



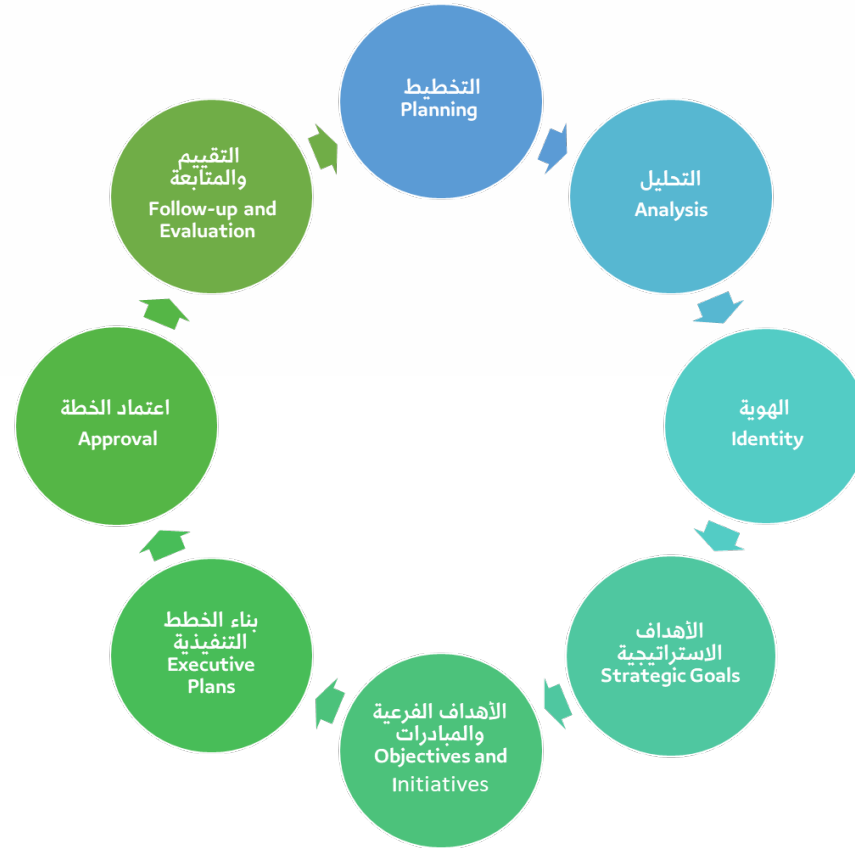
جامعة أم القري  
قسم علوم التأهيل الطبي

**Strategic Plan**  
**for the Department of Medical Rehabilitation Sciences**  
**2024-2029**

## Strategic Planning Approach

The strategic plan was created according to the guide for updating strategic plans for academic departments sent by the Agency for Development and Quality. It includes 7 stages, which are:

1. Planning
2. Analysis
3. Identity
4. Strategic Goals
5. Objectives and Activities for each Strategic Goal
6. Executive Plans
7. Evaluation & Follow-up



