

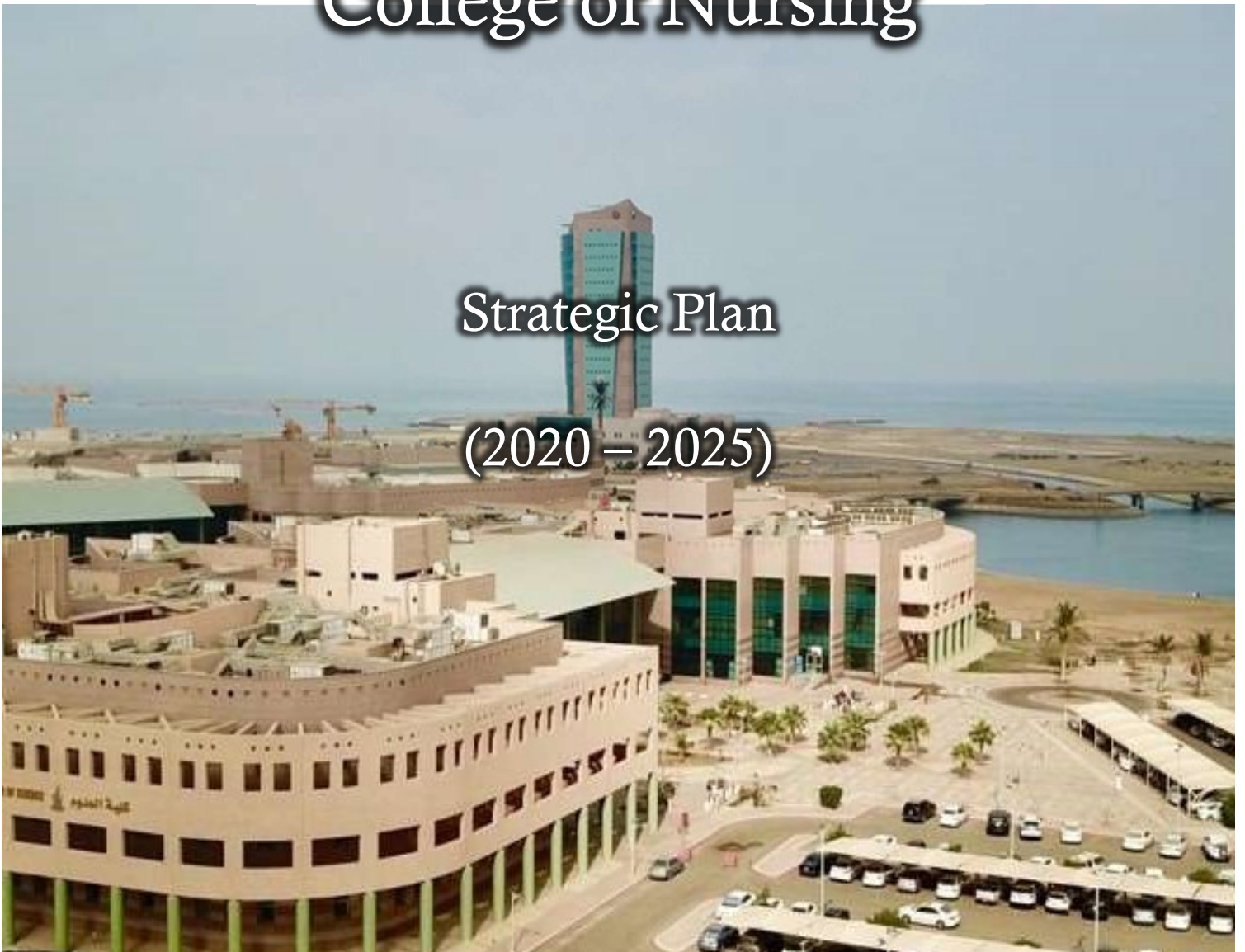


Jazan University

# College of Nursing

Strategic Plan

(2020 – 2025)



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## Message from the Dean of the College of Nursing



### كلمة عميد كلية التمريض

الحمد لله والصلاة والسلام على رسول الله أما بعد:

تسعى كلية التمريض بجامعة جازان لتحقيق رؤيتها ورسالتها وفقاً لرؤية جامعة جازان 2025 لتحسين جودة مخرجاتها والتميز البحثي وتفعيل الشراكات المجتمعية. تمثل الخطة الاستراتيجية لكلية التمريض 2025 خارطة الطريق لجميع أنشطة الكلية حيث تم إعداد الخطة الاستراتيجية بما يتماشى مع الخطة الاستراتيجية لجامعة جازان. أخيراً نسأل الله العلي العظيم أن تكون الخطة الإستراتيجية الثانية للكلية على مستوى طموحات وآمال جامعة جازان وأن تحقق هذه الخطة أهدافها حتى تصبح كليتنا مؤسسة متميزة في مجال التمريض بين الجامعات السعودية.

عميد كلية التمريض

أ.د. محمد بن يحيى عريشي

Praise be to God, and prayers and peace be upon the Messenger of God, as for what follows:

The College of Nursing at Jazan University seeks to achieve its vision and mission in accordance with the vision of Jazan University 2025 to improve the quality of its outputs, research excellence and activate community partnerships.

The strategic plan of the College of Nursing 2025 represents the roadmap for all the activities of the college, as the strategic plan was prepared in line with the strategic plan of Jazan University. Finally, we ask God Almighty that the second strategic plan of the college meets the aspirations and hopes of Jazan University and that this plan achieve its goals so that our college becomes a distinguished institution in the field of nursing among Saudi universities.

