

STRATEGIC PLAN

2020-2025



This plan was approved by the College Board No (7) Date 02 / 05 / 2021 (20 / 09 / 1442)



TABLE OF CONTENTS

No.	Title	Page Number
1.	Introduction	5
2.	Organizational structure	7
3.	Strategic plan committee	8
4.	Strategic plan formulation process	10
5.	Environmental Analysis	13
6.	External environment	13
7.	Internal environment	15
8.	SWOT analysis	17
9.	Vision	22
10.	Mission	22
11.	Core values	23
12.	Strategic plan domains and directions	24
13.	Alignment to Jazan university strategic goals	25
14.	Summary analysis of stakeholders' involvement in the formulation of the college strategic plan	26
15.	Strategic plan goals, objectives and initiatives	27
16.	College action plan	33
17.	Appendix	56



LIST OF ABBREVIATIONS

NCAAA	National Centre For Academic Accreditation And Assessment
NTP	National Transformation Program
SWOT analysis	Strength, Weaknesses, Opportunity, Threat analysis
KSA	Kingdom of Saudi Arabia
BDS	Bachelor of Dental Surgery
CBAHI	Central Board for Accreditation of Healthcare Institutions
JU	Jazan University
IT	Information Technology
KPIs	Key Performance Indicators
Aug	August
VDAA	Vice Dean for Academic Affairs
VDFS	Vice Dean for Female Students
GIS	Geographic information system
VDD	Vice Dean for Development
QAAAU	Quality Assurance and Academic Accreditation Unit
QMS	Quality Management System
OVR	Occurrence of variance reporting
VDCA	Vice Dean for Clinical Affairs



Message from the Dean

The College of Dentistry plays a central role in Jazan University's mission towards achieving the Kingdom's vision 2030. Our education sharpens student critical thinking skills, ignites their imagination and creativity, and prepares them to lead justly and compassionately in a diverse and changing world. Students also learn competence, teamwork, leadership that allow for continuous learning and success across a life time. The College's strategic plan for 2025 is committed to fulfilling Jazan University's 2025 strategic goals of distinction towards building a more vibrant and healthy society.

Providing broad direction for the College for the next five years, the Strategic Planning Committee developed the plan over the past year. Our stakeholders in the government and private sector, faculty and staff participated with input and feedback throughout the process. My deepest appreciations go to the Committee members and everyone who contributed to the plan.

I am confident that this plan will build on our many achievements and will lead us forward as a college into new and important areas of research, teaching, and innovation. With clear goals and objectives, this plan will guide us as we adapt to what lies ahead and enable us to maintain the environment of excellence and eminence that we have been renowned for.

Hytham N. Fageeh
Dean, College of Dentistry
Jazan University



Message from the Vice Dean of Development

As vice dean of development, I am delighted to introduce the strategic planning for College of Dentistry, Jazan University. The College of Dentistry, Jazan University was established in 2010 with the aim to provide high standard education and basic research practice to aspiring students. Moreover, it helps to meet the dental needs and research requirements of the community in the southern region of the kingdom.

Strategic planning is a road map for our college and Bachelor of Dental Surgery Program. It has multiple goals, objectives and initiatives which serves their meaningfulness. The college had its own strategic planning 2018-2020 which achieved around 74.48% while other pending initiatives were shifted to the current strategic plan (2020-2025).

The strategic planning comes up after multiple brainstorming sessions and meetings with all related stakeholders. Subsequently, its main draft was shared with all stakeholders for their feedback. They were assessed to meet our high quality standards at College of Dentistry, Jazan University.

The strategic planning is aligned with Jazan University strategic planning which is aligned with the vision 2030 of the Kingdom of Saudi Arabia. Everyone at the college and the program will be working hard to achieve them and get us in a better place. As an academic accredited program, I do believe that quality circle will keep going and improvement will find its place.

Finally, I'm really honored to work with the strategic planning committee members including Dean, vice Deans, Department Heads, Clinical Director, and all valuable members at the planning and development Unit.

Dr. Wael Ibraheem
Vice Dean of Development
College of Dentistry, Jazan University



INTRODUCTION

The College of Dentistry at Jazan University was established in 2010, in a relatively small campus. The college is now planning to progress towards a much larger complex in order to fulfill its educational, research, and clinical objectives. Therefore, in the current strategic plan 2020-2025, the College's primary goal is to improve its infrastructure to withstand the accelerated growth in different dental fields. The interest in improving the college's infrastructure is well-aligned with University strategic goals that fulfill the governmental 2030 vision.

While the college has gained multiple successes in different fields, still the ambition of our recently born institution to develop is high.

The bachelor's program at Jazan University's College of Dentistry has proudly graduated many dentists who have been accepted into post-graduate programs at international universities, and others who are currently serving the community in both the private and public sectors. Saudi faculty members who have completed postgraduate programs in reputed international universities are now part of our diverse faculty and we aim to raise the ratio of Saudi faculty members to 70% by 2030.

The administration has been continuously striving to facilitate undergraduate students with the best possible teaching and learning experiences. The College of Dentistry at Jazan University has engaged in a second strategic planning process in 2020 with series of meetings with the Dean, Vice Deans, Department Heads, planning and development committee members and later on feedback from all



other stakeholders. This has provided a clear picture of where we stand, which direction we need to go and how to reach there.

Following the meeting; a core team of Quality Assurance and Academic Development Unit in the college of Dentistry at Jazan University was made. Consequently, after a series of meetings and workshops with leaders and the University Quality assurance consultant; the team was able to prepare a well-structured Strategic Plan 2018-2020 which was fully aligned with the vision, mission, and strategic goals of the Jazan University.

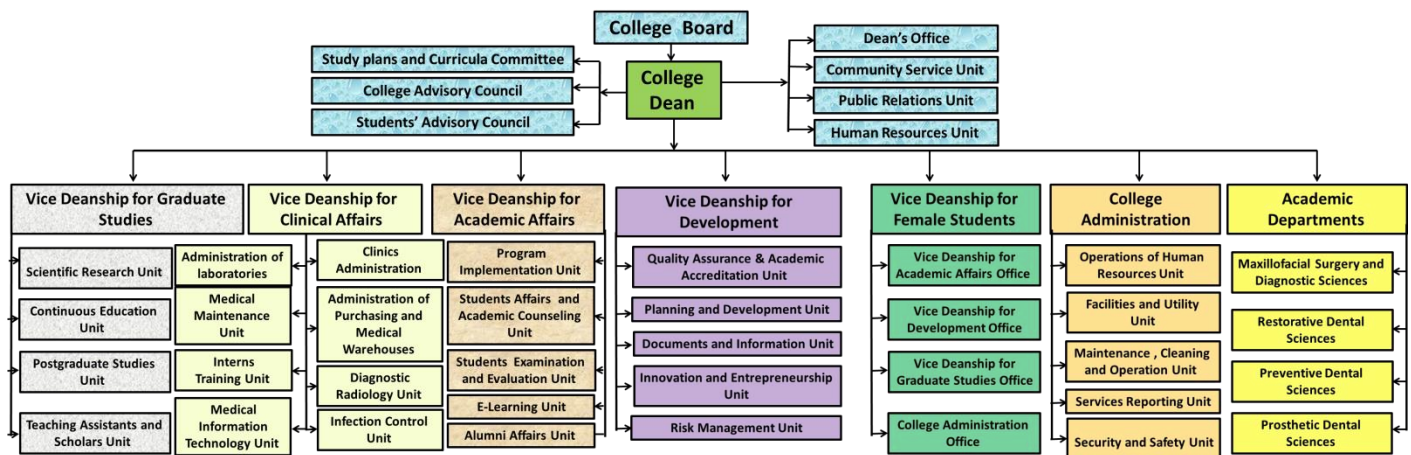
The Future of the college is optimistic as the administration is committed to align with the vision 2030 of the kingdom. The college has attained the full academic accreditation by the NCAAA for the Bachelor of Dental Surgery (BDS) program.

With the COVID 19 Pandemic, many changes have affected the country's socio-political and socio-economic situation and exerted a significant impact on the educational institutions. These changes, as well as completion of the 2018-2020 strategic plan, updated strategic plan of Jazan university and recommendations made by NCAAA necessitated to develop a new five-year strategic plan for 2020-2025.

Accordingly, under the leadership of the current Dean, Vice Dean of Development and other college leaders are engaged in developing a new strategic plan for the college of dentistry with a systemic approach, starting with formulation of a new strategic plan committee and analysis of the old strategic plan achievement and pending initiatives.



ORGANIZATION STRUCTURE





STRATEGIC PLAN COMMITTEE

During the academic year 2020-2021, the Vice Dean of Development formulated a new strategic planning team to draft a strategic plan matching Jazan University 2030 Strategic Plan, Kingdom's 2030 vision as well as the National Transformation Program (NTP), after reviewing and incorporating knowledge obtained from the earlier strategic planning efforts and involving all the stakeholders. The team consisted of:

1. Dr. Hytham Fageeh, Dean College of Dentistry (Head)
2. Dr. Wael Ibraheem, Vice Dean of Development (Rapporteur)
3. Dr. Ahmed Jabali, Vice Dean of Academic Affairs (Member)
4. Dr. Abdularaham Alsheri , Vice Dean of Clinical Affairs (Member)
5. Dr. Mohammed Mashayakhy, Vice Dean of Post graduate studies (Member)
6. Dr. Hammam Fageeh, Clinical Director (Member)
7. Dr. Yaseer alhazmi, Chairman, Department of Oral and Maxillofacial diagnostic sciences (Member)
8. Dr. Nasreen Albar, Chairwoman, Department of Restorative Dentistry (Member)
9. Dr. Hafiz Adawi, Chairman, Department of Prosthodontics (Member)
10. Dr. Zaki Hakami, Chairman, Department of Preventive Dental Sciences (Member)
11. Dr. Ahmad Swidi, Head, Innovations and Entrepreneurship Unit (Member)



12. Dr. Maged Alhammadi, Head, Quality Assurance and Accreditation Unit
(Member)
13. Dr. Abeer Almashraqui, Deputy Head, Quality Assurance and Accreditation
Unit, (Member)
14. Dr. Ashok Bhati, Faculty member, (Member)
15. Dr. Hitesh Chohan, Faculty member, (Member)

In drafting the strategic plan, strategic plan team met regularly wherein all the members actively participated in formulation of the strategic plan.



THE STRATEGIC PLAN 2020-2025 FORMULATION PROCESS

1. On 19th October 2020 in Female lecture room; The vice Dean for Development, presented the old strategic plan 2018-2020 with completion and pending percentage before the strategic plan committee members. 108 (74.48%) initiatives were completed in the old strategic plan with 37 pending initiatives (25.52%).

In the same meeting, the old College's Strength, Weaknesses, Opportunity, Threat (SWOT) analysis was also presented. Brainstorming on the SWOT analysis of the current program was done, and suggestions were discussed in detail to come up with the draft of SWOT analysis.

2. A survey link for participation in SWOT analysis was also send to all the stakeholders on 18th November 2020.
3. SWOT analysis draft was prepared considering the stakeholder's input as well as internal and external environments.
4. On 1st December 2020, prepared draft of SWOT analysis was presented by The Head, Innovations and Entrepreneurship Unit, and was discussed and agreed in the meeting.
5. On 27 January 2021, the proposed goals of the strategic plan 2021-2025 and suggestions were discussed in detail. The members agreed to remove the



pending initiatives from the old strategic plan if not applicable with the current situation or cannot be attained.

6. On 22 February 2021, a survey was sent to all the stakeholders for any further suggestions and feedback on strategic plan 2021-2025 with goals and initiatives.
7. The survey results were analyzed, and initial draft of strategic plan was prepared.
8. A survey was sent to all the stakeholders to review the initial draft of strategic plan for their input.
9. Mission and vision statements were updated as per recommendations by NCAAA. A survey was sent to all the stakeholders for this.
10. On 12th April 2021 in Conference room in administration area; The Vice Dean for Development presented the initial draft of strategic plan highlighting goals, initiative, time, accountable, responsible. Current core values of the program were also discussed to match with the current university values.
11. The strategic plan finalized by the strategic plan committee was sent in a survey form to all the stakeholders for their final comments and suggestions.



12. The strategic plan prepared after the received comments from the stakeholders was presented before the College Board for approval.
13. After the College Board approved the plan, it was publicized on the college website.

The implementation of this plan will be highly supported by the Dean and other leadership of the college. Vice Dean for Development through strategic plan committee will be reporting on regular basis the implementation / completion of the strategic plan.



ENVIRONMENTAL ANALYSIS

EXTERNAL ENVIRONMENT

A. *General Factors:*

Saudi Arabia has undergone several socioeconomic reforms in recent years. The Kingdom is driving an economic renewal aimed at ending its dependence on oil. The transformation is now proceeding apace, and several key reforms of Vision 2030 are being implemented gradually. Being the world's largest oil exporter and prominent G20 member, the kingdom is a regional superpower and has the capabilities to attain even greater heights.

These are some important general factors, changes, and trends in the external environment:

1. The college's strategic plan has been formulated with the aim and commitment of aligning our goals with the National Transformation Program and the KSA Vision 2030. The College has initiated the processes that will help to develop self-sustainable resources.
2. The decline in international oil prices has limited budget allocations for both the University and the College.
3. With the aim of developing the educational structure, there has been significant increase in number of universities in the kingdom. The total number of dental colleges in the country is 26, out of which 18 are public and 8 are private colleges.
4. There is increased emphasis on decreasing the gap between the outputs of higher education and the requirements of the job market with a desired shift towards the service-oriented economy in the private sector.



B. Specific Factors (Healthcare):

The specific external factors and changes related to the field of healthcare and dentistry are:

1. Recent advances in technology and professional education in health care brought about the advocacy of new learning methods and the introduction of new standards in education. These changes will be reflected in the dental curriculum, learning materials and methods.
2. Currently, there are about 26 (18 public and 8 private) dental colleges spread throughout the kingdom Saudi Arabia. With the increase in the number of graduated dentists, it is difficult for them to find employment. Accordingly, the deans of the various dental colleges have rightly recommended that the number of students in their undergraduate programs be limited.
3. The expectations of the people of Jazan province for comprehensive and professional dental care in the college clinics.
4. Various reforms in the Saudi health care system such as the National Transformation Plan for the health sector, the expansion of health insurance, the change in professional regulations for health care professionals, and the national health care accreditation (CBAHI) may have an impact on the college.



