UMM AL-QURA UNIVERSITY

Faculty of Applied Medical Sciences

Strategic Plan 2023-2028
for the Faculty of Applied Medical Sciences

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Executive Summary of the Strategic Plan 2023-2028 for the Faculty of Applied Medical Sciences

Vision
Leadership in medical sciences education and research nationally

Mission
Providing high-quality education and outstanding scientific research in various medical sciences disciplines to contribute to the knowledge economy and serve the community within a stimulating environment and effective partnerships

Values
Integrity; Professionalism Commitment; Responsibility; Quality Excellence; Innovation; Creativity Collaboration; Volunteering

Strategic Goals

Objectives

1
Excellence in delivering distinguished medical science programs to meet scientific advancements and job market demands

1. Maintain standards of quality assurance in teaching and learning
2. Development of programs and curricula
3. Development of teaching and technical staff skills
4. Developing students' competitiveness and improving student experience

2
Foster outcomes of research, innovation and the knowledge economy

1. Improving the research environment
2. Supporting access to research grants and institutional support
3. Promoting indexed research publications
4. Participation in local and international conferences
5. Supporting entrepreneurial products and patenting
6. Establishment of scientific societies and specialized research chairs
7. Supporting the knowledge economy

3
Enhance partnerships and social responsibility

1. Formulating various agreements with the governmental/semi-governmental and private sectors
2. Supporting the provision of volunteering opportunities and community partnership
3. Providing services to rehabilitate graduates to join the labor market

4
Governance of workplace and improvement of institutional performance

1. Quality control of educational, administrative, and technical procedures
2. Monitoring the implementation of institutional policies
3. Developing the job performance of the administrative staff
4. Enhancing the quality of institutional communication with the college

5
Development of the college infra-structure and improving the work environment

1. Improving the infrastructure of the college buildings
2. Maintenance of devices and equipment in the college laboratories
3. Enhancing the efficient utilization of the college facilities
4. Providing catering services in various college facilities
5. Developing the website and digitizing services
6. Developing the urban landscape of the college facilities

Vice Deanship for Development and Quality
Faculty of Applied Medical Sciences

Strategic Planning Approach

The work began on the strategic plan since the issuance of the decision by the Dean of the Faculty of Applied Medical Sciences to form the "Strategic Planning Committee at the Faculty of Applied Medical Sciences" (Appendix 1), consisting of the faculty leadership and several faculty members with experience in strategic planning. The methodology illustrated in Figure (1) was followed for the strategic planning of the Faculty of Applied Medical Sciences, starting from the planning process for the strategic plan and ending with the evaluation and follow-up process.

The committee relied on several sources in making the strategic plan, including benchmark comparisons with local and global universities, stakeholder opinion polls, and focus groups.
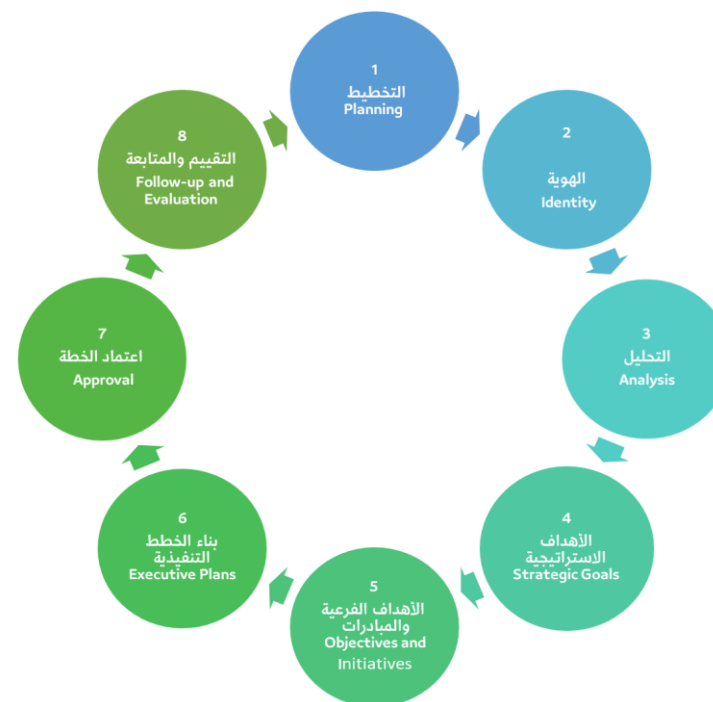
Figure (1): Strategic Planning Approach

