

## Strategic Goal 1.

**Enhance and expand high quality of applied medical science professional experiences that meet the expectations of health care providers and students.**

**Objective 1.1:** Select highly competent students into its programs

OVERVIEW	
Duration	5 years
Cost/year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Dean, 2. Vice Dean for Academic Affairs

METRICS	
1.	Increase 5% in student enrolment in accordance with individual programs at CAMS in each year.
2.	At least 75% of the students admitted into the programs of CAMS have CGPA of 4.0 out of 5.0 scales, while the remaining could have not less than 3.25 out of 5.0 scales.

### Project Calendar (5 years)

TASKS
1. Maintain and apply robust criteria that ensure the admission of high-quality students Initiative
2. Maintain diversity in the CAMS student body
3. Launch Student Flow process

Start and Ending Years
Ongoing 2017
2017 & ongoing
Ongoing

2017	2018	2019	2020	2021

**Objective 1.2: Enhance student learning and success**

OVERVIEW		METRICS	
Duration	5 years	1.	Achieve and maintain student graduation on-time rates in all programs
Cost/year	<b>TO BE DETERMINED</b>	2.	Achieve and maintain student performance rates in accordance with individual programs.
Starting Date	Jan 2017	3.	Increase student satisfaction with educational experiences throughout the CAMS as measured on Program Evaluation Surveys [PES] in each year
Responsibility for Implementation	<ol style="list-style-type: none"> <li>Vice Dean for Academic Affairs</li> <li>Vice Dean for Studies, Development and Community services.</li> </ol>	4.	List the number of learning & methodology for all programs are implemented.

**Project Calendar (5 years)**

TASKS	Start and Ending Years	2017	2018	2019	2020	2021
1. Maintain world class facility of learning environment & facilities	Ongoing 2017					
2. Conduct the periodical survey and review results to improve student satisfaction	2017 & continuous					
3. Implement up-to-date learning methodology	Ongoing					

**Objective 1.3:** Create and implement training opportunities for under graduate and post graduate students

OVERVIEW	
Duration	5 years
Cost/year	<b>SAR 50,000</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Academic Affairs 2. Vice Dean for Training Affairs 3. Vice Dean for Postgraduate studies & Scientific Research

METRICS
1. Training Plan & Schedule to be developed
2. List the number of self-development and other workshops conducted in each year
3. List the number of affiliated training centers & clinics within the eastern province and other regions in KSA

**Project Calendar (5 years)**

TASKS
1. Develop a training plan and Schedule
2. Implement and train the students
3. Involve and expand the stakeholders in eastern province and other regions in KSA

Start and Ending Years
2017
2017 & continuous
2017 & continuous

2017	2018	2019	2020	2021

**Objective 1.4:** Provide students with adequate support services and opportunities for participating in extracurricular activities.

OVERVIEW	
Duration	5 years
Cost/year	<b>SAR 40,000</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Academic Affairs 2. Vice Dean for Training Affairs

METRICS
1. Organise at least 10 different extra-curricular activities per year.
2. At least 80% of the students participating in extracurricular activities every year.

**Project Calendar (5 years)**

TASKS	Start and Ending Years	2017	2018	2019	2020	2021
1. Strengthen the process of student counselling and advising & career development services	2017 & Ongoing					
2. Setup an Academic & Student Affairs Unit at CAMS	2017					
3. Enhance extra-curricular programmes in the college & IAU level	Ongoing					

## Strategic Goal 2.

### Develop, deliver and maintain high quality programs

#### Objective 2.1: Align course learning outcomes with graduate attributes

OVERVIEW	
Duration	5 years
Cost/year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Academic Affairs 2. All Department Chairs 3. Vice Dean for Studies, Development and Community Services

METRICS
1. Learning outcomes and graduate attributes for all courses and programs are developed and regularly reviewed
2. Number of course/program evaluation surveys conducted in all programs in each year

#### Project Calendar (5 years)

TASKS
1. Follow the National Quality Framework by NCAAA
2. Facilitate and ensure that course & program report learning outcomes are aligned and reviewed
3. Conduct Course Evaluation Survey, PES & SES with the results to be reviewed with graduate attributes

