College of
DENTISTRY

KSAU-HS

STRATEGIC PLAN

2017-2022

Mission Alignment: University, College and Program

D.M.D. Program Core Values and Graduate Attributes

CORE VALUES

1. Ethical Behavior: honesty, respect, fairness and compassion
2. Teamwork: collaboration and cooperation
3. Accountability: exceeding the standards of accountability
4. Transparency: acting with clarity
5. Excellence: commitment to quality performance, innovation and creativity

PROGRAM GRADUATE ATTRIBUTES

1. In-depth knowledge
2. Critical thinking and problem solving
3. Proficiency in research
4. Life-long learning
5. Efficient team work
6. Uphold highest standard of ethics
7. Effective communication
8. Safe patient care and competency in discipline-related skills.
9. Technology-oriented.

GOALS, PROJECTS, INITIATIVES

1. ***Promote College of Dentistry as an internationally acclaimed College by continuously enhancing academic programs that produce competent oral health care professionals.***

   This goal is achieved by the following projects, underneath are the initiatives to support each projects:

   a. Stride towards excellence in teaching through regular evaluations of effectiveness, continuous faculty development, appropriate use of technology, and consistency of terms and tools across the curriculum.
      - a.1 Implement a curriculum monitoring with subject mapping and create and merge initiatives for advanced dental digital technologies.
      - a.2 Alignment of the course learning outcomes with the program learning outcomes and assessment methods.
      - a.3 Utilize student and faculty course surveys together with peer assessment of content, for continuous improvement of courses and teaching, as well as faculty professional development.
      - a.4 Establish an enhanced role for students in the curriculum.
      - a.5 Incorporate more course content of community service in the curriculum.

   b. Prepare graduates with the knowledge and skills for a rapidly evolving health care system within the approved attributes and values of the College and the community.
      - b.1 Establish a Continuing Educational Unit to conduct workshops to train the students and dentists to utilize new technologies in clinical practice.
      - b.2 Engage students in decision-making and leadership roles in College Committees.
      - b.3 Plan for annual career counseling for students and interns thru various webinar sessions.
      - b.4 Incorporate more Course Learning Outcomes that address private management and business principles.

   c. Foster a College-wide climate of professional development that values teaching and instructional best practices.
      - c.1 Create Faculty Development Unit to initiate a system for focused professional development of the faculty staff.
      - c.2 Utilize available web-based technology for faculty development e.g. webinar, etc.
      - c.3 Attract high-caliber College of Dentistry graduates to be a future faculty in the College of Dentistry.

   d. Increase national and international competitiveness of pre-doctoral program and its graduates.
      - d.1 Achieve national accreditation.
      - d.2 Benchmark the College of Dentistry curriculum with one of the well-recognized international schools.
      - d.3 Align the progress test with the National Board Exam (SDLE).
      - d.4 Organize career counselling, alumni day, and job fairs for students and graduates.
      - d.5 Establish Advisory Committee with members from local community and international experts.

2. ***Aspire to be recognized as the National Oral Health Research Center.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Establish a Research Board Committee.
   - a.1 Restructure the Research Committee into a Research Board.

b. Encourage all College of Dentistry Members to participate in Oral Health Research.
   - b.1 Establish minimum standards on publication of papers to annual portfolio of faculty members.
   - b.2 Establish performance based incentive for research activities.
   - b.3 Identify research mentors that can develop research teams of faculty members and students.
   - b.4 Utilize existing institute resources and courses to improve productivity of research projects among College of Dentistry staffs and students.
   - b.5 Collaborate with KAIMRC to develop a research summer school for College of Dentistry students.
   - b.6 Utilize research courses in the curriculum to increase the level of participation of students and faculty in research projects.

c. Develop a research initiatives within College of Dentistry that are aligned with KAIMRC and King Abdulaziz City of Science & Technology (KACST).
   - c.1 Review initiatives of KAIMRC and KACST.
   - c.2 Align College of Dentistry research teams with KAIMRC research teams and with KAIMRC research teams.
   - c.3 Adopt KAIMRC guidelines and policies into College of Dentistry research activities.

d. Facilitate research conduction by faculty and students.
   - d.1 Prepare database of available research resources and opportunities for faculty, staff, students, and interns.
   - d.2 Recruit active researchers through visiting professor program to encourage research within the college..

3. ***Improve the oral health of the community through community services programs.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Provide outstanding community services and inspire civic engagement.
   - a.1 Promote the oral health of our local community and raise the visibility of the College of Dentistry by expanding the number of oral health outreach programs.
   - a.2 Integrate a minimum of 20 hours community service to the 4 years of the DMD curriculum.
   - a.3 Utilize the Mobile Dental Units of the MNG-HA in collaboration with KADC to increase access to care.
   - a.4 Create a website for oral health care awareness, education and prevention of dental diseases that is accessible to the public.

b. Develop global partnerships to improve oral health.
   - b.1 Engage and participate in the global health initiatives and other collaborative opportunities.
   - b.2 Promote oral health care in collaboration with national private and public stakeholders to enhance community health.
   - b.3 Benchmark with a well-recognized international institute.
   - b.4 Utilize the visiting professor program to collaborate with high caliber professors and programs.