INTERNAL ENVIRONMENT

The foundation stone of Jazan University was laid in 2006 and soon after in 2010, the College of Dentistry came into existence with an aim of establishing an educational center that could provide adequate number of health care providers to the community to cater to the growing population in the region.

In the early years of its establishment, the college had a very limited number of staff, which increased gradually with the continuous and regular recruitment. At present, during the tenure of the present Program Head, there are about (272) clinics and other facilities (102 phantom heads in 2 simulation labs, two prosthetic labs and two production labs) and good students to faculty and supporting staff ratio. The college and its associate members are proud to have produced so far six batches of male and female students serving the community and surrounding areas.

The curriculum follows a credit hour system over the seven years of the bachelor's degree in Dental Surgery. Currently, most of the graduates have been successfully hired by the Ministry of Health; while others have started practicing in private organizations or have been selected by the top universities for postgraduate studies. These above points showcase the success story of this college supported by the hard work and steadfast leadership.

As it moves toward improving quality in teaching, research, and clinical services, the BDS program was fully accredited by the National Commission for Academic Accreditation and Assessment (NCAAA). This in turn would enable the



transformation from an oil-based economy to a high quality knowledge-based economy in the kingdom Saudi Arabia.

In line with the number of students admitted each year, the college also needs a concomitant increase in resources. The low ability to hire a good number of qualified faculties affects the educational experience of students and affects the NCAAA standard of staff to student ratio. In addition, the college's declining ability to independently manage its own financial resources would also account for its difficulty in managing needed resources in a timely manner.

A new state-of-the-art college building is in the final stages of completion and the college's facilities will be moved to the new building on the university's main campus.



SWOT ANALYSIS

STRENGTHS

1. The college runs the most immense and distinctive dental center in the region rendering various dental services to a population of approximately 1.6 million.
2. Good, equipped facilities that promote dental education provide outstanding community services and support faculty research.
3. High publication and citation rates.
4. Highly qualified, young, and dedicated faculty members.
5. Strong undergraduate curriculum with proper monitoring process of program implementation.
6. Diligent and energetic students with an avid learning attitude.
7. Fulfilling all quality requirements of Bachelor of dental surgery (BDS) program accreditation.
8. Adequate student to faculty ratio.
9. Well defined organizational structure with clearly stated guidelines of administrative duties and authorities considering independence at different authorities' levels.
10. Clear, approved, and publicly disclosed BDS program policies and procedures.



11. Well-developed quality assurance system.

12. Outstanding community service programs and regional oral health campaigns.

WEAKNESSES

1. Insufficient resources to withstand the high demand for advanced clinical training requirements.
2. Inadequate campus services, e.g., cafeteria, Café, indoor, and outdoor recreational centers.
3. Lack of advanced basic science laboratory and equipment's.
4. Inadequate collaboration and agreements with leading national and international dental institutions.
5. Weak continuous education center to promote accredited continuous education programs and workshops.
6. Lack of postgraduate programs, which is required to provide the community with specialized dentists.
7. Inadequate long-term maintenance plans for various college equipment and facilities.
8. Lack of mental health counseling services.
9. Inadequate student to faculty ratio in some dental specialties.



10. Inadequate college public relations through different media platforms.
11. Lack of responsible party for risk management.
12. Primitive purchases management office.

OPPORTUNITIES

1. Developing self-sustainable financial resources.
2. Availability of an excellent workforce to maintain and expand operational activities.
3. Establishing postgraduate programs in various specialties.
4. Develop a training program for dental assistants and dental technicians in collaboration with Saudi Commission for Health Specialties.
5. Develop a smooth process of patient flow in dental clinics.
6. Initiate students exchange program with leading national schools.
7. Expand and improve community-based oral health prevention and outreach programs.
8. Initiate national and international research collaborations with corporate sponsorships.
9. Automate and digitalize most, if not all, academic, clinical, and administrative processes in college.



10. Apply the benefits of the expected reduction in the BDS program students' number to reduce the operational costs and increase resources to develop other potential programs.
11. Initiate communication channels with corresponding authority at Ministry of Health to ensure the College Dental Board's involvement in decision making, which will improve the dental care quality at private sector among Jazan region.
12. Initiate communication with well-established private dental practices to collaborate in the training program of Interns.
13. Acquire the Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI)

THREATS

1. The attrition of college staff, especially dental assistants and technicians.
2. Diminishing University financial support, which indicates the need for developing additional resources.
3. Difficulty in the recruitment of highly qualified faculty members.
4. Lack of legislation in developing additional resources (e.g., Private clinics, central dental lab)



5. Inadequate maintenance of dental clinics and labs promote the non-evidence-based dental practice and might degrade our graduates' values and outcomes.



COLLEGE VISION

The vision statement is to be a leading dental college by providing outstanding education, research and community oral health care.

COLLEGE MISSION

The college mission is to graduate competitive skillful practitioners by applying effective dental education and adopting basic research practice to provide distinctive community oral health care.



CORE VALUES

- **Excellence:** the quality of being extremely good.
- **Leadership:** The action of leading a group of people or an organization.
- **Citizenship:** the legal right to belong to a particular country.
- **Integrity:** the quality of being honest and having strong moral principles.
- **Responsibility:** a moral duty to do something or to help or take care of somebody because of your job and position.
- **Teamwork:** the activity of working well together as a team.
- **Lifelong learning:** an approach to education which promotes the continuation of learning throughout adult life.



DOMAINS AND DIRECTIONS OF STRATEGIC PLAN

Strategic Plan Domains

Teaching and learning quality

Efficiency of scientific research and innovation

The effectiveness of community services

Development and entrepreneurship

Strategic Plan Directions Aligned with Goals

Institutional capacity

Optimal college infrastructure

Upgrade college governance

Internal operations

Develop new academic programs

Improve scientific research

Resources

Optimize human resources

Promote utilization of college resources

Enhance partnership

Stakeholders

Competitive graduates

Promote high quality community services



ALIGNMENT WITH JU STRATEGIC PLAN

College strategic Goals JU Strategic Goals		Optimal college infrastructure	Upgrade college governance	Optimize human resources	Develop new academic programs	Improve scientific research	Promote utilization of college resources	Enhance partnership	Competitive graduates	Promote high quality community services
1	Developing Infrastructure	✓								
2	Continue the adoption of innovative IT infrastructure	✓								
3	University governance development		✓							
4	Improve human capabilities			✓				✓		
5	Improving academic programs				✓				✓	
6	Developing the administrative processes		✓							
7	Increasing and supporting scientific research and innovation					✓		✓		
8	Promoting optimal utilization of resources						✓			
9	Strengthening investment partnerships							✓		
10	Improving students' experience								✓	
11	Improving university outcomes								✓	
12	Improving community service and quality of life									✓
13	Improving the university ranking					✓			✓	



Summary Analysis of Stakeholders' Involvement in the Formulation of the College Strategic Plan 2020-2025

A survey was conducted on April 17, 2021. The main aim of survey is to involve relevant stakeholders in the formulation of the strategic plan 2020-2025. Stakeholders involved in the strategic plan evaluation were college leaders, faculty members, alumni and university quality consultants.

The survey was sent by the Vice Deanship of Development in the form of electronic googol from in the following link:

<https://forms.gle/NkBJhtXSQMyoXvH67>

The survey was divided into ten (10) sections. Sections 1 to 9 are based on strategic goals 1 to 9, and the last section is related to the values.

The number of respondents was sixty two (62) which includes college leaders, faculty, alumni and university quality consultants.

The results in the form of descriptive statistics and details of changes made in accordance with the survey results and comments given by stakeholders are listed as an appendix at the end of this file.



Strategic Plan Goals, Objectives and Initiatives

Goal	Objectives	Initiatives
Goal 1: Optimal infrastructure	1 Improve physical infrastructure of the college	1. Evaluation and follow up of the new campus project
		2. Develop a plan of systematic transition to new campus
		3. Maintain and upgrade the existing infrastructure
		4. Establish in-house equipment and machines maintenance station
		5. Improve the college's services and Facilities
		6. Improve the management of classrooms, laboratories and clinics
		7. Provide more services for special needs faculty, staff, students, and patients
	2. Smart environment	1. Enhance the utilization of e-learning platforms
		2. Apply digital geographic information system (GIS)
		3. Introduce e-log books for all the courses
		4. Improve administrative system
		5. Introduce automated patient appointment reminder messages
Goal 2: Upgrade college governance	1. Improve college organization	1. Reorganization of college organogram based on University structure
		2. Update job authority manual in view of the recent changes in the organogram
		3. Update policies and procedures manual and all other manuals
		4. Increase the awareness of college



		stakeholders about their rights and duties
		5. Empower college advisory council
	2. Improve quality of management system	1. Follow up the implementation of the strategic plan
		2. Increase awareness about the importance of quality improvement
		3. Monitor the reporting cycles of units and committees.
		4. Create a mechanism for scheduled and effective program review.
		5. Develop risk management unit policies and manuals
		6. Update college Quality Management System (QMS) manual
		7. Use survey results in improvement plans.
		8. Establish occurrence of variance reporting (OVR) system to solve and follow-up repeated incidents.
Goal 3: Optimize human resources	1. Improve the proportions of students to staff	1. Develop a human resources management system
		2. Recruit talented and distinguished faculty members and other staff
		3. Recruit more female teaching staff
		4. Retain the distinguished faculty and staff
	2. Improve the performance of college employee	1. Conduct professional development activities for faculty, auxiliary and administrative staff
		2. Encourage faculty, auxiliary and administrative staff to attend the professional development programs organized by the university
		3. Review and improve the existing regulations



		related to performance assessment process of officials and staff
Goal 4: Develop new academic programs	1 Establishment of new programs	1. Prepare a plan for establishment of new programs
		2. Sign agreement to start dental assistant program
		3. Establishing new tracks for undergraduate programs
		4. Establishing new tracks for post-graduate programs in different specialties
	2. Preparation for national accreditation of the new programs	1. Implement the quality standards and initiation of self-assessment process
		2. Identification of benchmarks, fixed target and prepare KPIs
		3. Prepare the documents required for accreditation
Goal 5: Improve scientific research	1. Strengthen research environment	1. Implementation of research strategic plan to guide the college research forward
		2. Establish a well-equipped research laboratory
		3. Initiate research agreements with national and international partners
		4. Encourage inclusion and mentorship of junior faculty members by senior researcher faculty members.
		5. Increase the involvement of students in research with faculty members.
		6. Provide enough research time for faculty
	2. Promote Excellent research	1. Encourage and assist faculty members to publish in high impact ISI journals
		2. Adopt innovations and patent environment
Goal 6: Promote	1. Enhancing spending	1. Establish a financial management system
		2. Keep up to date stocking record of all income



utilization of college resources	efficiency	and expenditures
		3. Periodic audit of the expenditures
		4. Optimize the use of resources
		5. Activate national unified procurement system
	2. Diverse financial resources	1. Develop a comprehensive financial Management plan based on the annual budget
		2. Identify funding alternate tracks for the college
		3. Implement financial management plan
Goal 7: Enhance partnership	1. Facilitating process of partnership	1. Develop policies and procedures for partnership
		2. Identify the institutes with common interest for the establishment of partnerships
		3. Prepare a plan to approach and attract these institutes to establish partnerships
	2. Establishment of partnerships to exchange good Practices	1. Expand training programs with governmental and private businesses
		2. Sign agreements with well-known companies to have mutual benefits
Goal 8: Competitive graduates	1. Improve the current program	1. Maintain academic program accreditation
		2. Improve retention rate of first year dental students
		3. Develop selection criteria and training program to prepare academic advisors for their role.
		4. Modernize the curriculum in view of the labor market needs and recent advancement in dentistry
		5. Introduce students to their local and national challenges pedagogically and practically during the program.
		6. Improve teaching and learning methods to



		enhance students' success and creativity
		7. Improve the applied system of peer review of exams
		8. Standardize rubrics
		9. Improve students to staff ratio
		10. Strengthen courses integration
		11. Conduct training workshops for teaching staff in teaching and learning and assessment methods
		12. Improve students' performance in national exam
		13. Conduct continuous dental education programs for interns and alumni
		14. Develop a plan for preparation of eligibility requirements of international program accreditation
	2. Improve students' experience	1. Empower students' council
		2. Improve the quality and quantity of learning resources
		3. Improve the college's services and facilities
		4. Improve extracurricular activities
	3. Strengthen Alumni Unit	1. Enhance communication with alumni
		2. Organize events/training activities to attract college alumni
		3. Engage alumni in college development activities
		4. Engage alumni in discovering employment opportunities
	Goal 9: Promote high quality	1. Enhance clinical quality
		1. Establish clinical quality unit to plan for and monitor efficiency and safety of dental treatment



community services		2. Facilitate outpatients' treatment workflow to enhanced efficiency and time-saving
		3. Improve patients' services and facilities
		4. Provide specialized dental treatment services to patients for the excellence of the college
	2. Improve community services	1. Develop strategic plan to conduct community outreach health programs
		2. Provide mobile dental clinics
		3. Establish agreements with regional community organizations
		4. Integrate examination criteria of the early detection of oral cancer in routine clinical examination
		5. Encourage bad oral habits cessation
	3. Engagement of community	1. Strengthen public relation unit
		2. Regular update of college website
		3. Effective utilization of media to display college events and achievements
		4. Communicate effectively with the community to meet their needs



College Action Plan 2020-2025

Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Initiative							
Strategic Goal 1: Optimal college infrastructure							
1.1 Improve physical infrastructure of the college							
Initiative 1	Evaluation and follow up of the new campus project	Aug 2021	June 2024	Dean’s office	College Dean	High/ High	The percentage of completion in the new campus
Initiative 2	Develop a plan of systematic transition to new campus	Aug 2021	June 2025	Dean’s office+ Clinical Director+ Administrative director	College Dean	High/ High	The percentage of achievement in the transition plan
Initiative 3	Maintain and upgrade the existing infrastructure	Aug 2021	June 2025	Administrative director+ Clinical Director	College Dean	Medium/ High	Satisfaction rate of all stakeholders on the infrastructure



Initiative 4	Establish in-house equipment and machines maintenance station.	Aug 2021	June 2023	Clinical Director	College Dean	High/ High	Satisfaction rate of students and staff on the established in-house maintenance station.
Initiative 5	Improve the college's services and Facilities	Aug 2021	June 2025	Administrative director	College Dean	Medium/ Medium	Satisfaction rate of all stakeholders on the provided services and facilities
Initiative 6	Improve the management of classrooms, laboratories and clinics	Aug 2021	June 2025	VDAA+ VDFS+ Clinical Director	College Dean	Low/Medium	Occupancy rate for classrooms, laboratories, and clinics
Initiative 7	Provide more services for special needs faculty, staff, students, and patients.	Aug 2021	June 2023	Administrative director+ Clinical Director	College Dean	Medium/ Medium	Satisfaction rate of stakeholders on the provided services for special needs
1.2 Smart environments							
Initiative 1	Enhance the utilization of e-learning platforms	Aug 2021	June 2023	Department Heads	VDAA	Medium/High	Percentage of courses used e-learning platforms



