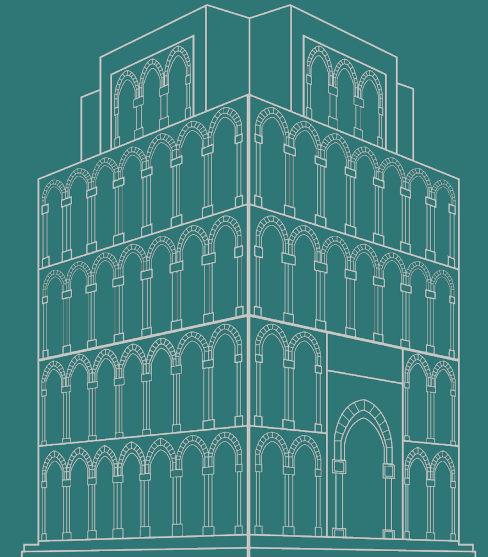


KSAU-HS STRATEGIC PLAN

2022-2027

A University for the Nation's Health



KSAU-HS STRATEGIC PLAN

2022 - 2027

SEPTEMBER, 2022

FIRST EDITION



CUSTODIAN OF THE TWO HOLY MOSQUES
KING SALMAN BIN ABDULAZIZ AL SAUD



**H.R.H. CROWN PRINCE
MOHAMMED BIN SALMAN AL SAUD**
PRIME MINISTER OF SAUDI ARABIA



MINISTER OF NATIONAL GUARD
H.R.H PRINCE ABDULLAH BIN BANDAR AL SAUD



MINISTER OF EDUCATION
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PROF. BANDAR AL-KNAWY

Since the establishment of King Saud bin Abdulaziz University for Health Sciences in 2005, the strategic plans guided the University for successful accomplishments of its goals, implementing the planned academic programs, and materialized in launching three modern University campuses in Riyadh, Jeddah, and Al-Ahsa, and achieving the full accreditation with the National Center for Academic Accreditation and Evaluation in 2017. The progressive growth of the University is demonstrated by national recognition of its position as a leading institute in health professions education and research.

The new strategic plan (KSAU 2027) is developed to cover the period from 2022 to 2027 and is aligned with the goals of the “Saudi Vision 2030” which reflects the vision of Custodian of the Two Holy Mosques and His Royal Highness the Crown Prince the Prime Minister. This plan is also blessed with the support of His Royal Highness the Minister of National Guard and His Excellency the Minister of Education; making it a major opportunity to contribute to enhancing the quality of higher education in the country.

KSAU 2027 is developed based on essential pillars of advanced health sciences education, innovative health sciences research, vital community partnership, sustainable autonomy, and organizational excellence. The plan is proudly developed by university faculty and staff with support from international consultants. It is developed to also be aligned with the new universities system. KSAU 2027 strategic goals and initiatives will serve the enhancement of health sciences education, research, and community service. Moreover, it also contributes to the achievement of the University vision to be recognized and distinguished nationally and internationally.





STRATEGIC PLAN FOREWORD

PROF. MOHAMED S. AL-MOAMARY

VICE PRESIDENT, DEVELOPMENT AND QUALITY MANAGEMENT

The previous University strategic plans have well-served the University's needs by providing a road map for progressive growth, development, and leadership in health profession education and research. Based on the high achievement rates in the previous strategic plans, and with its resilience to overcome COVID-19 pandemic, the new strategic plan is designed to consolidate the current situation and guide success for future University achievements. The University Strategic Plan (KSAU 2027) is aligned with the Saudi Vision 2030 which aims to increase the quality of knowledge and education to facilitate career development of health care professionals.

KSAU 2027 is also designed to be executed through initiatives that serve health sciences education, research, and community partnership programs in alignment with the "Saudi vision 2030". The University's new mission is updated based on the recent national trends in the field of higher education and the new universities bylaws that aims to expanding the education of Saudi citizens and graduating distinguished health practitioners. The new University vision is updated based on the previous strategic plans achievements and phrased to reflect University ambition to be recognized nationally and internationally in health profession education and research.

KSAU 2027 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 2027 focuses on five strategic goals and the corresponding initiatives, related performance management tools, and management of future risk. The strategic plan also reinforces the University's commitment to excellence in health sciences education, scientific research, and community partnership by applying the institutional excellence criteria and attaining the financial sustainability.