## التحليل (Analysis)

Strengths	Weakness	
<ol style="list-style-type: none"> <li>1. Supportive and enabling college and department management.</li> <li>2. Presence of an approved organizational structure with specific tasks for all college entities.</li> <li>3. Presence of regulations for the rights and duties of students, faculty, and staff.</li> <li>4. Update of the curriculum for the Bachelor's program in physical therapy.</li> <li>5. "Conditional" program accreditation for the physical therapy program.</li> <li>6. Diversity and appropriateness of faculty qualifications with the courses being taught.</li> <li>7. High stability of faculty members over a 5-year period.</li> <li>8. Presence of high-quality technical infrastructure in e-learning.</li> <li>9. Presence of flexible technical infrastructure in admission and registration processes.</li> <li>10. Competitive ability of students in extracurricular activities.</li> <li>11. Outstanding research production by faculty members.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of a dedicated building for the College of Applied Medical Sciences with all its departments.</li> <li>2. Lack of a university hospital or specialized clinics to help bridge the training gap for students.</li> <li>3. The designated location for the physical therapy clinics is not properly equipped.</li> <li>4. Poor condition of the laboratory buildings.</li> <li>5. Low quality of some laboratory equipment due to lack of maintenance contracts.</li> <li>6. Lack of consumables on a permanent basis.</li> <li>7. Lack of financial support for the department to support urgent requests.</li> <li>8. Lack of a technician/specialist in the laboratory.</li> <li>9. Lack of an entry and monitoring system for the laboratories.</li> <li>10. Limited department-specific policy guidelines.</li> <li>11. Variability in quality system compliance among faculty members.</li> <li>12. Challenges in tracking the performance of academic programs based on indicators and data.</li> <li>13. Lack of institutional infrastructure for the quality system (surveys, data, analysis).</li> <li>14. Conditional program accreditation for the physical therapy program.</li> <li>15. Disparity in faculty-to-student ratios in the female student section.</li> <li>16. Limited agreements with external entities for training, research, and employment purposes.</li> <li>17. Lack of adherence to the department's research plans.</li> <li>18. Lack of updates to the master's programs.</li> <li>19. Limited participation of students in local and international competitions.</li> </ol>	الداخلية
الفرص	التحديات	
<ol style="list-style-type: none"> <li>1. Change of the department name from (Physical Therapy - formerly) to (Medical Rehabilitation Sciences).</li> <li>2. University priorities in updating curricula and enhancing the student experience.</li> <li>3. University management support for program accreditation to improve education quality assurance.</li> <li>4. Research support from the Research and Innovation Authority.</li> <li>5. Community partnerships with the private sector to carry out volunteer work.</li> <li>6. The decision to raise the minimum salary for non-physician specialists has contributed to increased job opportunities in the private sector.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inflation in the number of graduates for some specializations.</li> <li>2. Increase in the number of rehabilitation sciences programs in both public and private sectors.</li> <li>3. Scarcity of job opportunities in the government and semi-government sectors.</li> <li>4. Limited training seats in hospitals in the Makkah region to accommodate clinical training students and internship year.</li> <li>5. Graduates opting for fellowship and residency programs instead of master's degrees.</li> </ol>	الخارجية

## The Identity

### Vision

**National excellence in medical rehabilitation sciences education, research, and community service**

### Mission

**Preparing competent medical rehabilitation practitioners through high-quality education and training, advancing rehabilitation research, and providing professional and community services**

### Values

**The Department of Medical Rehabilitation Sciences embraces the college's values, incorporating them within education, research, and community services. These values are integrity, professionalism, commitment, responsibility, quality, excellence, innovation, creativity, collaboration, and volunteering.**



## Strategic Goals

Domain		Strategic Goal		Objectives for each Strategic Goal
D1	Preparation of Competent Professionals	G1	Prepare skilled professionals in medical rehabilitation fields who are equipped with evidence-based knowledge and clinical skills	<ol style="list-style-type: none"> <li>1. Develop academic programs based on the labor market needs</li> <li>2. Enhance clinical training experience</li> <li>3. Enhance quality assurance in teaching and learning</li> </ol> Developing students' competitive abilities
D2	Advancement of Medical Rehabilitation Research	G2	Promote high-impact research across medical rehabilitation disciplines to enhance patient care, practice, and policymaking	<ol style="list-style-type: none"> <li>1. Enhance research training and support</li> <li>2. Promote indexed research publications</li> </ol> Enhance participation in local and international conferences
D3	Professional and Community Services	G3	Foster professional growth and community services	<ol style="list-style-type: none"> <li>1. Encourage participation in professional associations</li> <li>2. Promote community outreach programs</li> <li>3. Strengthen networking and collaborations</li> </ol> Develop outpatient specialized clinics
D4	Infrastructure and Resources	G4	Optimize infrastructure and resource allocation to enhance teaching and research activities	<ol style="list-style-type: none"> <li>1. Upgrade and maintain teaching &amp; research facilities</li> <li>2. Enhance utilization of digital resources and technology</li> </ol> Provide catering services in various departmental facilities

## Alignment of the Strategic Goals between the Faculty and the Department

Strategic Goals of the Faculty of Applied Medical Sciences (FAMS)	Strategic Goals of the Medical Rehabilitation Sciences			
	G1	G2	G3	G4
Excellence in delivering distinguished medical science programs to meet scientific advancements and job market demands	√			
Foster outcomes of research, innovation and the knowledge economy		√		
Enhance partnerships and social responsibility			√	
Governance of workplace and improvement of institutional performance				√
Development of the faculty's infrastructure and improving the work environment				√