Initiative 2	Apply geographic information system (GIS)	Aug 2021	June 2025	Administrative director	College Dean	High/Medium	Satisfaction rate of beneficiaries on the geographic information system (GIS)
Initiative 3	Introduce e-log books for all the courses	Aug 2021	June 2023	Departments Heads	VDAA	Low/ High	Percentage of courses introduced e-log books
Initiative 4	Improve administrative system	Aug 2021	June 2025	VDAA+ Clinical Director + VDFS+ VDD+ Administrative director	College Dean	Low/ High	Percentage of digitized processes in the college
Initiative 5	Introduce automated patient appointment reminder messages	Aug 2021	June 2023	Clinical Director	College Dean	High/Medium	Patients' satisfaction rate introduce automated patient appointment reminder messages



Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Initiative							
Strategic Goal 2: Upgrade college governance							
2.1. Improve college organization							
Initiative 1	Reorganization of college organogram based on University structure	Aug 2021	June 2022	VDD	College Dean	Low/ High	Degree of alignment between college organogram and that of university
Initiative 2	Update job authority manual in view of the recent changes in the organogram	Aug 2021	June 2023	QAAAU	VDD	Medium/ High	Percentage of completion in the update of the job authority manual
Initiative 3	Update policies and procedures manual and all other manuals	Aug 2021	June 2022	QAAAU	VDD	Medium/ High	Satisfaction rate of the stakeholders on the updated policies
Initiative 4	Increase the awareness of college stakeholders about their rights and duties	Aug 2021	June 2023	QAAAU+ Students' Affairs Unit+ Administrative Director	College Dean	Medium/ High	Percentage of awareness about rights and duties among college stakeholders
Initiative 5	Empower college advisory council	Aug 2021	June 2025	College Dean	College Board	Medium/ High	Number of college decisions recommended by college advisory council. Percentage of implementation of the decisions made by the college advisory



							council
2.2. Improve quality of management system							
Initiative 1	Follow up the implementation of the strategic plan	Aug 2021	June 2025	Strategic Plan committee	VDD	Low/ High	Percentage of achievement in the KPIs of the strategic plan
Initiative 2	Increase awareness about the importance of quality improvement	Aug 2021	June 2025	QAAAU	VDD	Medium/ Medium	Degree of stakeholders' awareness about the importance of quality improvement
Initiative 3	Monitor the reporting cycles of units and committees.	Aug 2021	June 2025	VDD	College Dean	Low/ High	- Percentage of units and committee reported before specified deadline to vice deanship for development - Satisfaction of units' and committees' responsible on the monitoring of reporting cycle
Initiative 4	Create a mechanism for scheduled and effective program review.	Aug 2021	June 2022	QAAAU	VDD	Medium/ High	Percentage of improvement in the program based on internal/external review feedback
Initiative 5	Develop risk management unit policies and manuals	Aug 2021	June 2023	Risk Management Unit	VDD	Medium/ High	Completion rate of risk management unit policies and manuals



Initiative 6	Update college Quality Management System (QMS) manual	Aug 2021	June 2023	QAAAU	VDD	Low/ Medium	Percentage of completion of updated college QMS manual
Initiative 7	Use survey results in improvement plans.	Aug 2021	June 2025	QAAAU	VDD	Low/ High	Number of actions included in the improvement plan based on the survey results.
Initiative 8	Establish occurrence of variance reporting (OVR) system to solve and follow-up repeated incidents.	Aug 2021	June 2023	Clinical Director	College Dean	Medium/ Medium	Satisfaction rate of stakeholders on the established OVR system



Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Initiative							
Strategic Goal 3: Optimize human resources							
3.1. Improve the proportions of students to staff							
Initiative 1	Develop a human resources management system	Aug 2021	June 2025	Human Resources Unit+ Administrative director	College Dean	Medium/ High	Improvement in students to staff ratio in comparison to our internal and external benchmarks
Initiative 2	Recruit talented and distinguished faculty members and other staff	Aug 2021	June 2025	Human Resources Unit+ Administrative director	College Dean	High/High	
Initiative 3	Recruit more female teaching staff	Aug 2021	June 2025	Human Resources Unit	College Dean	High/High	Percentage of female teaching staff
Initiative 4	Retain the distinguished faculty and staff	Aug 2021	June 2025	VDAA+	College	Low/High	Proportion of teaching staff leaving the program



				VDFS+ Clinical Director	Dean		
3.2. Improve the performance of college employee							
Initiative 1	Conduct professional development activities for faculty, auxiliary and administrative staff	Aug 2021	June 2025	Continuous education unit	VDD	Medium/ High	1. Average number of professional development activities completed by faculty, auxiliary and administrative staff per year 2. Satisfaction rate of the faculty, auxiliary and administrative staff on the conducted professional development activities
Initiative 2	Encourage faculty, auxiliary and administrative staff to attend the professional development programs organized by the university	Aug 2021	June 2025	Continuous education unit+ Clinical director+ Administrative Director	College Dean	Low/ High	
Initiative 3	Review and improve the existing regulations related to performance assessment process of officials and staff	Aug 2021	June 2025	VDAA/ VDFS+ Administrative director	College Dean	Medium/ High	Satisfaction rate of the faculty, auxiliary and administrative staff on the applied regulations of performance assessment



Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	/ KPIs
Initiative							
Strategic Goal 4: Develop new academic programs							
4.1 Establishment of new programs							
Initiative 1	Prepare a plan for establishment of new programs	Aug 2021	June 2022	Department heads	College dean	Low/High	Completion rate of the plan for the establishment of new programs
Initiative 2	Sign agreement to start dental assistant program	Aug 2021	June 2025	Department heads	College dean	Medium/High	Level of approval of the dental assistant program
Initiative 3	Establishing new tracks for undergraduate programs	Aug 2022	June 2025	VDAA+ Department heads	College dean	High /High	Number of the newly introduced undergraduates programs
Initiative 4	Establishing new tracks for post-graduate programs in different specialties	Aug 2022	June 2025	Department heads+ VDCA	College dean	High/High	Number of the established post-graduate programs



4.2. Preparation for national accreditation of the new programs

Initiative 1	Implement the quality standards and initiation of self-assessment process	Aug 2022	June 2025	VDD	College dean	Medium/High	Number of programs that implement the quality standards and initiation of self-assessment process
Initiative 2	Identification of benchmarks, fixed target and prepare KPIs	Aug 2022	June 2025	VDD	College dean	Medium/High	Number of KPIs for which new target has been fixed and Benchmarks identified
Initiative 3	Prepare the documents required for accreditation	Aug 2022	June 2025	VDD	College dean	Medium/High	Completion rate of the documents required for accreditation



Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Initiative							
Strategic Goal 5: Improve scientific research							
5.1. Strengthen research environment							
Initiative 1	Implementation of research strategic plan to guide the college research forward	Aug 2021	June 2025	Research Unit	VDD	High/ High	- Number of funded projects annually - Percentage of publications of faculty members - Rate of published research per faculty member - Citations rate in refereed journals per faculty member
Initiative 2	Establish a well-equipped research laboratory	Aug 2021	June 2025	Research Unit	VDD	High/ High	Completion rate of the research lab
Initiative 3	Initiate research agreements with national and international partners	Aug 2021	June 2025	Research Unit	College Dean	Medium/Medium	Number of national and international partnership research agreements
Initiative 4	Encourage inclusion and mentorship of junior faculty members by senior researcher faculty members.	Aug 2021	June 2025	Research Unit	VDD	Medium/Medium	Number of published research by junior faculty annually
Initiative 5	Increase the involvement of	Aug	June	Research Unit	VDD	Medium/Medium	Number of published research with students involvement annually



	students in research with faculty members.	2021	2025				
Initiative 6	Provide enough research time for faculty	Aug 2021	June 2023	VDAA	College Dean	Medium/Medium	Number of research hours considered in the working load
5.2. Promote Excellent research							
Initiative 1	Encourage and assist faculty members to publish in high impact ISI journals	Aug 2021	June 2025	Research Unit	VDD	High/ Medium	Number of publications in prestigious scientific journals (ISI) per year
Initiative 2	Adopt innovation and patent environment	Aug 2021	June 2025	Innovation and Entrepreneurship	VDD	High/Medium	- Number of innovations and patents - Number of activities conducted to adopt innovation and patent environment



Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Initiative							
Strategic Goal 6: Promote utilization of college resources							
6.1. Enhancing spending efficiency							
Initiative 1	Establish a financial management system	Aug 2021	June 2023	Clinical Director	College Dean	High/ High	- Total operating expenditure - Satisfaction of beneficiaries on the established financial management system
Initiative 2	Keep up to date stocking record of all income and expenditures	Aug 2021	June 2025	Clinical Director	College Dean	High/ High	
Initiative 3	Periodic audit of the expenditures	Aug 2021	June 2025	Clinical Director	College Dean	Medium/ High	
Initiative 4	Optimize the use of resources	Aug 2021	June 2025	Clinical Director	College Dean	Medium/High	Proportion of the consumption needs to income



Initiative 5	Activate national unified procurement system	Aug 2021	June 2025	Clinical Director	College Dean	High/High	Percentage of purchase with the national unified procurement system
6.2. Diverse financial resources							
Initiative 1	Develop a comprehensive financial Management plan based on the annual budget	Aug 2021	June 2023	VDAA+ VDFS+ Clinical Director+ Administrative Director	College Dean	High/High	<ul style="list-style-type: none"> - Percentage of implementation of financial management plan - Amount of alternative funding
Initiative 2	Identify funding alternate tracks for the college	Aug 2021	June 2023	VDAA+ VDFS+ Clinical Director+ Department Heads	College Dean	High/High	
Initiative 3	Implement financial management plan	Aug 2023	June 2025	VDAA+ VDFS+ Clinical Director+ Department Heads	College Dean	High/ High	



Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Initiative							
Strategic Goal 7: Enhance partnership							
7.1. Facilitating process of partnership							
Initiative 1	Develop policies and procedures for partnership	Aug 2021	June 2022	Innovation and entrepreneurship unit	VDD	Medium/ Medium	Completion rate of policies and procedures for partnership
Initiative 2	Identify the institutes with common interest for the establishment of partnerships	Aug 2022	June 2023	Innovation and entrepreneurship unit	VDD	Medium/ Medium	Number of signed partnerships
Initiative 3	Prepare a plan to approach and attract these institutes to establish partnerships	Aug 2022	June 2025	Innovation and entrepreneurship unit	VDD	Medium/ Medium	
7.2. Establishment of partnerships to exchange good Practices							
Initiative 1	Expand training programs with governmental and private businesses	Aug 2021	June 2025	Clinical Director + Intern Unit	College Dean	Medium/ Medium	- Number of programs organized annually with governmental and private sectors. - Number of students enrolled in training programs with governmental and private



							businesses - Graduates' employability
Initiative 2	Sign agreements with well-known companies to have mutual benefits	Aug 2021	June 2025	Innovations and entrepreneurship unit	VDD	Medium/ Medium	Number of signed agreements



Strategic Goal	Initiative	Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Strategic Goal 8: Competitive graduates							
8.1. Improve the current program							
Initiative 1	Maintain academic program accreditation	Aug 2021	June 2025	VDD	College dean	High/High	Percentage of KPIs achieved the identified target benchmarks annually
Initiative 2	Improve retention rate of first year dental students	Aug 2021	June 2025	VDAA	College dean	High/High	Retention rate of first year dental students
Initiative 3	Develop selection criteria and training program to prepare academic advisors for their role.	Aug 2021	June 2025	Student Affairs Unit	VDAA	Medium/High	Completion rate Student evaluation of academic counseling
Initiative 4	Modernize the curriculum in view of the labor market needs and recent advancement in dentistry	Aug 2021	June 2023	Departments Heads+ Teaching and Learning Unit+ Study plan and curricula committee	College Dean	High/High	<ul style="list-style-type: none"> - Graduates' employability and enrolment in postgraduate programs - Students' performance in the professional and/or national examinations - Employers' evaluation of the program



Initiative 5	Introduce students to their local and national challenges pedagogically and practically during the program.	Aug 2021	June 2025	Department Heads	VDAA	Medium/High	graduates proficiency
Initiative 6	Improve teaching and learning methods to enhance students' success and creativity	Aug 2021	June 2025	Departments Heads+ Teaching and Learning Unit	VDD+ VDAA	Medium/High	- Students' satisfaction rate on teaching and learning methods
Initiative 7	Improve the applied system of peer review of exams	Aug 2021	June 2023	Examination unit	VDAA	Medium/Medium	- Students' satisfaction rate on assessment methods
Initiative 8	Standardize rubrics	Aug 2021	June 2023	Departments Heads+ Teaching and Learning Unit	VDAA+ VDD	Medium/High	
Initiative 9	Improve students to staff ratio	Aug 2021	June 2025	Human Resources Unit	College Dean	High/High	Students to staff ratio
Initiative 10	Strengthen courses integration	Aug 2021	June 2025	Departments Heads+ Teaching and Learning Unit	VDAA+ VDD	Medium/ High	Percentage of integrated courses



Initiative 11	Conduct training workshops for teaching staff in teaching and learning, and assessment methods	Aug 2021	June 2025	Continuous Education Unit	VDD	Medium/High	1. Average number of training workshops completed by faculty members per year. 2. Satisfaction rate of the faculty on the conducted workshops
Initiative 12	Improve students' performance in national exams	Aug 2021	June 2025	Departments Heads+ Teaching and Learning Unit	VDAA+ VDD	Medium/High	Average achievement of students in the national exam
Initiative 13	Conduct continuous dental education programs for interns and alumni	Aug 2021	June 2025	Continuous education unit	VDD	Medium/medium	- Average number of training activities completed by interns and alumni - Satisfaction rate of interns and alumni on the conducted activities
Initiative 14	Develop a plan for preparation of eligibility requirements of international program accreditation	Sep 2023	June 2025	VDD	College Dean	High/Medium	Percentage of prepared eligibility requirements
8.2. Improve students' experience							
Initiative 1	Empower students' council	Aug 2021	June 2025	College Dean	College Board	Low/ High	Number of college decisions recommended by students' council. Percentage of implementation of the decisions made by the students' council