KSAU-HS STRATEGIC PLAN
2022 - 2027



كاساو
KSAU
HEALTH SCIENCES العلوم الصحية



KSAU-HS STRATEGIC PLAN
2022 - 2027

OUR VISION

A globally leading health sciences University ambitiously serving the nation's health

OUR MISSION

The University aims to graduate distinguished healthcare professionals, pursue synergistic advanced health sciences education and innovative research, and promote effective community partnership



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DEFINITIONS

FWCI

Field-Weighted Citation Impact

HOSPITALS

All hospitals and medical cities under the Ministry of National Guard – Health Affairs

IQAS

Internal Quality Assurance System

IT

Information Technology

KAMC

King Abdulaziz Medical City

KAIMRC

King Abdullah International Medical Research Center

KPI

Key Performance Indicator

KSAU-HS

King Saud bin Abdulaziz University for Health Sciences

MNG-HA

Ministry of National Guard – Health Affairs

NCAAA

National Center for Academic Accreditation and Evaluation

PBL

Problem-Based Learning

QA

Quality Assurance

RESEARCH CENTER

Refers to KAIMRC

SWOT

Strengths, Weaknesses, Opportunities, and Threats analysis

THE UNIVERSITY

Refers to KSAU-HS

THE

Times Higher Education

KEYWORDS

Strategic planning, higher education, efficiency in sectors (academic, research, human resources, environmental, societal, financial, administrative, and technical), KSAU-HS, Kingdom of Saudi Arabia.



SCOPE OF THE DOCUMENT

This document aims to present the Strategic Plan for the period 2022-2027 that includes:



The situational analysis of the University with areas of strengths, weaknesses, opportunities, and threats



Revised vision, mission, and core values



Main strategic pillars, strategic goals, and branch goals to achieve them



Alignment of the Strategic Plan with the National Strategic direction conveyed in the Saudi Vision 2030



A guide for the development of the executive operational, dissemination, and risk management plans



Alignment of the institutional KPIs with the Strategic Plan

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 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 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 stimulated the creation of a new entity; “King Abdullah International Medical Research Center” (KAIMRC). This led to the foundation of a comprehensive academic medical system that provides patient care, research, and education.

