

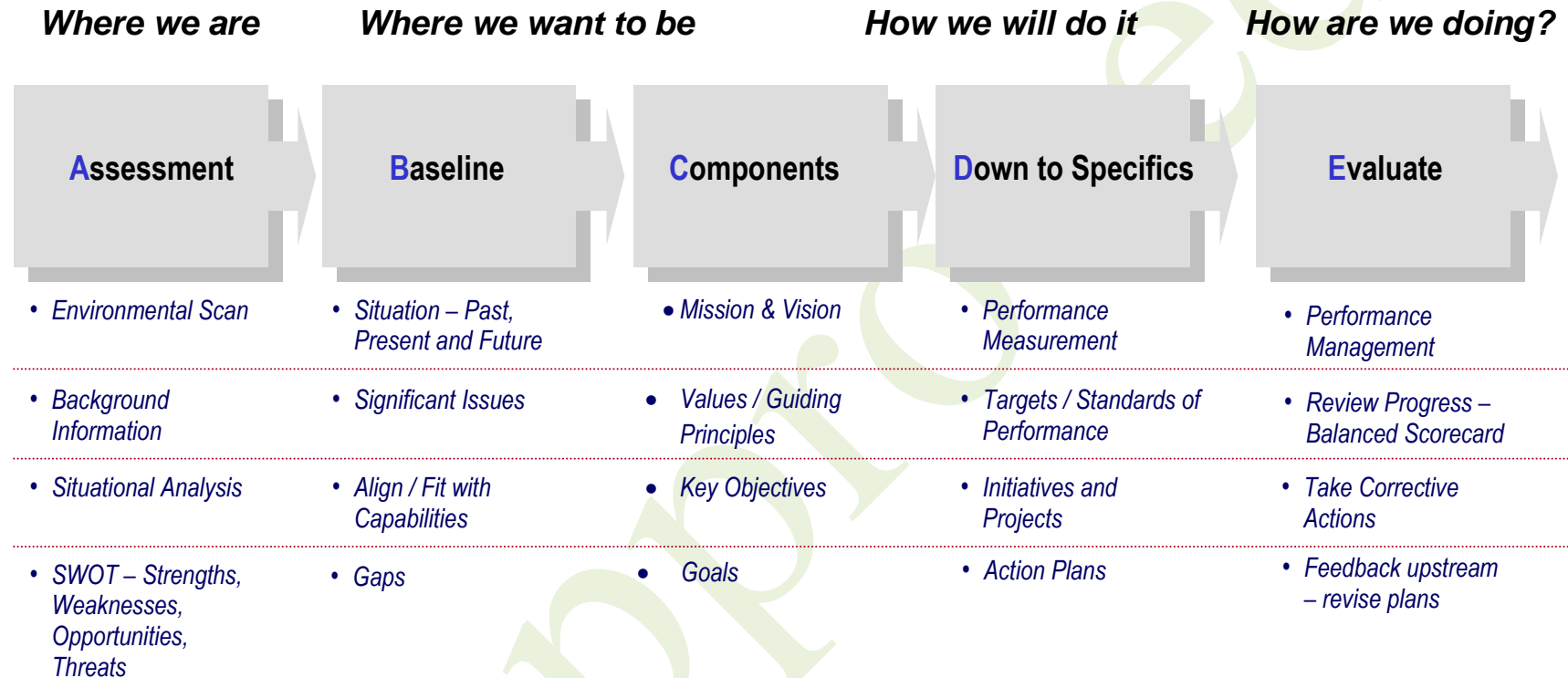


***COLLEGE OF PHARMACY,
KING SAUD UNIVERSITY
STRATEGIC PLAN (2012/2016)***

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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Strategy Development Process



1- Assessment.

1.1- Environmental Scan with Background Information.

1.1.1. Internal Environment Analysis.

About the College:

- The College of Pharmacy (CoP) was established in 1959 (1379 H), two years after the foundation of King Saud University (Formerly named as Riyadh University).
- A four- year pharmacy curriculum was adopted, with an enrollment of 17 male students in the first year, which commenced their studies under the guidance of 3 faculty members in 4 departments, namely, Pharmaceutics, Pharmacology, Pharmacognosy and Pharmaceutical Chemistry.
- Since its foundation, CoP has been continuously updating its curriculum to keep pace with the rapidly evolving pharmacy profession. In 1975 (1395 H), new patient oriented courses were introduced, while in 1979 (**1399 H**) a new curriculum emphasizing the pharmacist's role in patient care was adopted, encompassing the expansion in clinical pharmacy and other supporting courses.
- The academic year 1979-1980 (1399-1400 H) also witnessed the establishment of the Department of Clinical Pharmacy as the fifth department of the college and there were 35 faculty members and more than 350 students enrolled in a five-year program.
- In 1982 (1402H), the female section had been established, with an enrollment of 8 female students in the first year, whose commenced their studies under the guidance of 4 faculty members in 4 departments.
- In 1982 (1402 H), a curriculum for graduate studies was adopted, for the M.Sc. degree in various departments. The college departments are involved in the continuous evaluation of their graduate programs to keep up with the developments of various fields.
- At the time of preparing this plan, CoP is in the final stages for approving a Pharm. D (1+5 year) program (introduced in 2010) in addition to its newly developed B. Pharm. (1+4 year) program and an already existing B.Sc. Pharmaceutical Sciences (1+4 year) program.

Resources, People and Culture:

- Institution (KSU) is very kind to the College of Pharmacy. The college is rich in all sorts of resources; Best Faculty, well trained Support Staff, well equipped experimental Laboratories, Computer labs and excel in service the Administrative Staff. Student vs. PhD faculty ratio is best in the country. The best students are enrolled in the college.
- People here in CoP adhere to the College Core Values so as to make the Learning –Teaching process the best and maintain the progressive pace of the college.
- In addition to teaching responsibilities, the faculty members in various departments are actively involved in research and community Services. A number of modern sophisticated equipments operated by well trained personnel are available for supporting the research activities.
- The Pharmacy Students Club is worth mentioning which is always ready to help the new students and the juniors as well. It is also an excellent and effective bridge between Students and Faculty.

	Pharmacognosy		Pharmaceutical Chemistry		Clinical Pharmacy		Pharmacology		Pharmaceutics		Total
	M	F	M	F	M	F	M	F	M	F	
Professor	7	1	15	2	4	1	11	1	7	3	52
Associate Professor	4	1	5	2	7	0	9	1	8	5	41
Assistant Professor	1	6	11	6	4	2	5	6	17	3	61
Lecturer	0	3	1	4	1	8	0	2	0	6	25
Teaching Assistants	6	4	5	4	20	9	14	9	15	6	92
Total	18	15	37	18	36	20	39	19	47	23	271

Systems, Partnerships:

- The College administration is ISO 9001:2008 (Quality Management System) certified to excel its services.
- It is a matter of Honor for the College and the Institution those two Academic under Graduate Programs: B.Pharm. (1+4 years) Program and Pharm. D (1+5 years) Program have been accredited by Canadian Council for the Accreditation of Pharmacy Programs (CCAPP).
- Now the College is working for Accreditation with NCAAA.
- The college of Pharmacy has Partnerships and service contracts with four international Pharmacy Institutions:
 1. *Massachusetts College of Pharmacy and Health Sciences, United States of America.*
 2. *College of Pharmacy, University of Florida, USA.*
 3. *Leslie Dan Faculty of Pharmacy, University of TORONTO, CANADA.*
 4. *Faculty of Pharmacy and Pharmaceutical Sciences, University of Alberta, CANADA.*

1.1.2. External Environment Analysis.

Marketplace, Competitors and Social Trends:

- The College, being the pioneer College of Pharmacy in the Kingdom, has to work hard so as to maintain and make progress in its status. In a scenario where the new colleges are strong competitors, the college has gone to a prominent position after ISO Certification and CCAPP Accreditation in the Kingdom.
- Trends e.g., below expectation Saudi school outcomes, shifting Saudi demographics and market needs, dramatic changes in the Saudi higher education sector, desired shift in KSA towards the knowledge economy and the entry of international branded universities into the Gulf region do have compelled to go ahead for International Accreditations so as to improve the quality of its **VALUABLE OUTCOME** (Pharmacy Graduates) to serve its nationals at an international level.

Technology, Regulatory environment and Economic Cycle:

- Kingdom of Saudi Arabia is spending its huge funds on education. Higher Council for Education has a strong commitment for the education of the Saudi Nationals. So King Saud University has a 2030 Strategic plan.

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- The College of Pharmacy is working on five year plan for the development of its educational programs, technology transfer so as to equip its research labs with modern equipments, take benefit from the institutional (KSU) Nobel laureate visitors Program and through education & training of Saudi Professionals from abroad.
- College of Pharmacy is also fulfilling the regulatory requirements of the Accreditation body (NCAAA) and striving hard for making the vision of KSU “Knowledge Economy” as Truth.

1.2- Tools used for Situation Analysis.

- Strategic Planning needs accurate situation Analysis. Various tools have been proposed by Deanship of Development. Committee adopted **SWOT Analysis**. The College of Pharmacy intends to compare its standings with the **Benchmarks** so as to **find the Gaps**. Then an action plan will be made to fill up the Gaps through implementing the **Good Educational Practices**.
- More accurate the identification of SWOTs, better will be the strategic planning and of course better results. Strategic Planning Committee of the College of Pharmacy under the Chairmanship of Vice Dean, Development and Quality defined three criteria for SWOT and did an unbiased SWOT Analysis.
- **Valuable Outcomes :**
The criteria and the results have been tabulated as below:

1.3 SWOT Analysis

CRITERIA

1- Work Environment.

- a) Faculty and Staff.
- b) Students.
- c) Quality System and plan.
- d) Facility

2- Teaching and learning process.

3- Research.

1-Work Environment:

a) Faculty and Staff	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Highly qualified faculty from diverse scientific schools of thought. 2. Active participation in scientific conferences, workshops and training courses. 3. Positive relationship between faculty and students. 4. Programs offered by the skills development deanship are well utilized. 5. Clear bylaws for employment of both Saudi and non-Saudi university staff. 6. Clear promotion bylaws for new and existing employees. 7. The recent introduction of bylaws for rewarding outstanding achievements. 8. Staff e-services are available and easily accessible. 	<ol style="list-style-type: none"> 1. Limited time available to communicate with students regarding their academic courses or future career opportunities. 2. Faculty members are generally overloaded with both academic and administrative duties 3. Lack of trained employed technicians for operating and maintaining of college assets of advanced scientific equipment. 4. Inadequate administrative staff supports. 5. Slow communication between male and female sections of the same departments. 6. Lack of clear procedures for faculty and staff performance evaluation.
OPPORTUNITY	THREAT
<ol style="list-style-type: none"> 1. Possibility of faculty and staff leak due to competition with other local/regional institutions. 	<ol style="list-style-type: none"> 1. Availability of the KSU Nobel laureate program for faculty members to utilize.

b) Students	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Positive academic communication and interaction between the students and the staff. 2. More roles given to students in solving their own problems. 3. Available electronic gate services for students (i.e. Edugate). 4. CoP organizes periodic "Career Days" to advise students on career matters. 5. Diverse extra-curricular activities 	<ol style="list-style-type: none"> 1. Weakness in the students' English language level. 2. Lack of an "Exams Bank" model to provide sample exams from previous years. 3. Insufficient information among students on student rights. 4. Skill development deanship programs are not widely utilized by students. 5. Limited communal areas available for female students for reading or studying. 6. Limited student participation in research conducted in the college. 7. Some student Laboratory equipment needs updating. 8. High academic load leads to limited time for extra-curricular activities and interaction with faculty members.