Initiative 2	Improve the quality and quantity of learning resources	Aug 2021	June 2025	VDAA+ VDFS+ Clinical Director+ Administrative Director	College Dean	High/ High	- Number of scientific references in each specialty - Students satisfaction rate on the learning resources
Initiative 3	Improve the college's services and facilities	Aug 2021	June 2025	Administrative director	College Dean	Medium/ High	- Students satisfaction rate on the conducted services
Initiative 4	Improve extracurricular activities	Aug 2021	June 2025	Students Activities Unit	VDAA	Medium/ Medium	- Percentage of students participating in student's clubs - Students overall satisfaction about the quality of extracurricular activities
8.3. Strengthen Alumni Unit							
Initiative 1	Enhance communication with alumni	Aug 2021	June 2025	Alumni Unit	VDAA	Low/High	Alumni satisfaction rate
Initiative 2	Organize events/training activities to attract college alumni	Aug 2021	June 2025	Continuous Education Unit	VDD	Medium/High	- Average number of events/training activities completed by interns/alumni - Satisfaction rate on the conducted activities



Initiative 3	Engage alumni in college development activities	Aug 2021	June 2025	QAAAU	VDD	Medium/High	Percentage of college developmental activities with alumni involvement
Initiative 4	Engage alumni in discovering employment opportunities	Aug 2021	June 2025	Alumni Unit	VDAA	Low/High	Number of meetings held by the alumni unit to discuss employment opportunities



Strategic Goal		Start	End	Responsible	Accountable	Risk/ Priority	KPIs
Action Step							
Initiative							
Strategic Goal 9: Promote high quality community services							
9.1. Enhance clinical quality							
Initiative 1	Establish clinical quality unit to plan for and monitor efficiency and safety of dental treatment	Aug 2021	June 2023	Clinical Director	College Dean	Medium/High	- Patients’ satisfaction rate
Initiative 2	Facilitate outpatients’ treatment workflow to enhanced efficiency and time-saving	Aug 2021	June 2025	Clinical Director	College Dean	Medium/High	
Initiative 3	Improve patients’ services and facilities	Aug 2021	June 2025	Clinical Director	College Dean	Medium/High	
Initiative 4	Provide specialized dental treatment services to patients for the excellence of the college	Aug 2021	June 2025	Clinical Director	College Dean	Medium/Medium	Number of patients treated with specialized dental treatment
9.2. Improve community services							
Initiative 1	Develop strategic plan to conduct community outreach health programs	Aug 2021	June 2025	Community Service Unit	College Dean	Medium/ High	Percentage of achievement of plan
Initiative 2	Provide mobile dental clinics	Aug 2021	June 2025	Community Service Unit	College Dean	Medium/ Medium	- Number of the conducted program using mobile dental clinic



							- Number of patients treated using mobile dental clinic
Initiative 3	Establish agreements with regional community organizations	Aug 2021	June 2025	Community Service Unit	College Dean	Medium/ Medium	Number of established agreements
Initiative 4	Integrate examination criteria of the early detection of oral cancer in routine clinical examination	Aug 2021	June 2025	Community Service Unit	College Dean	High/High	Percentage of application of examination criteria of the early detection of oral cancer in routine clinical examination
Initiative 5	Encourage bad oral habits cessation	Aug 2021	June 2025	Community Service Unit	College Dean	Medium/High	Increase awareness of bad oral habits side effects
9.3. Engagement of community							
Initiative 1	Strengthen public relation unit	Aug 2021	June 2025	Public Relation Unit	College Dean	Medium/High	- Increase in patients flow
Initiative 2	Regular update of college website	Aug 2021	June 2025	Public Relation Unit	College Dean	Medium/High	- Stakeholders awareness of college vision and mission
Initiative 3	Effective utilization of media to display college events and achievements	Aug 2021	June 2025	Public Relation Unit	College Dean	Medium/Medium	- Number of visitors of the college website annually
Initiative 4	Communicate effectively with the community to meet their needs	Aug 2021	June 2025	Community Service Unit	College Dean	Medium/High	Number of community programs conducted based on the community needs



Appendix: Detailed analysis of stakeholders' involvement in the formulation of the college strategic plan

This survey is one of college surveys. It was conducted on April 17, 2021. The main aim of survey is to involve relevant stakeholders in the formulation of the strategic plan 2020-2025. Stakeholders involved in the strategic plan evaluation were college leaders, faculty members, alumni and university quality consultants.

The survey was sent by the Vice Deanship of Development in the form of electronic googol from in the fallowing link:

<https://forms.gle/NkBJhtXSQMyoXvH67>

The survey was divided into ten (10) sections. Sections 1 to 9 are based on strategic goals 1 to 9, and the last section is related to the values.

Questions included in the survey were:

Section 1: Strategic Goal 1: Optimal college infrastructure

Objective 1.1 Improve physical infrastructure of the college:

- 1.1.1 Evaluation and follow up of the new campus project.
- 1.1.2 Develop a plan of systematic transition to new campus
- 1.1.3 Maintain and upgrade the existing infrastructure
- 1.1.4 Establish in-house equipment and machines maintenance station.
- 1.1.5 Improve the college services and Facilities
- 1.1.6. Improve the management of classrooms, laboratories and clinics.
- 1.1.7 Provide more services for special needs faculty, staff, students, and patients.



Objective 1.2 Improve digital infrastructure of the college

- 1.2.1 Enhance the utilization of e-learning platforms
- 1.2.2 Apply geographic information system (GIS)
- 1.2.3 Introduce e-log books for all the courses
- 1.2.4 Digitalization of all the college workflow and processes
- 1.2.5 Introduce automated patient appointment reminder messages

Section 2: Strategic Goal 2: Upgrade college governance

Objective 2.1 Improve college organization

- 2.1.1 Reorganization of college organogram based on University structure
- 2.1.2 Update job authority manual in view of the recent changes in the organogram
- 2.1.3 Update policies and procedures manual and all other manuals
- 2.1.4 Increase the awareness of college stakeholders about their rights and duties
- 2.1.5 Empower college advisory council

Objective 2.2 Improve quality of management system

- 2.2.1 Follow up the implementation of the strategic plan
- 2.2.2 Increase awareness about the importance of quality improvement
- 2.2.3 Monitor the reporting cycles of units and committees
- 2.2.4 Create a mechanism for scheduled and effective program review
- 2.2.5 Develop risk management unit policies and manuals
- 2.2.6 Update college QMS manual
- 2.2.7 Use survey results in improvement plans



2.2.8 Establish occurrence of variance reporting (OVR) system to solve and follow-up repeated incidents

Section 3: Strategic Goal 3: Optimize human resource

Objective 3.1 Improve the proportions of students to staff

- 3.1.1 Develop a human resources management system
- 3.1.2 Recruit talented and distinguished faculty members and other staff
- 3.1.3 Recruit more female teaching staff
- 3.1.4 Maintain the appointed faculty members and other staff

Objective 3.2 Improve the performance of college employee

- 3.2.1 Conduct professional development activities for faculty, auxiliary and administrative staff
- 3.2.2 Encourage the faculty, auxiliary and administrative staff to attend the professional development programs organized by the university.

Section 4: Strategic Goal 4: Develop new academic programs

Objective 4.1 Establishment of new programs

- 4.1.1 Prepare a plan for establishment of new programs
- 4.1.2 Establishing new tracks for undergraduate programs
- 4.1.3 Establishing new tracks for post-graduate programs in different specialties

Objective 4.2 Preparation for national accreditation of the new programs

- 4.2.1 Implement the quality standards and initiation of self-assessment process
- 4.2.2 Identification of benchmarks, fixed target and prepare KPIs
- 4.2.3 Prepare the documents required for accreditation



Section 5: Strategic Goal 5: Improve scientific research

Objective 5.1. Strengthen research environment

- 5.1.1 Encourage scientific research by implementing research strategic plan
- 5.1.2 Establish a well-equipped research laboratory
- 5.1.3 Initiate research agreements with national and international partners
- 5.1.4 Encourage inclusion and mentorship of junior faculty members by senior researcher faculty members
- 5.1.5 Increase the involvement of students in research with faculty members.

Objective 5.2 Promote Excellent research

- 5.2.1 Encourage and assist faculty members to publish in high impact ISI journals
- 5.2.2 Adopt innovations and patency's environment

Section 6: Strategic Goal 6: Promote utilization of college resources

Objective 6.1. Enhancing spending efficiency

- 6.1.1 Establish a financial management system
- 6.1.2 Optimize the use of resources
- 6.1.3 Activate national unified procurement system
- 6.1.4 Keep up to date stocking record of all income and expenditures
- 6.1.5 Periodic audit of the expenditures

Objective 6.2. Diverse financial resources

- 6.2.1 Prepare financial management plan
- 6.2.2 Identify funding alternate tracks for the college



6.2.3 Implement financial management plan

Section 7: Strategic Goal 7: Enhance partnership

Objective: 7.1. Facilitating process of partnership

7.1.1 Develop policies and procedures for partnership

7.1.2 Identify the institutes with common interest for the establishment of partnerships

7.1.3 Devise a plan to approach and attract these institutes to establish partnerships

Objective:7.2. Establishment of partnerships to exchange good Practices

7.2.1 Expand training programs with governmental and private businesses

7.2.2 Sign agreements with well-known companies to have mutual benefits

Section 8: Strategic Goal 8: Competitive graduates

Objective 8.1. Improve the current BDS program

8.1.1 Maintain academic program accreditation

8.1.2 Improve retention rate of first year dental students

8.1.3 Develop selection criteria and training program to prepare academic advisors for their role

8.1.4 Modernize the curriculum in view of the labor market needs and recent advancement in dentistry

8.1.5 Improve teaching and learning methods to enhance students' success and creativity

8.1.6 Introduce students to their local and national challenges pedagogically and practically during the program



8.1.7 Improve the applied system of peer review of exams

8.1.8 Standardize rubrics

8.1.9 Improve students to staff ratio

8.1.10 Strengthen courses integration

8.1.11 Conduct training workshops for teaching staff in teaching and learning and assessment methods

8.1.12 Improve students' performance in national exam

8.1.13 Conduct continuous dental education programs for interns and alumni

8.1.14 Prepare eligibility requirements for international accreditation

Objective 8.2. Improve students' experience

8.2.1 Empower students' council

8.2.2 Improve the quality and quantity of learning resources

8.2.3 Improve the college's services and facilities

8.2.4 Improve extracurricular activities

Objective 8.3. Strengthen Alumni Unit

8.3.1 Enhance communication with alumni

8.3.2 Organize events/training activities to attract college alumni

8.3.3 Engage alumni in college development activities

8.3.4 Engage alumni in discovering employment opportunities

Section 9: Strategic Goal 9: Promote high quality community services

Objective 9.1. Enhance clinical quality

9.1.1 Establish clinical quality unit to plan for and monitor efficiency and safety of dental treatment



9.1.2 Facilitate outpatients' treatment workflow to enhanced efficiency and time-saving

9.1.3 Provide specialized dental treatment services to patients for the excellence of the college

9.1.4 Improve patients' services and facilities

Objective 9.2. Improve community services

9.2.1 Develop strategic plan to conduct community outreach health programs

9.2.2 Provide mobile dental clinics

9.2.3 Establish agreements with regional community organizations

9.2.4 Integrate examination criteria of the early detection of oral cancer in routine clinical examination

9.2.5 Encourage smoking cessation

Objective 9.3. Engagement of community

9.3.1 Strengthen public relation unit

9.3.2 Regular update of college website

9.3.3 Effective utilization of media to display college events and achievements

9.3.4 Communicate effectively with the community to meet their needs

Section 10: Values

University Values

- Citizenship: Cherishing national identity and sensing social responsibility.
- Loyalty: A sense of commitment and initiative towards the goals and objectives of the university.
- Responsibility: Adherence to ethical standards and business values.



- Excellence: Application of standard practices and provision of quality services.
- Capacity building: Investing in Human Capital.
- Teamwork: Devoting the principle of cooperation and work in the spirit of one team.

Suggested College Values

- Professionalism: is knowing how to do it, and doing it
- Leadership: influencing not authority
- Lifelong learning: is a natural expression of the practice of living consciously.
- Integrity: It's not something you show to others; is how you behave behind their back.
- Responsibility: is accepting that you are the cause & the solution of the matter
- Collegiality: use it not to level people down but to bring together their strength & creativity.

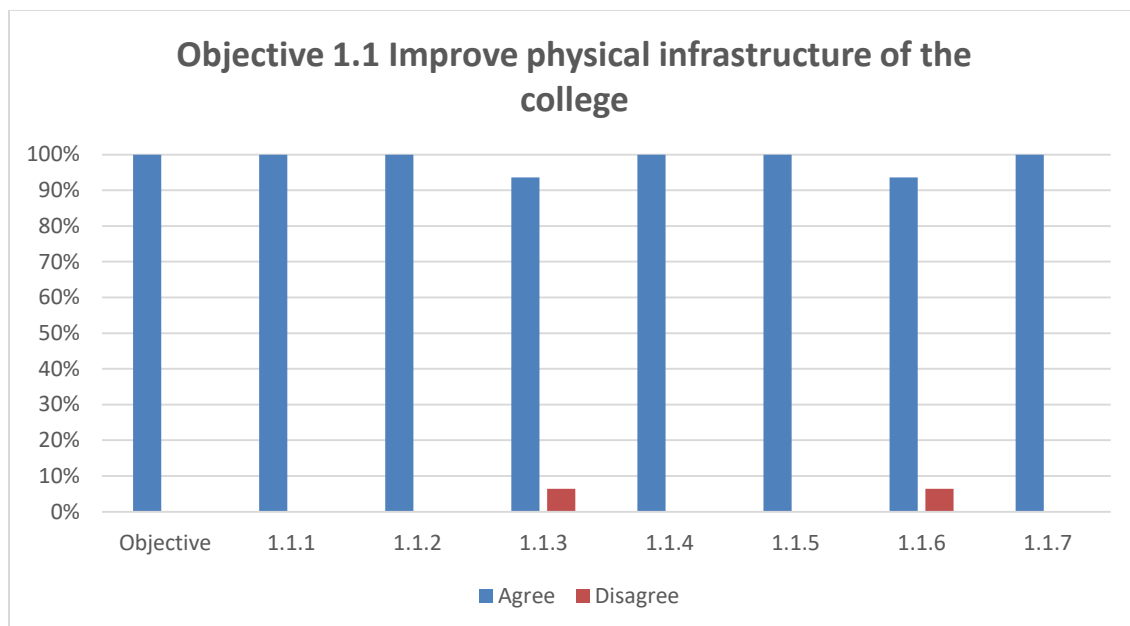
The number of respondents was sixty two (62) which includes college leaders, faculty, alumni and university quality consultants.



