



جامعة الإمام عبد الرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY
كلية العلوم الطبية التطبيقية بالجبيل
COLLEGE OF APPLIED MEDICAL SCIENCES IN JUBAIL

College of Applied Medical Sciences in Jubail

STRATEGIC PLAN

2022 - 2026



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سُبْحَانَ اللَّهِ الْعَظِيمِ



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Executive **SUMMARY**

The College of Applied Medical Science in Jubail (CAMSJ) is the most recently founded college of Imam Abdulrahman Bin Faisal University (IAU). Founded in the summer of 2016, as the first applied medical college in Jubail governorate, it started offering bachelor's degree programs in three specialties: Respiratory Care, Anesthesia Technology, and Neuroscience Technology. The latter is a pioneering program being the first in the Middle East and one of few world-wide. So far, 294 students graduated successfully from the college's three programs. The college aspires to move from the foundation phase to a plateau of excellence which can be achieved by proper strategic planning for the next 5 years.

The college started preparing for its first strategic plan in the academic year (2021-2022), when the Dean formulated the college strategic planning committee, who initially underwent an induction workshop with the IAU's Strategic Planning Office. The committee started with defining the college's vision, mission, and values after benchmarking with local and international colleges, aligning with IAU's respective ones. The committee then followed the strategic planning process adopted in IAU in creating the college's strategic plan and initiated the preparation and conduction of the focus group sessions with the participation of internal and external stakeholders and SWOT analysis of various perspectives.

The college's strategic plan provides a framework for identifying key institutional needs, opportunities and priorities that address the Kingdom's Vision 2030 and its two programs: the National Transformation Program (2021-2025) and the Human Capability Building Program (2021-2022) and the Strategic Plan for Higher Education

2020 (AFAQ), focusing on quality and distinction. It has also been aligned with IAU's strategic plan (2018-2025).

Strategic Plan (2022-2026) aims to enable the college to reach excellence in health professions education, research and innovation, strengthen community relationships, and supports future development of college's facilities and financial resources. It has **8** goals, **18** objectives, **34** developmental projects, **47** initiatives and **47** performance indicators. Each initiative of the developmental project has an estimated timeline, monitoring and achievement performance indicators, and a responsible team.

The Strategic goals are as follows:

- Goal 1 Provide excellence in health professions education.
- Goal 2 Promote the culture of scientific research and innovation.
- Goal 3 Enhance social responsibility and community relationships.
- Goal 4 Foster growth of the college community.
- Goal 5 Maintain vibrant working environment.
- Goal 6 Strengthen the college administrative system.
- Goal 7 Develop the college financial resources.
- Goal 8 Enhance communication and information technology services.

The strategic plan implementation will be monitored in the college by the Vice Deanship for Studies, Development and Community Service which will work closely with internal stakeholders and consistently report to the Dean.

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LIST OF ABBREVIATIONS

ABBREVIATION	FULL FORM
AT	Anesthesia Technology
AY	Academic Year
CAMSJ	College of Applied Medical Sciences in Jubail
DAFA	Director of Administrative and Financial Affairs
Dean	Dean of the College of Applied Medical Sciences in Jubail
GA	Graduate Attributes
KPIs	Key Performance Indicators
MOU	Memorandum of Understanding
NQF	National Qualifications Framework
NST	Neuroscience Technology
RC	Respiratory Care
SWOT	Strengths, Weaknesses, Opportunities, and Threats
VDAA	Vice Dean for Academic Affairs
VDPSSR	Vice Dean for Post Graduate Studies and Scientific Research
VSDCS	Vice Dean for Studies, Development and Community Service
VDTA	Vice Dean for Training Affairs
VMV	Vision, Mission, Values



| H.E. Prof. Abdullah Al-Rubaish's visit at CAMSJ in July, 2019.

University education in the Kingdom of Saudi Arabia has reached an essential phase in which it plays a pivotal role in the country's rapid growth and development. Imam Abdulrahman bin Faisal University (IAU) has realized the size and impact of its role with the national education system, while considering the importance its progress and advancement in the university rankings. In recent years, IAU have achieved a significant progress in the national and international rankings driven by its ambitious vision towards excellence in numerous specialties.