**Prof. Mohamed Yahya Arishi**

Dean, College of Nursing

## Message from the Vice Dean of the College of Nursing



بداية يطيب لي ان اهنئ زملائي في كلية التمريض على انجاز الخطة الاستراتيجية ذات رؤية  
رؤية تكاملية وتوافقية مع الخطة الاستراتيجية لجامعة جازان، لقد سعت الكلية جاهدة منذ نشأتها نحو إجراء عملية شاملة للتخطيط  
الاستراتيجي لتمكين الكلية من السير قدما لتحقيق غايات إنشائها حيث يمثل التخطيط أحد الركائز الأساسية التي تعتمد عليها الكلية في  
مسيرتها وبما يساعد في رسم خارطة الطريق نحو الارتقاء بالاداء المؤسسي ووضع المنهجية التي ستسير عليها الكلية في السنوات القادمة  
ان التوجه الاستراتيجي لأي كلية ينبع من طموحات ابنائها ودعم قياداتها وجهود كوادرها البشرية التي تمثل رصيدها الفكري مع حتمية  
الرصد المستمر لمستويات الأداء والانجاز من خلال المراجعة والتقييم والمتابعة  
وختاماً فإنني ارجو ان تحقق هذه الخطة أهدافها حتى تصبح كليتنا مؤسسة متميزة في مجال التمريض ضمن الجامعات السعودية  
وأخيراً أتقدم بالشكر والعرفان لكل من ساهم في اعداد هذه الخطة الاستراتيجية  
وكيل الكلية للبحث والتطوير

د.حمد بن غالب حسن ال دائلة

At the outset, I would like to congratulate my colleagues in the College of Nursing on the achievement of the strategic plan with an integrative and consensual vision with the strategic plan of Jazan University. Strategic planning enables the college to move forward to achieve its goals and draws a roadmap towards improving institutional performance and setting the methodology that the college will follow in the coming years.

The strategic direction of any college stems from the ambitions of its children, the support of its leaders and the efforts of its human cadres, which represent its intellectual balance with the imperative of continuous monitoring of levels, the performance achievement through review, evaluation and follow-up.

Hopefully, I hope that this plan will achieve its goals so that our college will become a distinguished institution in the field of nursing within Saudi universities.

Finally, I would like to extend my thanks and gratitude to everyone who contributed to the preparation of this plan.

**Dr. Hamad Ghalib Dailah**

Vice- Dean of Research and Academic Development, College of Nursing

## About the College

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The supreme approval was issued by the Royal Decree No. 5088/B and dated 7/81432AH restructuring the Health College for Girls of Jazan University to the Faculty of Nursing and Allied Health Sciences to include 3 sections namely;

1. Nursing;
2. Respiratory Care and
3. Ambulance and Emergency.

Then came the approval of the Ministry of Education No. 71524 dated 27/8/1438h to amend the name of the Faculty of Nursing and Allied Health Sciences to Faculty of Nursing, now College of Nursing.

The College aspires to provide qualified health personnel in health care and hopes to share their role in the Saudi universities with an important role in providing manpower in the health sector with a high degree of professional competence for graduates and providing them with the modern knowledge and skills necessary to help them perform their duties properly.

## College of Nursing: Vision

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The College of Nursing envisions to be nationally recognized with its educational output, research and community services.

## College of Nursing: Mission

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Achieve excellence in nursing education, research, and nursing practice by producing professional & skilled nursing graduates to build a healthy community by working in institutional and community health settings.

## College of Nursing: Values

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- Belonging: Working with commitment and taking initiatives towards the goals and objectives of the college.
- Responsibility: Strict adherence to ethical standards and work values.
- Excellence: Implementation of standard practices and offering quality services.
- Teamwork: Promoting cooperation and imbining the team spirit.

## College of Nursing: Goals

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- Enhance the quality of nursing care by educating nurses who are capable and committed, to provide a safe, evidence-based, patient-centric care, in a variety of environments.
- Promote best nursing practices, employing updated technological knowledge and innovations to achieve intellectual excellence deliver efficient nursing services to the community.
- Contributing to the profession by engaging the nurses in educational, research, and hospital set up, as active participants, and to lead indoor and outdoor extra-curricular activities.
- Producing nurses that are skilled and capable to work in institutional and community establishments delivering economic and social impact.
- Building a world class management and infrastructure
- Creating a healthier society by spreading awareness and promoting healthy lifestyles.

## The Department of Nursing

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One of the signs of sophistication, civilization and renaissance in any country is the development of the educational sector and the health sector, thanks to God and then thanks to the wise leadership in our dear country.

The Kingdom of Saudi Arabia has witnessed clear progress and remarkable development and a great renaissance in both the education and health sectors.

The Nursing Department includes a large number of female students in this vital specialty that is important in the lives of nations and societies due to its direct contact with human health and the requirements of his life, the department currently offers a special program, which is the Bachelor of Nursing and a distinguished elite of faculty members, including professors, specialists and technicians, perform teaching and training tasks in the department and it is available in the department.

All the necessary capabilities of classrooms and laboratories are equipped with the latest technology that are used in the field of teaching and training.

The department aspires to produce graduate male and female nurses who contribute to providing better care for all and with a high degree of professional competence for the graduates and providing them with the knowledge and modern skills necessary to help them perform their duties.