## Executive Plans

### Goal 1: Prepare skilled professionals in medical rehabilitation fields who are equipped with evidence-based knowledge and clinical skills

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible Person	Baseline	Y1	Y2	Y3	Y4	Y5
Develop academic programs based on the labor market need	Periodic review of the physical therapy curriculum (bachelor's)	- Number of updated courses based on the recommendations of the specialized committees	Annual							
	Updating master's program in physical therapy	- Percentage of updated study plans	Annual							
	Development of a bachelor's program in occupational therapy program	- Number of newly established programs								
Enhance clinical training experience	Establish partnerships with clinical training sites	- Number of active clinical training partnerships.	Annual							
	Incorporate diverse experiential learning methods	- Number of experiential learning opportunities offered. - Student feedback on the effectiveness and safety of the learning environment.								
Enhance quality assurance in teaching and learning	Implementation of quality assurance system	- Number of academic programs evaluated using the QA system - Percentage of programs meeting or exceeding quality standards.	Annual							
	Regular Training and Professional Development for Faculty	- Number of workshops conducted - Faculty participation rate in workshops	Annual							
	External program accreditation	- The percentage of programs accredited nationally or internationally	Annual							
Developing students' competitive abilities	Student-led activities and events	- Number of activities and events organized by the students by batch	Annual							
	Developing the personal skills of students (extracurricular participations)	- Number of targeted courses and workshops for students at all levels	Annual							
	Participation in discipline-specific events/competitions	- Number of student participations in events/competitions - Number of awards received by students in local events/competitions	Annual							

## Goal 2: Foster professional growth and community services

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible Person	Baseline	Y1	Y2	Y3	Y4	Y5
Encourage participation in professional associations	Awareness programs	Percentage of department members (students/faculty) with active association memberships	Annual							
	Recognition of active members	Number of active members who actively participate in association events /take on leadership roles	Annual							
	Implementation of joint events with associations	Number of joint events	Annual							
Promote community outreach programs	Outreach Initiatives during relevant international days and weeks	Number of events conducted	Annual							
	Volunteering opportunities during the Hajj and Umrah seasons	Percentage of students/faculty participation	Annual							
Strengthen networking and collaborations	Formation of agreements with the governmental/semi-governmental and private sectors	Number of established partnerships	Annual							
	Develop interdisciplinary projects	Number of collaborative projects initiated	Annual							
	Alumni development program	Number of established services Average satisfaction of service beneficiaries	Annual							
	Networking Events	Number of professional networking events held	Annual							
Develop outpatient specialized clinics	Infrastructure Development	Completion rate	Annual							
	Completion and approval of policy documents	Completion rate	Annual							
	Securing human resources (staff, technicians, administrative personnel)	Percentage of capacity utilization	Annual							
	Community awareness	Number of ads/events to promote opening the clinic	Annual							





### Goal 3: Foster professional growth and community services

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible Person	Baseline	Y1	Y2	Y3	Y4	Y5
Enhance research training and support	Develop online research training modules	Number of online modules developed and available Usage rates of the online modules by faculty and students	Annual							
	Facilitate research mentorship programs	Number of mentorship pairs established Frequency of mentorship meetings	Annual							
	Logistical support for faculty	Faculty satisfaction with the support services provided	Annual							
Promote indexed research publications	Publication workshops	Number of workshops conducted Attendance rates by groups (faculty/students)	Annual							
	Student projects dissemination	Percentage of student research published in ISI-Scopus journals	Annual							
	Incentives program for faculty	Percentage of faculty obtaining monetary incentives for publications	Annual							
Enhance participation in local and international conferences	Supporting student participation in local and international conferences	Percentage of participations in conferences with scientific papers	Annual							
	Supporting faculty members' participation in local and international conferences	Attendance rate at conferences	Annual							



