 2017*
4. *KSU Annual Report 2015-2016*
5. *College of Dentistry 2011-2015 Strategic Plan (Striving for Excellence)*
6. *King Saud University Strategic Plan 2030*
7. *KSA vision 2030*
8. *National Transformation Plan 2030*
9. *Ministry of Education Annual Statistics website 1435-1436 (2014-2015)*
10. *KSU Draft SSR Report 3/11/2016*

## **Abbreviations**

**NCAAA** National Commission for Academic Accreditation and Assessment

**CD** College of Dentistry

**KSU** King Saud University

**KSA** Kingdom of Saudi Arabia

**NPT** National Transformation Program

**KPI** Key Performance Indicators

**ADEE** Association for Dental Education in Europe

**SSR** Self Study Report