STRATEGIC PLAN
2016-2021

TRANSFORMING VISION INTO REALITY   KSAU-HS 2021

A University for the Nation's Health

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King Saud bin Abdulaziz University for Health Sciences

Al Ahsa الأحساء • Jeddah جـــدة • Riyadh الريـاض

A University for the Nation's Health

President's Address

Dr. Bandar Al Knawy

University President

King Saud bin Abdulaziz University for Health Sciences (KSAU-HS) was founded in 2005. To achieve success at the highest level, the University developed the first Strategic Plan to cover the period from 2008 – 2015, aiming toward University growth and advancement through leadership in health professions education. The first strategic plan has served as the roadmap for successful accomplishment of its goals, implementing the planned academic programs, and materialized in transferring to three modern University campuses. Hence, we had to work on a new strategic plan for the University to complement previous efforts and to be consistent with national endeavors to reach the aspirations set in the goals of "Saudi Vision 2030". These reflect the vision of Custodian of the Two Holy Mosques, the Crown Prince, and the Deputy Crown Prince. This plan is also blessed with the support of His Royal Highness the Minister of National Guard and the Minister of Education; making it a great opportunity to contribute in enhancing the quality of higher education in the country. The new strategic plan for the next five years (2016 – 2021) is proudly developed by the University faculty and staff with support from international consultants. It is developed to also be compatible with the national plans and the plan for the future of University Education in the Kingdom (AAFAQ 2029) through the adoption of its projects and initiatives that serve the enhancement of health education, research and community service. Moreover, it also contributes to the achievement of the University vision to be recognized and distinguished internationally.

Strategic Plan Foreword

**Prof. Mohamed
Al Moamary**

Vice President, Development
and Quality Management

For the past seven years (2008-2015), KSAU-HS Strategic Plan has well-served the University's needs by providing a road map for progressive growth, development and leadership in health profession education. Today, the University is well positioned to take the next steps in its development; thus, a new strategic plan is needed to consolidate the current situation and guide success for further achievements. The University Strategic Plan (KSAU-HS 2021) is developed to be an integral part of the Saudi Vision 2030 and sharing with it the ambition to achieve high quality knowledge and education to facilitate career development of health care professionals, international recognition of Saudi Universities, and preventive medicine to strengthen the health of Saudi citizens. This plan is also designed to complement the Plan for the Future of University Education in the Kingdom (AAFAQ 2029) by creating projects and initiatives that provide advanced health sciences education, research and community services that have shared outcomes with AAFAQ. The updated University mission is consistent with AAFAQ by expanding the education of Saudi citizens, delivering high quality education, and being differentiated in health professions education. The new vision is built on the achievements in the past decade of being a leader in health professions education nationally and regionally; hence, it is now the University's ambition to look for a global position. Therefore, the new KSAU-HS 2021 plan sets the course for the next five years and provides the means to monitor progress and accomplishments; aiming toward global leadership in health professions education. KSAU-HS 2021 Strategic Plan focuses on nine strategic goals and the corresponding projects, initiatives, and related performance management tools. The strategic plan also reinforces the University's commitment to excellence in research, patient care, and community service.