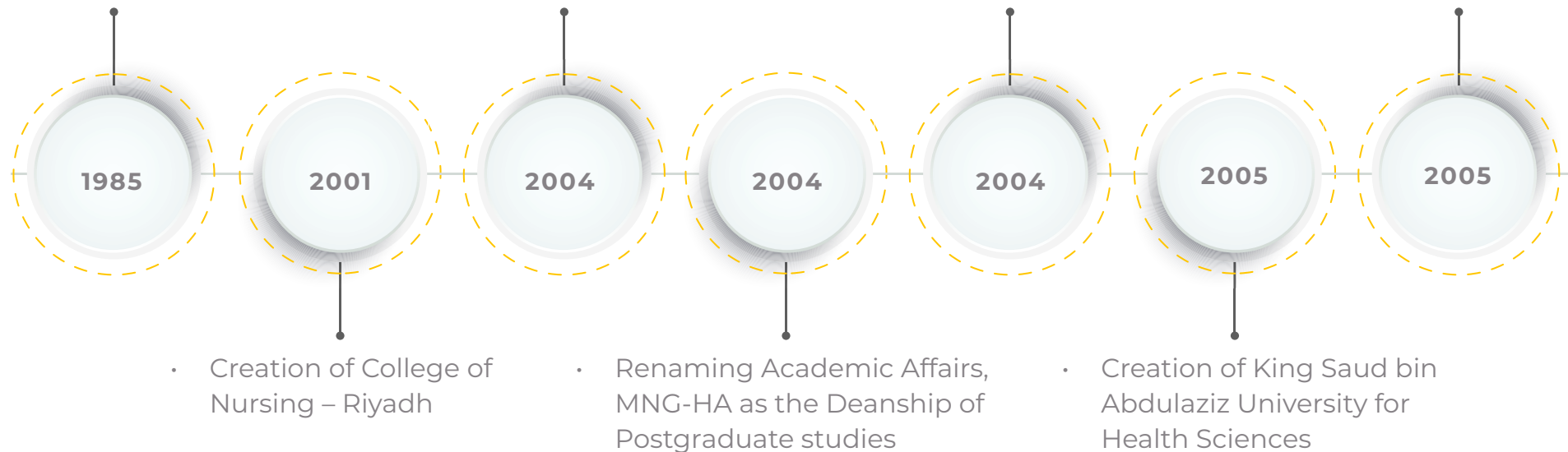


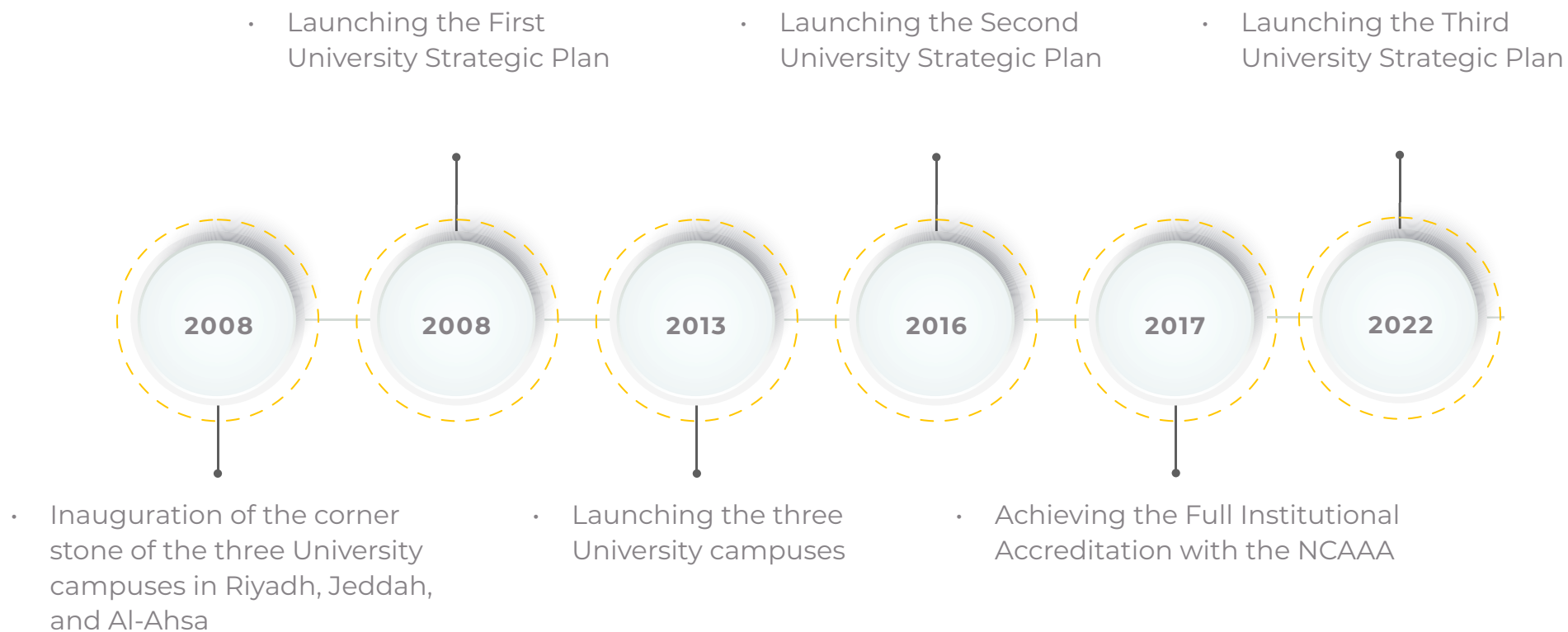


Over three years (2005-2008), this authentic transformation was translated into a University Strategic Plan that was formally launched and laid down the cornerstone of three modern campuses by Custodian of the Two Holy Mosques, King Abdullah bin Abdulaziz on May 2008. Much has been accomplished since 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 building effort that has produced a superb clinical simulation center, a state-of-the-art physical activities center, first-class teaching and research facilities, and 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 an ambitious scholarship program was launched since the University's 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.