Results of Section 1

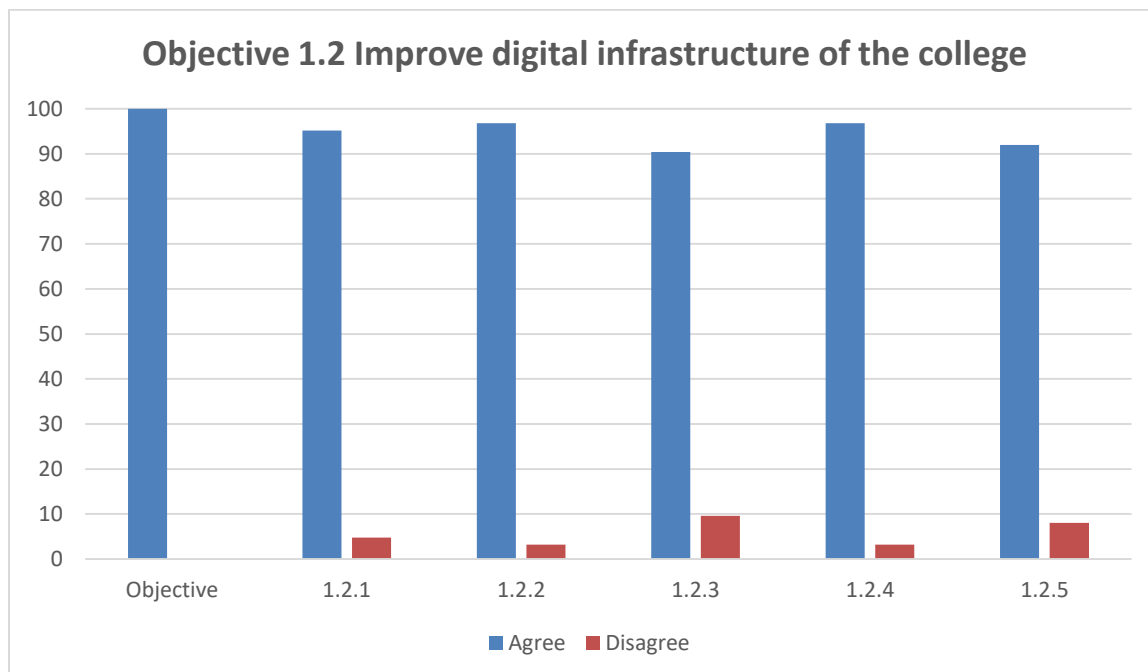
Strategic Goal 1: Optimal college infrastructure

Questions	Objective 1.1 Improve physical infrastructure of the college	
	Agree	Disagree
Objective	100%	-
1.1.1	100%	-
1.1.2	100%	-
1.1.3	93.6%	6.4 %
1.1.4	100%	-
1.1.5	100%	-
1.1.6	93.6%	6.4 %
1.1.7	100%	-





Questions	Objective 1.2 Improve digital infrastructure of the college	
	Agree	Disagree
Objective	100 %	-
1.2.1	95.2 %	4.8 %
1.2.2	96.8 %	3.2 %
1.2.3	90.4 %	9.6 %
1.2.4	96.8 %	3.2 %
1.2.5	92 %	8 %

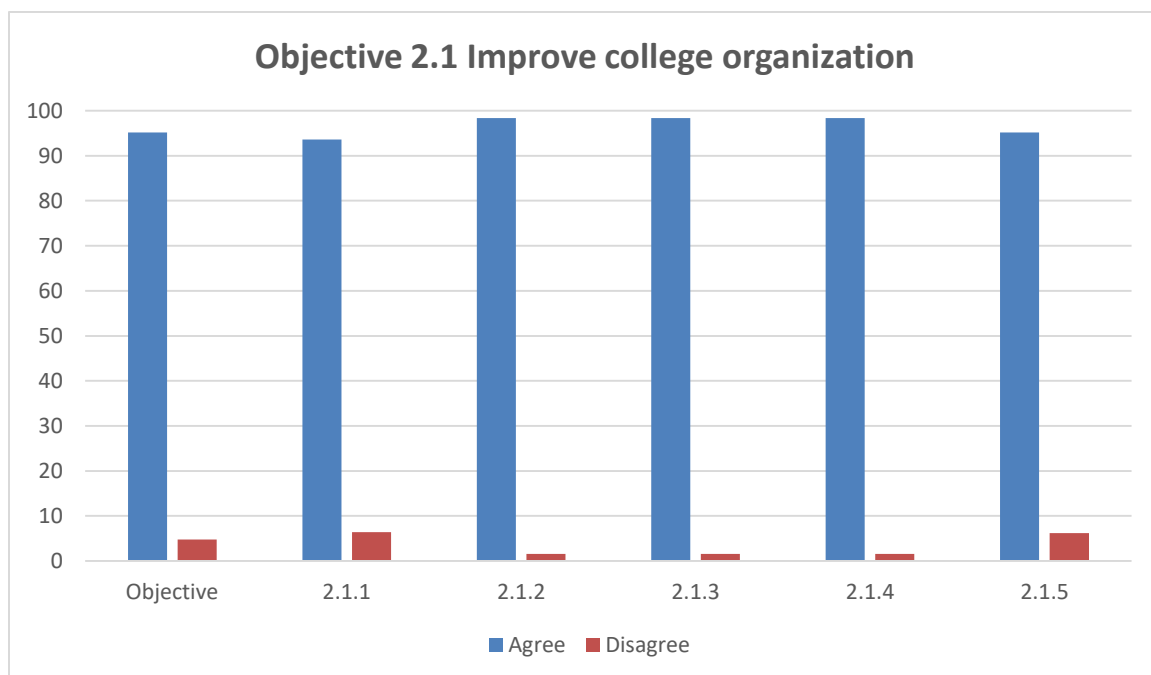




Results of Section 2

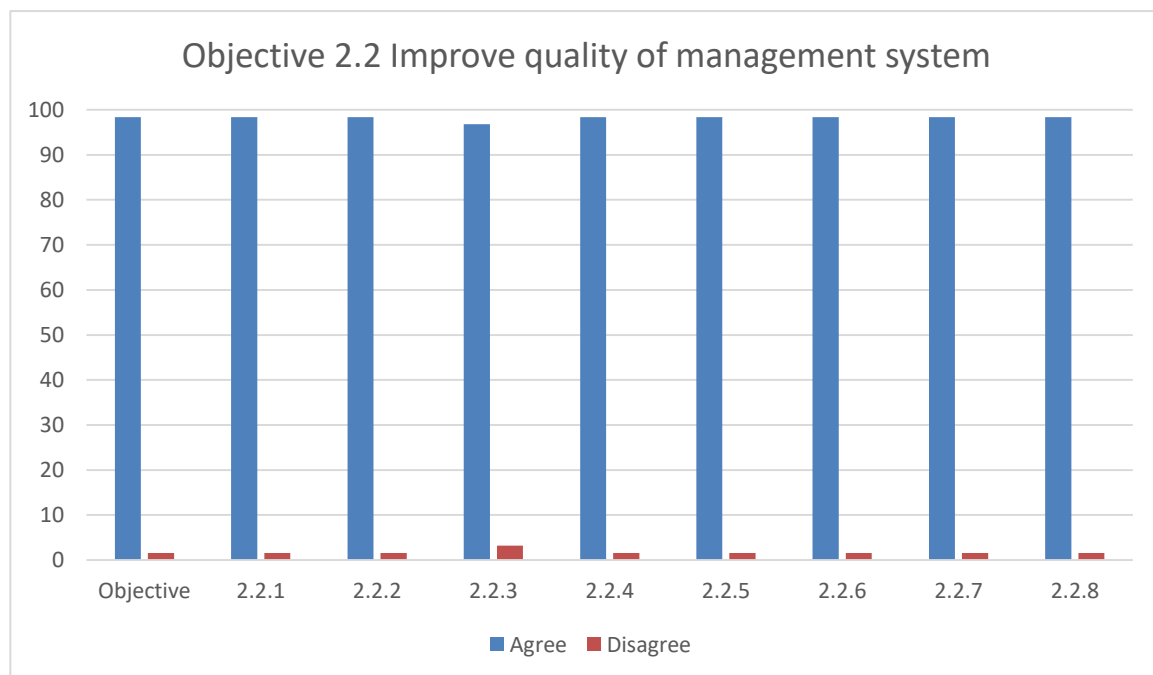
Strategic Goal 2: Upgrade College Governance

Questions	Objective 2.1 Improve college organization	
	Agree	Disagree
Objective	95.2%	4.8%
2.1.1	93.6 %	6.4 %
2.1.2	98.4 %	1.6 %
2.1.3	98.4 %	1.6 %
2.1.4	98.4 %	1.6 %
2.1.5	95.2%	4.8%





Questions	Objective 2.2 Improve quality of management system	
	Agree	Disagree
Objective	98.4 %	1.6 %
2.2.1	98.4 %	1.6 %
2.2.2	98.4 %	1.6 %
2.2.3	96.8 %	3.2 %
2.2.4	98.4 %	1.6 %
2.2.5	98.4 %	1.6 %
2.2.6	98.4 %	1.6 %
2.2.7	98.4 %	1.6 %
2.2.8	98.4 %	1.6 %

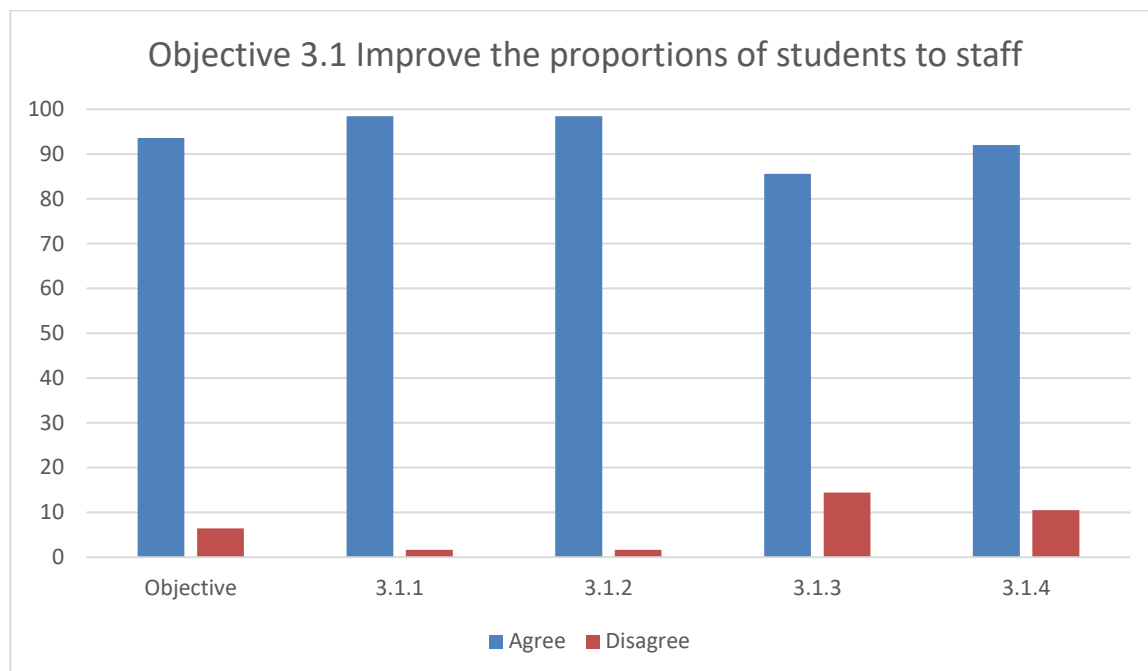




Results of Section 3

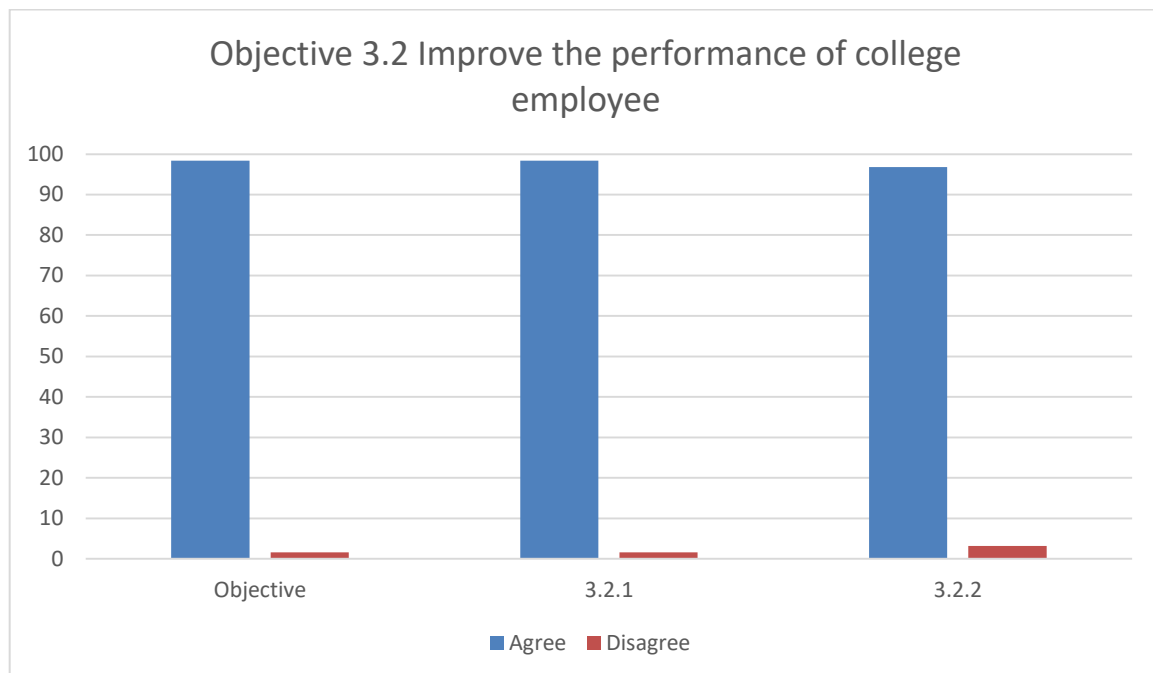
Strategic Goal 3: Optimize Human Resources