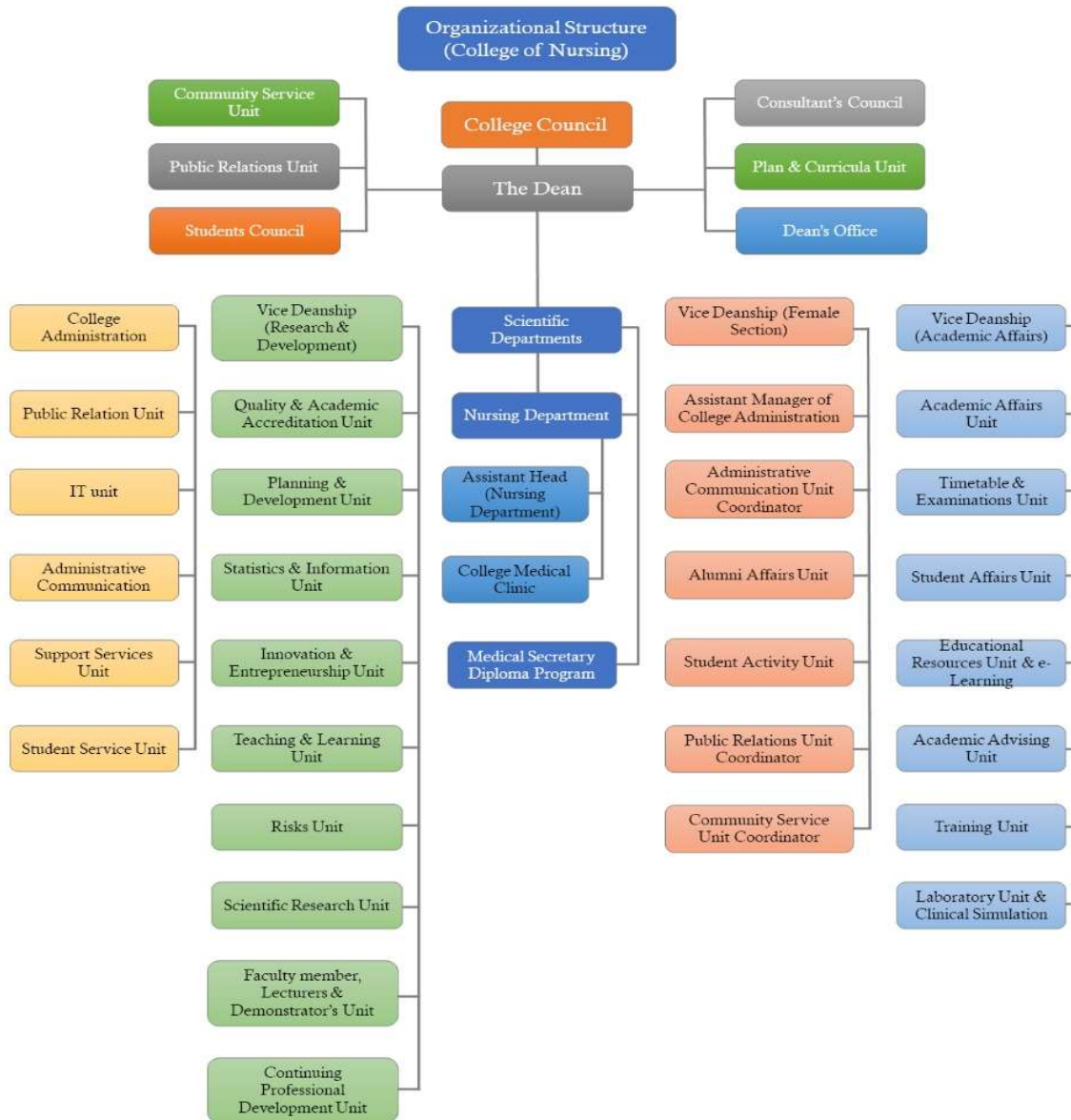
## Department Tasks

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1. Updating educational programs and linking them to the needs of society and the labor market.
2. Improving and developing the educational environment and infrastructure.
3. Providing educational experiences from faculty members who are able to transfer expertise and knowledge skills and provide high quality educational opportunities for students.
4. Developing the teaching, professional and research capabilities of the faculty members.
5. Deepening students' understanding of outstanding nursing skills to provide comprehensive nursing care.
6. Developing the ability to judge clinical cases through scientific investigation, critical thinking and logical analysis based on evidence.
7. Preparing nurses with high skill and efficiency in providing nursing care to patients according to international academic standards in the field of nursing and in accordance with Islamic and ethical principles and professional regulations.
8. Encouraging scientific research and carrying out nursing research directed at solving health problems with priorities in the local community.
9. Analyzing and studying the problems of the nursing profession and contributing to the advancement of the profession.
10. Improving and developing the competencies of the administrative body in order to keep pace with the changes and needs of the college.
11. Obtaining academic accreditation for academic programs.
12. Strengthening the college's role in community service and development and keeping pace with scientific development in the field of nursing and continuing education.

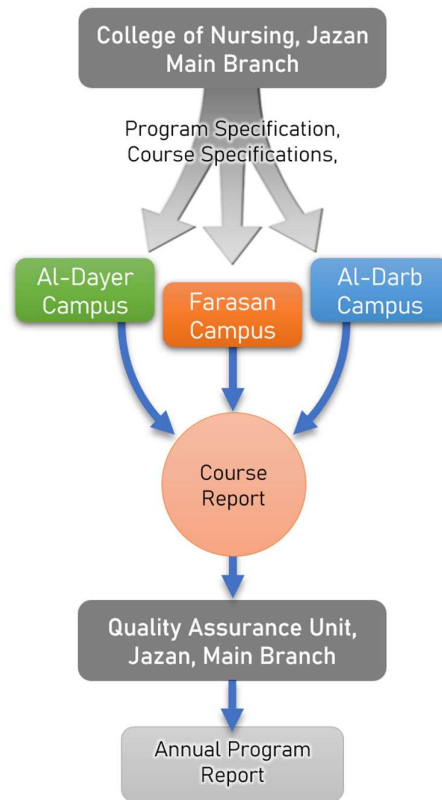


## College of Nursing: Organizational Chart





## Communication between the Main College and the Peripheral Branches



## Members of Operational Plan Committee (2021-2025)

The members of the Operational Committee are listed below:

| Name                            | Position |
|---------------------------------|----------|
| Prof. Dr. Mohammad Areeshi      | Head     |
| Dr. Hamad Ghalib                | Head     |
| Dr. Sajad Ahmed                 | Member   |
| Dr. Arshad Jawed                | Member   |
| Ms. Ana Maria Escolano-Castillo | Member   |

The committee members were selected from the Quality and Academic Accreditation Unit to ensure that both strategic and operational plans will constantly be monitored in all aspects of its implementation and progress. Moreover, related evidences and KPIs will be aligned with strategic directions and cover its fulfillment in both the main campus and peripheral branches.

The members of the KPIs committee are listed as below:

| Name                          | Position                 |
|-------------------------------|--------------------------|
| Prof. Dr. Mohammad Areeshi    | Head                     |
| Dr. Hamad Ghalib              | Head                     |
| Dr. Mohd Wahid                | Head of the Quality Unit |
| Ms. Raga Abd Elfatah Mohammed | Member                   |
| Ms. Sarah Al Sadig Ebrahim    | Member                   |
| Dr. Maha Abdallah Al Sadig    | Member                   |
| Mr. Abdullah Hamdi            | Member                   |
| Mr. Hussain Sebai             | Member                   |

The operational plan has been reviewed by the committee assigned by Dean of the College. The improvement priorities were added to the plan, as stated in the annual report of the college, and the strategic and operational plans were separated, so that the development of the new plan is measured annually based on the improvement priorities and performance indicators of the college.