MILESTONES

- Creation of Residency programs in major medical specialties at MNGHA Hospitals
- Creation of College of Medicine – Riyadh
- Creation of King Abdulaziz Medical City (KAMC) Academy for Health Sciences
- Creation of King Abdullah International Medical Research Center





UNIVERSITY CAMPUSES

	RIYADH CAMPUS
Space	<ul style="list-style-type: none"> 2,236,102 m2
Colleges	<ul style="list-style-type: none"> College of Medicine - Riyadh College of Nursing - Riyadh College of Dentistry College of Pharmacy College of Applied Medical Sciences - Riyadh College of Public Health and Health Informatics College of Sciences and Health Professions
Deanships	<ul style="list-style-type: none"> Deanship of Postgraduate Education Deanship of Quality Management Deanship of Development Deanship of Student Affairs Deanship of Admission and Registration
Research Center	<ul style="list-style-type: none"> King Abdullah International Medical Research Center - Riyadh
Skills Center	<ul style="list-style-type: none"> Clinical Skills Simulation Center - Riyadh
Affiliated Hospitals	<ul style="list-style-type: none"> King Abdulaziz Medical City - Riyadh



	JEDDAH CAMPUS
Space	<ul style="list-style-type: none"> 475,000 m2
Colleges	<ul style="list-style-type: none"> College of Medicine - Jeddah College of Nursing - Jeddah College of Applied Medical Sciences - Jeddah
Deanships	<ul style="list-style-type: none"> Deanship of Postgraduate Education – Jeddah branch
Research Center	<ul style="list-style-type: none"> King Abdullah International Medical Research Center – Jeddah branch
Skills Center	<ul style="list-style-type: none"> Clinical Skills Simulation Center - Jeddah
Affiliated Hospitals	<ul style="list-style-type: none"> King Abdulaziz Medical City – Jeddah Prince Mohammed bin Abdulaziz Hospital – Al Madinah
	AL AHSA CAMPUS
Space	<ul style="list-style-type: none"> 642,000 m2
Colleges	<ul style="list-style-type: none"> College of Nursing – Al Ahsa College of Applied Medical Sciences – Al Ahsa
Deanships	<ul style="list-style-type: none"> Deanship of Postgraduate Education – Al Ahsa
Research Center	<ul style="list-style-type: none"> King Abdullah International Medical Research Center – Al Ahsa branch
Affiliated Hospitals	<ul style="list-style-type: none"> King Abdulaziz Hospital – Al Ahsa Imam Abdulrahman Al Faisal Hospital - Dammam



UNIVERSITY IN NUMBERS

ACADEMIC YEAR 2021 / 2022



Number of registered graduate students (Masters, P.h.D and Post Doctoral fellows)

3.855 (26.5%)



Number of registered bachelor students

10.678 (73.5%)



Male

6.843 (47.1%)



Female

7.690 (52.9%)



Total

14.533



Number of faculty members

1.608



Ratio of Students to Teaching Staff

9 : 1



NCAAA ACCREDITATION

المركز الوطني للتقويم والاعتماد الأكاديمي
National Center for Academic Accreditation & Evaluation



THIS IS TO CERTIFY THAT THE FOLLOWING INSTITUTION
King Saud bin Abdulaziz University for Health Sciences
Riyadh, Kingdom of Saudi Arabia

is accredited by the
*Education Evaluation Commission represented by
The National Center for Academic Accreditation & evaluation*

for the period
May 2017 - April 2024

تشهد هيئة تقويم التعليم ممثلة بالمركز الوطني
للتقويم والاعتماد الأكاديمي بأن
جامعة الملك سعود بن عبدالعزيز للعلوم الصحية
ومقرها مدينة الرياض، المملكة العربية السعودية
قد حصلت على الاعتماد المؤسسي
للفترة
مايو ٢٠١٧م - أبريل ٢٠٢٤م



د. خالد بن عبدالله السبتي
رئيس هيئة تقويم التعليم



د. أحمد بن يحيى الجبيلي
المدير التنفيذي للمركز الوطني
للتقويم والاعتماد الأكاديمي

STRATEGIC PLAN PROCESS

The process to revise this Strategic Plan started with ensuring the required inputs are prepared and available to be utilized during the strategic planning project, these inputs included:

- National needs and strategic direction as planned in the Saudi Vision 2030
- Strategic Plan 2016-2022 progress report that is used to identify specific areas that need to be carried over to the new Strategic Plan
- KSAU-HS Mission survey results that is distributed to university faculty, staff, and students to gauge their satisfactions and awareness of the Mission statement
- Stakeholders Ideas and Suggestions from survey results that is distributed to university faculty, staff, and students allowing them to participate in shaping the University's future



Once these documents were prepared, the project team invited participants to be involved in the following activities:

- **Situational Analysis:** This was divided into sessions that involved different levels and campuses of the University and external stakeholders, where they were asked to share their thoughts about what they perceived to be the University's strengths, weaknesses, opportunities, and threats. These sessions were moderated by an international independent expert in strategic planning.
- **Focus group discussions:** This involved the Strategic Planning core group, in addition to the respective University leaders, staff, or faculty members based on the scheduled topic for discussion. The objectives of these sessions are to:
 - Review the expired Strategic Plan
 - Review the pervious Vision and Mission statements and update them if needed
 - Review Core Values and update them if needed
 - Develop new Strategic Goals based on the 5 main major strategic pillars: advanced health sciences education, innovative health sciences research, vital community partnership, sustainable autonomy, and organizational excellence

The draft of the Strategic Plan received multiple revision and review by University academic leaders. Final version presented to the University Standing Committee for Strategic Planning and Performance Management on 08/03/2022. Upon the approval of University President of the recommendation of the committee, the final Strategic Plan presented and received approval in its meeting in March 2022.

VISION, MISSION, AND CORE VALUES

KSAU-HS mission, vision and core values are prepared with the consideration of Islamic values, societal perspectives, Saudi Vision 2030, new national universities system, accreditation requirements, and stakeholders' input. These statements aim toward ambitious and balanced transformation to address the national requirements while also keeping in mind the global dimension. Based on the above, the mission, vision, and core values were formulated:



VISION

A globally leading health sciences University ambitiously serving the nation's health.



MISSION

The University aims to graduate distinguished healthcare professionals, pursue synergistic advanced health sciences education and innovative research, and promote effective community partnership.