OPPORTUNITIES	THREATS
<ol style="list-style-type: none">1. Some job market- linked programs available in KSU such as "HALEEF" increase the community- student link.2. Skill development courses offered by KSU improve graduates' qualifications.3. Implementation of projects within the KSU "Student Partnership Program" and "Community Partnership Programs".4. The large number of pharmaceutical companies operating in KSA can provide extensive training sites for students' training.5. Media (audio, video, and newspapers) can be used to increase the awareness regarding pharmacists' role in the community.	<ol style="list-style-type: none">1. Private universities can attract outstanding students.2. Private universities, graduates compete with KSU graduates for jobs in work areas.3. Limited opportunities for female pharmacists in the job market in both private and governmental sections.4. Lack of community awareness of pharmacists' role in job markets and in the community.

c) Quality Systems and Plan	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. ISO certificate in quality management system (ISO 9001-2008). 2. Systematic approach to obtain academic accreditation nationally through the NCAAA and internationally through accreditation bodies such as CCAPP (Canadian Council for Accreditation of Pharmacy Programs) or ACPE (Accreditation Council for Pharmacy Education). 3. Strong college leadership support for the quality culture. 	<ol style="list-style-type: none"> 1. Lack of proper training plan on the emergency evacuation systems. 2. Lack of benchmarking with a comparable CoP outside KSA. 3. Lack of a total quality management system implementation.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Strong university leadership support for the quality culture. 2. Increased stakeholder awareness of quality. 	<ol style="list-style-type: none"> 1. Starting accredited programs in regional peer colleges of pharmacy.

d) Facility	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Large and modern teaching halls are available. 2. Progressive steps to move the female staff and students to new campus in KSU-Deraeya. 3. Available "Administrative Electronic System " (MADAR). 	<ol style="list-style-type: none"> 1. Lack of work spaces in some departments. 2. Lack of clinics for emergency medical services. 3. Lack of independent college budget. 4. Absence of local library in the college. 5. Lack of maintenance for buildings and spaces inside the college. 6. Limited students' car parking area.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Endowment projects of KSU can increase CoP funding opportunities. 	<ol style="list-style-type: none"> 1. Lack of KSU allocated infrastructure for the expansion of the college.

2- Teaching and learning process.

Teaching and learning process	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Availability of smart classrooms. 2. Available course portfolio for each studied course. 3. Introduction of interactive e- teaching techniques (blackboards). 4. Planning to start the Pharm. D program 	<ol style="list-style-type: none"> 1. High teaching load on the expense of the research. 2. Lack of coordination between male and female campus regarding students' evaluation. 3. Lack of unified CoP procedures for students' evaluation. 4. Some curricula need to be updated.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. KSU supports new interactive learning techniques and systems. 2. KSU support diversity in staff members (to increase the English-native's faculty members) 	<ol style="list-style-type: none"> 1. Increased workforce competition with newly established colleges of pharmacy. 2. Diversity in post graduate studies outside CP/KSU.

3. Research

Research	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Established Master's programs in all departments, two established Ph.D. programs, and two starting next year. 2. Availability of access to scientific journals. 3. Implementation of a researcher position and recruitment of researchers in some departments. 4. Availability of <i>Overseas Collaboration</i>. 	<ol style="list-style-type: none"> 1. Lack of proper acquisition system for research supplies. (e.g. chemicals, glassware and equipment). 2. No annual scientific meeting in the college. 3. Lack of some advanced instruments required for some research projects. 4. Some departments still have no implemented Ph.D. program. 5. Limited transfer of basic research to the applied research.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Available Research chairs and stakeholder-supported scientific programs. 2. Available programs to make communication with the external stakeholders such as hospitals and drug companies. 3. Establishment of external scholarships. 	<ol style="list-style-type: none"> 1. External research centers in other universities can attract outstanding researchers.

2-Baseline:

2.1 Situations-Past, Present and Future.

Being pioneer Pharmacy institution it has its own status and standing in the Kingdom. But due to the development of other Public and Private Pharmacy Institutions, Changes in the professional approaches of Pharmacy education and the state policy of Quality Higher education it has become necessary to review the present situation and Plan for the better future.

At international level the Pharmacist is not restricted to its community pharmacy role but has been given the Pharmacy practitioner status. As a Pharmacy practitioner he has to play a strong Medication Therapy Management role. So the College is trying its best to produce competent Pharmacy Practitioners, by transforming the existing B.Sc. Pharmaceutical Sciences Program into B. Pharmacy Program and also developing a new Pharm. D Program.

At a National level , Higher Council of Education (HCE) in its vision wants to see every qualified Saudi national to be not less than any other qualified person in the world. So as to comply the international Pharmacy education standards the college of Pharmacy has got Accreditation with CCAPP and preparing to get accredited with ACPE.

2.2 Issues and Capabilities.

NCAAA has designed set of KPIs which are customized by the colleges for their own needs and requirements. College of Pharmacy has rated its measurements against 17 KPIs, either at a five point scale or in % age. Weak areas indicate the issues or the challenges to cope. Better ratings of the KPIs are the Strengths and capabilities. For continual improvement, these issues have been incorporated in College Objectives. Suitable initiatives and required actions have been suggested by the **Strategic Planning Committee**. Having approved by the **College Council** with a commitment that while maintaining and furthering our capabilities we will work on these as a team work. **College Council** maintains that these actions will be taken as projects and we will approach to our Benchmarks. **College Council** is also committed to adhere to the **Good Educational Practices**.

➤ **BENCHMARKING.**

Benchmarking for a Higher Educational Institution means “**Measurement of Quality of the Institutional Policies, Program, Strategies, Outcomes etc., and then comparing these with the measurements of its peer selected as Model or Benchmark for the sake of continual improvement**”. Its Objectives include:

- 1) To determine what and where improvements are called for.
- 2) To analyze how the (Model or Benchmark) institution has achieved their high performance.
- 3) And then make an effort, by putting all its resources, to improve its performance.

College of Pharmacy, King Saud University, has Identified Four World Class Colleges of Pharmacy as Model. Service Agreements have been signed with these colleges by **Rector KSU**, from college side. A list of KPIs has been developed by our regulatory body NCAAA for evaluation purpose. We are in consultation with our Model Colleges for defining the Benchmark values for these KPIs. Following are the Model Pharmacy Colleges.

- 1. Massachusetts College of Pharmacy and Health Sciences (MCPHS), United States of America.**
- 2. College of Pharmacy, University of Florida, USA.**
- 3. Leslie Dan Faculty of Pharmacy, University of TORONTO, CANADA.**
- 4. Faculty of Pharmacy and Pharmaceutical Sciences, University of Alberta, CANADA.**

We are in consultation with the most prominent college among these: **(MCPHS)** to benchmark its Performance Indicator’s values. After receiving the data we will customize that according to our Environment, Culture and the Resources; financial, technical and personnel.

➤ **GAP ANALYSIS.**

● **FINDING THE GAP:**

- *Identify the gap between the optimized allocation and integration of the inputs, and the current level of allocation. This helps provide the institution with insight into areas which could be improved. The gap analysis process involves determining, 'where you are now' and 'where you want to be'.] referring to some measures those are benchmarked .*

S. No.	Measurements	MCPHS Values	CoP Values	Gap
1	Students overall evaluation on the quality of their learning experiences at the institution. (Average rating of the overall quality of their program on a five point scale in an annual survey)		3.5/5	
2	Proportion of courses in which student evaluations were conducted during the year.		100%	
3	a) Ratio of students to teaching staff. (Based on full time equivalents—All staff). b) Ratio of students to teaching staff. (Based on full time equivalents-PhD holders).		7 : 1 9.5 : 1	
4	Students overall rating on the quality of their courses. (Average rating of students on a five point scale on overall evaluation of courses.)			
5	Proportion of teaching staff with verified doctoral qualifications.		73.65%	
6	Percentage of students entering programs who successfully complete first year.			
7	Proportion of students entering undergraduate programs who complete those programs in minimum time.		47%	
8	Student evaluation of academic and career counselling. (Average rating on the adequacy of academic and career counselling on a five point scale in an annual survey of final year students.)			
9	Student evaluation of library services. (Average rating on adequacy of library services on a five point scale in an annual survey of final year students).			
10	Number of accessible computer terminals per student.		14.5/1	
11	Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement.		3.0%	

12	Proportion of teaching staff participating in professional development activities during the past year.		91.4%	
13	Number of refereed publications in the previous year per full time equivalent member of teaching staff.		2:1 FTE	
14	Number of citations in refereed journals in the previous year per full time equivalent teaching staff.		3.6:1	
15	Proportion of full time member of teaching staff with at least one refereed publication during the previous year.		0.85:1	
16	Number of papers or reports presented at academic conferences during the past year per full time equivalent members of teaching staff.		0.75:1	
17	Proportion of full time teaching and other staff actively engaged in community service activities.		31.5%	

• **GAP ANALYSIS.**

1. **Overall evaluation on the quality of Student’s learning experience {3.5/5} needs attention so as to take it (4.0/5.0).**
2. **Student’s evaluation in 100% courses is an excellent parameter. It should be kept up.**
3. **Excellent Student to all Faculty ratio and Student to PhDs Faculty ratio clearly indicates the Institution and College Council commitment to Quality in Higher Education.**
4. **Stakeholders rating on the Quality of Courses taught at undergraduate level is taken up very seriously by the Dean, College of Pharmacy and hence the courses are under consideration by the Vice Dean, Academic affairs for improvement so that these may comply to the International levels.**
5. **An excellent proportion of doctoral faculty (91.0%) again a commendable effort and contribution of the Institution and College Council. We hope that by improving the enrolment process (less is more) and by the efforts of honorable faculty we will get better results.**

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- 6. %age of the successfully completing the first year program is a clear sign of growth of outcome.**
- 7. Apparent progression rate (45.7 TO 47%) needs attention.**
- 8. Rating on adequacy of academic and career counseling of students and then the revision of these processes by the Dean and the Vice Dean Academic affairs given in the SSR will bring tangible improvement in the next coming years.**
- 9. Library Services need updating. There is space problem for library. But a sound and strong strategy has been developed and we will provide an excellent learning area where our students will have an easy access to curricular and reference books in abundance very soon.**
- 10. Computer Labs have been updated in both the campuses. It will improve the Computer terminal / Student ratio.**
- 11. Both at Institutional and College level efforts are being made to keep this proportion under control, through their development and compensation.**
- 12. Institution has launched various Faculty development programs through Deanship of Development and Nobel Laureate Visitors to King Saud University.**
- 13. All indicators of the Research Centers (refereed publications, citation in refereed journals and paper or reports presentation at academic conferences) are commendable. Both the Institution and the College are proud of it and have strong commitment to support this process for its progress and further development.**
- 14. Community services need attention. College counsel is convinced and has planned for taking suitable actions to enhance this valuable activity.**

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➤ **BEST PRACTICES.**

College of Pharmacy Dean, Vice Dean for Development and Quality and the **Strategic Planning Committee** reaffirm the College commitment; to strictly adhere to the **Best Educational Practices in all programs** especially **Under Graduate Level**. So

- We **encourage** and **improve the contact** between students and faculty.
- We **develop reciprocity and cooperation** among students.
- We **encourage Active Learning**.
- We are developing a culture for giving **prompt feedbacks** from all the stakeholders.
- We emphasize on “**On Time Completion of task**” both by the faculty and the students.
- Our Faculty communicates high expectations to its **Valuable Outcome**.
- We **respect diverse talents** and **ways of learning** in our students, faculty and researchers.

3-COMPONENTS (Strategic Plan Components)

VISION

The College of Pharmacy, King Saud University, strives to achieve excellence in teaching, research, public and professional services to be recognized as the leading college of pharmacy in the gulf region and among the top five in the Middle East.

MISSION

The College of Pharmacy, KSU, is committed to provide high quality education in the pharmaceutical sciences and pharmacy practice through teaching and training of students so as to develop and enhance the skills necessary to practice pharmacy in any setting; to advance pharmaceutical knowledge through research; and to serve the profession and the community.

CORE VALUES

- ✓ ***To serve the Kingdom of Saudi Arabia as a high-caliber academic institution of pharmacy education.***
- ✓ ***To create a compelling learning experience for students, staff, and faculty.***
- ✓ ***To be recognized as a top-tier college of pharmacy in regard to all appropriate measures acknowledged internationally, especially involving teaching and research.***
- ✓ ***To create and apply knowledge that contributes to the well-being of the Kingdom and the quality of life of its citizen.***

KEY OBJECTIVES

- 1-Focus on Pharmacy students.***
- 2-Improve Faculty and Staff Development, Support and Retention.***
- 3-Establish and implement clear quality systems.***
- 4-Enabling best teaching and learning practices.***
- 5-Great focus on research.***
- 6-Maintain & improve Facility Development.***
- 7-Strengthen community ties through enhancing community Services.***
- 8-Diversify funding resources.***

4-Down to Specifics

- **Performance Measurement.**

Various performance measurement systems are there but Deanship of Development, KSU, has selected **Balanced Scorecard** as the performance measurement system. It is world recognized, an effective and result oriented performance measurement system. Deanship of Development has developed **templates** for these purposes which are used for performance measurement.