This past two years have foreseen many transformations in several aspects due to the impact of COVID-19 pandemic. The pandemic was a reminder that strategic planning and risk management are essential tools that must be adopted to prepare for and reverse any crises. Therefore, IAU reassured adopting strategic planning as an essential pillar its educational system should stand on to ensure the quality of its outcomes and sustain its growth and development.

It gives us pride to witness our most recently found college the College of Applied Medical Sciences in Jubail (CAMSJ) has its first strategic plan ready and in place to initiate and implement.

CAMSJ has been founded with solid base and ambition to be of a qualitative addition to IAU Health Colleges in adopting specialties that not only the national health sector lacks and demand but also the regional and global one, such as the Neuroscience Technology Bachelor program.

This strategic plan complements IAU's strategic plan as it aims to promote the highest standards in health professions education, research and innovation, community service and establishing partnerships within the field of applied medical sciences and its related health sectors.

I would like to thank each member of the strategic plan committee for their devoting time and effort in the successful creation of this plan. My Allah guide us towards the best of our contribution to the prosperity of our country.

PROF. ABDULLAH M. AL-RUBAISH

H.E. President of Imam Abdulrahman

Bin Faisal University

| From Laying the Foundation Stones to a Future of Excellence

On behalf of the College of Applied Medical Sciences in Jubail (CAMSJ) members and students, it gives me enormous pleasure to introduce the college's first strategic plan.

As the founding dean, witnessing the challenges encountered since the college's foundation in the summer of 2016, while envisioning a future of the college excellence in education, scientific research and social responsibility necessitated the need for a well-structured road map that is driven by the college's mission and guarded by its values. Moreover, as the college's core mission is graduating professionals in the evolving field of health care sciences in our vibrant country, this mandate us to identify the demands, explore the opportunities and protect against the threats. The aforementioned can only be achieved and maintained through proper strategic planning.

We are fortunate at the Imam Abdulrahman bin Faisal University (IAU) that strategic planning is part of our institutional culture. The functional approach in strategic planning has been adopted and followed in the IAU and its colleges' strategic plans which we followed in our strategic plan you are about to explore. We ensured that our five years strategic goals are arched by the IAU strategic goals and aligned with the ambitious Kingdom's vision 2030 and its both programs: National Transformation Program (2021-2025) and Human Capability

Development Program (2021-2025) to achieve the demanding qualities of a new generation of health care professionals in pioneering specialties within our country.

On behalf of my colleagues in CAMSJ, I would like to take the opportunity to thank the IAU administration represented by its President HE Prof. Abdullah Al-Rubaish, for attaining the strategic planning as part of our institutional practice. I would also like to extend our gratitude to the IAU's Strategic Planning Office for the support and guidance offered throughout the process.

Finally, I would like to praise the team's spirit behind the successful completion of our first strategic plan in a remarkable time frame: our students, alumni, and the Strategic Plan Committee and thank them for their dedication and commitment. We shall strive in the college to implement our plan with the same spirit that enabled us to overcome the challenges incurred during the foundation while embracing our vision and maintaining our values. May ALLAH guide us towards success and prosperity in the upcoming years.

DR. ABEER M. AL-SUBAIE

*Dean of College of Applied Medical
Sciences in Jubail*

| Driven by Intent and Purpose

A strategic plan provides the organization with visualization of a roadmap that is aligned with the management's functional activities to achieve targeted goals. The plan helps to guide leaders, discussions on needed decision making in determining resources and budget requirements to achieve set objectives, thus increasing operations efficiency.

One of the tasks at the office of the vice deanship for studies, development, and community service (VDSDCS) at CAMSJ is the creation of the college's strategic plan under the support and guidance of the Dean and in consultation with the IAU's vision office. The planning and execution process has taken approximately 6 months. The result of this work stems from the passionate individuals working with us on this task. We are excited to take this journey along with our students, faculty, and staff

The primary aim at the VDSDCS office is to support the Dean's mission in creating a

stimulating environment for our students, alumni, and faculty to thrive and enable competent graduates to join the workforce driven by CAMSJ and IAU's values, graduate attributes, mission, vision, and goals. I would like to extend a heartfelt gratitude to all the tirelessly working hours on this task and many tasks in the VDSDCS office.