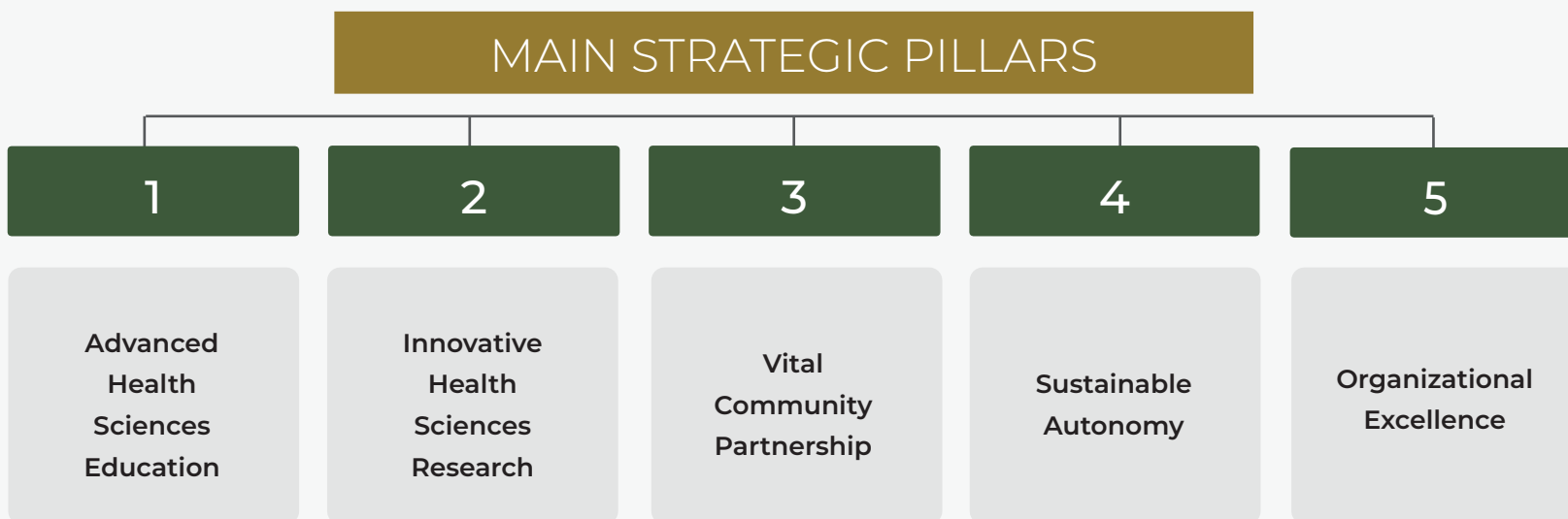
CORE VALUES

- **Ethical behavior:** honesty, respect, fairness, and compassion.
- **Teamwork:** effective collaboration and communication.
- **Accountability:** fulfilling duty.
- **Transparency:** integrity and clarity.
- **Excellence:** quality performance, innovation and creativity.
- **Social Responsibility:** act in the best interest of the nation's health



MAIN STRATEGIC PILLARS

Inspired by the pillars articulated by the Saudi Vision 2030 the following five strategic pillars form the foundation of the University's Strategic Goals:



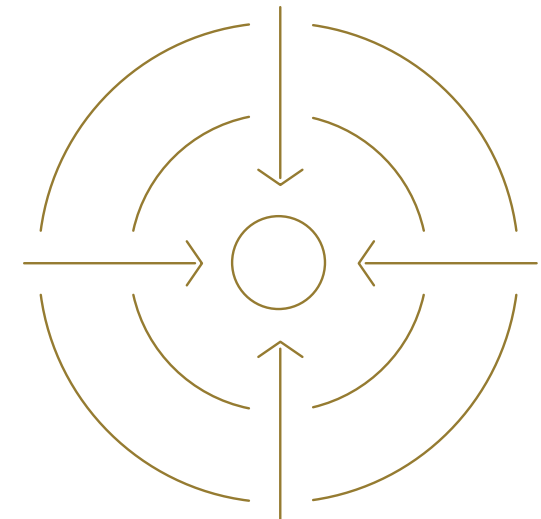
STRATEGIC GOALS

PILLAR 1: ADVANCED HEALTH SCIENCES EDUCATION

Strategic Goal 1: Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines

This strategic goal will be achieved by the following branch goals:

1. Develop new graduate programs that advance health sciences and leverage University expertise
2. Empower Health Professions Education and enable the University leadership and partnership nationally and internationally
3. Foster distance learning in existing and new programs based on the experiences gained during COVID-19 pandemic
4. Make the most of Clinical Skills Simulation facilities to support health sciences education and training
5. Promote constant improvement of the internal quality assurance system (IQAS) and maintain academic accreditation

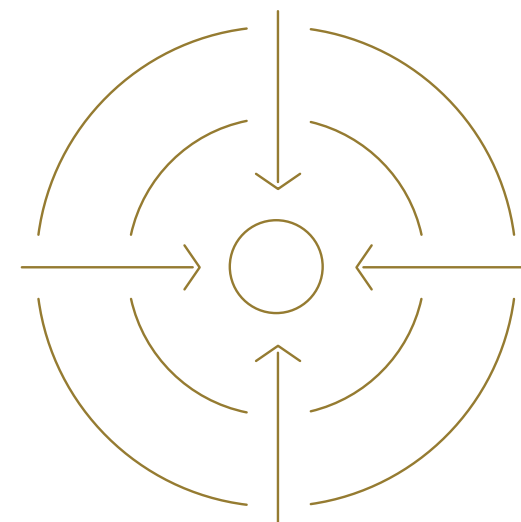


PILLAR 2: INNOVATIVE HEALTH SCIENCES RESEARCH

Strategic Goal 2: Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system

This strategic goal will be achieved by the following branch goals:

1. Align the research center's mission and strategies with the university for greater synergy
2. Expand capacity to grow research funds
3. Promote creativity, innovation, and strategic collaboration in research
4. Ensure involvement and collaboration of researchers, faculty, and students
5. Enhance research quality and publication in high impact journals