Start and Ending Years
2017 & Ongoing
2017 & ongoing
Continuous

2017	2018	2019	2020	2021

**Objective 2.2:** Maintain program development and curriculum review and assessment system

OVERVIEW	
Duration	5 years
Cost/Year	<b>SAR 60,000</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Academic Affairs 2. All Department Chairs

METRICS
1. Program assessment and curriculum committee meeting to be conducted at least twice in each year in all programs

**Project Calendar (5 years)**

TASKS
1. Establish curriculum & assessment unit at CAMS
2. Follow the guidelines & procedures for manual of reviewing and developing the programs and academic curriculum implemented by the IAU.

Start and Ending Years
2017-2018
2017& ongoing

2017	2018	2019	2020	2021

**Objective 2.3:** Establish new undergraduate and postgraduate programs at CAMS.

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. Vice Dean for Postgraduate Studies & Scientific Research

METRICS
1. List the number of newly approved and established undergraduate & postgraduate programs in all specialties

**Project Calendar (5 years)**

TASKS
1. Follow-up and gain approval for new undergraduate programs [Neuroscience technology and Audiology & Speech Therapy] from Ministry of Education
2. Develop the proposal for doctorate programs [Clinical Laboratory Sciences, Physical Therapy] and master programs [Respiratory Care] and gain approval from the college council, university council and Ministry of Education

Start and Ending Years	2017	2018	2019	2020	2021
2017					
2017 & ongoing					

**Objective 2.4:** Establish paid-programs in some specialities

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Academic Affairs 2. Vice Dean for Studies, Development and Community services.

METRICS
1. List the number of programs approved & implemented
2. Prepare the list of annual income generated through paid programs at college

**Project Calendar (5 years)**

TASKS
1. Develop a paid-program plan
2. Propose and gain approval from college council, university council and Ministry of Education for doctoral programs [Physical therapy, Clinical Laboratory Sciences] and masters [Respiratory Care]
3. Follow & review the progress and produce the report

Start and Ending Years	2017	2018	2019	2020	2021
2017					
2017 & ongoing					
Continuous					



### Strategic Goal 3.

**Fascinate and retain excellent faculty and staff who, through their teaching, research and professional support, will positively contribute to College development as a university of influence.**

**Objective 3.1:** Improve the effectiveness of performance management and review systems for academic and general staff

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	<ol style="list-style-type: none"> <li>1. College Dean</li> <li>2. Vice Dean for Studies, Development and Community services.</li> </ol>

METRICS
1. Annual performance review as conducted in every year for all faculty & staff
2. Trend results of the SSLS report on each faculty
3. Results of job satisfaction survey [faculty& staff]
4. List the number of necessary actions taken based on the feedback

#### Project Calendar (5 years)

TASKS
1. Follow-up and review the IAU annual performance appraisal report of faculty and staff
2. Include the results of Students Survey on Lecturing Skills [SSLS], Job satisfaction survey [Faculty& staff] in their performance appraisal
3. Provide feedback to the faculty & staff and take necessary action on the results.

Start and Ending Years
2017 & continuous
2017 & continuous
Ongoing

2017	2018	2019	2020	2021

Objective 3.2: Support senior and experienced faculty and staff with appropriate professional development opportunities and activities in national and international level

OVERVIEW	
Duration	5 years
Cost/Year	<b>SAR 80,000</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. Vice Dean for Studies, Development and Community services

METRICS
1. Training plan for faculty & staff developed & implemented
2. At least two professional development activities to be conducted and participated by faculty and staff in each year
3. List the number of training activities conducted in every year

### Project Calendar (5 years)

TASKS
1. Develop & follow the training plan for faculty & staff
2. Conduct and encourage the faculty & staff to participate in the professional development activities in national & international level [Workshops, Conferences, Symposia and seminars]

Start and Ending Years
2017 & continuous
2017 & continuous

2017	2018	2019	2020	2021

**Objective 3.3:** Provide staff with the opportunity to provide feedback about their working environment, engagement and satisfaction