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Establishment

Though KSAU-HS was formally established in March 2005, its roots extend back to the mid-1980s with the establishment of postgraduate training programs in the Ministry of National Guard Health Affairs (MNG-HA) hospitals in Riyadh and Jeddah. The strong foundation of academia over the following two decades had led to the milestone of establishing the first undergraduate program for nursing in 2001. With the transformation of the Academic Affairs for Postgraduate Training Programs into the Deanship of Postgraduate Studies, the foundation of College of Medicine-Riyadh in 2004 and the College of Nursing-Riyadh, the nucleus of the University was founded and named "King Abdulaziz Medical City (KAMC) Academy for Health Sciences" as another milestone. Subsequently, Custodian of the Two Holy Mosques, King Abdullah bin Abdulaziz Al Saud announced on the 5th of Safar 1426H (March 16, 2005) the foundation of KSAU-HS with the main campus in Riyadh and two branches in Jeddah and Al-Ahsa. In 2006, research activities under MNG-HA was transformed to a new entity; "King Abdullah Center for Medical Research" (KAIMRC). This had led to the foundation of a comprehensive complex health system that provides patient care, research and education. Over three years (2005-2008), this authentic transformation was translated into a University Strategic Plan that was formally launched and laid down the cornerstone of three modern campuses by Custodian of the Two Holy Mosques, King Abdullah bin Abdulaziz Al Saud on May 2008. Much has been accomplished since then which is strengthened by moving to the three campuses in 2013 and the access to excellent clinical education and training sites at MNG-HA medical cities.

The University has undertaken an extensive effort building program that has produced a superb clinical simulation center, a state-of-the-art physical activities center, a, first-class teaching

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and research facilities, and a village for on-campus faculty housing. University colleges and programs have implemented contemporary curricula designed to meet the best educational standards through collaborative work with leading top international Universities. Highly qualified multicultural faculty and staff have been recruited, and ambitious scholarship program was launched since the University inception. This includes the fields of English teaching, Health Informatics, Basic Sciences and Clinical Sciences where faculty are educated and trained at world-class academic medical centers around the world. The affiliation and partnership between the University and the Research Center materialized into collaborative health-related research activities that are nationally relevant and internationally significant. Over a decade, the University founded robust community services for the health sector in the form of continuing medical education and support for scientific societies; and to the society by reaching to the community with health promotion activities that enhance the health of the society.

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KSAU-HS mission, vision and core values are prepared with the consideration of Islamic values, societal perspectives, the Saudi Vision 2030, the national development plan and strategic goals, the policies and future plan for higher education in the Kingdom of Saudi Arabia, national and international accreditation requirements, and stakeholders inputs. These statements aim toward ambitious and balanced transformation to address the national requirements while keeping the global dimension. Based on the above, the mission, vision and core values were formulated.

Vision

To achieve global leadership in health professions education with commitment to excellence in research, patient care, and community service.

Mission

KSAU-HS provides high quality health sciences education, health-related research, and community services that promote the health of society.

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Core Values

- **Ethical behavior**: honesty, respect, fairness, and compassion.
- **Teamwork**: collaboration and cooperation.
- **Accountability**: fulfilling duty.
- **Transparency**: acting with clarity.
- **Excellence**: commitment to quality performance, innovation and creativity.

Major Objectives

1. To offer innovative undergraduate and postgraduate health education programs that meet the highest international standards in an intellectually rich student-centered environment.
2. To create highly competent healthcare professionals who think critically, communicate effectively, maintain Islamic values, respect societal perspective, and promote exemplary citizenship.
3. To use the rich expertise and resources of affiliated clinical institutes and service activities to improve the health status and well-being of society.
4. To foster a strong research culture within the University.
5. To be a public-spirited and internationally engaged institution that is highly regarded for its distinctive contributions and services to Saudi society and the international community.

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Strategic Goals and Initiatives

1. **Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.**
   This goal is achieved by the following projects:
   a. Ensure systematic instructional program review.
   b. Develop and expand academic programs in areas of assessed need and opportunity.
   c. Promote and develop interprofessional education, training, and practice.
   d. Ensure that student research is integrated into all academic programs.
   e. Operationalize the Clinical Skills Simulation Center to serve all academic programs and the University.
   f. Create postgraduate training programs for the health professions and enhance the excellence of training in existing programs.
   g. Enhance the University's global ranking.

2. **Strengthen health sciences research and scholarly activities that are nationally relevant and internationally competitive.**
   This goal is achieved by the following projects:
   a. Align the research missions, strategic goals, and policies and procedures of the university and the Research Center for greater synergy.
   b. Create a University organizational research structure with policy and procedures that encourage increased faculty and student research.
   c. Increase funding from grants and other extramural sources.
   d. Develop and implement a University Strategic Plan for research to guide the leadership, coordination, and enhancement of research activities within the University.