## College of Nursing: Strategic Directions

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1. Quality of teaching and learning
2. Efficiency of research innovation
3. The effectiveness of community participation
4. Development and entrepreneurship

## College of Nursing: Strategic Goals

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1. Developing Information Technology (IT) infrastructure.
2. Developing and improving teaching and assessment methods.
3. Improving students' experience and excellence in performance.
4. Increasing and supporting scientific research and innovation and strengthening incentive mechanisms and research services.
5. Improving community services and quality of life through diverse cooperation and partnership with community and other related institutions.
6. Developing administrative processes and institutional performance.

The strategic goals are listed below, showing the alignment with the strategic goals of Jazan University.

Kingdom of Saudi Arabia  
Ministry of education  
Jazan University  
College of Nursing



المملكة العربية السعودية  
وزارة التعليم  
جامعة جازان  
كلية التمريض

## **Balanced Scorecard for the College of Nursing, Jazan University, Jazan**

## 1. Developing Information Technology (IT) infrastructure.

| Goal at the level of the College of Nursing (CON)  | Goal at the level of Jazan University (JU)   |
|--|--|
| Goal Number and Goal Description   | Goal Alignment with Jazan University   |
| CON 01: Developing Information Technology (IT) infrastructure  | JU 02: Developing an Information Technology (IT) infrastructure  |
| This goal seeks to activate both faculty and students on enhancing teaching and learning skills through the use of technology and multi-media.   | This goal seeks to activate and exploit technology and provide the necessary technical infrastructure in addition to ensuring its effectiveness in use and supporting the integration and quality of data in its digital framework to serve the educational and administrative process, including support systems for decision-making based on facts and data.         |
| Key Performance Indicators: College of Nursing (CON)   | Key Performance Indicators: Jazan University (JU)  |
| <ul style="list-style-type: none"> <li>KPI-P-02 Students' evaluation of quality of learning experience in the program.</li> <li>KPI-P-10 Students' satisfaction with the offered services.</li> <li>KPI-P-17 Satisfaction of beneficiaries with the learning resources.</li> </ul> | <ul style="list-style-type: none"> <li>Percentage of curricula and programs that have created a digital version of their content (ministry of Education).</li> <li>The percentage of the transfer of government's digital transactions (Ministry of Education).</li> <li>Satisfaction of stakeholders.</li> <li>Lowering expenditure in paper and printers.</li> </ul> |

### Objectives of the College of Nursing

- To employ e-learning tools in various assessment methods.
- To hold training courses for students and faculty members on how to use the Saudi Digital Library and related IT services.
- To encourage maximum utilization of available IT services.

## 2. Developing and improving teaching and assessment methods

| Goal at the level of the College of Nursing (CON)  | Goal at the level of Jazan University (JU)   |
|--|--|
| Goal Number and Goal Description   | Goal Alignment with Jazan University   |
| CON 02: Developing and improving teaching and assessment methods.  | JU 05: Improving academic programs.  |
| This goal seeks to develop current trends and improve approaches in teaching, learning and assessment methods.   | This goal focuses on the development of academic programs by improving teaching and learning methods in accordance with modern methods based on the use of student-centered strategies, developing complex skills such as critical thinking, understanding, discussion, analysis, conclusion and working to develop traditional evaluation methods in accordance with modern skills and acquired competencies.   |
| Key Performance Indicators: College of Nursing (CON)   | Key Performance Indicators: Jazan University (JU)  |
| KPI-P-02 Students' evaluation of quality of learning experience in the program.<br>KPI-P-03 Students' evaluation of the quality of the courses.<br>KPI-P-04 Completion rate.<br>KPI-P-05 First-year students retention rate.<br>KPI-P-06 Students' performance in the students' and/or national exams.<br>KPI-P-07 Graduates' employability & enrolment in post-graduate programs.<br>KPI-P-09 Employers' evaluation of the program graduates' proficiency.<br>KPI-P-10 Students' satisfaction with the offered services.<br>KPI-P-17 Satisfaction of beneficiaries with the learning resources. | <ul style="list-style-type: none"> <li>• Percentage of accredited academic programs (NCAAA).</li> <li>• First year retention rates (NCAAA).</li> <li>• Drop-out rate after secondary education (Ministry of Education-Vision Office)</li> <li>• Graduation rate of bachelor's degree in the specified time (NCAAA).</li> <li>• Student-to-faculty ratio (NCAAA).</li> <li>• Percentage of faculty members with doctorate degree (NCAAA).</li> <li>• Percentage of academic programs using standardized tests.</li> </ul> |
| Objectives of the College of Nursing   |  |
| 1. To improve students' learning and successful completion rates.<br>2. To achieve stated learning outcomes in all courses.<br>3. To align courses that are applicable and highly needed by appropriate markets.<br>4. To ensure faculty and students' satisfaction by creating an environment conducive for learning.   |  |



### 3. Improving students' experience and excellence in performance.

| Goal at the level of the College of Nursing (CON)   | Goal at the level of Jazan University (JU)   |
|---|--|
| Goal Number and Goal Description  | Goal Alignment with Jazan University   |
| CON 03: Improving students' experience and excellence in performance.   | JU 10: Improving Students Experience   |
| This goal seeks to improve students' academic experience and enhance learning performance.  | This goal seeks to improve the students' educational experience by improving educational processes, developing professional and technical skills and increasing the scientific knowledge of students, thereby contributing to providing equal scientific opportunities for members of society and raising the quality of educational outcomes. |
| Key Performance Indicators: College of Nursing (CON)  | Key Performance Indicators: Jazan University (JU)  |
| KPI-P-02 Students' evaluation of quality of learning experience in the program.<br>KPI-P-03 Students' evaluation of the quality of the courses.<br>KPI-P-08 Average number of students in the class.<br>KPI-P-10 Students' satisfaction with the offered services.<br>KPI-P-11 Ratio of students to teaching staff. | <ul style="list-style-type: none"> <li>• Student's evaluation of Quality of Learning in the Program (NCAAA).</li> <li>• Students' satisfaction with Learning Resources (NCAAA).</li> <li>• Satisfaction of Services Provided (NCAAA).</li> </ul>   |
| Objectives of the College of Nursing  |  |
| <ol style="list-style-type: none"> <li>1. To encourage students to maximize their learning potential.</li> <li>2. To provide adequate services and facilities to promote optimal academic performance.</li> <li>3. To conduct extra-curricular activities to stimulate study-life balance.</li> </ol>               |  |