The Identity (Vision, Mission, and Values)

Vision
Leadership in medical sciences education and research nationally

Mission
Providing high-quality education and outstanding scientific research in various medical sciences disciplines to contribute to the knowledge economy and serve the community within a stimulating environment and effective partnerships

Values
Integrity – Professionalism – Commitment   **Responsibility – Quality – Excellence – Innovation**   **Volunteering – Collaboration–Creativity**

Strategic Goals

Analyzing the internal and external environments of the faculty is considered one of the most important stages of strategic planning. The strategic planning committee at the faculty conducted an analysis of the current situation using the SWOT analysis tool, which includes an analysis of strengths, weaknesses, opportunities, and threats (Appendix 2). Based on the results of the analysis, 5 domains were identified, and for domain, a strategic goal was determined, as shown in the following table:

Domain		Strategic Goal	
D1	Teaching and Learning	G1	Excellence in delivering distinguished medical science programs to meet scientific advancements and job market demands
D2	Research and Innovation Outcomes	G2	Foster outcomes of research, innovation and the knowledge economy
D3	Partnerships	G3	Enhance partnerships and social responsibility
D4	Governance and Institutional Performance	G4	Governance of workplace and improvement of institutional performance
D5	Infrastructure and Work Environment	G5	Development of the faculty's infrastructure and improving the work environment

Alignment between the University and the Faculty Objectives

Strategic Goals of Umm Al-Qura University (UQU)	Strategic Goals of the Faculty of Applied Medical Sciences (FAMS)				
	G1	G2	G3	G4	G5
Offering quality educational programs to prepare a globally competitive student	√		√		
Improving the quality of scientific research and postgraduate studies		√			
Developing the innovation system and directing it to enhance the knowledge economy		√	√		
Increasing the efficiency of resources and governance to achieve excellence in institutional work				√	√
Enhancing the university's global standing with its Arab and Islamic depth and activating its societal role			√		

Objectives and Programs

Strategic Goal 1: Excellence in delivering distinguished medical science programs to meet scientific advancements and job market demands

Goal #	Objective	Program
G1.1	Maintain standards of quality assurance in teaching and learning	Periodic evaluation of quality processes in academic programs
		The program accreditation project for all college programs
G1.2	Development of programs and curricula	Developing the current curricula for all college programs
		Establishing academic programs in targeted specialties to align with the labor market needs and Vision 2030
		Activating blended learning and increasing the number of interactive electronic courses in the college programs
G1.3	Development of teaching and technical staff skills	Developing the scholarship plan for teaching assistants and lecturers
		Specialized training courses for faculty members and technicians
		Recruitment of distinguished personnel in unique specialties
G1.4	Developing students' competitiveness and improving student experience	Managing admission rate for the various college programs
		Activating the role of the student club in activities and events
		Developing the personal skills of students (extracurricular participations)
		Local competitions
		International competitions

Strategic Goal 2: Foster outcomes of research, innovation and the knowledge economy

Goal #	Objective	Programs
G2.1	Improving the research environment	Development of research laboratories
G2.2	Supporting access to research grants and institutional support	Support internally-funded faculty members
		Support externally-funded faculty members
G2.3	Promoting indexed research publications	Encouraging the publication of student projects
		Increasing publications in peer-reviewed channels
		Enhancing the quality of publications
G2.4	Participation in local and international conferences	Supporting student participation in local and international conferences
		Supporting faculty members' participation in local and international conferences
G2.5	Supporting entrepreneurial products and patenting	Instilling a culture of innovation among the faculty members
		Supporting faculty members and students in patent registration procedures
G2.6	Establishment of scientific societies and specialized research chairs	Establishing scientific societies specialized in the field of medical sciences
		Creating specialized research chairs in the field of medical sciences
G2.7	Supporting the knowledge economy	Developing paid academic programs
		Establishing professional development programs and medical education
		Providing consultancy services by faculty members