### Goal 4: Optimize infrastructure and resource allocation to enhance teaching and research activities

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible Person	Baseline	Y1	Y2	Y3	Y4	Y5
Upgrade and maintain teaching & research facilities	Education and research labs' renovation project	Percentage of facilities that have been renovated	Annual							
	Classrooms renovation project	Percentage of facilities that have been renovated	Annual							
	Maintenance of devices and equipment in department labs	Percentage of working equipment	Annual							
Enhance utilization of digital resources and technology	Training of faculty on available digital resources	Number of training events held	Annual							
	Technology integration in curricula	Number of courses in the curricula integrating digital resources and technology	Annual							
	Digitizing administrative services for faculty members and staff	Number of services that have been digitized Average time (hours) taken to complete the services	Annual							
Provide catering services in various departmental facilities	Providing vending machines for food and beverages within the departmental facilities	Percentage of departmental facilities covered with food and beverage machines	Annual							



## Monitoring and Evaluation

Adapting the college framework, the monitoring and evaluation includes several organizational levels as illustrated in figure (2), to ensure active participation from all entities to work on initiatives and achieve strategic objectives.

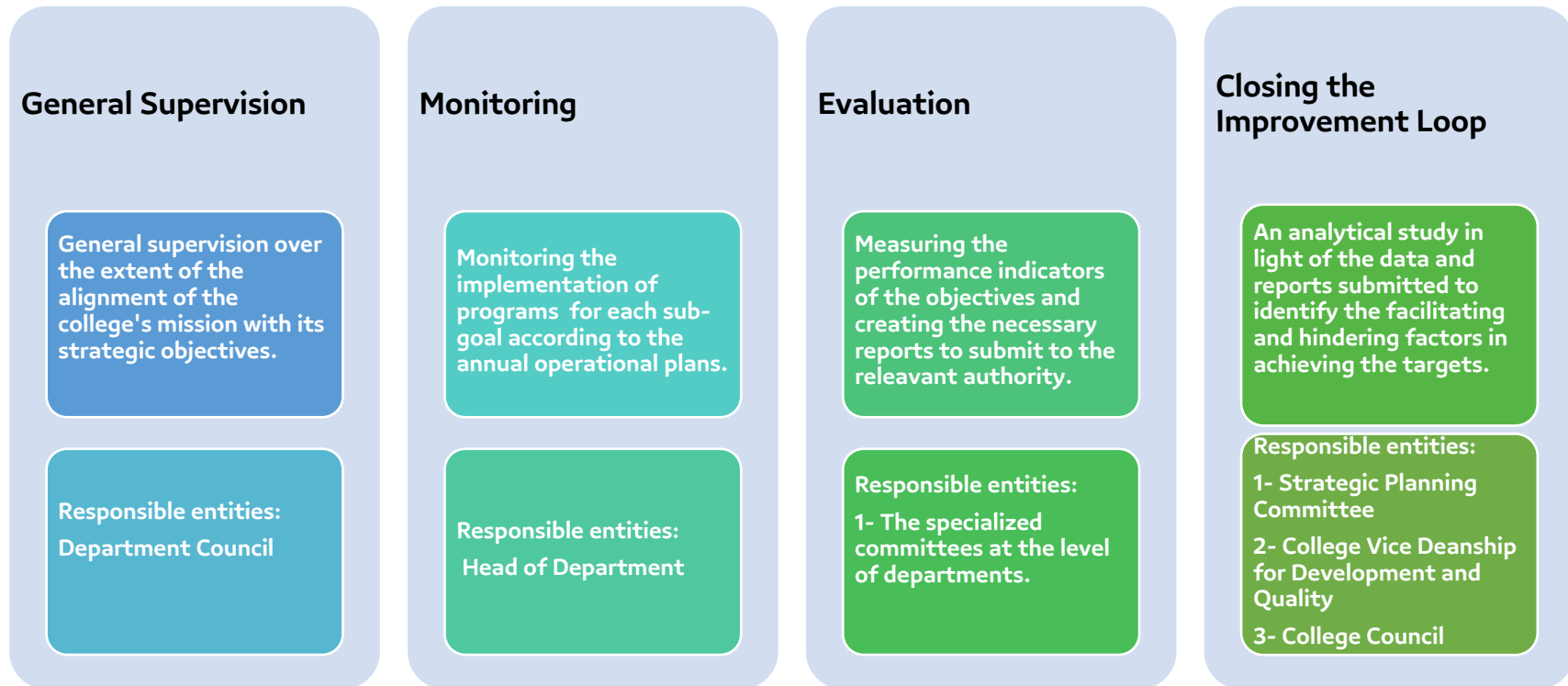


Figure 2: Organizational Levels for Monitoring and Evaluation