- **Targets / Standards of Performance.**

Obviously to achieve its Targets or Goals the **Strategic Objectives** are the footsteps. By taking appropriate **Initiatives**, planning for suitable **Actions** and implementing them as **projects** we will achieve these Goals.

Objectives Definition

Objective: S.O. #1 Focus on Pharmacy Students

Leader: Vice Dean for Academic Affair.

<p><u>Description</u></p> <p><i>As the main product of our business is the students, so it will be our first concern to focus on them in order to increase their quality.</i></p>	<p><u>Initiatives</u></p> <ol style="list-style-type: none"> 1. Provide experiential training that aim to develop a practically successful health care professional. 2. Enroll and retain culturally rich students. 3. Promote Post-graduate opportunities. 	<p><u>Estimated Time</u></p> <p>3 years</p>
<p><u>Requirements and Interdependencies</u></p> <ul style="list-style-type: none"> – Support of Academic Affair Unit. – Coordination between the three consulted units – Availability of sufficient resources. 	<p><u>Consulted</u></p> <ul style="list-style-type: none"> • Experiential Training Unit • Student Support Unit • Academic Guidance Unit 	<p><u>Informed</u></p> <p>Vice Dean for Development and Quality.</p>
<p>Main KPI</p>	<p>Percentage of full – time students entering program who successfully complete first year. (Passing fourth level to fifth level).</p>	
<p>Deliverables</p>	<p>Consulted Units heads.</p>	
<p>Stakeholders</p>	<ul style="list-style-type: none"> • CoP graduates employing parties (employers) • Deanship of Admissions and Registration • Deanship of Skill Development. 	
<p>Accountable</p>	<ul style="list-style-type: none"> • Head of Experiential Training Unit. • Head of Student Support Unit. • Head of Academic Guidance Unit. 	
<p>Responsible</p>	<p>Vice Dean for Academic Affair.</p>	
<p>Comments</p>	<p>-</p>	
<p><u>Short term timeline & milestones:</u></p> <p>Preliminary team: Review and Refined Initiatives: Final Implementation Plan:</p>	<p><u>Date:</u></p> <p>1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.</p>	

Objective: S.O. #2 Focus on Faculty & Staff

Leader: Dean.

Improve Faculty and Staff Development, Support and Retention.

<p><u>Description</u> <i>As the main input of our business are the staff members, so it will be our first concern to focus on them in order to increase their quality.</i></p>	<p><u>Initiatives</u></p> <ol style="list-style-type: none"> Promotion, retention and skill development of the supporting staff. Create a climate that motivate, satisfy, retain and ensure collegiality of the faculty. 	<p><u>Estimated Time</u> 5years.</p>
<p><u>Requirements and Interdependencies</u></p> <ul style="list-style-type: none"> – Support of Academic Affair Unit. – Coordination between the Dean from one side and the consulted parties from the other side. – Availability of sufficient resources. 	<p><u>Consulted</u></p> <ul style="list-style-type: none"> - College Administration - University Administration. 	<p><u>Informed</u> Dean</p>
<p>Main KPI</p>	<p>Proportion of full – time teaching staff with verified Doctoral degrees. <i>(in proportion to the total number of full time faculty members)</i></p>	
<p>Deliverables</p>	<p>Administration staff in College of Pharmacy</p>	
<p>Stakeholders</p>	<p>KSU, Ministry of civil service</p>	
<p>Accountable</p>	<p>Head of Development Unit</p>	
<p>Responsible</p>	<p>Vice Dean for Development and Quality</p>	
<p>Comments</p>	<p>-</p>	
<p><u>Short term timeline & milestones:</u> Preliminary team: Review and Refined Initiatives: Final Implementation Plan:</p>	<p><u>Date:</u> 1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.</p>	

Objective: S.O. #3 Maintain and improve the Quality System.

Leader: Vice Dean for Development and Quality.

<p><u>Description</u> <i>As we are the first College of Pharmacy in KSA to have the ISO9001 certificate, we will make every possible effort to maintain and improve the quality system in our internal environment.</i></p>	<p><u>Initiatives</u></p> <ol style="list-style-type: none"> 1. Secure accreditation for academic programs. 2. Commitment to highest quality management system and continuous improvement. 	<p><u>Estimated Tim:</u> 5 Years</p>
<p><u>Requirements and Interdependencies.</u></p> <ul style="list-style-type: none"> – Coordination between Quality Units from one side and the Academic Departments from the other side. – Coordination between Quality Units from one side and the Administration from the other side. – Availability of sufficient resources. 	<p><u>Consulted</u> Head of Quality Unit in Both campuses.</p>	<p><u>Informed</u> Vice Dean for Development and Quality</p>
<p>Main KPI</p>	<p>Proportion of teaching staff participating in professional development activities during the past year.</p>	
<p>Deliverables</p>	<p>Quality Units Staff.</p>	
<p>Stakeholders</p>	<p>Academic Departments</p>	
<p>Accountable</p>	<p>Head of Quality Unit</p>	
<p>Responsible</p>	<p>Vice Dean for Development and Quality</p>	
<p>Comments</p>	<p>-</p>	
<p><u>Short term timeline & milestones:</u> Preliminary team: Review and Refined Initiatives: Final Implementation Plan:</p>	<p><u>Date:</u> 1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.</p>	

Objective: S.O. #4 Enable Best Teaching and Learning Practices.

Leader: Vice Dean for Academic Affairs.

<p><u>Description</u> <i>Enable best teaching and learning practices.</i></p>	<p><u>Initiatives</u></p> <ol style="list-style-type: none"> 1. Enhance the Quality of Undergraduate Education. 2. Implement a student learning assessment process 3. Work on improving the Pharm.D. Program. 	<p><u>Estimated Time</u> 2 Years</p>
<p><u>Requirements and Interdependencies</u></p> <ul style="list-style-type: none"> –Coordination between Academic Affair Unit from one side and the Academic Departments from the other side. –Availability of sufficient resources. 	<p><u>Consulted</u> Academic Affair Unit Heads</p>	<p><u>Informed</u> Vice Dean for Academic Affairs</p>
<p>Main KPI</p>	<p>Students overall evaluation on the quality of their learning experiences at the CoP, (Average rating of the overall quality of their program on a five point scale in an annual survey)</p>	
<p>Deliverables</p>	<p>Academic Affair Unit Staff</p>	
<p>Stakeholders</p>	<p>KSU, KKSH, College Students.</p>	
<p>Accountable</p>	<p>Academic Affair Unit Head</p>	
<p>Responsible</p>	<p>Vice Dean for Academic Affairs</p>	
<p>Comments</p>	<p>-</p>	
<p><u>Short term timeline & milestones:</u> Preliminary team: Review and Refined Initiatives: Final Implementation Plan:</p>	<p><u>Date:</u> 1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.</p>	

Objective: S.O. #5 Greater Focuses on Research.

Leader: Dean.

<u>Description</u>		<u>Initiatives</u> 1. Support faculty research activities. 2. Enhance stakeholders' involvement in research. 3. Communicate with research centers and programs in KSA to maximize their links with CoP.	<u>Estimated Time</u> 5 Years
<i>Requirements and Interdependencies</i> – Coordination between consulted parties. – Availability of sufficient resources.		<u>Consulted</u> Heads of research chairs Heads of Academic Departments	<u>Informed</u> Vice Dean for scientific research
Main KPI	Number of refereed publications in the previous year per full time equivalent member of teaching staff.		
Deliverables	<i>"Research Advisory Board"</i>		
Stakeholders	All Faculties, Central Research Laboratory, Program of Attracting outstanding faculties and researchers, KSU research		
Accountable	Heads of Academic Departments		
Responsible	Dean (<i>Temporarily till the existence of the new position of Vice Dean for scientific research</i>)		
Comments	-		
<u>Short term timeline & milestones:</u> Preliminary team: Review and Refined Initiatives: Final Implementation Plan:		<u>Date:</u> 1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.	

Objective: S.O. #6 Maintain and Improve Facility Development.

Leader: Vice Dean for Development and Quality.

<u>Description</u> <i>Maintain and Improve Facility Development.</i>		<u>Initiatives</u> 1. Identify adequate infrastructures (facilities, IT...etc). 2. Prepare crisis management plans to confront all variables (contingency plan).	<u>Estimated Time</u> 3Years
<i>Requirements and Interdependencies</i>		Consulted	Informed Vice Dean for Development and Quality
Main KPI	Number of accessible computer terminals per student.		
Deliverables	Administration Unit Staff		
Stakeholders	KSU.		
Accountable	Administrative Unit in College of Pharmacy		
Responsible	Dean		
Comments	-		
<u>Short term timeline & milestones:</u> Preliminary team: Review and Refined Initiatives: Final Implementation Plan:	<u>Date:</u> 1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.		

Objective: S.O. #7 Strengthen Community Service

Leader: Vice Dean for Development and Quality.

<p><u>Description</u> Strengthen community ties through enhancing community service</p>	<p><u>Initiatives</u> Increase faculty participation in community services (e.g. lectures, brochures, media, etc).</p>	<p><u>Estimated Time</u> 5 Years</p>
<p>Requirements and Interdependencies</p>	<p>Consulted</p>	<p>Informed Vice Dean for Development and Quality</p>
<p>Main KPI</p>	<p>Proportion of full time teaching and other staff actively engaged in community service activities.</p>	
<p>Deliverables</p>	<p>College of Pharmacy Staff</p>	
<p>Stakeholders</p>	<p>Community Organization related to health care fields</p>	
<p>Accountable</p>	<p>Administration Unit</p>	
<p>Responsible</p>	<p>Vice Dean for Development and Quality</p>	
<p>Comments</p>	<p>-</p>	
<p><u>Short term timeline & milestones:</u> Preliminary team: Review and Refined Initiatives: Final Implementation Plan:</p>	<p><u>Date:</u> 1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.</p>	

Objective: s.o. #8 Funding Resources

Leader: Dean.

<p><u>Description</u> Diversify funding resources.</p>	<p><u>Initiatives</u> 1. Ensure the availability of sufficient funds to support CoP’s ambitious programs. 2. Support KSU in establishing a best practice fundraising organization.</p>	<p><u>Estimated Time</u> 5Years</p>
<p><u>Requirements and Interdependencies</u></p>		<p><u>Consulted</u> Director of fund Development Unit</p> <p><u>Informed</u> Dean</p>
<p>Main KPI</p>	<p>Percentage of total annual fund available to College of Pharmacy in proportion to fund received from KSU.</p>	
<p>Deliverables</p>	<p>Fund Development Unit Staff</p>	
<p>Stakeholders</p>	<p>KSU</p>	
<p>Accountable</p>	<p>Director of fund Development Unit</p>	
<p>Responsible</p>	<p>Dean</p>	
<p>Comments</p>	<p>-</p>	
<p><u>Short term timeline & milestones:</u> Preliminary team: Review and Refined Initiatives: Final Implementation Plan:</p>	<p><u>Date:</u> 1/1/1433. From 3/1/1433, To 5/1/1433. From 7/1/1433, To 7/4/1433.</p>	

Initiatives Definition

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

Strategic Objective 1:

Initiative 1.1: Provide experiential training that aim to develop a practically successful health care professional.

Initiative 1.2: Enroll and retain culturally rich students

Initiative 1.3: Promote Postgraduate Opportunities.

Strategic Objective 2:

Initiative 2.1: Promotion, retention and skill development of the staff.

Initiative 2.2: Create a climate that motivate, satisfy, and retain the faculty.

Strategic Objective 3:

Initiative 3.1: Having an accredited program.

Initiative 3.2: Commitment to highest quality management and improvement system.

Strategic Objective 4:

Initiative 4.1: Enhance the quality of education.