Questions	Objective 3.1 Improve the proportions of students to staff	
	Agree	Disagree
Objective	93.6 %	6.4 %
3.1.1	98.4 %	1.6 %
3.1.2	98.4 %	1.6 %
3.1.3	85.6 %	14.4 %
3.1.4	92 %	8 %





Questions	Objective 3.2 Improve the performance of college employee	
	Agree	Disagree
Objective	98.4 %	1.6 %
3.2.1	98.4 %	1.6 %
3.2.2	96.8 %	3.2 %

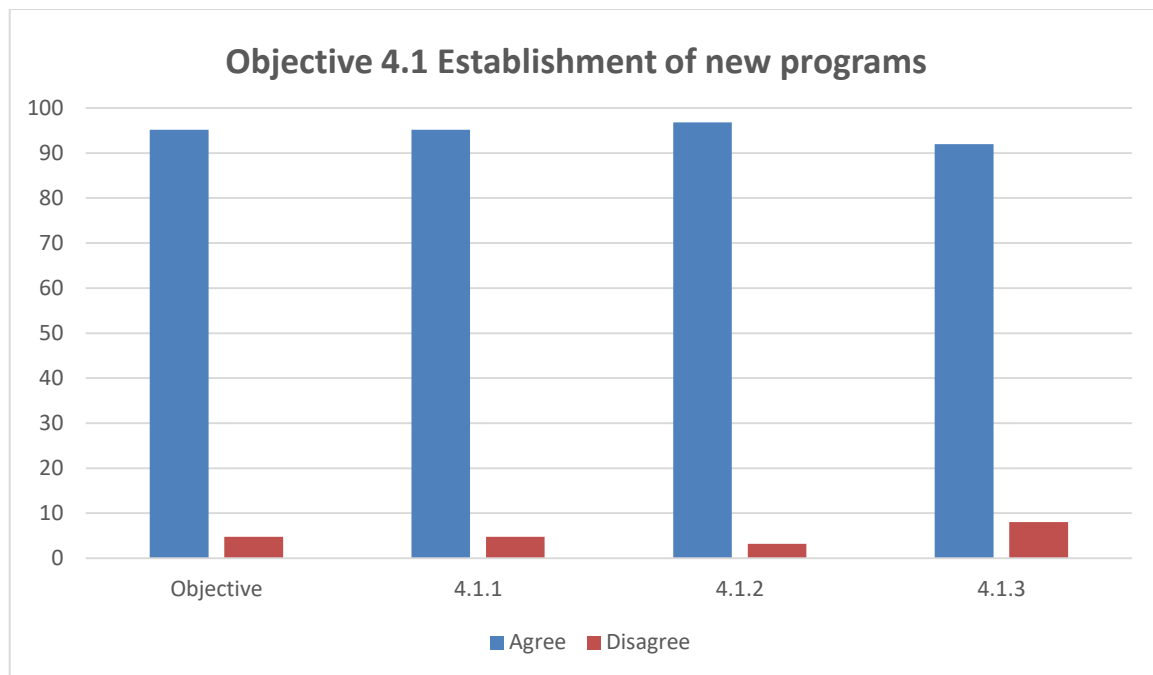




Results of Section 4

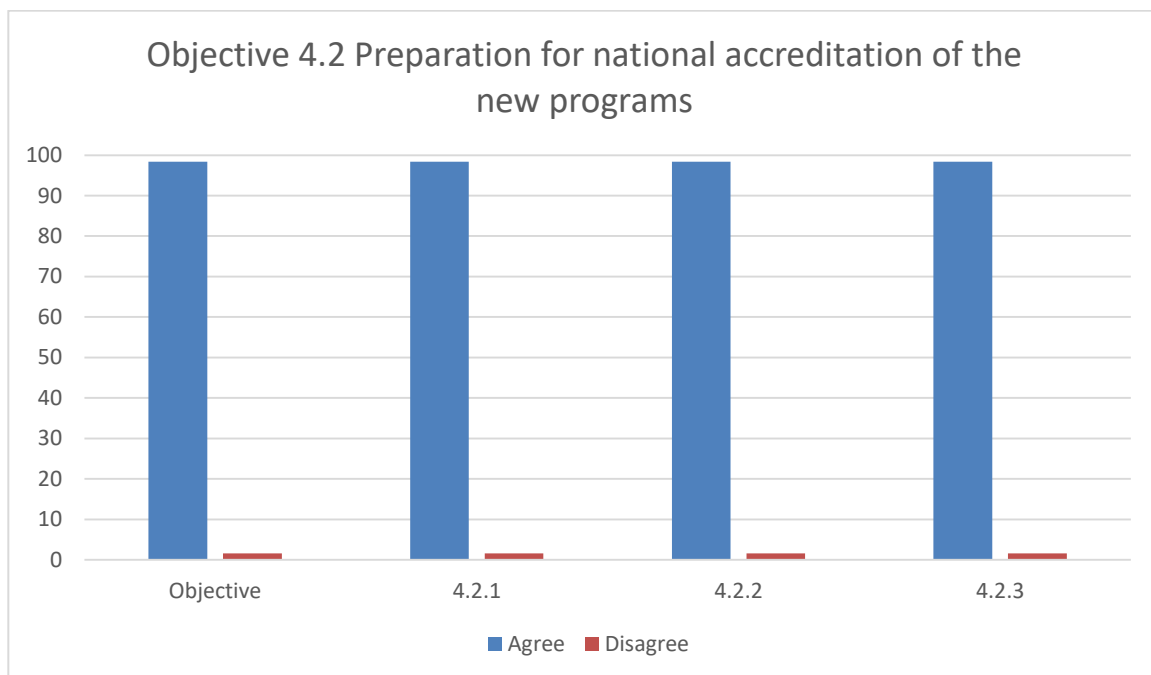
Strategic Goal 4: Develop New Academic Programs

Questions	Objective 4.1 Establishment of new programs	
	Agree	Disagree
Objective	95.2 %	4.8 %
4.1.1	95.2 %	4.8 %
4.1.2	96.8 %	3.2 %
4.1.3	92 %	8 %





Questions	Objective 4.2 Preparation for national accreditation of the new programs	
	Agree	Disagree
Objective	98.4 %	1.6 %
4.2.1	98.4 %	1.6 %
4.2.2	98.4 %	1.6 %
4.2.3	98.4 %	1.6 %

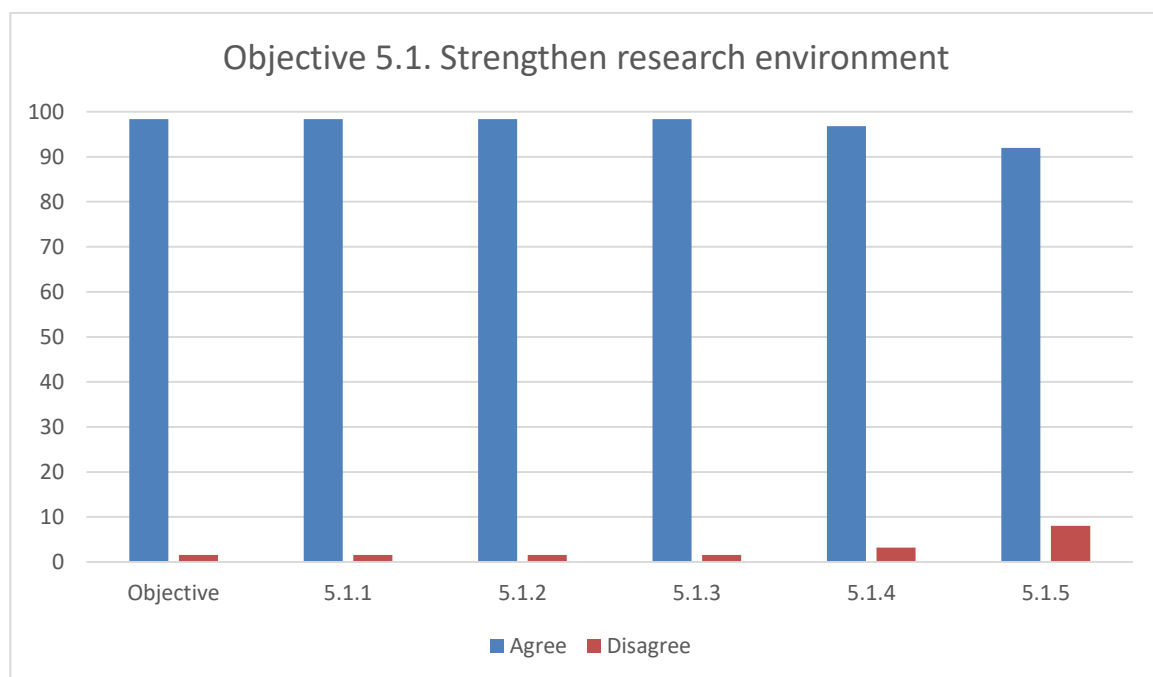




Results of Section 5

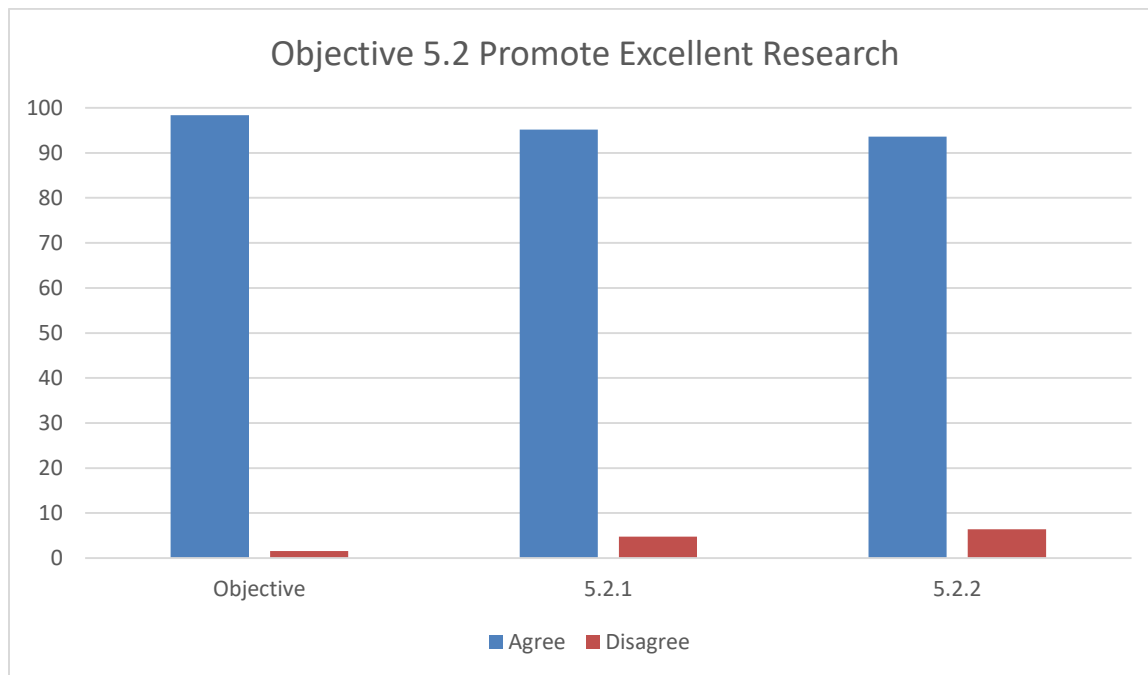
Strategic Goal 5: Improve Scientific Research

Questions	Objective 5.1 Strengthen Research Environment	
	Agree	Disagree
Objective	98.4 %	1.6 %
5.1.1	98.4 %	1.6 %
5.1.2	98.4 %	1.6 %
5.1.3	98.4 %	1.6 %
5.1.4	96.8 %	3.2 %
5.1.5	92 %	8 %





Questions	Objective 5.2 Promote Excellent Research	
	Agree	Disagree
Objective	98.4 %	1.6 %
5.2.1	95.2 %	4.8 %
5.2.2	93.6 %	6.4 %