#### 4. Improving students' experience and excellence in performance.

| Goal at the level of the College of Nursing (CON)  | Goal at the level of Jazan University (JU)   |
|--|--|
| Goal Number and Goal Description   | Goal Alignment with Jazan University   |
| CON 04: Increasing and supporting scientific research and innovation and strengthening incentive mechanisms and research services.   | JU 07: Increase support for scientific research and innovation.  |
| This goal seeks to provide varied forms of assistance and support to faculty members to participate in scientific research and innovation activities.                                  | This goal seeks to increase the university's support for scientific research and innovation by providing the right institutional framework and providing financial and human resources, which promotes the dissemination of a culture of innovation and creativity.  |
| Key Performance Indicators: College of Nursing (CON)   | Key Performance Indicators: Jazan University (JU)  |
| KPI-P-14 Percentage of publications of faculty members.<br>KPI-P-15 Rate of published research per faculty member.<br>KPI-P 16 Citations rate in referred journals per faculty member. | <ul style="list-style-type: none"> <li>Percentage of scientific publications of faculty members (NCAAA).</li> <li>Average research rate per faculty member (NCAAA).</li> <li>Rate of quotations in the research per faculty member (NCAAA).</li> <li>Percentage of budget allocated to scientific research (NCAAA).</li> <li>Number of research published in ISI (NCAAA) &amp; SCOPUS.</li> <li>External Research Funding Ratio (NCAAA).</li> <li>Number of patents, innovation and awards of excellence (NCAAA).</li> <li>Number of research partnerships (Ministry of Education Vision Office).</li> <li>Number of research partnerships between universities and the private sectors (MoE)</li> </ul> |

#### Objectives of the College of Nursing

1. To provide faculty support services in conducting research within the educational environment.
2. To enhance communication with supporters and sponsors.
3. To reward active participation in research competitions.
4. To increase number of research and publications by 70%.

## 5. Improving community services and quality of life through diverse cooperation and partnership with community and other related institutions.

| Goal at the level of the College of Nursing (CON)   | Goal at the level of Jazan University (JU)   |
|---|--|
| Goal Number and Goal Description  | Goal Alignment with Jazan University   |
| CON 05: Improving community services and quality of life through diverse cooperation and partnership with community and other related institutions.   | JU 12: Improving community service and quality of life.  |
| This goal seeks to provide activities that would improve the quality of life of communities at large with the help of various health institutions.  | This goal seeks to provide community services that contribute to raising the quality of life, as well as providing educational opportunities of equal quality and inclusiveness to all segments of society.  |
| Key Performance Indicators: College of Nursing (CON)  | Key Performance Indicators: Jazan University (JU)  |
| KPI-P-01 Percentage of achieved indicators of the program operational plan objectives   | <ul style="list-style-type: none"> <li>The total number of volunteer hours carried out by university students (Ministry Vision Office).</li> <li>Community Service Satisfaction (NCAAA).</li> <li>Percentage of community programs and initiatives (NCAAA).</li> </ul> |
| Objectives of the College of Nursing  |  |
| <ol style="list-style-type: none"> <li>To prepare varied programs for continuing education according to community needs.</li> <li>To strengthen the college's role in community activities through partnerships with institutions and organizations.</li> </ol> |  |

## 6. Developing administrative processes and institutional performance

| Goal at the level of the College of Nursing (CON)   | Goal at the level of Jazan University (JU)  |
|---|---|
| Goal Number and Goal Description  | Goal Alignment with Jazan University  |
| CON 06: Developing administrative processes and institutional performance.  | JU 06: Development of administrative processes  |
| This goal seeks to develop and improve existing administrative processes and governance within the college.   | This goal develops the mechanisms of internal administrative processes and services provided to all beneficiaries and the criteria for those processes and services to ensure the efficiency of the performance of the university by increasing the value-added tasks of each operation and reducing the tasks of non-added value. Internal operations include all university operations. |
| Key Performance Indicators: College of Nursing (CON)  | Key Performance Indicators: Jazan University (JU)   |
| KPI-P-01 Percentage of achieved indicators of the program operational plan objectives.<br>KPI-P-12 Percentage of teaching staff distribution.<br>KPI-P-13 Proportion of teaching staff leaving the program. | <ul style="list-style-type: none"> <li>Level of satisfaction of beneficiaries of administrative services.</li> </ul>  |

### Objectives of the College of Nursing

- To develop and improve organizational structure and all its units.
- To monitor governance criteria as to responsibility, accountability and transparency.

Kingdom of Saudi Arabia  
Ministry of education  
Jazan University  
College of Nursing



المملكة العربية السعودية  
وزارة التعليم  
جامعة جازان  
كلية التمريض

# Operational Plan

*for*

## Achieving the Strategic Goals

## Goal 01: Developing Information Technology (IT) infrastructure

**Objective 01: To employ e-learning tools in various assessment methods.**

**Initiative 1.1: To enhance use of technology and innovation in teaching methods and learning assessment**

| Activities  | Start    | Ends      | Responsibility              | Key Performance Indicator   | Resources  |
|---|----------|-----------|-----------------------------|---|--|
| 1.1.1 Enhance e-learning activities among students and faculty.<br>1.1.2. Using multimedia sources for teaching and learning. | Aug 2021 | June 2022 | e-learning & Resources Unit | KPI-P-02 Students' evaluation of quality of learning experience in the program. | <ul style="list-style-type: none"> <li>IT Department</li> <li>Workshops &amp; Seminars</li> <li>Software availability</li> </ul> |

**Objective 02: To hold training courses for students and faculty members on how to use the Saudi Digital Library and related IT services.**