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3. Create and facilitate University-wide involvement in services that promote community health and engage in social responsibility.

This goal is achieved by the following projects:

a. Enhance the University brand identity for all educational, research, and community service programs of the University within the medical cities.

b. Enhance the University portal to reflect the KSAU-HS reality, and provide comprehensive services for University citizens.

c. Develop partnerships between student medical health service providers and community stakeholders to enhance social responsibility.

d. Develop programs in which University faculty collaborate with students in providing community health and wellness services.

e. Develop continuing education programs that are delivered through innovative technology and simulation.

f. Create an organizational structure to centralize community service.

g. Conduct population health research along with providing community services.

4. Enhance the internal quality assurance system to ensure the sustainability of quality assurance processes and achieve the required accreditation in a timely manner.

This goal is achieved by the following projects:

a. Ensure that the targeted quality is being met, exceeded, and/or sustained using continuous assessment and feedback.

b. Achieve timely accreditation by national and selected international organizations at the institutional and program levels.

c. Implement an automated system that documents the required excellence level of accredited University programs.

d. Provide timely feedback and dashboards that track quality activities.

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5. Attract, recruit, and retain highly qualified faculty and other personnel, and provide opportunities for professional enhancement.

    This goal is achieved by the following projects:

    a. Intensify efforts through innovative approaches that recruit and retain dedicated, talented, and creative faculty and staff.
    b. Develop policies and procedures related to non-faculty career ladders to enhance recruitment and employee advancement.
    c. Activate the Institute of Medical Education.
    d. Improve the objectivity of faculty and staff evaluation procedures.

6. Consolidate the integrations of Medical Cities, the University, and the Research Center to reach the status of a unified health system.

    This goal is achieved by the following projects:

    a. Create a joint executive board responsible for developing and implementing a unified health system between Medical Cities, the University, and the Research Center.
    b. Develop policies and procedures that enable University faculty, hospital clinicians, and Research Center researchers to have joint contribution dual appointments.
    c. Review policies and procedures between the Medical Cities and the University to ensure alignment and coordination between hospital teaching capacity and University student admissions.

7. Fortify the financial foundation of the University.

    This goal is achieved by the following projects:

    a. Establish an Office of Institutional Advancement.
    b. Develop a comprehensive financial strategy and framework for project planning to diversify funding streams (investments, public authorities, private businesses, philanthropic organizations, alumni and other individuals).
    c. Continue to pursue means within the University to use resources efficiently through cost control and elimination of redundancy.

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8. Foster administrative performance that facilitates timely decision-making and efficiency at all levels of the institution.

This goal is achieved by the following projects:

a. Ensure operational excellence and administrative efficiency to maximize the use of resources.

b. Enhance and sustain a culture of innovation, collaboration, quality, effective leadership, and services in all areas and at every level.

c. Empower University leadership by allowing leaders to delegate decision-making authority to the lowest levels of competence at all campuses of the University.

d. Review and enhance the efficiency and effectiveness of institutional technology functions.

e. Create administrative policies and procedures manual.

9. Enrich the quality of campus life and sense of community.

This goal is achieved by the following projects:

a. Maintain an environment that increases students' desire and ability to engage in extracurricular activities on all three campuses.

b. Consolidate library leadership to manage policy, holdings, quality digital access, and other library resources.

c. Enhance intercampus communications from University services to all faculty and students.

d. Maintain a campus environment that promotes community among faculty.

e. Place renewed emphasis on campus beautification and on becoming a "green" campus.

f. Establish the University Museum of Medical Culture and Heritage.

Performance Management

The Strategic Plan is reviewed on an ongoing basis to determine progress made on the University's goals, projects, and initiatives. Periodic reports will be provided to update the University Council, major committees, campus community and other stakeholders on the plan's progress.