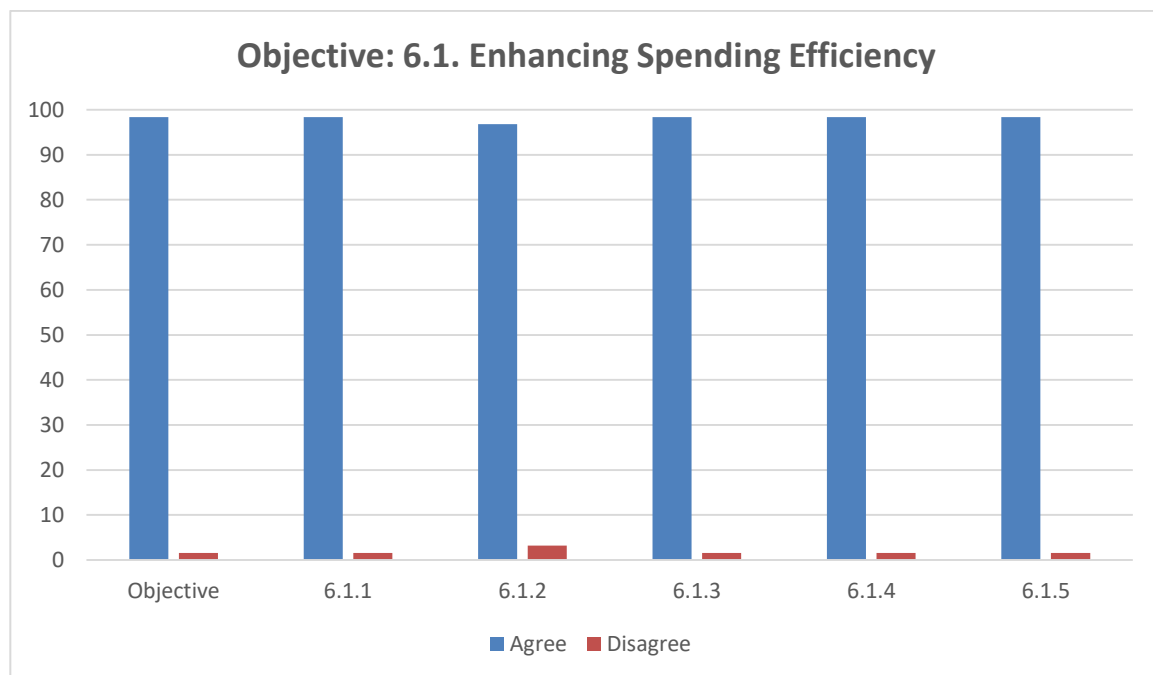




Results of Section 6

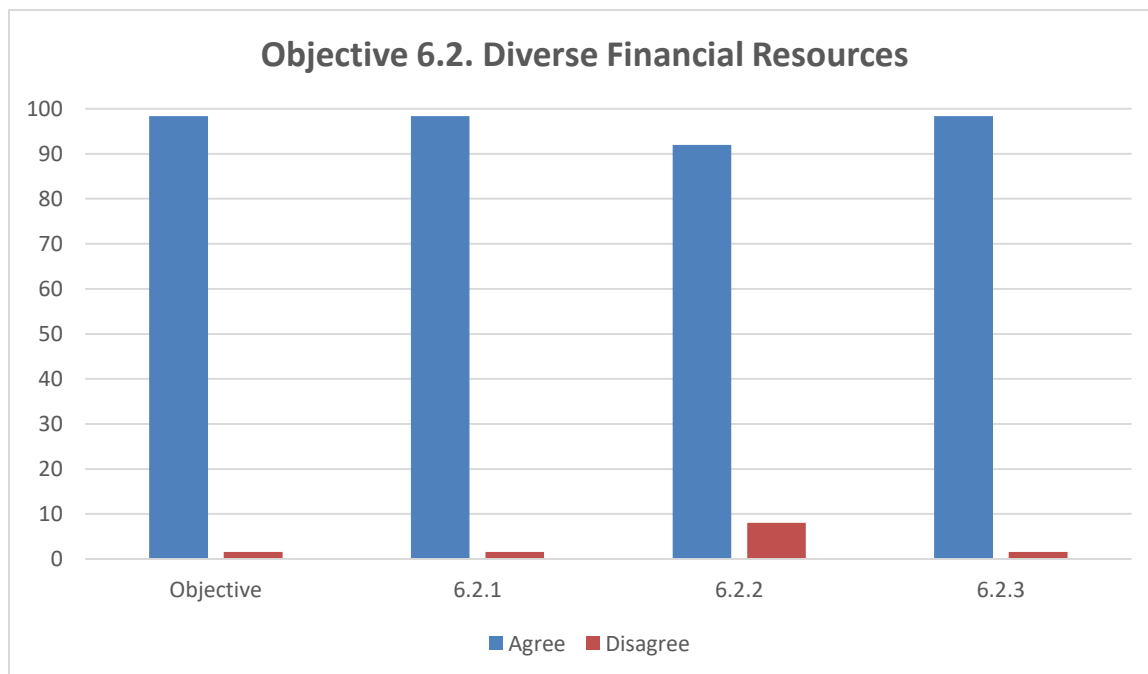
Strategic Goal 6: Promote Utilization of College Resources

Questions	Objective: 6.1. Enhancing Spending Efficiency	
	Agree	Disagree
Objective	98.4 %	1.6 %
6.1.1	98.4 %	1.6 %
6.1.2	96.8 %	3.2 %
6.1.3	98.4 %	1.6 %
6.1.4	98.4 %	1.6 %
6.1.5	98.4 %	1.6 %





Questions	Objective 6.2. Diverse Financial Resources	
	Agree	Disagree
Objective	98.4 %	1.6 %
6.2.1	98.4 %	1.6 %
6.2.2	92 %	8 %
6.2.3	98.4 %	1.6 %

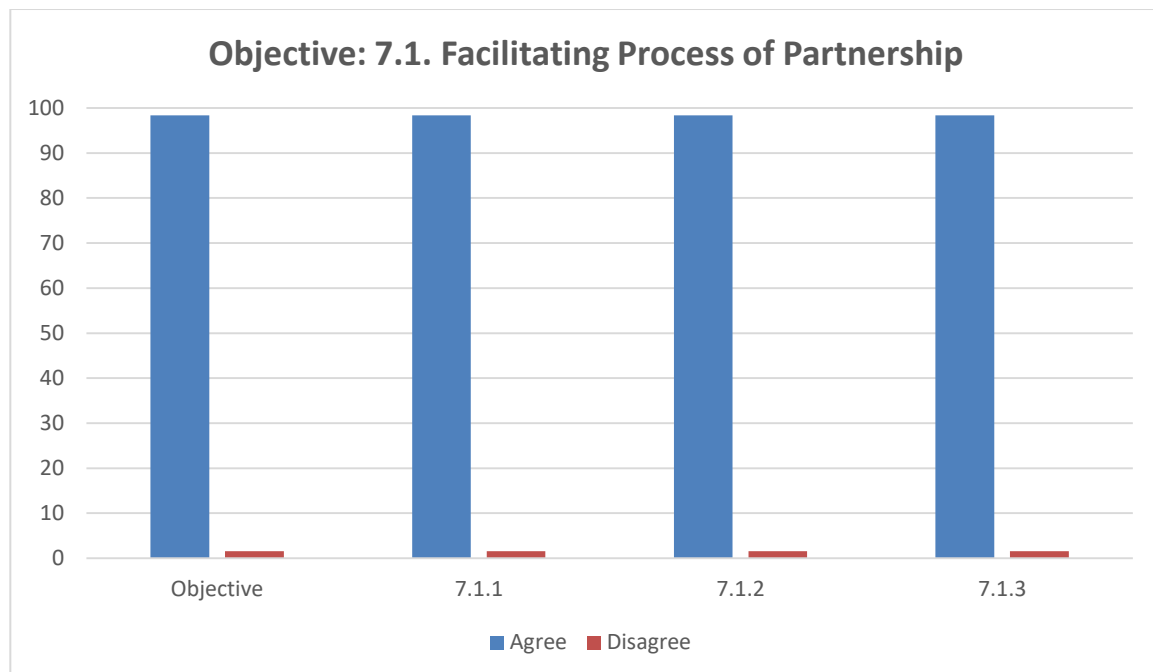




Results of Section 7

Strategic Goal 7: Enhance Partnership

Questions	Objective: 7.1. Facilitating Process of Partnership	
	Agree	Disagree
Objective	98.4 %	1.6 %
7.1.1	98.4 %	1.6 %
7.1.2	98.4 %	1.6 %
7.1.3	98.4 %	1.6 %





Questions	Objective: 7.2. Establishment of Partnerships to Exchange Good Practices	
	Agree	Disagree
Objective	96.8 %	3.2 %
7.2.1	96.8 %	3.2 %
7.2.2	96.8 %	3.2 %

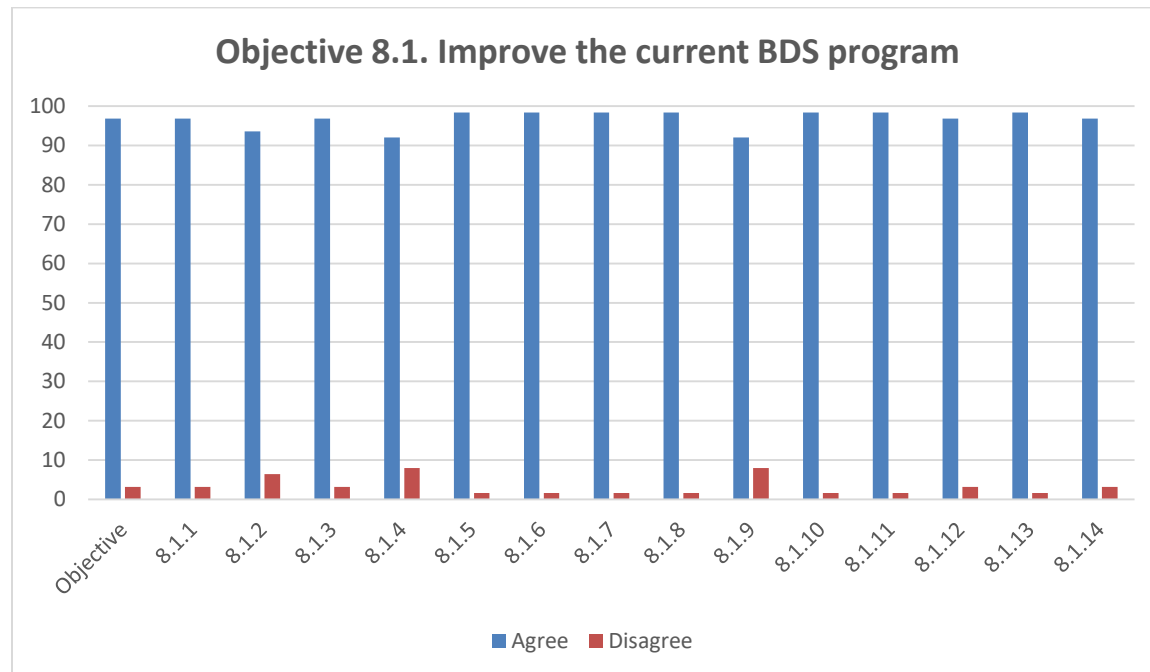




Results of Section 8

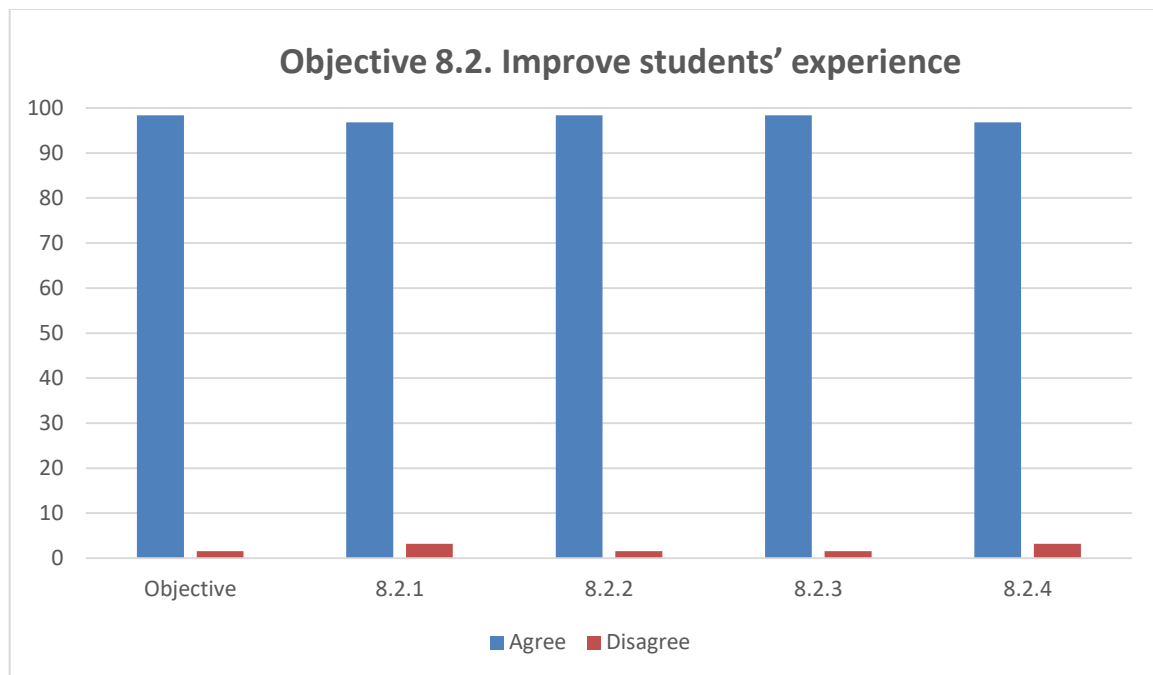
Strategic Goal 8: Competitive Graduates

Questions	Objective 8.1. Improve the current BDS program	
	Agree	Disagree
Objective	96.8 %	3.2 %
8.1.1	96.8 %	3.2 %
8.1.2	93.6 %	6.4 %
8.1.3	96.8 %	3.2 %
8.1.4	92 %	8 %
8.1.5	98.4 %	1.6 %
8.1.6	98.4 %	1.6 %
8.1.7	98.4 %	1.6 %
8.1.8	98.4 %	1.6 %
8.1.9	92 %	8 %
8.1.10	98.4 %	1.6 %
8.1.11	98.4 %	1.6 %
8.1.12	96.8 %	3.2 %
8.1.13	98.4 %	1.6 %
8.1.14	96.8 %	3.2 %



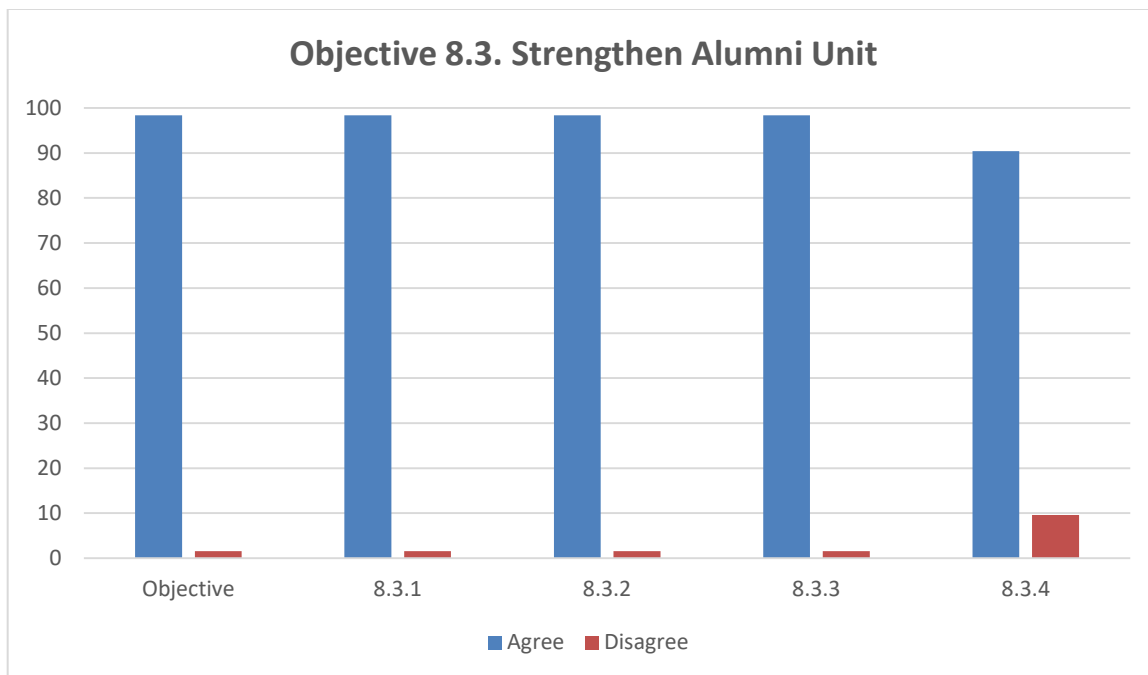


Questions	Objective 8.2. Improve Students' experience	
	Agree	Disagree
Objective	98.4 %	1.6 %
8.2.1	96.8 %	3.2 %
8.2.2	98.4 %	1.6 %
8.2.3	98.4 %	1.6 %
8.2.4	96.8 %	3.2 %