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. Vice Dean for Studies, Development and Community services

METRICS
1. Faculty Grievance Policy and procedures to be developed and communicated
2. Faculty and Staff job satisfaction survey conducted in each year
3. At least every three years assess the faculty & staff attitudes and engagement
4. Meeting minutes of Staff Feedback committees to be documented

**Project Calendar (5 years)**

TASKS
1. Establish the Staff Feedback committee
2. Follow and review the feedback report and take necessary actions
3. Follow IAU faculty grievance policy & procedures & adopt the policy at CAMS level

Start and Ending Years	2017	2018	2019	2020	2021
2017					
2017 & continuous					
Ongoing					

**Objective 3.4:** Develop and implement policies to retain highly valued faculty and staff

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. Vice Dean for Studies, Development and Community services

METRICS
1. Policy and procedures to be implemented
2. Retention rate of faculty and staff to be evaluated in each year

**Project Calendar (5 years)**

TASKS
1. Follow the guidelines of IAU retention policy and prepare the retention criteria at college level
2. Prepare annual statistical data of faculty and staff and retention rate to be evaluated

Start and Ending Years
2017 & ongoing
2017 & continuous

2017	2018	2019	2020	2021

**Objective 3.5:** Recruit qualified faculty and staff

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. Vice Dean for Studies, Development and Community services

METRICS
1. Recruitment plan to be developed and implemented
2. At least three new faculty & support staff members recruited as per the rules and regulations of college recruitment committee decision

**Project Calendar (5 years)**

TASKS
1. Establish recruitment committee at the college
2. Study the needs of the faculty & staff requirements
3. Develop the recruitment plan

Start and Ending Years
2017
2017
Continuous

2017	2018	2019	2020	2021

**Objective 3.6:** Develop and implement policies and procedures for rewarding outstanding faculty for continually assessing the faculty and staff performance

OVERVIEW	
Duration	5 years
Cost/Year	<b>SAR 20,000</b>
Starting Date	Jan 2017
Responsibility for Implementation	<ol style="list-style-type: none"> <li>College Dean</li> <li>Vice Dean for Studies, Development and Community services</li> </ol>

METRICS
1. Fair and effective staff rewards system to be developed and adopted
2. Reward criteria will be clearly specified and made available to all staff
3. At least two faculty & two staff members will be rewarded annually

**Project Calendar (5 years)**

TASKS
1. Follow the IAU Reward policy & procedures
2. Develop the reward criteria system for faculty & staff at the college
3. Prepare the report annually

Start and Ending Years
2017 & ongoing
2017
Ongoing

2017	2018	2019	2020	2021

## Strategic Goal 4.

**Develop and retain adequate resources in finance, learning, information technology, infrastructure facilities to help to achieve the CAMS mission**

**Objective 4.1:** Evaluate the effectiveness and impact of IT services ensuring to support academic priorities

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Academic Affairs 2. Technical Support Manager

METRICS
1. IT services study to be conducted in each year
2. List the IT services available in class rooms [Blackboard and computers, projectors]

### Project Calendar (5 years)

TASKS	Start and Ending Years	2017	2018	2019	2020	2021
1. Establish Information Communication Technology [ICT] support unit	2017					
2. Evaluate the current ICT services and its utilisation	2017					
3. Develop the ICT utilisation plan	2017 & continuous					
4. Strengthening the CAMS ICT repository system for faculty & staff	Continuous					

**Objective 4.2:** Ensure space and clinical lab, infra-structure facility development reflects and effectively supports academic settings in all programs

OVERVIEW	
Duration	5 years
Cost/Year	<b>SAR 25000</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Dean, Vice Dean for Academic Affairs 2. Technical Support Manager 3. Maintenance & Service Unit

METRICS
1. Conduct the Space and Class room utilization study in every year
2. List the number of clinical laboratories in all departments

**Project Calendar (5 years)**

TASKS
1. Keep current Master plan for the college
2. Build a software for classrooms, labs and others to know and study the utilisation of the facility
3. Expand infra-structure facilities in the female student section
4. Develop policy & procedures for the preventive and corrective maintenance for the lab equipment's & facilities