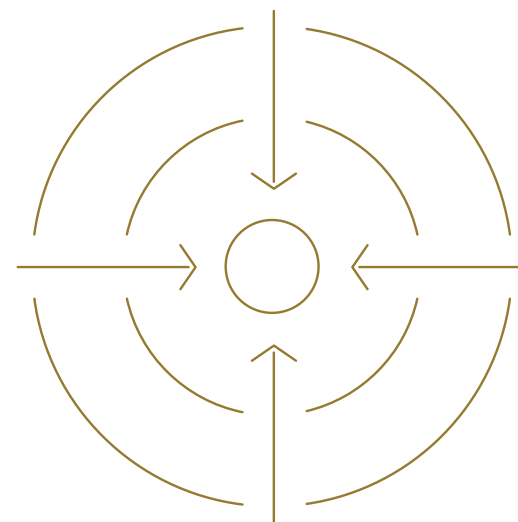


PILLAR 3: VITAL COMMUNITY PARTNERSHIP

Strategic Goal 3: Create vibrant on-campus quality of life, and develop sustainable community partnerships

This strategic goal will be achieved by the following branch goals:

1. Promote University brand and enhance University identity
2. Ensure the creation of sustainable strategic community partnerships and community service activities
3. Develop a strategy to engage and support University alumni
4. Improve the vibrancy of campus life
5. Develop a system that promotes the creation of Arabic health-related content

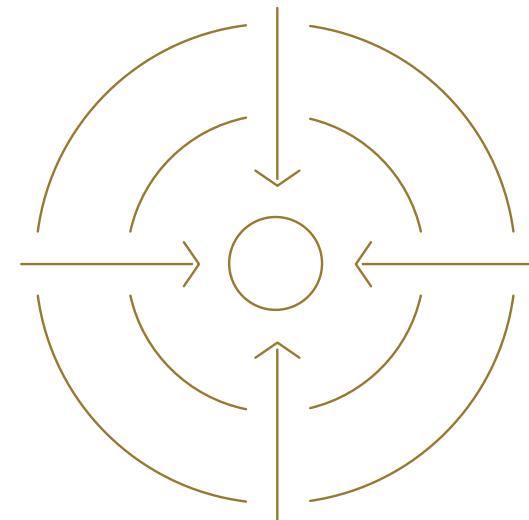


PILLAR 4: SUSTAINABLE AUTONOMY

Strategic Goal 4: Pursue a sustainable financial foundation for the university that supports its bright future

This strategic goal will be achieved by the following branch goals:

1. Promote investment and endowments in the University
2. Promote revenue-generating activities
3. Foster entrepreneurship
4. Develop sustainable innovative revenue-generating educational, recreational, and continuous professional development programs
5. Transform the University into a sustainable green campus

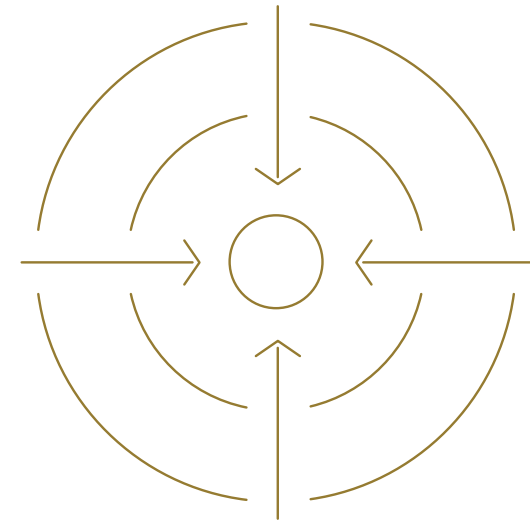


PILLAR 5: ORGANIZATIONAL EXCELLENCE

Strategic Goal 5: Optimize operational processes to achieve organizational excellence

This strategic goal will be achieved by the following branch goals:

1. Ensure that the University has lean and efficient organizational structures
2. Optimize University information technology services
3. Align university risk management activities
4. Enhance University operational processes