**Initiative 1.2: To encourage full involvement of faculty and students in exploring available IT services that are being offered.**

|  |          |           |                             |  |  |
|--|----------|-----------|-----------------------------|--|--|
| 1.2.1 Conducting workshops and training courses related to offered IT services.<br>1.2.2 Updating and orienting students and faculty on available IT equipment(s). | Aug 2021 | June 2022 | e-learning & Resources Unit | <p>KPI-P-10 Students' satisfaction with the offered services.</p> <p>KPI-P-17 Satisfaction of beneficiaries with the learning resources.</p> | <ul style="list-style-type: none"> <li>IT Department</li> <li>Workshops &amp; Seminars</li> <li>Software availability</li> </ul> |
|--|----------|-----------|-----------------------------|--|--|

**Objective 03: To encourage maximum utilization of available IT services.**

**Initiative 1.3: To increase use of technology in teaching methods and assessments.**

|   |                |           |   |   |  |
|---|----------------|-----------|---|---|--|
| 1.3.1 Conduct assessments that will require students to use multimedia in compliance with given tasks.  | Every Semester | June 2022 | Academic Affairs Unit & responsible faculty | KPI-P-02 Students' evaluation of quality of learning experience in the program. | • Academic Program Manual                  |
| 1.3.2 Encourage faculty to be familiar with teaching approaches that is supported by modern technology. | Aug 2021       | June 2022 |   | KPI-P-17 Satisfaction of beneficiaries with the learning resources.             | • Technical assistance from IT department. |
| 1.3.3 Promote utilization of existing IT resources and facilities.                                      |                |           |   |   |  |



## Goal 02: Developing and Improving Teaching and Assessment Methods.

**Objective 01: To improve students' learning and successful completion rates.**

**Initiative 2.1: To periodically review students' progression and completion rates.**

| Activities   | Start             | Ends               | Responsibility                              | Key Performance Indicator  | Resources   |
|--|-------------------|--------------------|---|--|---|
| 2.1.1 Conducting workshops and trainings on latest trends in teaching methods.     | Aug 2021          | June 2022          | Continuing Professional Education Unit      | KPI-P-17 Satisfaction of beneficiaries with the learning resources   | <ul style="list-style-type: none"> <li>University Website</li> <li>Workshops &amp; Seminars</li> </ul>                                  |
| 2.1.2 Administering unified exams for all courses in main and peripheral branches. | Aug 2021          | June 2022          | Academic Affairs Unit & responsible faculty | KPI-P-03 Students' evaluation of the quality of the courses  | <ul style="list-style-type: none"> <li>Course specification and course syllabus.</li> </ul>   |
| 2.1.3 Monitoring students' status and progress in all courses.                     | Aug 2021          | June 2022          | Academic Advising Unit                      | KPI-P-03 Students' evaluation of the quality of the courses.<br>KPI-P-04 Completion rate.<br>KPI-P-05 First-year students' retention rate. | <ul style="list-style-type: none"> <li>College registrar department.</li> <li>Annual Program Report (APR) and Course Report.</li> </ul> |
| 2.1.4 Preparing test blueprint to ensure all topics will be covered.               | Start of Semester | Before Final Exams | Academic Affairs Unit & responsible faculty | KPI-P-03 Students' evaluation of the quality of the courses.   | <ul style="list-style-type: none"> <li>Course specification and course syllabus.</li> </ul>   |

**Objective 02: To achieve stated learning outcomes in all courses.**

**Initiative 2.2: To orient faculty in all branches of unified course learning outcomes and methods of assessments.**

|   |                         |           |   |  |  |
|---|-------------------------|-----------|---|--|--|
| 2.2.1 Aligning of course learning outcomes (CLOs) with program learning outcomes (PLOs) | Aug 2021                | June 2022 | Academic Affairs Unit & responsible faculty | KPI-P-02 Students' evaluation of quality of learning experience in the program | <ul style="list-style-type: none"> <li>IT Department</li> <li>Workshops &amp; Seminars</li> <li>Software availability</li> </ul> |
| 2.2.2 Complying with scheduled lectures written on course syllabus.                     | Start of every Semester | June 2022 | Responsible faculty                         | KPI-P-03 Students' evaluation of the quality of the courses.                   | <ul style="list-style-type: none"> <li>Course syllabus</li> </ul>  |

**Objective 03: To achieve stated learning outcomes in all courses.**

Initiative 2.2: To orient faculty in all branches of unified course learning outcomes and methods of assessments.

| Activities  | Start    | Ends      | Responsibility                                | Key Performance Indicator   | Resources   |
|---|----------|-----------|---|---|---|
| <p>2.2.3. Ensuring that assessment methods are appropriate for the course.</p> <p>2.2.4. Assigning course coordinators to monitor unified implementation of methods and assessments across all branches</p> <p>2.2.5. Administering unified exams for all courses in main and peripheral branches</p> | Aug 2021 | June 2022 | Academic Affairs Unit and responsible faculty | <p>KPI-P-02 Students' evaluation of quality of learning experience in the program</p> <p>KPI-P-03 Students' evaluation of the quality of the courses.</p> | <ul style="list-style-type: none"> <li>Course specification</li> <li>Course Report</li> </ul> |

**Objective 04: To align courses that are applicable and highly needed by appropriate markets.**

Initiative 2.3: To include learning outcomes and assessment methods that will help students land on highly demanded job placements and fields.

|   |          |           |   |  |  |
|---|----------|-----------|---|--|--|
| <p>2.3.1 Conducting surveys on hospitals to check for suitable nursing fields.</p> <p>2.3.2 Monitor nearby institutions with insufficient number of nursing staff.</p> <p>2.3.3 Awareness of new job areas that are being offered in the labor market.</p> <p>2.3.4 Attending conventions and conferences to be oriented with latest professional trends.</p> | Aug 2021 | June 2022 | Training Unit and Academic Affairs Unit | <p>KPI-P-06 Students' performance in the students' and/or national examinations.</p> <p>KPI-P-07- Graduates' employability and enrolment in post-graduate programs.</p> <p>KPI-P-09 Employers' evaluation of the program graduates' proficiency.</p> | <ul style="list-style-type: none"> <li>Available surveys and evaluation</li> <li>Hospitals and institutions within the region</li> </ul> |
|---|----------|-----------|---|--|--|