DR. SAMA SAMER HAMMAD

*Vice Dean for Studies, Development and
Community Service at CAMSJ*

كلية العلوم الطبية التطبيقية
COLLEGE OF APPLIED MEDICAL SCIENCES

GATE 2

A90



ACKNOWLEDGEMENT

We, at the office of the vice deanship for studies, development, and community service at CAMSJ, would like to extend our deepest gratitude to our supportive, visionary and founding dean at Dr. Abeer M. Al-Subaie.

Warm thanks to our strategic planning committee, and the esteemed members of our college council for their valuable feedback. Thank you to the Deanship for Quality and Academic Accreditation with a special thanks to Dr. Ahmed Al-Kuwaiti and Dr. Ola Ramzi.

We are very grateful to the support and guidance of Prof. Mahmoud Abedullatif, and Eng. Mohammed Abdelrahim, from IAU's Strategic Planning Office.

We are grateful to Prof. Maha Abdulsalam's, Supervisor General at VDSDCS at the College of Dentistry, for her advice, and guidance in the process as well. Finally, our supportive heroes; the supportive committee at VDSDCS, thanks to all our demonstrators and lecturers that have helped as a team to create this document.

Finally, we would like to acknowledge the spirit of our work; our students in CAMSJ for inspiring our work and for their enthusiasm and positive engagement and contribution in the whole process.

VISION, MISSION, AND VALUES

The vision, mission, and values (VMVs) are the foundation of our strategic plan, arising from our aspirations. We stand for achieving our vision and mission as they represent future opportunities that define our desire to reach excellence. They are a result of the alignment with IAU's strategic plan matrix and benchmarking similar QS ranked universities.

Vision

Excellence in health professions education, research, and social responsibility nationally and internationally.

Mission

To graduate qualified professionals in health care striving for development and life-long learning, through distinguished education and commitment to scientific research and community service.

Values

- Accountability
- Social Responsibility
- Collaboration
- Transparency
- Excellence
- Innovation
- Diversity
- Compassion



| The college's tribute to its first student cohort was a palm planted for each program in the 89th Saudi National day. 23rd September 2019

CHAPTER 1

COLLEGE PROFILE AND STRUCTURE

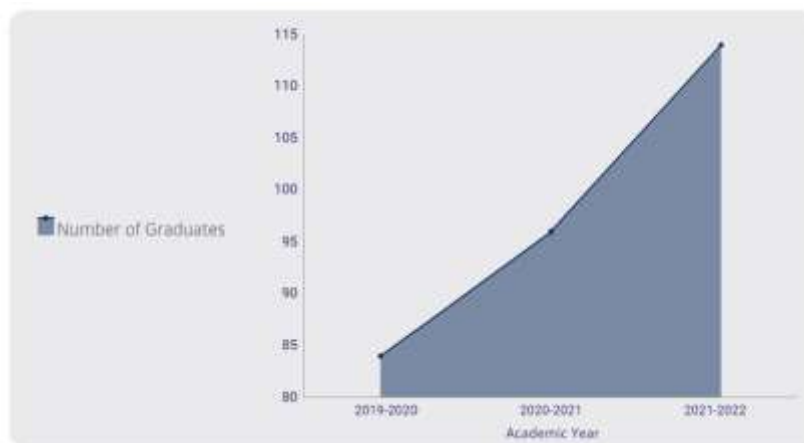
COLLEGE PROFILE

The College of Applied Medical Sciences in Jubail (CAMSJ) was founded based on the Higher Education Council decision number 10-5-0-1439 dated 10-07-1429H. The summer of 2016 witnessed the foundation of CAMSJ as the first applied medical sciences college in Jubail governorate with seven scientific departments: Anesthesia Technology, Neuroscience Technology, Respiratory Care, Clinical Nutrition, Health Information Management and Technology, Medical Laboratory Technology, and Nursing. A memorandum of understanding (MOU) was in place with the Royal Commission of Jubail and Yanbu (RCJY) to garner support for its establishment and acquire the college site from the RCJY.

The first student cohort (113 students) was enrolled in the IAU health track preparatory year in the academic year (AY) 2016–2017 with three bachelor's degree programs available for them to join in the following academic year; Anesthesia Technology, Neuroscience Technology, and Respiratory Care.

The first cohort graduated in 2020. A steady increase in the number of graduates seen through the years, with a total of 294 graduates (Figure 1).

Figure 1. Number of CAMSJ Graduates (Academic Year: 2019-2020 to 2021-2022).