4. ***Create a patient-centered clinical practice that enhances the experience of the patient, student, faculty, and staff.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Provide patient-centered care using quality assurance measurements.
   - a.1 Encourage distinguished staff to obtain part-time M.S. degree on Quality.
   - a.2 Develop Clinical Quality Unit.
   - a.3 Benchmark clinical policies and procedures with JCIA, OSHA, and CBAHI standards.

5. ***Enhance the internal quality assurance system in the College to ensure the sustainability of quality assurance processes and achieve the requirements of accreditation in a timely manner.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Focus the efforts to prepare the College to obtain national and international accreditation.

   - a.1 Establish a functioning Internal Quality Assurance System within the College.
   - a.2 Achieve national accreditation before the end of 2019.
   - a.3 Apply for international accreditation by 2020.

6. ***Attract, recruit, and retain highly qualified faculty and staff at the College of Dentistry, and provide opportunities for professional development.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Foster academic environment to be conducive for professional development and educational opportunities.
   - a.1 Develop employee performance indicators.
   - a.2 Develop award programs for faculty, academic professionals, and College of Dentistry staff in recognition of their contributions to the College of Dentistry.
   - a.3 Create scheme for student exchange and short visits by distinguished academics.
   - a.4 Encourage distinguished staff to apply for part-time degrees.
   - a.5 Establish visiting professor program.

b. Recruit and retain excellent faculty members and staff to support the College educational mission.
   - b.1 Pursue market analysis to determine competitive salary rates for faculty and staff and request funding for market adjustment, when needed.
   - b.2 Formulate and establish robust faculty and staff development program, including a mentoring system for new faculty.
   - b.3 Exit interview should be routinely conducted to explore the opportunities to improve retention of competent faculty and College of Dentistry staff.
   - b.4 Review faculty and employee satisfaction surveys.

c. Provide supportive and welcoming learning and cultural environment to enhance the feeling of belongingness to the institution.
   - c.1 Conduct social committee to organize sport events and extracurricular social activities.
   - c.2 Conduct multi-cultural events.
   - c.3 Create social media page for the faculty and students to exchange opinions, share views, advertise social, and scientific activities.
   - c.4 Improve the annual orientation of new faculty members to include social sport activities.
   - c.5 Create social and cultural events during the academic year.

7. ***Consolidate the integration of Dental Services-KAMC, College of Dentistry-KSAU-HS, and KAIMRC to reach the status of a unified oral health care system.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Maximize administrative efficiency between Dental Services-KAMC and College of Dentistry-KSAU-HS.
   - a.1 Create a Task Force from Dental Services-KAMC and College of Dentistry-KSAU-HS who will be responsible for development of action plan for consolidation of the two entities.
   - a.2 Create a joint Executive Board for Dental Services-KAMC and College of Dentistry-KSAU-HS, which will be responsible for the integration of clinical services, resources, and other operational services for the patients of both KAMC and College of Dentistry.
   - a.3 Utilize relevant manpower and resources of Dental Services-KAMC, College of Dentistry-KSAU-HS, and KAIMRC in accordance to the policies of the institution in terms of teaching, research, and patient care.

8. ***Develop and maintain additional sustainable financial resources for College of Dentistry.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Maximize utilization of resources and achieve operational excellence.
   - a.1 Establish Business Development Unit in College of Dentistry to generate through utilization of College of Dentistry resources.
   - a.2 Explore alternative funding streams like investments, alumni, philantrophic organizations, etc.
   - a.3 Expand on postgraduate education and advanced education through collaboration with other organizations.
   - a.4 Implement processes that would decrease waste and avoid additional costs through administrative efficiencies and share services.

9. ***Improve the administrative efficiency of the College and its related Department's .***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Improve the workflow in the College to achieve operational excellence.
   - a.1 Evaluate and reorganize staff responsibilities based on the approved job description to efficiently address the College's needs.
   - a.2 Create and implement plans to provide guidelines and standards for departments to follow i.e. IPP, in accordance to the APP of the University.
   - a.3 Design administrative flowcharts per departments and units.
   - a.4 Evaluate and redesign administrative, compliance and approval processes, in alignment to the University policies and procedures.
   - a.5 Enhance communication using various means between the leaders, staff, and students.
   - a.6 Increase the paperless workflow within the College.