Start and Ending Years	2017	2018	2019	2020	2021
2017					
2017					
2017 & ongoing					
2017					



**Objective 4.3:** Develop and implement annual budget plan

OVERVIEW	
Duration	5 years
Cost/Year	<b>SAR 25000</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. Finance Manager 3. All Department chairs 4. ICT support Unit

METRICS
1. Annual Budget plan for the college
2. Annual financial report including the paid programs
3. List the number of donors/sponsors who support financially

**Project Calendar (5 years)**

TASKS
1. Prepare and implement the college annual budget plan
2. Build an financial planning software for the college
3. Seek donations/sponsors from the companies to increase the college financial resources stability
4. To implement and increase the income generation through paid programs.

Start and Ending Years
Continuous
2017
2017 & ongoing
2017 & ongoing

2017	2018	2019	2020	2021

**Objective 4.4:** Provide up-to-date learning resources in Central library {includes E-resources}

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Dean 2. All Department chairs

METRICS
1. List the resources available for the college at central library
2. Library user satisfaction survey conducted every year

**Project Calendar (5 years)**

TASKS	Start and Ending Years	2017	2018	2019	2020	2021
1. Develop the list of learning resources required for the college and submit to the Central Library Administration	2017 & continuous					
2. Explore the accessibility of IAU central Library resource materials to the college and upgrade the learning resources for the college	2017 & ongoing					
3. Create an awareness among the faculty, staff & students and explore them the accessibility of IAU central library	2017 & ongoing					

## Strategic Goal 5.

**Develop a transparent approach to support high-quality applied medical science research priorities & scholarly output.**

**Objective 5.1:** Promote faculty members to involve high quality of scientific research in all programs.

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Post Graduate studies and Scientific Research

METRICS
1. At least one published articles as per IAU scientific council rules regulations in each programs
2. List the number of faculty involved in research
3. List the following numbers of research: a) Proposed, b) Ongoing, c) Completed, d) Submitted, & e) Published research

### Project Calendar (5 years)

TASKS	Start and Ending Years	2017	2018	2019	2020	2021
1. Prepare the research plan to be implemented and reviewed in every year	2017 & ongoing					
2. Review the number and types of research streams supported by the college and IAU	Ongoing					

**Objective 5.2:** Carry out insightful granted and non-granted student research at undergraduate and postgraduate levels

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Post Graduate studies and Scientific Research

METRICS
1. List the number of students involved in research
2. List the number of grants and non-granted student research conducted at undergraduate and postgraduate levels

**Project Calendar (5 years)**

TASKS
1. Set up the plan to encourage the student involvement in scientific research
2. Establish the new research oriented programmes for under- and post-graduates

Start and Ending Years
2017
2017 & ongoing

2017	2018	2019	2020	2021

## Strategic Goal 6.

**Develop and implement the strategic development, Quality management and Risk Management systems at CAMS**

**Objective 6.1:** Implement and review the Strategic Plan at CAMS

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Studies, Development and Community services.

METRICS
1. Strategic Plan and Development Unit to be established
2. Update the strategic Plan and review reports to be prepared and submitted in a year

### Project Calendar (5 years)

TASKS
1. Set up the Strategic Planning and Development Unit
2. Involve the Strategic Planning Committee to review and follow-up the plan
3. Prepare and produce the progress report of each task

Start and Ending Years
2017
2017 & ongoing
Continuous

2017	2018	2019	2020	2021

**Objective 6.2:** Achieve and maintain accreditation and Quality Management system at national and international level from reputable bodies.