Since the college's inception, and in compliance with the IAU's rules and regulations, the college has built a solid **academic foundation** and shown perseverance in offering quality teaching and learning experience, assuring objectivity and fairness in student assessments, providing academic counseling and supervision services. This

has been translated in the steady growth of the faculty number over the years (Figure 2), and in the publication of **administrative and academic practices guidelines** to standardize, ensure the quality of our practices, and provide a reference to newly joined faculty members. The later resulted in five guidelines booklets, four of which are produced by the Vice Deanship of Academic Affairs (VDAA), approved by the college council, and are continuously updated (Figure 3).

Figure 2. CAMSj Faculty Growth (Academic Year: 2016-2017 to 2021-2022).

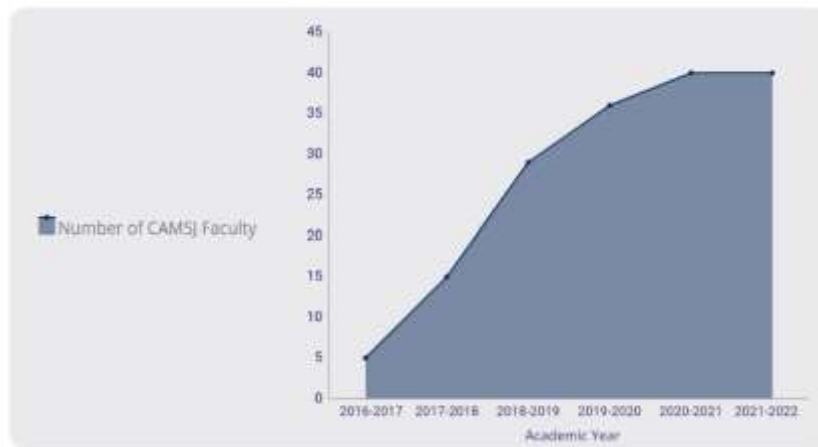


Figure 3. College Administrative and Academic Guidelines Cover Pages.



In addition, to ensure the quality of health professions education, the college's administration was keen on maintaining teaching and training standards by continuous monitoring and development. Hence, the **Health Professions Education Unit (HPE)** has been established in 2019 and continue to serve its purpose (Appendix A).

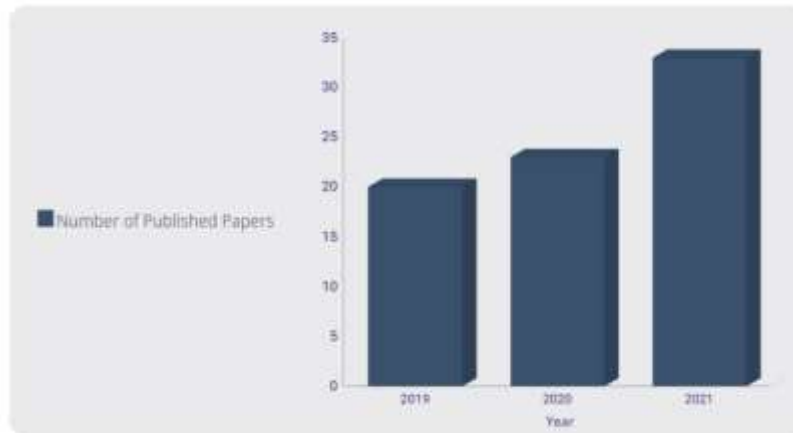
Clinical training is an integral part of all academic programs at CAMSJ. Despite the fact that the college campus is located at approximately 120 kilometers in distance from prominent tertiary hospitals in the Eastern Province, throughout the past five years the Vice Deanship of Training Affairs (VDTA) successfully secured **28** clinical training sites for **450** students and interns in tertiary hospitals and medical cities across the Kingdom (Figure 4).

Figure 4. Distribution of CAMSJ Students and Interns in Clinical Training Centers



Scientific research and innovation are essential pillars that the college ensures the their perseverance and embracement within its culture and environment. With the gradual establishment of the college's faculty in 2018, scientific research started and resulted in a total of 33 scientific publications in Web of Science (WOS) and Scopus indexed journals in 2021 and a submitted patency for revision (Figure 5).