### Goal 03: Improving students' experience and excellence in performance.

#### Objective 01: To encourage students to maximize their learning potential.

##### Initiative 3.1: To motivate and inspire students to excel in various courses.

| Activities   | Start          | Ends      | Responsibility     | Key Performance Indicator  | Resources   |
|--|----------------|-----------|--------------------|--|---|
| <p>3.1.1 Allotting extra hours outside the classroom to entertain students' queries related to the course.</p> <p>3.1.2 Create a group chat via social platforms (WhatsApp, telegram, etc.) to be able to give quick responses.</p> <p>3.1.3 Regular dissemination of assessment results (quiz, assignments, research, etc.) after submission.</p> <p>3.1.4 Distributing unified rubrics to keep track of how requirements will be assessed.</p> | Every Semester | June 2022 | Respective Faculty | <p>KPI-P-02 Students' evaluation of quality of learning experience in the program.</p> <p>KPI-P-03 Students' evaluation of the quality of the courses.</p> | <ul style="list-style-type: none"> <li>Academic Affairs Unit</li> </ul> |

#### Objective 02: To provide adequate services and facilities to promote optimal academic performance.

##### Initiative 3.2: To ensure that needed resources will always be available and with easy access.

|   |          |           |  |   |  |
|---|----------|-----------|--|---|--|
| 3.2.1 Regular monitoring of classrooms and laboratories set-up to ensure availability of needed resources.  | Aug 2021 | June 2022 | Laboratory technicians & responsible faculty | KPI-P-03 Students' evaluation of the quality of the courses   | <ul style="list-style-type: none"> <li>Administrative Department</li> </ul>                                  |
| 3.2.2 Observing acceptable faculty-student ratio (maximum 1:30)   | Aug 2021 | June 2022 | Students' Registrar Department               | KPI-P-08 Average number of students in the class.   | <ul style="list-style-type: none"> <li>NCAAA Standards</li> </ul>  |
| <p>3.2.3 Providing supplemental student facilities (library, cafeteria, restrooms, study lounges).</p> <p>3.2.4 Maintaining cleanliness and orderliness of facilities including its environment and common areas.</p> | Aug 2021 | June 2022 | College Administration                       | <p>KPI-P-10- Students' satisfaction with the offered services.</p> <p>KPI-P-11 Ratio of students to teaching staff.</p> | <ul style="list-style-type: none"> <li>Academic Program Manual</li> <li>Administrative Department</li> </ul> |

**Objective 03: To conduct extra-curricular activities to stimulate study-life balance.**

**Initiative 3.3: To promote health awareness in all aspects of life.**

| Activities  | Start    | Ends      | Responsibility          | Key Performance Indicator                                   | Resources   |
|---|----------|-----------|-------------------------|---|---|
| <p>3.3.1 Creation of various student clubs to enhance social skills and friendship.</p> <p>3.3.2 Promoting health activities (physical exercises, yoga, Zumba, meditation) to reduce stress.</p> <p>3.3.3 Conducting social activities (gatherings, festivities, recreational games) to promote camaraderie.</p> <p>3.3.4 Installing "open boards" for students' free expression and statement.</p> | Aug 2021 | June 2022 | Students' Activity Unit | KPI-P-10- Students' satisfaction with the offered services. | <ul style="list-style-type: none"> <li>College Calendar of Activities (Annual and Semestral)</li> </ul> |

## Goal 04: Increasing and Supporting Scientific Research and Innovation and Strengthening Incentive Mechanisms and Research Services

**Objective 01: To provide faculty support services in conducting research within the educational environment.**

**Initiative 4.1: To ensure that needed resources related to research will be consistently available.**

| Activities   | Start    | Ends      | Responsibility  | Key Performance Indicator  | Resources  |
|--|----------|-----------|---|--|--|
| 4.1.1 Decreasing teaching credit hours for faculty conducting research.<br>4.1.2 Providing resources (paper, printer, office supplies) needed for fulfilling researches.<br>4.1.3 Designating a specific office or area to faculty to complete his/her work.<br>4.1.4 Funding researches that would completely benefit the college and all its stakeholders. | Aug 2021 | June 2022 | Academic Affairs, Department Head and Research Development Unit | KPI-P-14 Percentage of publications of faculty members.<br><br>KPI-P- 15 Rate of published research per faculty.<br><br>KPI-P-16 Citation rate in referred journal per faculty member. | <ul style="list-style-type: none"> <li>Deanship of Scientific Research</li> <li>College Research Plan</li> </ul> |

**Objective 02: To enhance communication with supporters and sponsors.**

**Initiative 4.2: To assist faculty in raising funds needed for research.**

|   |          |           |   |  |                                 |
|---|----------|-----------|---|--|---------------------------------|
| 4.2.1 Providing assistance for funding from university and college for scientific and clinical researches.<br>4.2.2 Solicit external financial resources to support research expenditures.  | Aug 2021 | June 2022 | Academic Affairs, Department Head and Research Development Unit | KPI-P-14 Percentage of publications of faculty members.<br><br>KPI-P- 15 Rate of published research per faculty. | Deanship of Scientific Research |
| 4.2.3 Screening abstracts and proposals that can create revenues for the college.<br>4.2.4 Conducting activities (exhibits, auctions, garage sale) that will help raise funds for research. | Aug 2021 | June 2022 | Students Activity Unit  | KPI-P-16 Citation rate in referred journal per faculty member.   | Deanship of Scientific Research |

**Objective 03: To reward active participation in research competitions.**

**Initiative 4.3: To motivate faculty be more active in conducting researches**

| Activities   | Start    | Ends      | Responsibility   | Key Performance Indicator   | Resources  |
|--|----------|-----------|--|---|--|
| <p>4.3.1 Posting announcements on college and university websites on recently completed researches that earned awards.</p> <p>4.3.2 Providing financial incentives to active participants on research competitions.</p> <p>4.3.3 Giving extra merits to active staff conducting researches in terms of recognition and compliments.</p> <p>4.3.4 Assisting faculty to look for sponsors to aid in research publications.</p> | Aug 2021 | June 2022 | Academic Affairs,<br>Department Head and Research Development Unit | <p>KPI-P-14 Percentage of publications of faculty members.</p> <p>KPI-P- 15 Rate of published research per faculty.</p> | <ul style="list-style-type: none"> <li>Deanship of Scientific Research</li> <li>College Research Plan</li> </ul> |