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
Close the gap between the outputs of higher education and the requirements of the job market.	<ul style="list-style-type: none"> • Strategic Goal 1: Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines • Strategic Goal 3: Create vibrant on-campus quality of life, and develop sustainable community partnerships
Train students and facilitating their transition between different educational pathways.	<ul style="list-style-type: none"> • Strategic Goal 1: Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines • Strategic Goal 4: Pursue a sustainable financial foundation for the university that supports its bright future
Have at least five Saudi universities among the top 200 universities in international rankings.	<ul style="list-style-type: none"> • Strategic Goal 2: Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system • Strategic Goal 5: Optimize operational processes to achieve organizational excellence
Help our students achieve results above international averages in global education indicators.	<ul style="list-style-type: none"> • Strategic Goal 1: Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines • Strategic Goal 2: Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system



KSAU-HS STRATEGIC PLAN
2022 - 2027



EXECUTIVE OPERATIONAL PLAN

To ensure execution of the Strategic Plan, the five Strategic goals will be cascaded into branch goals, each will also be cascaded into one or more initiatives. For each initiative, the following items will be defined:

- Initiative Owner
- Key Performance Indicator (KPI)
- KPI Targets
- Action Plans
- Risk management plan

These items will be used to establish responsibility and accountability for the execution of initiatives, which will ultimately be reflected on the Strategic Plan as a whole.

In addition to the University Strategic Plan, University Colleges, Deanships, and Departments will work to update their respective Strategic Plans to support their developmental plans, and be in complete alignment with the University vision.

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 Strategic Plan's progress.

The performance management tools will include:

- Specific key performance indicators (KPIs) and benchmarks for initiatives related to University strategic and branch goals
- Periodic objective-based evaluation of the university mission and strategic goals
- Alignment of University strategic goals with NCAAA standards and KPIs, as shown on the following table:

STRATEGIC GOAL	KPI NAME	KPI DESCRIPTION
Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines	THE Teaching indicators	Close the gap between
	Proportion of accredited programs	
	Students' evaluation of quality of learning experience in the programs	
	Performance of University graduates in Saudi License Examinations	



STRATEGIC GOAL	KPI NAME	KPI DESCRIPTION
Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system	THE Research Indicators	<ul style="list-style-type: none"> Research reputation Research income to academic staff
	THE Citations Indicators	<ul style="list-style-type: none"> Citation impact
	Percentage of publications of faculty members	<ul style="list-style-type: none"> Percentage of full-time faculty members who published at least one research during the year to total faculty members in the institution
	Citations rate in refereed journals per faculty member	<ul style="list-style-type: none"> The average number of citations in refereed journals from published research per faculty member in the institution
	THE International Outlook	<ul style="list-style-type: none"> International co-authorship / collaboration
Create vibrant on-campus quality of life, and develop sustainable community partnerships	Rate of community programs and initiatives	<ul style="list-style-type: none"> Average community programs and initiatives provided by each academic program during the
	Student's satisfaction with the offered services	<ul style="list-style-type: none"> Average of student's satisfaction rate with the various services offered by the institution
Create vibrant on-campus quality of life, and develop sustainable community partnerships	THE Teaching Indicators	<ul style="list-style-type: none"> Institutional income to academic staff
	THE Industry income Indicators	<ul style="list-style-type: none"> How much research income an institution earns from industry
	Percentage of self-income of the institution	<ul style="list-style-type: none"> Percentage of self-income of the institution to the total income of the institution

STRATEGIC GOAL	KPI NAME	KPI DESCRIPTION
Optimize operational processes to achieve organizational excellence	Total operating funds allocated to provision of student services	<ul style="list-style-type: none"> Proportion of total operating funds allocated to provision of student services
	Employees Retention Ratio	<ul style="list-style-type: none"> Employees Retention Ratio



DISSEMINATION PLAN

This Strategic Plan aims toward reaching the internal and external stakeholders by mass media to communicate the vision, mission, core values, and strategic goals. The intended partners for this plan are University Relation and Media, University leaders, and students Club.

The Strategic Plan is communicated by:

- Publishing the Strategic Plan in booklets, brochures, and the University websites
- Displaying the Strategic Plan in prominent locations in the three campuses
- Displaying the Strategic Plan in the University magazine
- Displaying the Strategic Plan in the University magazine
- Emailing university citizens through Message Center
- Advertising on social media





KING SAUD BIN ABDULAZIZ UNIVERSITY FOR HEALTH SCIENCES

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KSAU-HS STRATEGIC PLAN
2022 - 2027