Strategic Goal 3: Enhance partnerships and social responsibility

Goal #	Objective	Programs
G3.1	Formulating various agreements with the governmental/semi-governmental and private sectors	Establishing and activating "training" partnerships with the government/quasi-government and private sector
		Establishing and activating "research" partnerships with specialized centers and hospitals
		Establishing and activating "employment" partnerships with the private sector
G3.2	Supporting the provision of volunteering opportunities and community partnership	Enhancing the quality of volunteer opportunities offered by the faculty entities
		Initiating volunteer opportunities during the Hajj and Umrah seasons
		Creating volunteer campaigns related to the various specializations of the faculty
G3.3	Providing services to rehabilitate graduates to join the labor market	Establishing job counseling services for graduates
		Establishing professional development services for graduates

Strategic Goal 4: Governance of workplace and improvement of institutional performance

Goal #	Objective	Programs
G4.1	**Quality control of educational, administrative, and technical procedures**	**Preparation/updating of policy guides and internal procedures for educational affairs**
		Preparation/updating of policy guides and internal procedures for technical affairs
		Preparation/updating of policy guides and internal procedures for administrative affairs
G4.2	**Monitoring the implementation of institutional policies**	**Periodic evaluation of educational, technical, and administrative operations**
G4.3	**Developing the job performance of the administrative staff**	**Supporting the professional development of faculty staff**
G4.4	**Enhancing the quality of institutional communication with the faculty**	**Improving the faculty's internal and external communication in different media**

Strategic Goal 5: Development of the faculty's infrastructure and improving the work environment

Goal #	Objective	Programs
G5.1	Improving the infrastructure of the buildings at the faculty	Completion of the faculty's main building
		Restoration of current faculty facilities (labs and halls)
G5.2	Maintenance of devices and equipment in the faculty labs	Periodic evaluation of equipment at faculty labs
		Establishing maintenance contracts for equipment at faculty labs
G5.3	Enhancing efficient utilization of faculty facilities	Periodic evaluation of the usage of the faculty's classrooms
		Periodic evaluation of the usage of the faculty's educational and research labs
		Periodic evaluation of the use of the faculty's meeting rooms
G5.4	Providing catering services in various faculty facilities	Providing vending machines for food and beverages within the faculty facilities
G5.5	Developing the website and digitizing services	Restructuring the faculty's website and academic departments and unifying the visual identity
		Digitizing student services
		Digitizing administrative services for faculty members and staff
G5.6	Developing the urban landscape of the faculty facilities	Improving internal and external landscape of faculty facilities

Executive Plans
Executive Plan for Strategic Goal 1

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible Person	Baseline	Y1	Y2	Y3	Y4	Y5
Maintain standards of quality assurance in teaching and learning	Periodic evaluation of quality processes in academic programs	The percentage of fulfillment of the criteria for the periodic review set forth by Deanship Development & Quality	Annual	VD.DQ/HOD						
	The program accreditation project for all college programs	The percentage of programs accredited nationally or internationally	Annual	VD.DQ/HOD						
Development of programs and curricula	Developing the current curricula for all college programs	• Number of updated courses based on the recommendations of the curriculum committees • Percentage of updated study plans	Annual	VD.EA/HOD						
	Establishing academic programs in targeted specialties to align with the labor market needs and Vision 2030	• Number of proposed programs • Number of newly established programs	Annual	VD.EA/HOD						
	Activating blended learning and increasing the number of interactive electronic courses in the college programs	The percentage of electronic/integrated courses	Annual	VD.EA/HOD						
Development of teaching and technical staff skills	Developing the scholarship plan for teaching assistants and lecturers	• The percentage of students sent to universities ranked A-B in the university's scholarship policies ranking • Average completion rate for the minimum scholarship duration • Number of scholars who have won national or international awards	Annual	VD.FS/HOD						
	Specialized training courses for faculty members and technicians	The percentage of faculty members and technicians who attended professional development courses	Annual	HOD/CD						
	Recruitment of distinguished personnel in unique specialties	Number of accepted persons in job advertisements	Annual	Dean/HOD						
Developing students' competitiveness and improving student experience	Managing admission rate for the various college programs	Annual allocation percentage difference (difference from year to year)	Annual	CC/DC						
	Activating the role of the student club in activities and events	Number of activities and events organized by the student club	Annual	SCA						
	Developing the personal skills of students (extracurricular participations)	Number of targeted courses and workshops for students at all levels	Annual	VD.FS/ SCA						
	Local competitions	• Number of student participations in local competitions • Number of awards received by students in local competitions	Annual	HOD						
	International competitions	• Number of student participations in international competitions • Number of awards received by students in international competitions	Annual	HOD						