**Objective 04: To increase number of research and publications by 70%.**

**Initiative 4.4: To stimulate faculty's personal and professional growth through research works and activities.**

| Activities   | Start    | Ends      | Responsibility   | Key Performance Indicator   | Resources  |
|--|----------|-----------|--|---|--|
| <p>4.4.1 Decreasing teaching loads for faculty who are active in conducting research.</p> <p>4.4.2 Providing assistance for funding for scientific and clinical researches.</p> <p>4.4.3 Sending staff to attend national and international scientific conferences.</p> <p>4.4.4 Conducting activities (Research Day, Scientific Conference) that would encourage staff's interest in conducting research.</p> <p>4.4.5 Conducting regular workshops, seminars and trainings to help improve research writing.</p> | Aug 2021 | June 2022 | Academic Affairs,<br>Department Head and Research Development Unit | <p>KPI-P-14 Percentage of publications of faculty members.</p> <p>KPI-P- 15 Rate of published research per faculty.</p> <p>KPI-P-16 Citation rate in referred journal per faculty member.</p> | <ul style="list-style-type: none"> <li>Deanship of Scientific Research</li> <li>College Research Plan</li> </ul> |



## Goal 05: Improving community services and quality of life through diverse cooperation and partnership with community and other related institutions.

Objective 01: To prepare varied programs for continuing education according to community needs.

Initiative 5.1: To cover nearby communities' needs by including them in offered programs and courses.

| Activities  | Start    | Ends      | Responsibility  | Key Performance Indicator  | Resources   |
|---|----------|-----------|---|--|---|
| 5.1.1 Creating programs (bridging, midwifery, medical secretary, post-graduate) that would attend to community's immediate needs. | Aug 2021 | June 2022 | Vice-Dean of Female Section and Student Activities Unit | KPI-P-01 Percentage of achieved indicators of the program operational plan objectives. | <ul style="list-style-type: none"> <li>Programs offered by the college</li> <li>College's Calendar of activities</li> </ul> |
| 5.1.2 Conducting seminars and workshops related to community health teaching.   |          |           |   |  |   |
| 5.1.3 Conducting surveys and interviews on adapted and nearby communities to be aware of their immediate and urgent needs.        | Aug 2021 | June 2022 | Training Unit   |  |   |
| 5.1.4 Periodic ocular visits on primary health care centers and hospitals to be oriented on common problems faced.                |          |           |   |  |   |

Objective 02: To strengthen the college's role in community activities through partnerships with institutions and organizations

Initiative 5.1: To increase networks and linkages to foster active participation in community activities.

|   |          |           |   |  |  |
|---|----------|-----------|---|--|--|
| 5.2.1 Conducting medical missions and outreach activities for communities within the region.                                    | Aug 2021 | June 2022 | Vice-Dean of Female Section and Student Activities Unit | KPI-P-01 Percentage of achieved indicators of the program operational plan objectives. | <ul style="list-style-type: none"> <li>College's Calendar of activities</li> <li>List of nearby hospitals, institutions and hospitals</li> </ul> |
| 5.2.2 Providing health teachings to selected target groups (schools, malls, companies).   |          |           |   |  |  |
| 5.2.3 Participating in activities conducted by hospitals and institutions.  |          |           |   |  |  |
| 5.2.4 Utilizing social media (Facebook, SnapChat, WhatsApp, Instagram, YouTube) as a tool to promote health and prevent illness |          |           |   |  |  |

## Goal 06: Developing administrative processes and institutional performance.

**Objective 01: To develop and improve organizational structure and all its units.**

**Initiative 6.1: To make clear and concise lines of authorities and boundaries and their respective responsibilities.**

| Activities   | Start    | End       | Responsibility  | KPIs   | Resources   |
|--|----------|-----------|---|--|---|
| 6.1.1 Updating the organizational manuals for all units.<br>6.1.2 Building job description guides for all involved positions.<br>6.1.3 Developing a task and procedure flow map. | Aug 2021 | June 2022 | University,<br>College Dean,<br>Vice-Deans,<br>Human<br>Resources | KPI-P-01 Percentage of achieved indicators of the program operational plan objectives.<br><br>KPI-P-13 Proportion of teaching staff leaving the program. | <ul style="list-style-type: none"> <li>University employee manual</li> <li>College employee manual</li> </ul> |

**Objective 02: To monitor governance criteria as to responsibility, accountability and transparency.**

**Initiative 6.2: To enhance a working environment that is free from misunderstandings and any forms of grievances.**

|   |          |           |  |  |   |
|---|----------|-----------|--|--|---|
| 6.2.1 Creating an environment of open and free communication.<br>6.2.2 Disseminating information and announcement in understandable language.<br>6.2.3 Assigning tasks and duties to qualified employees. | Aug 2021 | June 2022 | College Dean,<br>Vice-Deans<br>and Heads of<br>Departments | KPI-P-01 Percentage of achieved indicators of the program operational plan objectives.<br><br>KPI-P-12 Percentage of teaching staff distribution.<br><br>KPI-P-13 Proportion of teaching staff leaving the program | <ul style="list-style-type: none"> <li>University employee manual</li> <li>College employee manual</li> </ul> |
|---|----------|-----------|--|--|---|

## Key Performance Indicators (KPIs): List and Description

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KPI-P-01 Percentage of achieved indicators of the program operational plan objectives.

KPI-P-02 Students' evaluation of quality of learning experience in the program.

KPI-P-03 Students' evaluation of the quality of the courses.

KPI-P-04 Completion rate.

KPI-P-05 First-year students retention rate.

KPI-P-06 Students' performance in the students' and/or national examinations.

KPI-P-07 Graduates' employability and enrolment in post-graduate programs.

KPI-P-08 Average number of students in the class.

KPI-P-09 Employers' evaluation of the program graduates' proficiency.

KPI-P-10 Students' satisfaction with the offered services.

KPI-P-11 Ratio of students to teaching staff.

KPI-P-12 Percentage of teaching staff distribution.

KPI-P-13 Proportion of teaching staff leaving the program.

KPI-P-14 Percentage of publications of faculty members.

KPI-P-15 Rate of published research per faculty member.

KPI-P-16 Citations rate in referred journals per faculty member.

KPI-P-17 Satisfaction of beneficiaries with the learning resources.