The performance management's tools include:

- Alignment of University strategic goals with AAFAQ 2029 tracks and goals. Therefore, utilizing selected specific KPIs, AAFAQ KPIs and survey results as performance tools and as an external benchmark with other Universities.
- Alignment of University strategic goals with NCAAA standards and KPIs.
- Getting feedback from the University Unified Surveys (AJWAD).
- Specific KPIs and benchmarks for projects and initiatives linked with each of University strategic goals.

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Alignment with the Saudi Vision 2030

A Thriving Economy: Rewarding Opportunities

The skills and competencies of our children are one of the most important and cherished assets. To make the most of their potential, we will build a culture that rewards determination, provides opportunities for all and helps everyone acquire the necessary skills to achieve their personal goals. To this end, we will reinforce the ability of our economy to generate diverse job opportunities and institute a new paradigm in attracting global talents and qualifications.

Vision 2030 Goals	KSAU-HS Strategic Goals
1. Close the gap between the outputs of higher education and the requirements of the job market.	1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.
2. Help guide students to make careful career decisions.	2. Strengthen health sciences research and scholarly activities that are nationally relevant and internationally competitive. 3. Create and facilitate university-wide involvement in services that promote community health and engage in social responsibility. 9. Enrich the quality of campus life and sense of community.
3. Train students and facilitating their transition between different educational pathways.	5. Attract, recruit, and retain highly qualified faculty and other personnel, and provide opportunities for professional enhancement. 6. Consolidate the integrations of Medical Cities, the University, and the Research Center to reach the status of a unified health system.

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Vision 2030 Goals	KSAU-HS Strategic Goals
4. Have at least five Saudi universities among the top 200 universities in international rankings.	1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens. 4. Enhance the internal quality assurance system to ensure the sustainability of quality assurance processes and achieve the required accreditation in a timely manner. 7. Fortify the financial foundation of the university. 8. Foster administrative performance that facilitates timely decision-making and efficiency at all levels of the institution.
5. Help our students achieve results above international averages in global education indicators.	1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.

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Alignment with Plan for the Future of University Education in the Kingdom (AAFAQ 2029)

KSAU-HS Strategic Goal	Corresponding AAFAQ Strategic Goal
Goal 1: Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly 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' competiveness and skills development.
	Track 7: information Technology Goal 18: Align and integrate IT structures, systems, and applications for higher education.
Goal 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 researchers, in accordance with the best international rates. Goal 11: Enhance the research expenditure at par with best international practices. Goal 12: Enhance capacity, productivity and quality of research innovation. Goal 13: Improve research management and coordination, and anvil the necessary conducive environment.

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KSAU-HS Strategic Goal	Corresponding AAFAQ Strategic Goal
Goal 3: Create and facilitate university-wide involvement in services that promote community health and engage in social responsibility.	Track 8: Infrastructure Goal 20: Sustain and maintain infrastructure and provide a conducive environment for learning and research.
Goal 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. Track 3: Programs and curricula Goal 8: Enhance the broad-based educational contents and improve the quality of teaching, learning, and assessment. Goal 9: Enhance the quality of academic programs throughout the higher education system, and acquire national and international accreditation.
Goal 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.

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KSAU-HS Strategic Goal	Corresponding AAFAQ Strategic Goal
Goal 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.
Goal 7: Fortify the financial foundation of the university.	Track 6: Financing Goal 16: Sustain and diversify resources of funds for higher education.
Goal 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.
Goal 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.

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جامعة الملك سعود بن عبدالعزيز للعلوم الصحية
King Saud bin Abdulaziz University for Health Sciences
الرياض Riyadh • جــــدة Jeddah • الأحساء Al Ahsa

الخطـــة الاستراتيجيــة
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KSAU-HS 2021

ترجمـــة الـرؤيــــة إلـــى واقـــع

جامـــعـــة لصـــحـــة وطــــن