Dean: Faculty Dean; VD.DQ: Vice Dean for Development & Quality; VD.EA: Vice Dean for Educational Affairs; VD.FS: Vice Dean for Female Section; HOD: Head o Department; SCA: Student Club Advisor; CD: College Director;
CC: College Council; DC: Department Council.

Executive Plan for Strategic Goal 2

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible person	Baseline	Y1	Y2	Y3	Y4	Y5
Improving the research environment	Development of research laboratories	Number of developed laboratories	Annual	Dean/HOD						
Supporting access to research grants and institutional support	Support internally-funded faculty members	• Total areas allocated to funded members in laboratories	Annual	Dean/HOD						
	Support externally-funded faculty members	• Satisfaction rate of funded members regarding the support provided by the departments								
Promoting indexed research publications	Encouraging the publication of student projects	Percentage of student research published in ISI-Scopus journals	Annual	VD.FS/HOD						
	Increasing publications in peer-reviewed channels	Percentage of research published in ISI-Scopus classified journals	Annual	VD.FS/HOD						
	Enhancing the quality of publications	Average number of research citations for faculty members	Annual	VD.FS/HOD						
Participation in local and international conferences	Supporting student participation in local and international conferences	• Percentage of participations in conferences with scientific papers	Annual	VD.FS/HOD						
	Supporting faculty members' participation in local and international conferences	• Attendance rate at conferences	Annual	VD.FS/HOD						
Supporting entrepreneurial products and patenting	Instilling a culture of innovation among the faculty members	Number of workshops offered in the field of innovation	Annual	VD.DQ						
	Supporting faculty members and students in patent registration procedures	• Number of registered patents • Number of awards given for projects and innovations • Number of workshops offered in the field of patent registration	Annual	VD.DQ						
Establishment of scientific societies and specialized research chairs	Establishing scientific societies specialized in the field of medical sciences	• Number of scientific association proposals • Number of newly established associations	Annual	VD.DQ						
	Creating specialized research chairs in the field of medical sciences	Number of submitted research chair proposals	Annual	VD.DQ						
Supporting the knowledge economy	Developing paid academic programs	• Percentage of postgraduate programs that have been updated • Total income generated from postgraduate programs for the university/college	Annual	VD.EA/HOD						
	Establishing professional development programs and medical education	• Number of newly established professional programs • Total income generated from the programs for the university/college	Annual	VD.EA/HOD						
	Providing consultancy services by faculty members	• Number of newly established services • Total income generated from the services for the university/college	Annual	VD.EA/HOD						

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Executive Plan for Strategic Goal 3