Initiative 4.2: Implement a student learning assessment process.

Initiative 4.3: Keep working to start and improve Pharm. D program.

Strategic Objective 5:

Initiative 5.1: Support faculty research activity.

Initiative 5.2: Enhance stakeholder's involvement in research.

Initiative 5.3: Communicate with research centers and programs in KSU to maximize their link with the college.

Initiative 5.4: Communicate with research centers and programs outside KSU.

Strategic Objective 6:

Initiative 6.1: Identify adequate infrastructure.

Initiative 6.2: Prepare crisis management plans to control all the variables.

Strategic Objective 7:

Initiative 7.1: Increase faculty participation in community service.

Strategic Objective 8:

Initiative 8.1: Ensure the availability of sufficient size funds that can support the college program.

Initiative 8.2: Support closer link to KSU in order to establish fund raising organization.

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

Initiative 1.1: Provide experiential training that aim to develop a practically successful health care professional.

Leader: Vice Dean for Academic Affair.

<i>Alignments with Strategic Objective:</i>		
<i>S.O. #1: Focus on Pharmacy Students.</i>		
<u>Aim</u> Increase the practical experiential parts within the pharmaceutical academic study.	<u>Actions</u> → Establish a model pharmacy. → Support experiential training of graduates in work areas. (e.g. in community pharmacies, in pharmaceutical companies, etc). → Establish a program that increases the preparation of the graduates to the academic career through their collaboration in research agenda. → Conduct alumni surveys to assess level of readiness for first post-graduation pharmacy employment. → Increase faculty involvement in Post-graduate Continuing Education programs.	<u>Estimated time</u> 3 Years
<u>Requirements and Interdependencies</u>	<u>Consulted</u> Experiential Training Unit	<u>Informed</u> Vice Dean for Academic Affair
<i>K.P.I.</i>	Percentage of Bachelor graduates employed one year after graduation (%)	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>		
<i>Responsible</i>	Head of Experiential Training Unit	
<i>Accountable</i>	Head of Academic Affair Unit	
<i>Signature</i>		

Initiative1.2: *Enroll and retain culturally rich students*

Leader: Dean

<i>Alignments with Strategic Objective:</i>		
<i>S.O. #1:</i> Focus on Pharmacy Students.		
<u>Aim</u> Increase the quality of the student and hence the graduates.	<u>Actions</u> → Raise the admission bar. → Introduce a brief awareness by CoP programs to the preparatory year students. → Determine student high criteria in English language as a must to be enrolled in . → Heighten the criteria required in students to be enrolled in the CoP after the preparatory year. → Consider the setting of an intensive language test as graduation requirement (IELTS, TOEFL...etc). → Support the presence of student portfolio to support students' year to year follow up. → Support and maintain the academic guider system → Support the sustainability of the extra-curricular activities fund. → Establish a plan to increase student sharing in Skill Development Deanship Programs. → Continue to empower the "Student Organization" in the college.	<u>Estimated time</u> 2 Years
<u>Requirements and Interdependencies</u>	<u>Consulted</u> Head of Student Guidance Unit Head of Academic Departments	<u>Informed</u> Dean
<i>K.P.I.</i>	<i>Proportion of students entering undergraduate programs who complete those programs in minimum time.</i>	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>		
<i>Responsible</i>	Head of Academic Affair Unit	
<i>Accountable</i>	Vice Dean for Academic Affair.	
<i>Signature</i>		

Initiative1.3: Promote Postgraduate Opportunities.

Leader: Vice Dean for Development and Quality.

Alignments with Strategic Objective:		
S.O. #1: Focus on Pharmacy Students.		
<u>Aim</u> Support both post-graduates & researches.	<u>Actions</u> → Enhance the support of post-graduate Students. → Develop career advisement cyclic days. → Empower the partnerships with the employers. → For each relevant stakeholder group, develop and disseminate a communication plan that supports the graduates and improve their chances in job market.	<u>Estimated time</u>
<u>Requirements and Interdependencies</u>	<u>Consulted</u> Heads of Academic Departments	<u>Informed</u> Vice Dean for Academic Affair
K.P.I.	Ratio of undergraduate students to postgraduate students enrolled for master and PhD.	
Constraints		
Stakeholders		
Comments		
Responsible		
Accountable		
Signature		

Initiative2.1: Promotion, retention and skill development of the staff.

Leader: Vice Dean for Development and Quality.

Alignments with Strategic Objective:

S.O. #2: Improve Faculty and Staff Development, Support ,and Retention.

<u>Aim</u>	<u>Actions</u>	<u>Estimated time</u>				
Distinctive Faculty.	→ Complete a college-wide assessment to identify critical areas requiring new faculty members' hiring. → Based on the findings from above action, the appropriate number of high quality new faculties will be hired aiming to improve the faculty/student ratio. → Support and enhance formal communication system between male and female staff members. → Design a research only track for faculty employment in addition to the standard track. → Strengthen the enrollment of supporting staff in training programs.					
<u>Requirements and Interdependencies</u>		<table border="1"> <thead> <tr> <th data-bbox="1052 773 1514 889"><u>Consulted</u></th> <th data-bbox="1514 773 1974 889"><u>Informed</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="1052 889 1514 967"> </td> <td data-bbox="1514 889 1974 967"> </td> </tr> </tbody> </table>	<u>Consulted</u>	<u>Informed</u>		
<u>Consulted</u>	<u>Informed</u>					
<i>K.P.I.s</i>	a) Ratio of students to teaching staff. (Based on full time equivalents—All staff). b) Ratio of students to teaching staff. (Based on full time equivalents-PhD holders).					
<i>Constraints</i>						
<i>Stakeholders</i>						
<i>Comments</i>						
<i>Responsible</i>						
<i>Accountable</i>						
<i>Signature</i>						

Initiative2.2: Create a climate that motivate, satisfied, and retain the faculty.

Leader: Dean

Alignments with Strategic Objective:		
S.O. #2: Improve Faculty and Staff Development, Support, and Retention.		
<u>Aim</u> Attract and retain a high quality staff and Faculties, (Distinctive Faculty).	<u>Actions</u> → Improve the support for new and existing faculty members through establishment of better tenure, and rewarding system. → Establish a program for assessment of salaries of the faculties and doing benchmarking with other peer colleges	<u>Estimated time</u> 3 years
<u>Requirements and Interdependencies</u>	<u>Consulted</u>	<u>Informed</u>
K.P.I.	Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement.	
Constraints		
Stakeholders		
Comments		
Responsible	Administration Unit Head	
Accountable	Dean	
Signature		

Initiative 3.1: Having accredited programs.

Leader: Vice Dean for Development and Quality.

<i>Alignments with Strategic Objective:</i>		
<i>S.O. #3: Maintain and Improve Quality System.</i>		
<u>Aim</u>	<u>Actions</u> → Cyclic college self study report to ensure fulfilling standards of NCAAA. → Empower the quality culture among all employees in order to achieve the academic accreditation (first of NCAAA then of international body). → Identify a plan for having international accreditation (e.g. CCAPP, ACPE).	<u>Estimated time</u> 2 Years
<u>Requirements and Interdependencies</u> <ul style="list-style-type: none"> • Coordination and cooperation between Quality Units and academic Departments. 	<u>Consulted</u> → Head of Quality Unit in both campuses.	<u>Informed</u> → Vice Dean for Development & Quality.
<i>K.P.I.s</i>	Number of faculty/staff involved in quality assurance activities to the total number of full-time faculty and staff members. (%)	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>	-	
<i>Responsible</i>	Head of Quality Unit	
<i>Accountable</i>	Vice Dean for Development and Quality	
<i>Signature</i>		

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

Initiative 3.2: Commitment to highest quality management and improvement system.

Leader: Vice Dean for Development and Quality.

Alignments with Strategic Objective:

S.O. #3: Maintain and Improve Quality System.

<u>Aim</u>	<p><u>Actions</u></p> <ul style="list-style-type: none"> → Maximize the follow up of quality assurance activities. → Ensure the achievement of strategic plan's goals periodically. → Start the implementation of the KSU handbook of Quality. → Establish an ongoing link with the Deanship of Skill Development to maximize the involvement of the college with their training programs. 	<u>Estimated time</u>
<u>Requirements and Interdependencies</u>	<p><u>Consulted</u> Head of Quality Unit in both campuses</p>	<p><u>Informed</u> Vice Dean for Development & Quality.</p>
<i>K.P.I.</i>	Proportion of teaching staff participating in professional development activities during the past year.	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>	-	
<i>Responsible</i>	Head of Quality Unit	
<i>Accountable</i>	Vice Dean for Development and Quality	
<i>Signature</i>		

Initiative 4.1: Enhance the Quality of Education.

Leader: Vice Dean for Academic Affair.

<i>Alignments with Strategic Objective:</i>		
<i>S.O. #4: Enable Best Teaching and Learning Practices.</i>		
<u>Aim</u> Supporting the learning environment to reach a stronger graduate.	<u>Actions</u> → Support the sustainability of course portfolio for each course. → Review curricula to ensure that the objectives of each one are clear and achievable. → Implement a process/mechanism for the divisions to address their teaching gaps or challenges in the graduate programs. → Each department will identify areas where improvement is needed and develop a plan to improve the quality of under-graduate education. → Develop a plan to provide an experience-based learning and maximize the participation of the student in the process of learning (interactive process). → Commitment to maintain and enhance the quality of the lecture rooms (i.e. environment and equipment).	<u>Estimated time</u>
<u>Requirements and Interdependencies</u>		<u>Consulted</u>
		<u>Informed</u>
<i>K.P.I.s</i>	Students overall rating on the quality of their courses. (Average rating of students on a five point scale on overall evaluation of courses.)	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>		
<i>Responsible</i>		
<i>Accountable</i>		
<i>Signature</i>		

Initiative4.2: Implement a student learning assessment process.

Leader: Vice Dean for Academic Affair.

Alignments with Strategic Objective:

S.O. #4: Enable Best Teaching and Learning Practices.

<u>Aim</u>	<u>Actions</u>	<u>Estimated time</u>
	→ Develop a mechanism for verifying standards of student achievement. → Introduction of oral examinations and OSCEs (Objective Structured Clinical Examinations) to all the departments. → Develop and implement surveys to measure student engagement; conduct alumni surveys to assess level of readiness for first post-graduation pharmacy employment. Include results of surveys in the ongoing review and revision of curriculum content, teaching and learning processes.	
	<u>Consulted</u>	<u>Informed</u>
<i>K.P.I.</i>	Students overall evaluation on the quality of their learning experiences at the CoP, (Average rating of the overall quality of their program on a five point scale in an annual survey final year students.)	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>		
<i>Responsible</i>		
<i>Accountable</i>		
<i>Signature</i>		

Initiative4.3: Keep working to start and improve Pharm.D program.

Leader: Vice Dean for Academic Affair.

Alignments with Strategic Objective:

S.O. #4: Enable Best Teaching and Learning Practices.

<p><u>Aim</u> To get a stronger clinical graduate</p>	<p><u>Actions</u> → Establish a plan to assess the Pharm.D curriculum, student assessment methods and infrastructure required to implement it. → Support <i>Pharm.D program</i> accreditation plan. → Review the business plan for the Pharm.D program to ensure that all cost and cost impacts are clearly identified.</p>	<p><u>Estimated time</u> 2 Years</p>
<p><u>Requirements and Interdependencies</u></p>	<p><u>Consulted</u></p>	<p><u>Informed</u></p>
<p><i>K.P.I.s</i></p>	<p>Pharm.D Students overall evaluation on the quality of their learning experiences at the CoP , (Average rating of the overall quality of their program on a five point scale in an annual survey final year students.)</p>	
<p><i>Constraints</i></p>		
<p><i>Stakeholders</i></p>		
<p><i>Comments</i></p>		
<p><i>Responsible</i></p>		
<p><i>Accountable</i></p>		
<p><i>Signature</i></p>		

Initiative 5.1: Support faculty research activities.

Leader: Dean

Alignments with Strategic Objective:

S.O#5: Greater Focus on Research: Distinguish research and scholarships.