Figure 5. Number of CAMSJ Scientific Publications in WOS and Scopus Indexed Journals (2019-2021).



As per the college’s commitment as a role and **duty to serve the local community**, CAMSJ’s students and staff have been actively volunteering and engaging in several curricular and extracurricular activities in the community service with a total of **2663 community service hours** from 2017- March 2022 (Figure 6).

CAMSJ prides itself to be the first and only -within our current knowledge- college to take the initiative to organize a vaccination campaign in collaboration with the Ministry of Health during the COVID-19 pandemic in April 2021. The college aimed to provide its community (including the students and household staff) vaccinated in line with the national effort to protect the community and contain the pandemic. A total of 440 beneficiaries were vaccinated from students, staff, their families, and the college supportive staff (janitors and maintenance workers, serving in IAU colleges in Jubail) (Figure 7).

CAMSJ’s contribution to the community has been also recently acknowledged at the IAU level, being awarded third place at both the highest number of volunteers and the hours of volunteering among all IAU Colleges in IAU’s “SANABEL ALHASAD Award” 2022 (Figure 8).

Figure 6. Pictures of CAMSJ's Students Volunteering at Various activities.



Figure 7. Covid-19 Vaccination Campaign in Numbers.



Figure 8. CAMSJ Winning Third Place in Two Categories in the 7th IAU's SANABEL ALHASAD AWARD Event.



COLLEGE DEPARTMENTS



Continuous Electroencephalographic Monitoring in Adult ICU
Challenges and Potential Solutions: A Scoping Review
Mehdi Eshaghi, Amir Housh, Saeed Hashemlou, Lorna Alkhatib, Sara Asadpour
Submitted by: Dr. Mehdi Eshaghi, Dr. Amir Housh

Introduction:
Continuous EEG monitoring is a vital tool for detecting and managing seizures in adult ICU patients. However, several challenges hinder its widespread use, including limited availability of trained personnel, high costs, and technical difficulties. This scoping review aims to identify these challenges and explore potential solutions to improve the implementation of continuous EEG monitoring in adult ICU settings.

Methods:
A scoping review was conducted using the PRISMA search strategy. The search was performed in PubMed, Scopus, and Embase databases from 2010 to 2021. The search terms included 'continuous EEG monitoring', 'adult ICU', 'challenges', and 'solutions'. The search results were screened based on the title and abstract, and the full text of relevant articles was reviewed.

Results:
The search identified 10 relevant articles. The most common challenge identified was the lack of trained personnel, followed by high costs and technical difficulties. Potential solutions included providing training for ICU staff, developing standardized protocols, and exploring alternative monitoring technologies.

Author	Year	Journal	Key Findings
Smith et al.	2015	Journal of Intensive Care Medicine	Identified barriers to EEG monitoring in the ICU, including staff shortages and high costs.
Johnson et al.	2018	Critical Care Medicine	Proposed a standardized protocol for EEG monitoring in the ICU to improve consistency and reduce costs.
Chen et al.	2020	Journal of Clinical Neurophysiology	Discussed the importance of continuous EEG monitoring in the ICU and the need for improved training for staff.

Conclusion:
Continuous EEG monitoring is a valuable tool for detecting and managing seizures in adult ICU patients. However, several challenges hinder its widespread use. Addressing these challenges through standardized protocols, training, and improved monitoring technologies is essential for maximizing the benefits of continuous EEG monitoring in the ICU.

QR Code: [QR Code]

Out of the college's seven scientific departments, three departments are currently offering bachelor's degree programs (Anesthesia Technology, Neuroscience Technology, and Respiratory Care), while the remaining four are currently not offering academic programs (Clinical Nutrition, Health Information Management and Technology, Medical Laboratory technology, and Nursing). Hence, the three departments with their respective programs will be introduced in this chapter.





ANESTHESIA TECHNOLOGY DEPARTMENT

Anesthesia Technology (AT) is an emerging profession in Saudi Arabia as well as in the international arena. The department offers a Bachelor of AT program which was established in 2017.

BACHELOR OF ANESTHESIA TECHNOLOGY PROGRAM

A four-year taught program followed by a year of internship training. The program prepares its students to be qualified Anesthesia Technologists able to meticulously assist anesthesiologists in providing anesthesia care for both simple and advanced clinical and surgical procedures. The students are trained to efficiently utilize and troubleshoot anesthesia equipment, tools, and materials to provide safe and efficient care to patients before, during, and after procedures in surgical operation theaters, labor and delivery units, outpatient procedure suites, ambulatory surgery centers, and emergency departments.