Questions	Objective 8.3. Strengthen Alumni Unit	
	Agree	Disagree
Objective	98.4 %	1.6 %
8.3.1	98.4 %	1.6 %
8.3.2	98.4 %	1.6 %
8.3.3	98.4 %	1.6 %
8.3.4	90.4 %	9.6 %

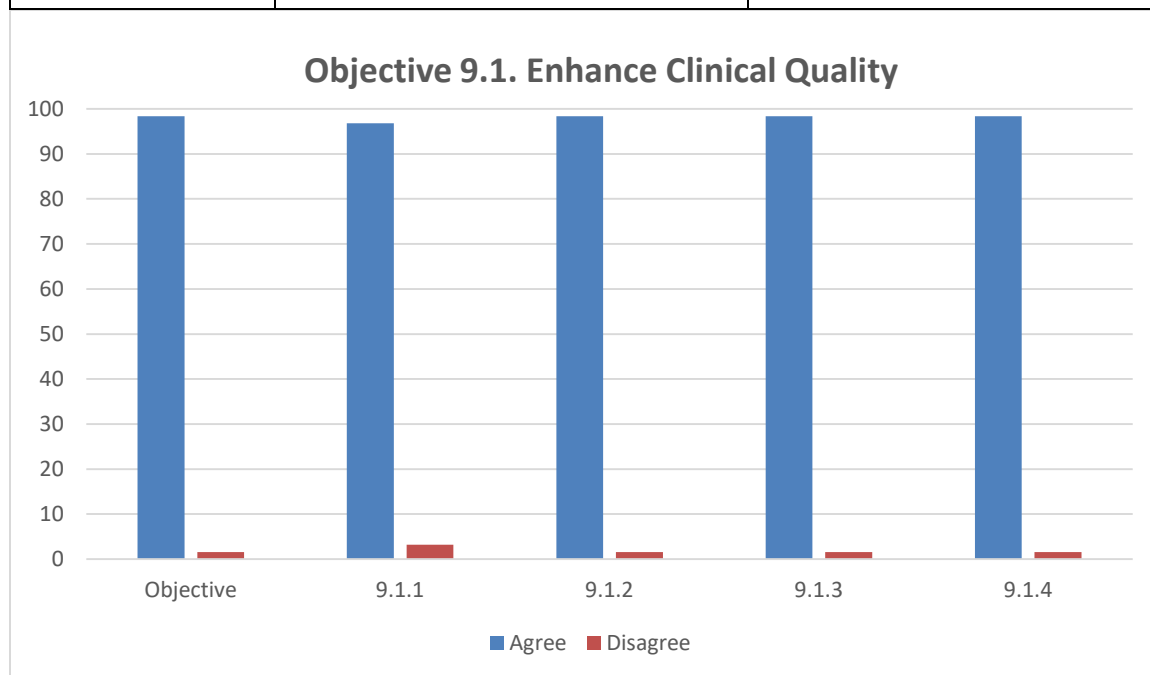




Results of Section 9

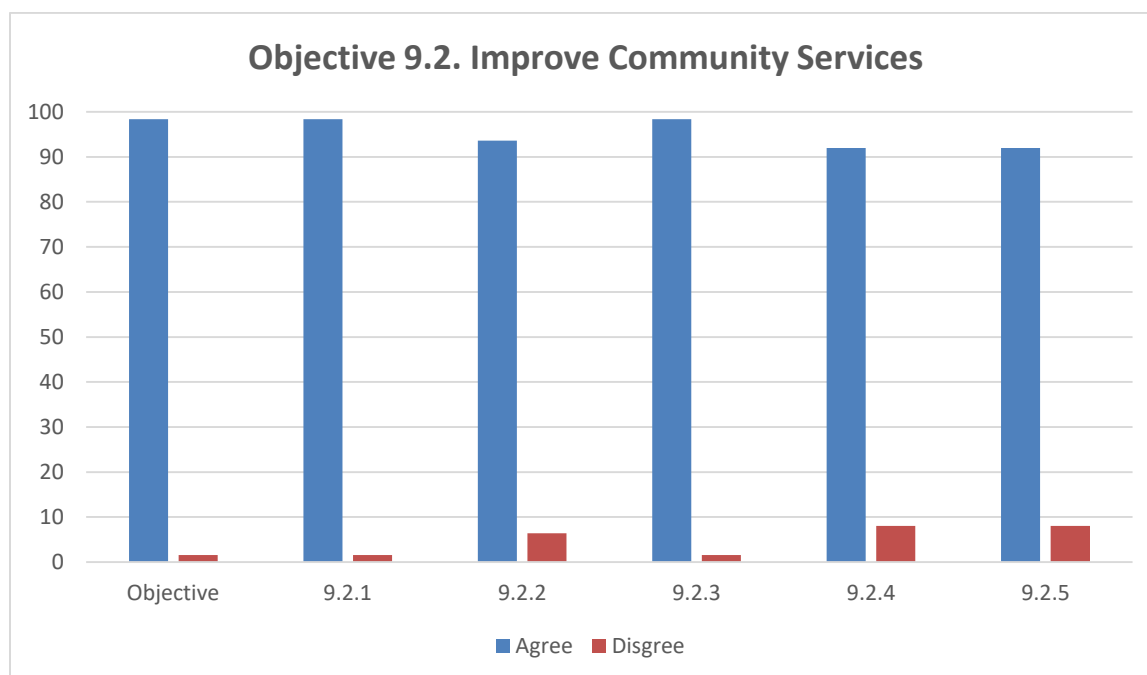
Strategic Goal 9: Promote High Quality Community Services

Questions	Objective 9.1. Enhance Clinical Quality	
	Agree	Disagree
Objective	98.4 %	1.6 %
9.1.1	96.8%	3.2 %
9.1.2	98.4 %	1.6 %
9.1.3	98.4 %	1.6 %
9.1.4	98.4 %	1.6 %



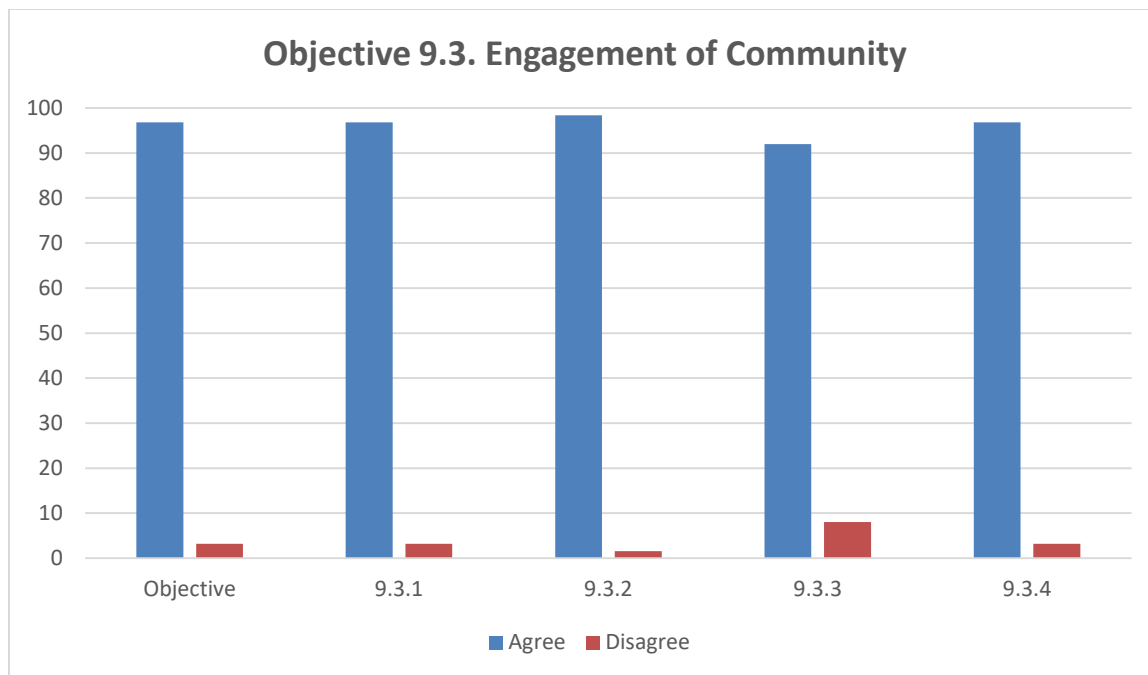


Questions	Objective 9.2. Improve Community Services	
	Agree	Disagree
Objective	98.4 %	1.6 %
9.2.1	98.4 %	1.6 %
9.2.2	93.6 %	6.4 %
9.2.3	98.4 %	1.6 %
9.2.4	92 %	8 %
9.2.5	92 %	8 %





Questions	Objective 9.3. Engagement of Community	
	Agree	Disagree
Objective	96.8 %	3.2 %
9.3.1	96.8 %	3.2 %
9.3.2	98.4 %	1.6 %
9.3.3	92 %	8 %
9.3.4	96.8 %	3.2 %

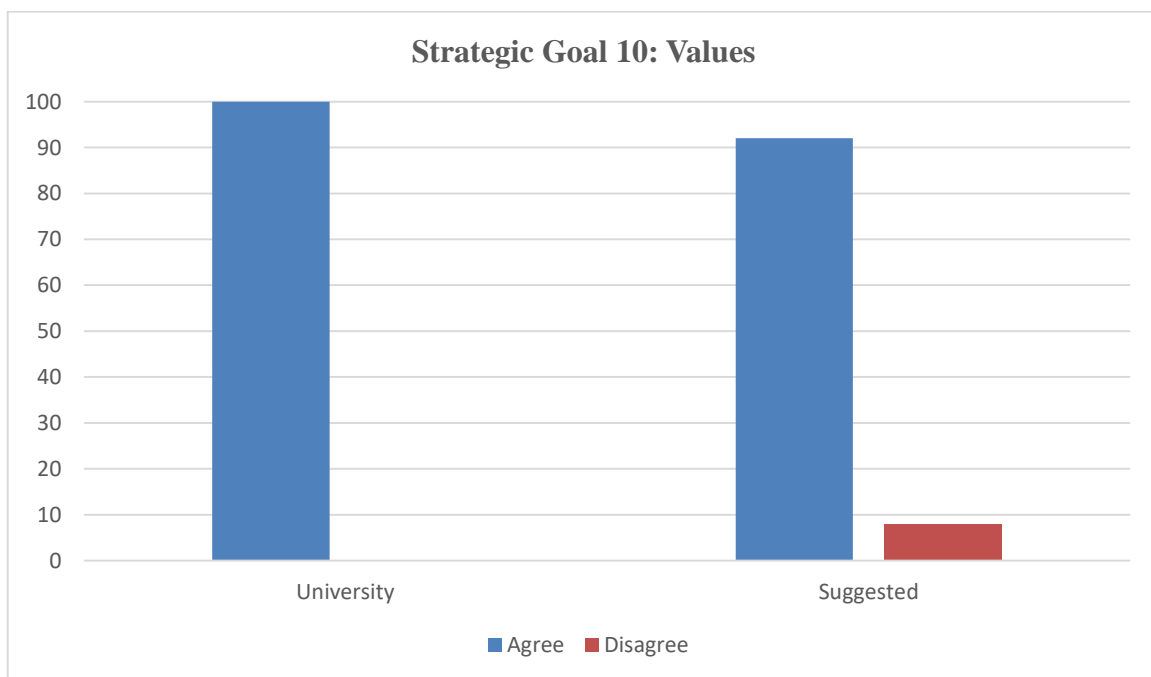




Results of Section 10

Strategic Goal 10: Values

Questions	Values	
	Agree	Disagree
Suggested	92 %	8 %



Summary analysis of the results

This survey was conducted on 17th April to evaluate the initiatives of the strategic plan 2020-2025.



**Details of changes made in accordance with previous results and comments
given by stakeholders**

Comment	Changes made	Original statement	New Statement
Rephrase the statement of objective 1.2	Statement rephrased	Improve digital infrastructure of the college	Smart environments
Rephrase the statement of Initiative 1.2.4	Statement rephrased	Digitalization of all the college workflow and processes	Improve administrative system
Add the full form of the abbreviation QMS in initiative 2.2.6	Full form added	Update college (QMS) manual	Update college Quality Management System (QMS) manual
Rephrase the statement of Initiative 3.1.4	Statement rephrased	Maintain the appointed faculty members and other staff	Retain the distinguished faculty and staff
Grammatical error in the statement of Initiative 3.2.2	Article 'the' removed from the statement	Encourage the faculty, auxiliary and administrative staff to attend the professional development programs	Encourage faculty, auxiliary and administrative staff to attend the professional



		organized by the university	development programs organized by the university
Addition of new Initiative under strategic goal no. 4	New initiative and new KPI added (4.1.2)	-	Sign agreement to start dental assistant program <i>New KPI:</i> Level of approval of the dental assistant program
Rephrase the statement of Initiative 5.1.1	Statement rephrased	Encourage scientific research by implementing research strategic plan	Implementation of research strategic plan to guide the college research forward
Addition of new Initiative under strategic goal 5, Objective no. 5.1.	New initiative and new KPI added (5.1.6)	-	Provide enough research time for faculty <i>New KPI:</i> Number of research hours considered in the working load
Rephrase the statement of Initiative 5.2.2	Statement rephrased	Adopt innovations and patency's environment	Adopt innovation and patent



			environment
Rephrase the statement of Initiative 6.2.1	Statement rephrased	Prepare financial management plan	Develop a comprehensive financial Management plan based on the annual budget
Rephrase the statement of Initiative 8.1.12	Statement rephrased	Improve students' performance in national exam	Improve students' performance in national exams
Rephrase the statement of Initiative 9.2.5 and its corresponding KPI	Statements rephrased	Encourage smoking cessation <i>KPI:</i> Increase awareness of smoking side effects	Encourage bad oral habits cessation. <i>KPI:</i> Increase awareness of bad oral habits side effects

Final values:

- Excellence
- Leadership
- Citizenship
- Integrity
- Responsibility
- Teamwork
- Lifelong learning