<p><u>Aim</u> Research is the great focus area in the College vision</p>	<p><u>Actions</u></p> <ul style="list-style-type: none"> → Establish a position for Vice Dean for scientific research. → Develop more research chair programs to strengthen applied research. → Ensure the availability of sufficient funds that can support research programs and increase fund available for new research initiatives. → Establish and implement a documented procedure for "Ordering and delivery of equipment and chemicals for research purposes". → Support maintenance contracts for research instruments. → Give a greater support to all faculty members to participate in international conferences and conventions. → Enhance periodic college-wide seminars and symposia in order to foster the research environment/ host annual national pharmaceutical conference that includes the research activities of faculty members. → Maximize the links with "attracting outstanding faculty and researchers program", via Vice rectorate for knowledge exchange and technology transfer. → Develop and implement a clear Safety Plan that can include hiring of a "safety officer", ensure availability of safety equipment, proper training on Good Laboratory Practices, and periodic training on emergency evacuation. → Establish a library in the college. 		<p><u>Estimated Time</u> 3 Years</p>
	<p><u>Requirements and Interdependencies</u></p>	<p><u>Consulted</u></p>	<p><u>Informed</u></p>
<p><i>K.P.I.</i></p>	<p>Number of refereed publications in the previous year per full time equivalent member of teaching staff.</p>		
<p><i>Constraints</i></p>			
<p><i>Stakeholders</i></p>			

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

<i>Comments</i>	
<i>Responsible</i>	Vice Dean for scientific research.
<i>Accountable</i>	Dean
<i>Signature</i>	

Approved

Initiative 5.2: Enhance stakeholders' involvement in research.

Leader: Dean.

Alignments with Strategic Objective:

S.O#5: Greater Focus on Research: Distinguish research and scholarships.

<p><u>Aim</u> Building bridges with our stakeholders to support the researches.</p>	<p><u>Actions</u> → Develop a plan to cultivate new and improve existing engagement of the external stakeholders in the research activities and research chairs. → Create local advisory board at the CoP that work on embracing external stakeholders across KSA. → Develop international twinning programs, so that every department has a key higher twin. → Identify a plan that transfers the researches to the applied and implemented programs.</p>	<p><u>Estimated time</u> 2 years</p>
<p><u>Requirements and Interdependencies</u></p>		<p><u>Consulted</u></p>
<p><u>Informed</u></p>		
<p><i>K.P.I.s</i></p>	<p>Percentage of full-time faculty members receiving internal research or innovation funds in proportion to the total number of full-time faculty members.</p>	
<p><i>Constraints</i></p>		
<p><i>Stakeholders</i></p>		
<p><i>Comments</i></p>		
<p><i>Responsible</i></p>	<p>Vice Dean for scientific research.</p>	
<p><i>Accountable</i></p>	<p>Dean</p>	
<p><i>Signature</i></p>		

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

Initiative 5.3: Communicate with research centers and programs in KSU to maximize their links with the college.
Leader: Dean

Alignments with Strategic Objective:

S.O#5: Greater Focus on Research: Distinguish research and scholarships.

<p><u>Aim</u> Research is the great focus area in the College vision .</p>	<p>→ Establish a plan to communicate with research centers within KSU: For examples,</p> <ul style="list-style-type: none"> a. "International Twinning Program" b. King Abdullah Institute for NANO Technology Program. c. Prince Sultan International Program for Research Scholarships. d. Research Chairs Program. e. Riyadh Technology Valley. f. Centers for Research Excellence Program g. The National Plan for Technology and Sciences Program. 	<p><u>Estimated time</u> 2 years</p>
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<u>Requirements and Interdependencies</u>	<u>Consulted</u>	<u>Informed</u>
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<i>K.P.I.</i>	Number of citations in refereed journals in the previous year per full time equivalent teaching staff.
<i>Constraints</i>	
<i>Stakeholders</i>	
<i>Comments</i>	
<i>Responsible</i>	Vice Dean for scientific research.
<i>Accountable</i>	Dean
<i>Signature</i>	

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

Initiative 5.4: Communicate with research centers and programs outside KSU.

Leader: Dean.

Alignments with Strategic Objective:

S.O#5: Greater Focus on Research: Distinguish research and scholarships.

<p><u>Aim</u> Research is the great focus area in the College vision .</p>	<p><u>Actions</u> Define a plan to maximize the incorporation with research centers and programs inside KSA such as "KAUST" <i>King Abdullah University of Science and Technology</i>, and "KACST" <i>King Abdul Aziz City for Science and Technology</i>. Define a plan to maximize the incorporation with research centers and programs in the Arab world such as "<i>KSU Arab Cooperation Program</i>" in order to support and coordinate efforts at the pan-Arab level to develop higher scientific research</p>	<p><u>Estimated time</u> 2 years</p>	
<p><u>Requirements and Interdependencies</u></p>		<p><u>Consulted</u></p>	<p><u>Informed</u></p>
<p><i>K.P.I.</i></p>	<p>Numbers of papers presented at academic conferences during the past year per full time teaching staff.</p>		
<p><i>Constraints</i></p>			
<p><i>Stakeholders</i></p>			
<p><i>Comments</i></p>			
<p><i>Responsible</i></p>	<p>Vice Dean for scientific research.</p>		
<p><i>Accountable</i></p>	<p>Dean</p>		
<p><i>Signature</i></p>			

Initiative 6.1: Identify adequate infrastructure.

Leader: Dean

Alignments with Strategic Objective:

S.O. 6: Maintain and Improve Facility Development

<u>Aim</u>	<u>Actions</u> → Support all efforts to move the female to the new female campus "Dareia campus". → Support all efforts to acquire new allocations from the KSU to widen the college working space area → Develop and implement a maintenance program to preserve and improve the college spaces. → Continue to support and strengthen the college's IT system. → Continuously improve and upgrade the college web site. → Maintain and improve communal areas such as cafeterias, social and study areas in term of furnishing, IT and maintenance levels. → Continue to improve the student clubs and societies.	<u>Estimated time</u> 3 years
<u>Requirements and Interdependencies</u>	<u>Consulted</u>	<u>Informed</u>
K.P.I.	Number of accessible computer terminals per student.	
Constraints		
Stakeholders		
Comments		
Responsible		
Accountable		
Signature		

Initiative 6.2: Prepare crisis management plans to confront all variables.

Leader: Vice Dean for Development and Quality.

Alignments with Strategic Objective:

S.O. 6: Maintain and Improve Facility Development

<u>Aim</u>	<u>Actions</u> → Ensure the clarity of the emergency evacuation plan and ensure its proper application through performing cyclic training courses → Establish a clinic for emergency medical care.	<u>Estimated time</u> 1 Year.
<u>Requirements and Interdependencies</u>	<u>Consulted</u>	<u>Informed</u>
<i>K.P.I.</i>	Percentage of faculty, staff, and students (internal stakeholders) satisfaction about the safety measures inside the college.	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>		
<i>Responsible</i>	Safety Officer.	
<i>Accountable</i>	Vice Dean for Development and Quality	
<i>Signature</i>		

Initiative 7.1: Increase faculty participations in community service.

Leader: Vice Dean for Development and Quality.

Alignments with Strategic Objective:

S.O. 7: Strengthen community ties through enhancing community service.

<p><u>Aim</u></p> <p>Building Bridges between the college and the community</p>	<p><u>Actions</u></p> <ul style="list-style-type: none"> → Establish a position (or job description) for <i>Vice Dean for Community Service and Environment Development.</i> → Support the community-linked programs whereby faculties and students dedicate a portion of their time every year to work in the community (with NGOs (<i>Non Governmental Organizations</i>), hospitals, schools ,etc). → Engage the external stakeholders in the community outreach programs. → Establish College annual volunteer projects in important fields related to population (as DM, herbal-drug interaction, vaccines,.....etc) → Provide college service activities through various media (e.g., radio, net, newspaper, etc) in order to enhance public awareness of the CoP and the roles of pharmacists in healthcare field. → Maintain and improve the services in the drug and poison information center (DPIC). → Introduce and support a project to develop KSU educational TV channel. 	<p><u>Estimated time</u></p> <p>1 Year.</p>
<p><u>Requirements and Interdependencies</u></p>	<p><u>Consulted</u></p>	<p><u>Informed</u></p>
<p><i>K.P.I.</i></p>	<p>Proportion of full time teaching and other staff actively engaged in community service activities.</p>	
<p><i>Constraints</i></p>		
<p><i>Stakeholders</i></p>		
<p><i>Comments</i></p>		
<p><i>Responsible</i></p>		
<p><i>Accountable</i></p>		
<p><i>Signature</i></p>		

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

Initiative 8.1: *Ensure the availability of sufficient size funds that can support the College programs.*

Leader: *Vice Dean for Development and Quality.*

Alignments with Strategic Objective:

S.O. 8: *Diversify the funding resources*

<u>Aim</u>	<u>Actions</u> → Increase the effort to set up a fund of sufficient size that would support the CP strategic plan. → Support the plans to establish a position of <i>Director of Fund Development.</i>	<u>Estimated time</u> 1 Year.
<u>Requirements and Interdependencies</u>	<u>Consulted</u>	<u>Informed</u>
<i>K.P.I.</i>	Percentage of total annual fund available to College of Pharmacy in proportion to fund received	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>		
<i>Responsible</i>	Director of Fund Development	
<i>Accountable</i>	Vice Dean for Development and Quality.	
<i>Signature</i>		

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

Initiative 8.2: *Support closer link to KSU in order to establish fundraising organization.*

Leader: *Vice Dean for Development and Quality.*

Alignments with Strategic Objective:

S.O. 8: *Diversify the funding resources*

<u>Aim</u>	<u>Actions</u> → Establish a plan to increase the independents and introduce some nongovernmental private sources for funding. → Coordinate with the KSU in establishing fundraising organization	<u>Estimated time</u> 1 Year.
<u>Requirements and Interdependencies</u>		<u>Consulted</u>
		<u>Informed</u>
<i>K.P.I.s</i>	Percentage of college annual budget in relation to total KSU budget.	
<i>Constraints</i>		
<i>Stakeholders</i>		
<i>Comments</i>		
<i>Responsible</i>	Director of Fund Development	
<i>Accountable</i>	Vice Dean for Development and Quality.	
<i>Signature</i>		

• **Implementation and Action Plans**

	Actions	2012	2013	2014	2015	2016	Responsibilities	Required resources	Budget	KPI
1.	Establish a model pharmacy	*								
2.	Support experiential training of graduates in work areas. (e.g. in community pharmacies, in pharmaceutical companies, etc).	*								
3.	Establish a program that increases the preparation of the graduates to the academic career through their collaboration in research agenda.		*							
4.	Conduct alumni surveys to assess level of readiness for first post-graduation pharmacy employment.	*								
5.	Increase faculty involvement in Post-graduate Continuing Education programs.		*							
6.	Raise the admission bar.			*						
7.	Introduce a brief awareness by CoP programs to the prep. year students.		*							
8.	Determine student high criteria in English language as a must to be enrolled in the college.			*						
9.	Heighten the criteria required in students to be enrolled in the CoP after the preparatory year.			*						
10.	Consider the setting of an intensive language test as graduation requirement (IELTS, TOEFL...etc).				*					

11.	Support the presence of student portfolio to facilitate students' year to year evaluation of development.		*							
12.	Support and maintain the academic guider system.	*								
13.	Support the sustainability of the extra-curricular activities' fund.		*							
14.	Establish a plan to increase students sharing in skill development deanship programs.		*							
15.	Continue to empower the " <i>Student organization</i> " in the college.	*								
16.	Enhance the support of post-graduate Students.	*								
17.	Develop career advisement cyclic days.	*								
18.	Empower the partnerships with the employers.	*								
19.	For each relevant stakeholder group, develop and disseminate a communication plan that supports the graduates and improve their chances in job market.		*							
20.	Complete a college-wide assessment to identify critical areas requiring new faculty members' hiring.	*								
21.	Based on the findings from above action, the appropriate number of high quality new faculties will be hired aiming to improve the faculty/student ratio.	*								
22.	Support and enhance formal communication system between male and female staff members.	*								