10. ***Enrich the quality of campus life and sense of community amongst members of the College.***

This goal is achieved by the following projects, underneath are the initiatives to support each projects:

a. Improve the College life/experience to maximize good practices and enhance students' academic and social engagement.
   - a.1 Maintain an environment that increases dental students' desire and ability to engage in extracurricular activities.
   - a.2 Enhance inter-campus communications from University services to all faculty and students in the College.
   - a.3 Maintain the College environment that promotes community among faculty.
   - a.4 Place renewed emphasis on campus beautification and on becoming a "green" campus.
   - a.5 Encourage "green initiatives" to increase awareness towards saving energy, recycling, and reducing waste as part of social responsibility.
   - a.6 Recognize and reward students and staff in participating in extracurricular activities.
   - a.7 Plan extracurricular and non-academic activities through a social committee.

College of Dentistry (COD) STRATEGIC PLAN GOALS ALIGNMENT WITH AAFAQ AND VISION 2030 KINGDOM'S GOALS			
COD GOALS	**UNIVERSITY GOALS**	**AAFAQ GOALS**	**VISION 2030 KINGDOM'S GOALS**
1. Promote College of Dentistry as an internationally acclaimed College by continuously enhancing academic programs that produce competent oral health care professionals.	1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that produce competent health care professionals and engaged citizens.	Track 1: Access Goal 1: Avail access for qualified students to enroll in University Education. Goal 2: Improve the distribution of students' enrollment across disciplines to meet the future national need. Goal 3: Increase the University efficiency system. Track 2: Human Resources Goal 7: Foster a culture of students' competitiveness and skills development. Track 7: Information Technology Goal 18: Align and integrate IT structures, systems, and applications for higher education.	1. Close the gap between the outputs of higher education and the requirements of the job market. 4. Have at least five Saudi universities among the top 200 universities in international rankings. 5. Help our students achieve results above international averages in global education indicators.
2. Aspire to be recognized as the National Oral Health Research Center.	2. Strengthen health sciences research and scholarly activities that are nationally relevant and internationally competitive.	Track 4: Research and innovation Goal 10: Increase the number of researches, in accordance with the best international rates. Goal 11: Enhance the research expenditure at par with best international practices.	2. Help guide students to make careful career decisions.

		Goal 12: Enhance capacity, productivity and quality of research innovation. Goal 13: Improve research management and coordination, and anvil the necessary conducive environment.	
3. Improve the oral health of the community through community service programs.	3. Create and facilitate University-wide involvement in services that promote community health and engage in social responsibility.	Track 8: Infrastructure Goal 20: Sustain, maintain infrastructure and provide a conducive environment for learning and research.	
4. Create patient-centered clinical practice that enhances the experience of the patient, student, faculty, and staff.	3. Create and facilitate University-wide involvement in services that promote community health and engage in social responsibility.		
5. Enhance the internal quality assurance system in the College to ensure the sustainability of quality assurance processes and achieve the requirements of accreditation in a timely manner.	4. Enhance the internal quality assurance system to ensure the sustainability of quality assurance processes and achieve the required accreditation in a timely manner.	Track 1: Access Goal 3: Increase the University efficiency system.	4. Have at least five Saudi universities among the top 200 universities in international rankings.
6. Attract, recruit, and retain highly qualified faculty and staff at the College of Dentistry, and provide opportunities for professional development.	5. Attract, recruit, and retain highly qualified faculty and other personnel, and provide opportunities for professional enhancement.	Track 2: Human Resources Goal 4: Improve student-to-faculty ratio to be in line with international best practices. Goal 5: Increase the percentage of faculty holding doctoral degrees, develop, and retain them. Goal 6: Enhance staff qualification, skills, and performance.	3. Train students and facilitating their transition between different educational pathways.

7. Consolidate the integration of Dental Services-KAMC, College of Dentistry-KSAU-HS, and KAIMRC to reach the status of a unified oral health system.	6. Consolidate the integrations of Medical Cities, the University, and the Research Center to reach the status of a unified health system.	Track 5: Governance Goal 14: Improve flexibility and responsiveness, assign clear responsibilities, and maintain institutional accountability.	
8. Develop and maintain additional sustainable financial resources for College of Dentistry.	7. Fortify the financial foundation of the University.	Track 6: Financing Goal 16: Sustain and diversify resources of funds for higher education.	4. Have at least five Saudi universities among the top 200 universities in international rankings.
9. Improve the administrative efficiency of the College and its related Departments.	8. Foster administrative performance that facilitates timely decision-making and efficiency at all levels of the institution.	Track 5: Governance Goal 14: Improve flexibility and responsiveness, assign clear responsibilities, and maintain institutional accountability. Goal 15: Promote excellence in leadership, cooperation, and transparency within the higher education system.	
10. Enrich the quality of campus life and sense of community amongst members of the college.	9. Enrich the quality of campus life and sense of community.	Track 7: information Technology Goal 17: Avail low-cost access to broadband network Goal 19: Produce and disseminate e-contents for the higher education community and Society at large.	2. Help guide students to make careful career decisions.