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible person	Baseline	Y1	Y2	Y3	Y4	Y5
Formulating various agreements with the governmental/semi-governmental and private sectors	Establishing and activating "training" partnerships with the government/quasi-government and private sector	• Number of established partnerships • Percentage of benefits from partnerships • Average satisfaction of beneficiaries from partnerships	Annual	Dean/VD.DQ						
	Establishing and activating "research" partnerships with specialized centers and hospitals		Annual	Dean/VD.DQ						
	Establishing and activating "employment" partnerships with the private sector		Annual	Dean/VD.DQ						
Supporting the provision of volunteering opportunities and community partnership	Enhancing the quality of volunteer opportunities offered by the faculty entities	• Volunteer satisfaction rate with their experience in volunteer work • Volunteer satisfaction rate with the incentives provided • Beneficiary satisfaction rate with volunteer opportunities • Diversity rate among volunteer groups • Number of volunteer work hours	Annual	Dean/VD.DQ						
	Initiating volunteer opportunities during the Hajj and Umrah seasons		Annual	Dean/VD.DQ						
	Creating volunteer campaigns related to the various specializations of the faculty		Annual	Dean/VD.DQ						
Providing services to rehabilitate graduates to join the labor market	Establishing job counseling services for graduates	• Number of newly established services • Average satisfaction of service beneficiaries	Annual	VD.DQ/HOD						
	Establishing professional development services for graduates		Annual	VD.DQ/HOD						

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Executive Plan for Strategic Goal 4

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible person	Baseline	Y1	Y2	Y3	Y4	Y5
Quality control of educational, administrative, and technical procedures	Preparation/updating of policy guides and internal procedures for educational affairs	• Number of newly established guides • Number of updated guides	Annual	Dean/VD.EA						
	Preparation/updating of policy guides and internal procedures for technical affairs		Annual	Dean/VD.EA/VD.DQ						
	Preparation/updating of policy guides and internal procedures for administrative affairs		Annual	Dean/CD						
Monitoring the implementation of institutional policies	Periodic evaluation of educational, technical, and administrative operations	Percentage of evaluation score	Annual	Dean/CD						
Developing the job performance of the administrative staff	Supporting the professional development of faculty staff	• Percentage of employees who completed training courses in their job field • Percentage of employees who received an excellent annual evaluation	Annual	Dean/CD						
Enhancing the quality of institutional communication with the faculty	Improving the faculty's internal and external communication in different media	• Engagement rate on social media sites • Completion rate in the university's corporate communication reports	Annual	Dean/VD.DQ						

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Executive Plans for Strategic Goal 5

Objective	Programs	Performance Indicator	Measurement Frequency	Responsible person	Baseline	Y1	Y2	Y3	Y4	Y5
Improving the infrastructure of the buildings at the faculty	Completion of the faculty's main building	Completion rate in the building	Annual	Dean						
	Restoration of current faculty facilities (labs and halls)	Total facilities that have been renovated	Annual	Dean						
Maintenance of devices and equipment in the faculty labs	Periodic evaluation of equipment at faculty labs	• Number of updated databases • • Number of annual inventory reports	Annual	HOD						
	Establishing maintenance contracts for equipment at faculty labs	• Number of maintenance contracts • • Average satisfaction of beneficiaries with the readiness of the laboratories	Annual	HOD						
Enhancing efficient utilization of faculty facilities	Periodic evaluation of the usage of the faculty's classrooms	Percentage of evaluation score	Annual	VD.EA						
	Periodic evaluation of the usage of the faculty's educational and research labs		Annual	VD.DQ						
	Periodic evaluation of the use of the faculty's meeting rooms		Annual	CD						
Providing catering services in various faculty facilities	Providing vending machines for food and beverages within the faculty facilities	Percentage of college facilities covered with food and beverage machines	Annual	Dean						
Developing the website and digitizing services	Restructuring the faculty's website and academic departments and unifying the visual identity	• Average satisfaction of users with the website • Compliance rate with visual identity standards	Annual	VD.DQ						
	Digitizing student services	• Number of services that have been digitized • Average time (hours) taken to complete the services	Annual	VD.DQ						
	Digitizing administrative services for faculty members and staff	• Average satisfaction of users with the website	Annual	VD.DQ						
Developing the urban landscape of the faculty facilities	Improving internal and external landscape of faculty facilities	• Percentage of landscaping in the areas surrounding the facilities • Average visitor satisfaction with the college facilities	Annual	Dean/CD						