23.	Design a research only track for faculty employment in addition to the standard track.		*							
24.	Strengthen the enrollment of supporting staff in training programs.	*								
25.	Improve the support for new and existing faculty members through establishment of better tenure, and rewarding system.		*							
26.	Establish a program for assessment of salaries of the faculties and doing benchmarking with other peer colleges.		*							
27.	Cyclic college self study report to ensure fulfilling standards of NCAAA.	*								
28.	Empower the quality culture among all employees in order to achieve the academic accreditation (first of NCAAA then of international body).	*								
29.	Identify a plan for having international accreditation (e.g. CCAPP, ACPE).	*								
30.	Maximize the follow up of quality assurance activities aiming to maintain the quality system according to the ISO standards.	*								
31.	Ensure the achievement of strategic plan's goals periodically.	*	*	*	*	*				
32.	Start the implementation of the KSU handbook of Quality. That includes implementation of a set of key performance indicators (KPIs) to reflect the performance of all departments of the college with periodic application (as per KSU – QMS handbook).		*							

33.	Establish an ongoing link with the Deanship of Skill Development to maximize the involvement of the college with their training programs.	*								
34.	Support the sustainability of course portfolio for each course.	*								
35.	Review curricula to ensure that the objectives of each one are clear and achievable.	*								
36.	Implement a process/mechanism for the divisions to address their teaching gaps or challenges in the graduate programs.	*								
37.	Each department will identify areas where improvement is needed and develop a plan to improve the quality of under-graduate education.	*								
38.	Develop a plan to provide an experience-based learning and maximize the participation of the student in the process of learning (interactive process).	*								
39.	Commitment to maintain and enhance the quality of the lecture rooms(i.e. environment and equipment).	*								
40.	Develop a mechanism for verifying standards of student achievement.	*								
41.	Introduction of oral examinations and OSCEs (Objective Structured Clinical Examinations) to all the departments.		*							

42.	Develop and implement surveys to measure student engagement; conduct alumni surveys to assess level of readiness for first post-graduation pharmacy employment. Include results of surveys in the ongoing review and revision of curriculum content, teaching and learning processes.	*								
43.	Establish a plan to assess the Pharm.D curriculum, student assessment methods and infrastructure required to implement it.	*								
44.	Support <i>Pharm.D program</i> accreditation plan.									
45.	Review the business plan for the Pharm.D program to ensure that all cost and cost impacts are clearly identified.		*							
46.	Establish a position for <i>Vice Dean for scientific research</i> .	*								
47.	Develop more research chair programs to strengthen applied research.		*							
48.	Ensure the availability of sufficient funds that can support research programs and increase fund available for new research initiatives.	*								
49.	Establish and implement a documented procedure for " <i>Ordering and delivery of equipment and chemicals for research purposes</i> ".	*								
50.	Support maintenance contracts for research instruments.	*								
51.	Give a greater support to all faculty members to participate in international conferences and conventions.	*								

52.	Enhance periodic college-wide seminars and symposia in order to foster the research environment/ host annual national pharmaceutical conference that includes the research activities of faculty members.	*								
53.	Maximize the links with " <i>attracting outstanding faculty and researchers program</i> ", via Vice rectorate for knowledge exchange and technology transfer.	*								
54.	Develop and implement a clear Safety Plan that can include hiring of a " <i>safety officer</i> ", ensure availability of safety equipment, proper training on Good Laboratory Practices, and periodic training on emergency evacuation.	*								
55.	Establish a library in the college.	*								
56.	Develop a plan to cultivate new and improve existing engagement of the external stakeholders in the research activities and research chairs.	*								
57.	Create local advisory board at the CoP that work on embracing external stakeholders across KSA.	*								
58.	Develop international twinning programs, so that every department has a key higher twin.		*							
59.	Identify a plan that transfers the researches to the applied and implemented programs.		*							
60.	Establish a plan to communicate with research centers	*								

61.	Define a plan to maximize the incorporation with research centers and programs <u>inside KSA</u>	*								
62.	Define a plan to maximize the incorporation with research centers and programs <u>in the Arab world</u> such as " <i>KSU Arab Cooperation Program</i> "	*								
63.	Support all efforts to move the female to the new female campus " <i>Dareia campus</i> ".	*	*							
64.	Support all efforts to acquire new allocations from the KSU to widen the college working space area.	*								
65.	Develop and implement a maintenance program to preserve and improve the college spaces.	*								
66.	Continue to support and strengthen the college's IT system.	*								
67.	Continuously improve and upgrade the college web site.	*								
68.	Maintain and improve communal areas such as cafeterias, social and study areas in term of furnishing, IT and maintenance levels.	*								
69.	Continue to improve the student clubs and societies.	*								
70.	Ensure the clarity of the emergency evacuation plan and ensure its proper application through performing cyclic training courses.	*								
71.	Establish a clinic for emergency medical care.	*								

72.	Establish a position (or job description) for <i>Vice Dean for Community Service and Environment Development.</i>	*								
73.	Support the community-linked programs whereby faculties and students dedicate a portion of their time every year to work in the community (with NGOs, hospitals, schools ,etc)		*							
74.	Engage the external stakeholders in the community outreach programs.		*							
75.	Establish College annual volunteer projects in important fields related to population (as DM, herbal-drug interaction, vaccines,.....etc)	*								
76.	Provide college service activities through various media (e.g., radio, net, newspaper, etc) in order to enhance public awareness of the CoP and the roles of pharmacists in healthcare field.	*								
77.	Maintain and improve the services in the drug and poison information center (DPIC).	*								
78.	Introduce and support a project to develop KSU educational TV channel.		*							
79.	Increase the effort to set up a fund of sufficient size that would support the CP strategic plan.	*								
80.	Establish CoP Alumni Association	*								
81.	Support the plans to establish a position of <i>Director of Fund Development.</i>	*								

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82.	Establish a plan to increase the independents and introduce some nongovernment. Private sources for funding.		*							
83.	Coordinate with the KSU in establishing fundraising organization.		*							

Approved

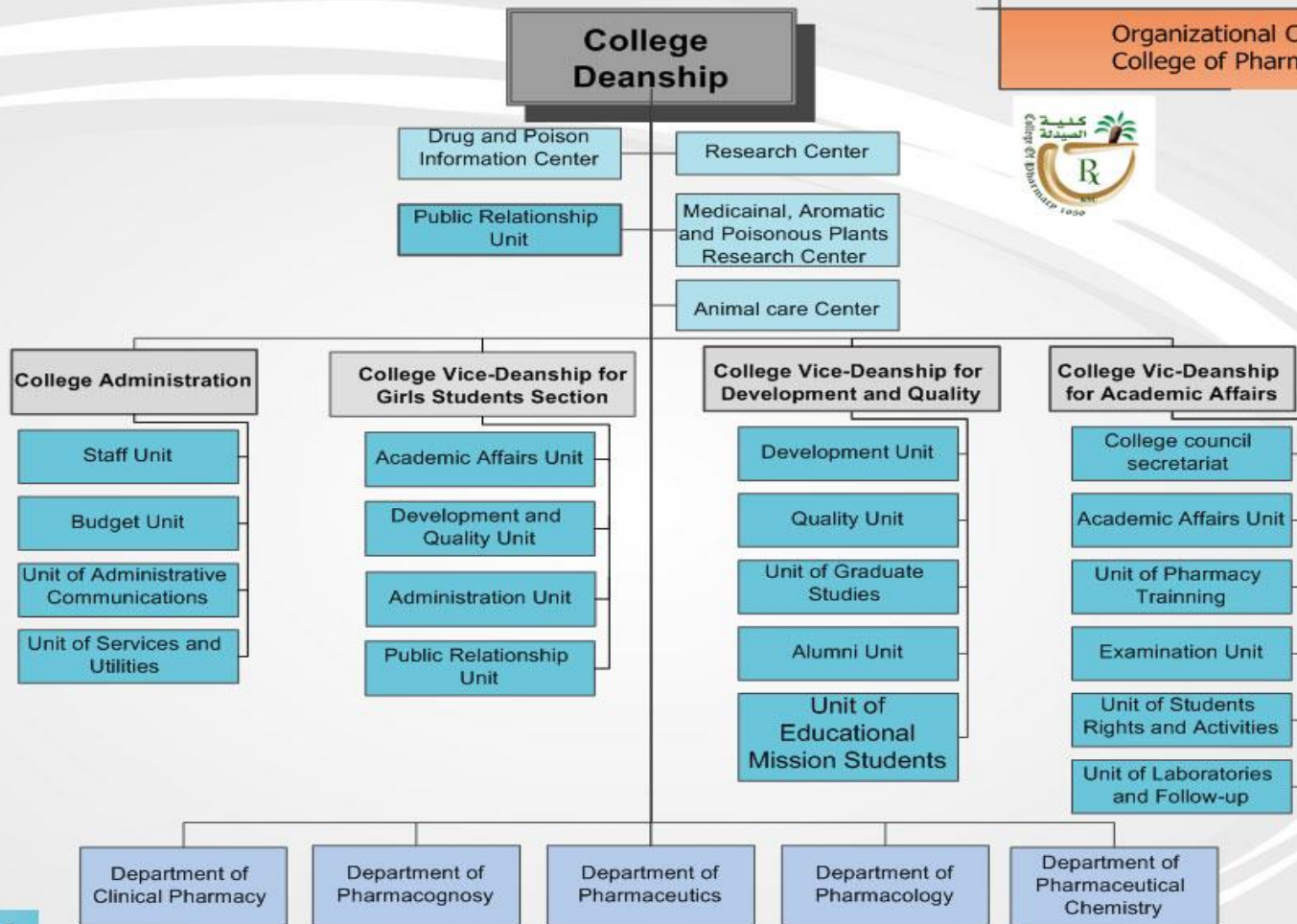
How CoP strategic objectives intersect with KSU strategic objectives

CoP strategic objectives									
KSU strategic objectives		1.	2.	3.	4.	5.	6.	7.	8.
	1.	*	*	*					
	2.		*						
	3.	*							
	4.	*				*			
	5.			*		*			
	6.				*		*		
	7.								*
	8.					*		*	
	9.					*	*		

CoP Organizational Chart

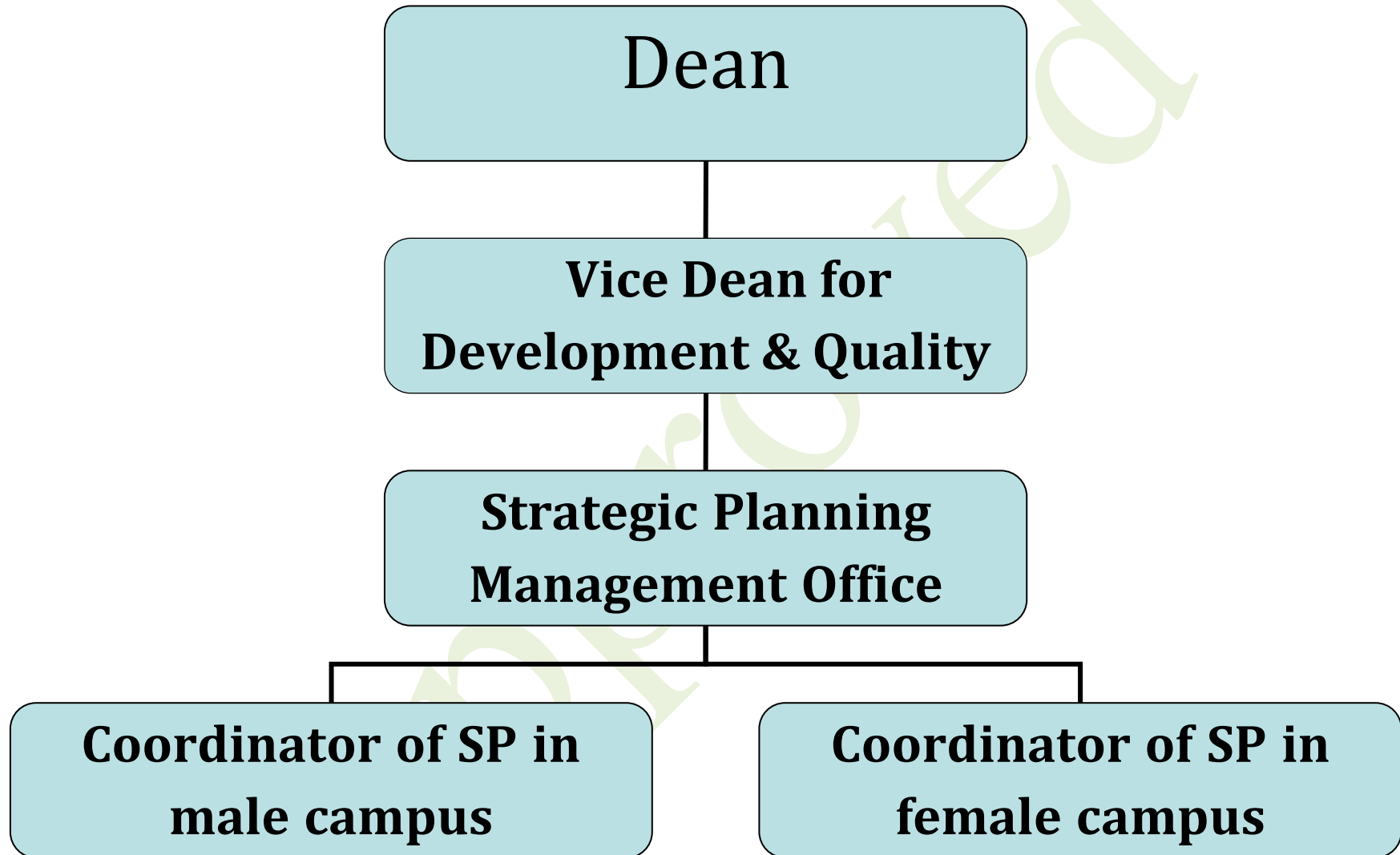
QEConsultant
13/6/2008

Organizational Chart
College of Pharmacy



Approved
Dean

CoP Strategic Planning Office:



Resources

	Strategic Objectives	Personnel	Budget
1.	<i>Focus on pharmacy students</i>	30	SR 500'000
2.	<i>Improve Faculty and Staff Development, Support and Retention.</i>	22	SR 1'000'000
3.	<i>Maintain and improve Quality Systems</i>	13	SR 400'000
4.	<i>Enable best teaching and learning practices.</i>	variable	SR 1'300'000
5.	<i>Distinguish Research and Scholarships</i>	30	SR 2'000'000
6.	<i>Maintain and Improve Facility Development</i>	15	SR 40'000'000
7.	<i>Strengthen community ties through enhancing community service</i>	25	SR 1'000'000
8.	<i>Diversify funding resources</i>	10	SR 600'000

Executive Summary

Being a pioneer college of pharmacy in the Kingdom, it is essential to maintain its position and rather go forward to achieve excellence in Pharmacy Education. With this approach in mind and of course with the help and support of all team members, **College of Pharmacy Dean and Vice Dean for Development and Quality** formulated a Strategic Planning Committee. The Committee included the professional educators and well motivated faculty.

Members of the CoP's Strategic Planning Committee:

- 1) **Dr. Adnan A.Kadi**, Vice Dean for Development and Quality.
- 2) **Professor Mohammed Al-Mesha'al**, Professor of Pharmaceutics.
- 3) **Dr. Wael H. Mancy**, Assistant Professor, Clinical Pharmacy Department.
- 4) **Dr. Hesham Korashi**, Head of Quality Unit, male campus.
- 5) **Mr. Ihsan Mian Khokher**, Quality Specialist, College of Pharmacy/KSU.
- 6) **Dr. Nawal M. Al-Musayeib**, Vice Dean of women campus.
- 7) **Dr.Omaimah M.N.Al-Gohary**, Professor of Pharmaceutics, women campus.
- 8) **Dr. Ihsan A. Aboldahab**. Professor of Medicinal Chemistry, women campus.
- 9) **Dr. Enas Zakaria**, Head of Development Unit, women campus.

The representative committee consists of both the Male and Female members. The committee started its work by adopting the official strategy developing process, defined the procedure and assigned the duties to its members.

The Team is responsible for all tasks necessary for building up the Strategic Plan for the college. In this regard they are authorized to do whatever they deem fit to achieve the goals of the Project including:

- 1) Supervising setting out the plan and tracing its implementation.
- 2) Approving Project Trend and laying down a reasonable time schedule.
- 3) Endorsing the final document for the strategic plan and forwarding it to the concerned appropriate authority for its approval.
- 4) The Team may seek the help and assistance of whoever they deem fit in Respect of administrative, financial and technical tasks.

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The committee decided the sequence of events according to the Template given by the Deanship of Development.

- The Committee started with **Assessments & Analysis**.
- The Committee defined **its Baseline**; to Benchmark or define some model and find the Gaps so as to focus on them while performing Best Educational Practices.
- The committee composed, reviewed and approved the Essential Components; **Mission, Vision, Core Values and Objectives**.
- It also defined how to go **down to Specifics**; after setting the **targets/Objectives**, define the **necessary initiatives** so as to take **appropriate action** for execution.
- For the self evaluation and **Performance Management** College has made **An Implementation and Review Plan** but from the Deanship of Development, KSU, evaluation process will be through using **Balanced Scorecard**.

VISION

The College of Pharmacy, King Saud University, strives to achieve excellence in teaching, research, public and professional services to be recognized as the leading college of pharmacy in the gulf region and among the top five in the Middle East.

MISSION

The College of Pharmacy, KSU, is committed to provide high quality education in the pharmaceutical sciences and pharmacy practice through teaching and training of students so as to develop and enhance the skills_necessary to practice pharmacy in any setting; to advance pharmaceutical knowledge through research; and to serve the profession and the community."

CORE VALUES

- ✓ To serve the Kingdom of Saudi Arabia as a high-caliber academic institution of pharmacy education.
- ✓ To create a compelling learning experience for students, staff, and faculty.
- ✓ To be recognized as a top-tier college of pharmacy in regard to all appropriate measures acknowledged internationally, especially involving teaching and research.
- ✓ To create and apply knowledge that contributes to the well-being of the Kingdom and the quality of life of its citizen.

5-Evaluation: (Performance Management)

»»»»» Review, Take Corrective Actions and Revise Plan

- Self Evaluation: (Implementation and Review.)

Approved

Strategic *Objective*#1: Focus on Pharmacy Students.

S.O. #	<i>Initiatives</i>	<i>Actions suggested</i>	Timeline	Responsible	Review and Remarks
1	1.1-Provide experiential training that aim to develop a practically successful health care professional	1.1.1-Establish a model pharmacy to aid in experiential training.	2012	Dean /Unit of services &utilities	
		1.1.2-Support experiential training of graduates for careers in work areas. (e.g. in community pharmacies, in pharmaceutical companies, etc).	2012	Dean/Vice Dean for academic affairs	
		1.1.3-Establish a program that increases the preparation of the graduates to the academic career through their collaboration in research agenda.	2013	Dean /Vice Dean for academic affairs	
		1.1.4-Conduct alumni surveys to assess level of readiness for first post-graduation pharmacy employment.	2012	Dean / Vice Dean for Dev. &Quality	
		1.1.5-Implement the new professional curricula and focus on assessment of the outcomes.	annual	Dean / Vice Dean for academic affairs	
		1.1.6-Increase faculty involvement in Post-graduate Continuing Education programs	2013	Dean / Vice Dean for academic affairs	

1.2. Enroll and retain Culturally rich students.	1.2.1-Raise the admission bar.	2014	Dean	
	1.2.2-Introduce a brief awareness by COP programs to the preparatory year students.	2013	Dean	
	1.2.3-Determine student high criteria in English language as a must to be enrolled in the college.	2014	Dean	
	1.2.4- Heighten the criteria required in students to be enrolled in the COP after the preparatory year.	2014	Dean	
	1.2.5- Consider the setting of an intensive language test as graduation requirement (IELTS, TOEFL...etc).	2015	Dean	
	1.2.6- Support the presence of student portfolio to facilitate students' year to year evaluation of development.	2013	Dean / Vice Dean for academic affairs	
	1.2.7- Support and maintain the academic guider system.	2012		
	1.2.8-Support the sustainability of the extra-curricular activities' fund.	2013	Dean / Vice Dean for academic affairs	
	1.2.9-Establish a plan to increase students sharing in skill development deanship programs.	2013	Dean / Vice Dean for Dev. & Quality	
	1.2.10-Continue to empower the " <i>Student organization</i> " in the college.	2012	Dean / Vice Dean for academic affairs	

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

1.3- Promote Post- graduate opportunities	1.3.1- Enhance the support of post-graduate Students.	2012	Dean / Vice Dean for Dev. &Quality	
	1.3.2- Develop career advisement cyclic days.	2012	Dean	
	1.3.3- Empower the partnerships with the employers.	2012	Dean / Vice Dean for Dev. &Quality.	
	1.3.4- For each relevant stakeholder group, develop and disseminate a communication plan that supports the graduates and improve their chances in job market.	2013	Dean / Vice Dean for Dev. &Quality	

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S.O.2-Improve Faculty and Staff Development, Support and Retention

S.O.#	Initiatives	Actions suggested	Timeline	Responsible	Review and Remarks
2	2.1- Promotion, retention and skill development of the staff.	2.1.1- Complete a college-wide assessment to identify critical areas requiring new faculty members' hiring.	2012	Dean/College administration	
		2.1.2- Based on the findings from above action, the appropriate number of high quality new faculties will be hired aiming to improve the faculty/student ratio.	2012	Dean/College administration	
		2.1.3- Support and enhance formal communication system between male and female staff members.	2012	Dean/Departments Heads	
		2.1.4- Design a research only track for faculty employment in addition to the standard track.	2013	Dean/College administration	
		2.1.5- Strengthen the enrollment of supporting staff in training programs.	2012	Dean / Vice Dean for Dev. &Quality	
	2.2- Create a climate that motivate, satisfy, retain and ensure collegiality of the faculty.	2.2.1- Improve the support for new and existing faculty members through establishment of better tenure, and rewarding system.	2013	Dean/College administration	
		2.2.2- Establish a program for assessment of salaries of the faculties and doing benchmarking with other peer colleges.	2013	Dean/College administration	

S.O.3-Maintain and improve Quality Systems

S.O.#	Initiatives	Actions suggested	Timeline	Responsible	Review and Remarks
3	3.1- Having accredited programs.	3.1.1- Cyclic college self study report to ensure fulfilling standards of NCAAA.	2012	Dean / Vice Dean for Development & Quality	
		3.1.2- Empower the quality culture among all employees in order to achieve the academic accreditation (first of NCAAA then of international body).	2012		
		3.1.3- Identify a plan for having international accreditation (e.g. CCAPP, ACPE).	2012		
	3.2- Commitment to highest quality management and improvement system	3.2.1- Maximize the follow up of quality assurance activities aiming to maintain the quality system according to the ISO standards.	2012		
		3.2.2- Ensure the achievement of strategic plan's goals periodically.	Review Annually		
		3.2.3- Start the implementation of the KSU handbook of Quality. That includes implementation of a set of key performance indicators (KPIs) to reflect the performance of all departments of the college with periodic application (as per KSU – QMS handbook).	2013		
		3.2.4- Establish an ongoing link with the Deanship of Skill Development to maximize the involvement of the college with their training programs.	2012		

S.O.4: Enable best teaching and learning practices.