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Studies, Development and Community services

METRICS
1. List the Accreditation bodies applied
2. Quality Management System Policy and procedures to be implemented

**Project Calendar (5 years)**

TASKS
1. Update the Quality Management System
2. Recruit full-time Quality officers
3. Seek, update & implement the national and international accreditation
4. Implement and follow-up the quality committee at each program and college level

Start and Ending Years	2017	2018	2019	2020	2021
2017					
2017 & ongoing					
2017 & ongoing					
Ongoing					

**Objective 6.3:** Implement the Risk Management Systems

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Studies, Development and Community services

METRICS
1. Produce the incidence report quarterly & annually

**Project Calendar (5 years)**

TASKS
1. Set-up a Risk Management Unit at the college
2. Implement Policy & Procedures of Risk Management systems including the safety procedures at the college

Start and Ending Years	2017	2018	2019	2020	2021
2017					
2017 & ongoing					

## Strategic Goal 7.

**Enhance and expand Community Engagement and Strategic partnerships at national and international levels.**

**Objective 7.1:** Develop and implement the community engagement plan in all program levels

OVERVIEW		METRICS	
Duration	5 years	1. Community service Engagement plan to be developed and implemented	
Cost/Year	<b>TO BE DETERMINED</b>	2. At least one Community service activities conducted per program in a year	
Starting Date	Jan 2017		
Responsibility for Implementation	1. Vice Dean for Studies, Development and Community services 2. All Department Chairs 3. Deanship, Community Service & Sustainable Development		

### Project Calendar (5 years)

TASKS	Start and Ending Years	2017	2018	2019	2020	2021
1. Prepare community service engagement plan for all programs and the college	2017					
2. Implement the plan	2017 & ongoing					
3. Encourage all the faculty & staff members to register their community service activities at the E-gateway with the help of Deanship of Community Service & Sustainable Development	Ongoing					



**Objective 7.2:** Establish a network of national and international advisory groups for CAMS

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. All Department chairs

METRICS
1. List the internal & external advisory committee members
2. Advisory committee meeting to be conducted at least once a year
3. Meeting minutes of advisory committee to be documented

**Project Calendar (5 years)**

TASKS
1. Follow-up the IAU guidelines for advisory committee
2. Formulate the advisory committee for all programs
3. Take necessary action for the recommendations & suggestions given by the advisory committee and produce the report

Start and Ending Years
2017 & continuous
2017 & continuous
Ongoing

2017	2018	2019	2020	2021

**Objective 7.3:** Identify and enhance relationship with strategic partnership

OVERVIEW	
Duration	5 years
Cost/Year	<b>TO BE DETERMINED</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. College Dean 2. All Department chairs

METRICS
1. List the strategic partnerships agreement signed by the college & collaboration with IAU.
2. Annual Strategic partnership report.

**Project Calendar (5 years)**

TASKS
1. Set-up and approve the strategic partnership criteria for each program
2. Identify the potential strategic partners and made an agreement for all programs
3. Assess and produce the Strategic report

Start and Ending Years	2017	2018	2019	2020	2021
2017					
2017 & ongoing					
Ongoing					

**Objective 7.4:** Establish CAMS Alumni network

OVERVIEW	
Duration	5 years
Cost/Year	<b>SAR 40000</b>
Starting Date	Jan 2017
Responsibility for Implementation	1. Vice Dean for Academic Affairs 2. Vice Dean for Studies, Development and Community services

METRICS
1. Implement Alumni database
2. At least once a year alumni meeting to be conducted
3. Alumni survey to be conducted annually

**Project Calendar (5 years)**

TASKS
1. Set-up & update the Alumni database
2. Conduct an Alumni survey periodically in collaboration with Alumni & career development centre
3. Organise the Alumni forum/meeting periodically

Start and Ending Years
2017
2017 & continuous
Ongoing

2017	2018	2019	2020	2021

**Objective 7.5:** Analyse the market –needs to find out the competencies required by the stakeholders

OVERVIEW		METRICS
Duration	5 years	1. Market needs are identified.
Cost/Year	<b>SAR 100,000</b>	
Starting Date	Jan 2017	2. Survey to be conducted
Responsibility for Implementation	1. College Dean 2. Vice Dean for Studies, Development and Community services	

**Project Calendar (5 years)**

TASKS	Start and Ending Years	2017	2018	2019	2020	2021
1. Conduct the market –need study in the Eastern Province & national wise in collaborations with internal & external sectors	2017-2018					
2. Review the survey results & take necessary actions	2017 & ongoing					