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Monitoring and Evaluation

The monitoring and evaluation phase is a continuous process through several organizational levels as illustrated in figure (2), to ensure active participation from all entities to work on initiatives and achieve strategic objectives.
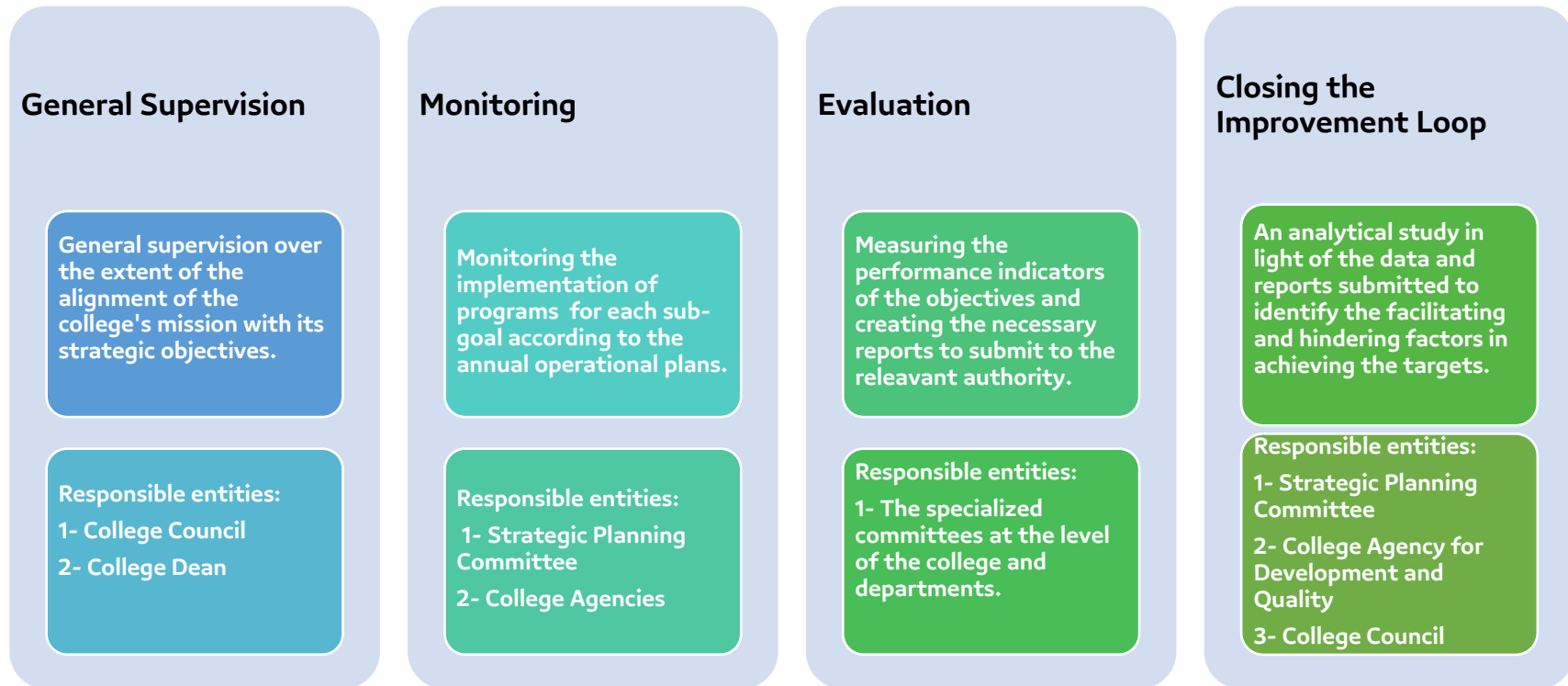
General Supervision

General supervision over the extent of the alignment of the college's mission with its strategic objectives.

Responsible entities:
1- College Council
2- College Dean

Monitoring

Monitoring the implementation of programs for each sub-goal according to the annual operational plans.

Responsible entities:
1- Strategic Planning Committee
2- College Agencies

Evaluation

Measuring the performance indicators of the objectives and creating the necessary reports to submit to the releavant authority.