S.O.#	Initiatives	Actions suggested	Timeline	Responsible	Review and Remarks
4	4.1- Enhance the Quality of Education	4.1.1- Support the sustainability of course portfolio for each course.	2012	Dean/Vice Dean of academic affairs.	
		4.1.2- Review curricula to ensure that the objectives of each one are clear and achievable.	2012		
		4.1.3- Implement a process/mechanism for the divisions to address their teaching gaps or challenges in the graduate programs.	2012		
		4.1.4- Each department will identify areas where improvement is needed and develop a plan to improve the quality of under-graduate education.	2012		
		4.1.5- Develop a plan to provide an experience-based learning and maximize the participation of the student in the process of learning (interactive process).	2012		
		4.1.6- Commitment to maintain and enhance the quality of the lecture rooms (i.e. environment and equipment).	2012		Dean/administ.
	4.2- Implement a student learning assessment process.	4.2.1- Develop a mechanism for verifying standards of student achievement.	2012	Dean/Vice Dean of academic affairs.	
		4.2.2- Introduction of oral examinations and OSCEs (Objective Structured Clinical Examinations) to all the departments.	2012		
		4.2.3- Develop and implement surveys to measure student engagement; conduct alumni surveys to assess level of readiness for first post-graduation pharmacy employment. Include results of surveys in the ongoing review and revision of curriculum content, teaching and learning processes.	2012		
	4.3- Keep working to start Pharm. D program.	4.3.1- Establish a plan to assess the Pharm D curriculum, student assessment methods and infrastructure required to implement it.	2012	Dean/Vice Dean of academic affairs	
		4.3.2- Support <i>Pharm D program</i> accreditation plan.	2012	Dean / V.D. of Q.& Dev.	
		4.3.3- Review the business plan for the Pharm D program to ensure that all cost and cost impacts are clearly identified.	2013	Dean	

S.O.5: Greater Focus on Research.

S.O.#	Initiatives	Actions suggested	Timeline	Responsible	Review and Remarks
5	5.1- Support faculty research activity.	5.1.1- Establish a position for <i>Vice Dean for scientific research</i> .	2012	Dean	
		5.1.2- Develop more research chair programs to strengthen applied research.	2013	Dean	
		5.1.3- Ensure the availability of sufficient funds that can support research programs and increase fund available for new research initiatives.	2012	Dean	
		5.1.4- Establish and implement a documented procedure for " <i>Ordering and delivery of equipment and chemicals for research purposes</i> ".	2012	Dean	
		5.1.5- Support maintenance contracts for research instruments.	2012	Dean	
		5.1.6- Give a greater support to all faculty members to participate in international conferences and conventions.	2012	Dean/ Departments, heads	
		5.1.7- Enhance periodic college-wide seminars and symposia in order to foster the research environment/ host annual national pharmaceutical conference that includes the research activities of faculty members.	2012		
		5.1.8- Maximize the links with " <i>attracting outstanding faculty and researchers program</i> ", via Vice rectorate for knowledge exchange and technology transfer.	2012	Dean	
		5.1.9- Develop and implement a clear Safety Plan that can include hiring of a " <i>safety officer</i> ", ensure availability of safety equipment, proper training on Good Laboratory Practices, and periodic training on emergency evacuation.	2012	Dean	
		5.1.10- Establish a library in the college.	2012	Dean	

5.2- Enhance stakeholder's involvement in research.	5.2.1- Develop a plan to cultivate new and improve existing engagement of the external stakeholders in the research activities and research chairs.	2012	Dean	
	5.2.2- Create local advisory board at the CoP that work on embracing external stakeholders across KSA.	2012	Dean	
	5.2.3- Develop international twinning programs, so that every department has a key higher twin.	2013	Dean	
	5.2.4- Identify a plan that transfers the researches to the applied and implemented programs.	2013	Dean	
5.3- Communicate with research centers and programs in KSU to maximize their links with the college.	5.3.1- Establish a plan to communicate with research centers: For examples, a. <i>"International Twinning Program"</i> b. <i>King Abdullah Institute for NANO Technology Program.</i> c. <i>Prince Sultan International Program for Research Scholarships.</i> d. <i>Research Chairs Program.</i> e. <i>Riyadh Technology Valley.</i> f. <i>Centers for Research Excellence Program.</i> g. <i>The National Plan for Technology and Sciences Program.</i>	2012	Dean	
5.4- Communicate with research centers and programs outside KSU.	5.4.1- Define a plan to maximize the incorporation with research centers and programs <u>inside KSA</u> such as "KAUST" <i>King Abdullah University of Science and Technology</i> , and "KACST" <i>King Abdul Aziz City for Science and Technology</i> . Define a plan to maximize the incorporation with research centers and programs <u>in the Arab world</u> such as " <i>KSU Arab Cooperation Program</i> " in order to support and coordinate efforts at the pan-Arab level to develop higher scientific research	2012	Dean	

S.O.6: Maintain and Improve Facility & Equipment Development.

S.O.#	Initiatives	Actions suggested	Timeline	Responsible	Review and Remarks
6	6.1- Identify adequate infrastructure	6.1.1- Support all efforts to move the female to the new female campus "Dareia campus".	2012-13	Dean	
		6.1.2- Support all efforts to acquire new allocations from the KSU to widen the college working space area.	2012		
		6.1.3- Develop and implement a maintenance program to preserve and improve the college spaces.	2012	Dean/ admin.	
		6.1.4- Continue to support and strengthen the college's IT system.	2012	Dean/ admin.	
		6.1.5- Continuously improve and upgrade the college web site.	2012	Dean	
		6.1.6- Maintain and improve communal areas such as cafeterias, social and study areas in term of furnishing, IT and maintenance levels.	2012	Dean/ admin.	
		6.1.7- Continue to improve the student clubs and societies.	2012	Vice D. for academic affair	
	6.2- Prepare crisis management plans to confront all variables.	6.2.1- Ensure the clarity of the emergency evacuation plan and ensure its proper application through performing cyclic training courses.	2012	Dean / Vice Dean for Dev. & Quality.	
		6.2.2- Establish a clinic for emergency medical care.	2012		

S.O.7-Strengthen community ties through enhancing community service.

S.O.#	Initiatives	Actions suggested	Timeline	Responsible	Review and Remarks
7	7.1- Increase faculty participation in community services (e.g. lectures, brochures, media, etc).	7.1.1- Establish a position (or job description) for <i>Vice Dean for Community Service and Environment Development</i> .	2012	Dean	
		7.1.2- Support the community-linked programs whereby faculties and students dedicate a portion of their time every year to work in the community (with NGOs (<i>Non Governmental Organizations</i>), hospitals, schools ,etc)	2013	Dean	
		7.1.3- Engage the external stakeholders in the community outreach programs.	2013	Dean	
		7.1.4- Establish College annual volunteer projects in important fields related to population (as DM, herbal-drug interaction, vaccines,.....etc)	2012	Dean	
		7.1.5- Provide college service activities through various media (e.g., radio, net, newspaper, etc) in order to enhance public awareness of the COP and the roles of pharmacists in healthcare field.	2012	Dean	
		7.1.6- Maintain and improve the services in the drug and poison information center (DPIC).	2012	Dean	
		7.1.7- Introduce and support a project to develop KSU educational TV channel.	2013	Dean	

S.O.8: Diversify the funding resources

S.O.#	Initiatives	Actions suggested	Timeline	Responsible	Review and Remarks
8	8.1- Ensure the availability of sufficient size funds that can support the COP's ambitious program.	8.1.1- Increase the effort to set up a fund of sufficient size that would support the CP strategic plan.	2012	Dean	
		8.1.2- Establish CoP Alumni Association	2012		
		8.1.3- Support the plans to establish a position of <i>Director of Fund Development</i> .	2012		
	8.2- Support KSU in establishing a best practice fund raising organization.	8.2.1- Establish a plan to increase the independents and introduce some nongovernmental private sources for funding.	2013	Dean	
		8.2.2- Coordinate with the KSU in establishing fundraising organization.	2013		

- **Feedback from BSC Evaluation.**
- **Corrective Actions.**
- **Revise Plan. (For Continual Improvement)**

Appendix 1: *KPIs*

Key Performance Indicators for CoP/KSU Strategic Plan (2012-2016)

SO1: Focus on Pharmacy students

Main KPI: Percentage of full – time students entering program who successfully complete first year (passing fourth level to fifth level).

<i>Objective</i>	<i>KPI</i>
"Focus on high quality Pharmacy students"	1. Proportion of students entering undergraduate programs who complete those programs in minimum time.
	2. Student evaluation of academic and career counselling. (Average rating on the adequacy of academic and career counselling on a five point scale in an annual survey.)
	3. Percentage of Bachelor graduates employed one year after graduation (%)
	4. Ratio of undergraduate students to postgraduate students enrolled for master degree and PhD.

SO2: Faculty and Staff

Main KPI: Proportion of teaching staff with verified doctoral qualifications.

<i>Objective</i>	<i>KPI</i>
Improve Faculty and Staff Development, Support and Retention.	1. a) Ratio of students to teaching staff. (Based on full time equivalents—All staff). b) Ratio of students to teaching staff. (Based on full time equivalents-PhD holders).
	2. Proportion of teaching staff leaving the College of Pharmacy in the past year for reasons other than age retirement.

S03: Quality

Main KPI: Proportion of teaching staff participating in professional development activities during the past year.

<i>Objective</i>	<i>KPI</i>
<i>Maintain and improve Quality Systems.</i>	1. Total number of quality tasks fulfilled/Total number of quality tasks specified within the internal quality management system.
	2. Number of faculty/staff involved in quality assurance activities to the total number of full-time faculty and staff members. (%)

S04: Teaching & Learning

Main KPI: Students overall evaluation on the quality of their learning experiences at the College of Pharmacy. (Average rating of the overall quality of their program on a five point scale in an annual survey).

<i>Objective</i>	<i>KPI</i>
<i>Enable best teaching and learning practices.</i>	1. Proportion of courses in which student evaluations were conducted during the year.
	2. Students overall rating on the quality of their courses, " <i>Course Student Survey</i> ". (Average rating of students on a five point scale on overall evaluation of courses.)
	3. Pharm.D Students overall evaluation on the quality of their learning experiences at the College of Pharmacy " <i>Student Evaluation Survey</i> ". (Average rating of the overall quality of their program on a five point scale in an annual survey).

S05: Research

Main KPI: Number of refereed publications in the previous year per full time equivalent member of teaching staff.

<i>Obj.</i>	<i>KPI</i>
Distinguish Research and Scholarships.	1. Number of citations in refereed journals in the previous year per full time equivalent teaching staff.
	2. Proportion of full time member of teaching staff with at least one refereed publication during the previous year.
	3. Number of papers or reports presented at academic conferences during the past year per full time equivalent members of teaching staff.
	4. Percentage of full-time faculty members receiving internal research or innovation funds in proportion to the total number of full-time faculty members.

Developing a high impact strategic plan (2012–2016), College of Pharmacy (CP)/King Saud University (KSU).

SO6: Facility & Equipment

Maintain and Improve Facility Development

Main KPI: Number of accessible computer terminals per student.

Initiative KPI: Percentage of faculty, staff, and students (internal stakeholders) satisfaction about the safety measures inside the college.

SO7: community service.

Increase faculty participation in Community service.

Main KPI: Proportion of full time teaching and other staff actively engaged in community service activities.

SO8: Funding Resources

Diversify funding resources

Main KPI: ك.

Communication Plan

Definition:

Communication Plan is the plan which must be pursued between the parties of the Strategic Plan within the College of Pharmacy or within KSU.

The importance of communication plan:

Exchange of information ,data, and documents through many routes as official correspondence , Meetings , e-mails, etc.

The objectives of a communications plan:

- To achieve the strategic objectives of the College of Pharmacy along the medium term and long term.
- Setting goals and conducting researches or any required changes.
- Evaluation of procedures and objectives by those within College of Pharmacy and those outside.
- Contact with senior officials to benefit from their views about the strengths , weaknesses or any other risks which can be occurred during the implementation or about any initiative or actions.
- Contact with stakeholders to determine their views.

Model



Operational plan:

Objectives	Activity	Frequency*	Method/ Channels of communication	Responsible
Communication between Strategic Planning Management Team from one side and the PMO/KSU from the other side	Communications to evaluate the progress of action plans implementation	Once/semester	Telephones , e-mails, Official letters, Progress Reports, Newsletters & Others	Vice Dean for Development and Quality
Communication between Departments and Units from one side and the initiatives' leaders from the other side		Monthly		<ul style="list-style-type: none"> ● <u>Strategic Planning Management Office:</u> ● SP Coordinators in both campuses ● Initiatives' leaders = Accountable and Responsible in the Objective Definition tables ● Executive Team= Deliverables in the Objective Definition tables
Communication between Faculty, Staff and Students from one side and the executive team from the other side		Bi-monthly		

*Frequency could be modified according to the emerged circumstances and any emergency situation upon request from Vice Dean for Development and Quality or any other team member.

END