Responsible entities:
1- The specialized committees at the level of the college and departments.

Closing the Improvement Loop

An analytical study in light of the data and reports submitted to identify the facilitating and hindering factors in achieving the targets.

Responsible entities:
1- Strategic Planning Committee
2- College Agency for Development and Quality
3- College Council

Figure 2: Organizational Levels for Monitoring and Evaluation

Appendices
Appendix 1: Formation of the Strategic Planning Committee

Appendix 2: Analysis of the Internal and External Environment using the (SWOT Analysis) tool

Strengths	Weaknesses	
1. Supportive and enabling college management. 2. Existence of an approved organizational structure with specified tasks for all college entities. 3. Diversity of academic departments (4 departments) and diversity of their programs (6 programs). 4. Most (83%) of the study plans for college programs are updated. 5. A third (33%) of the college programs have obtained "conditional" program accreditation. 6. Academic programs adhere to quality practices in education and evaluation. 7. Diverse qualifications of the faculty members at the college, and their suitability for the courses being taught. 8. High stability of faculty members in the academic departments over the last 5 years. 9. Presence of high-quality technical infrastructure in e-learning. 10. Presence of flexible technical infrastructure in admission and registration processes. 11. Existence of regulations for the rights and duties of both students and faculty members and employees. 12. Competitive ability of students in extracurricular activities. 13. Presence of a building dedicated to specialized clinics for the Faculty of Applied Medical Sciences. 14. Clear training and scholarship plan for the educational and administrative cadre. 15. Distinctive research production by the faculty members. 16. Multiple volunteer opportunities organized by different college departments. 17. A variety of student activities provided by the student club. 18. Multiple community partnership activities provided by various college departments. 19. Paid postgraduate programs generate additional income for the faculty members.	1. Limited documentation of policies and procedures for educational, administrative, and technical operations at the college. 2. The college's executive plans are not effectively monitored. 3. Variation in the quality assurance procedures across the college departments. 4. Failure to submit recommendations from monitoring the annual plans for academic programs. 5. Lack of a clear mechanism for benefiting from performance indicators at the academic departments level. 6. Acceptance of numbers disproportionate to the capacity of the college departments. 7. Weak technical infrastructure for opinion polls at the university. 8. Scarcity of electronic courses in the college programs. 9. Disparity in the ratio of faculty members to students in some college departments. 10. Disparity in the distribution ratio of faculty members based on gender and academic rank in some departments. 11. Lack of a dedicated building for the College of Applied Medical Sciences. 12. Limited labs and laboratories and their equipment compared to the number of students and faculty members. 13. Lack of a university hospital or specialized clinics to help bridge the student-training gap. 14. Limited agreements with external entities for training, research, and employment purposes. 15. Limited digital services in the college. 16. Low quality of equipment in research laboratories. 17. Absence of interdepartmental research plans within the college. 18. Reduction in allocations for scientific research. 19. Lack of financial support for the college from paid postgraduate programs.	Internal
Opportunities	**Threats**	
1. Vision 2030 of the Kingdom and its programs and initiatives. 2. The new universities system grants flexibility to universities in diversifying income sources. 3. The university's priorities in updating the curricula and improving the student experience. 4. The university administration's support for program accreditation to enhance the quality assurance of education. 5. The scientific research budget from the Ministry of Education as well as the budgets allocated for scientific research within the university. 6. High demand for specialized programs at the college. 7. Community partnerships with the private sector to implement volunteer work. 8. Hajj and Umrah seasons allow the university staff to participate in related fields. 9. The decision to raise the minimum salaries for non-physician specialists contributed to increasing job opportunities in the private sector.	1. Inflation in the number of graduates in some college specialties. 2. Increase in the number of colleges of applied medical sciences in the public and private sector. 3. Scarcity of job opportunities in the government and semi-government sectors. 4. Limited training seats in the hospitals of the Mecca region to accommodate clinical training students and the internship year. 5. Limited external research funding agencies. 6. Graduates are inclined towards fellowship and residency programs instead of masters' programs.	External