The program provides a thorough training to the candidates through lectures, seminars, laboratory sessions, simulation, and clinical training. The AT program is dedicated to preparing highly skilled professional technologists to advance and strengthen the healthcare workforce in the region through challenging education environment, creative research, and effective community service.

GOALS

1. Provide high quality education in AT.
2. Exhibit ethical behavior in accordance with Islamic values.
3. Foster a culture of scientific inquiry and creative research.
4. Promote social responsibility with effective community engagement.
5. Prepare highly skilled AT professionals who meet national and international professional standards.



| A Simulated Operation Room (OR) in AT Simulation Lab.

GRADUATE ATTRIBUTES

AT program has aligned its graduate attributes (GAs) with IAU GAs (Appendix B). AT GAs are as follow:



Commits to the Islamic identity demonstrating ethical, legal, & cultural values



Demonstrates social responsibility



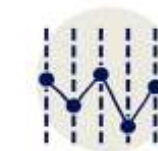
Engages in continuous learning & development within the field of AT



Exhibits professionalism & effective communication skills



Assumes leadership roles & characteristics with an ability to encourage & collaborate with team members



Demonstrates initiative & determination



Exercises critical thinking & problem-solving skills



Employs digital, numerical & information technology towards the field of AT



| AT student performing pre-oxygenation procedure before the induction of anesthesia.

STAKEHOLDERS TESTIMONIALS

"The students have shown extraordinary hard work and **punctuality** during their placement with Anesthesia team in Jubail General Hospital. During their time here, they had also shown readiness to offer **support to patients**, which has offered them great opportunities to be actively involved in the activities of the team. They had also displayed their commitment to **teamwork** and have actively participated in most of the tasks undertaken by my team including myself I commend them for the hard work and advise them to keep such **work ethics** up."



MS. HOUDA FARAH
Supervisor, at Jubail General Hospital

"طالبات جامعة الإمام تخصص تقنيات التخدير من أفضل الطلبة بين كل الجامعات الأخرى الذين يتدربون في مستشفانا ويتميزن بالميزات الرائعة الكثيرة اعد منها على سبيل المثال لا الحصر:

1- الاحترام والأدب حسن السلوك

٢- الالتزام التام من حيث الحضور والانصراف وأثناء التواجد في العمل

٣- المهارات العلمية والعملية العالية

٤- حب التعلم والتطور الانفتاح على كل ما هو جديد ومفيد

وهذا دليل على الجهود العالية الاهتمام المتواصل من قبل الكادر التعليمية والإداري والتدريسي المشرف عليهم في الجامعة، جزاهم الله خير الجزاء على هذه الجهود العظيمة التي تؤدي إلى رفد القطاع الصحي في المملكة الحبيبة بهذه الكوادر المبربة والمؤهلة على أعلى مستوى"



MR. SALAH ALALI
Chief of Anesthesia Technician at
Dr. Sulaiman Alhabib Medical Group



**NEUROSCIENCE
TECHNOLOGY
DEPARTMENT**

The Neuroscience Technology (NST) is a multidisciplinary specialty, it focuses on the functions and measures of the nervous system. The profession tied to neuroscience technology is insufficiently addressed worldwide due to the deficient technical expertise. The shortage to services was maintained by temporarily technicians and nurses who have limited, if any, educational background in the pure subject matter but were under the supervision of a few neurophysiologists in renowned centers and institutions, creating a challenging environment, particularly in intensive care units with the eventual lack of optimal patient care.

Being always in the forefront of future development, the IAU addressed the challenges and adopted a Bachelor of Neuroscience Technology (NST) program to meet the increasing demand for expert neuroscience technologists.

BACHELOR OF NEUROSCIENCE TECHNOLOGY PROGRAM

The program was established in 2017 as the first bachelor's program in NST in the Middle East and one of a few worldwide. It's a four-year taught program that involves two parts of studies, followed by a year of internship training in relevant clinical settings. It is an integrated program, which is tailored to impart knowledge on neuroanatomy, neurophysiology, biophysics, and related instrumentation studies in its foundational part. The second part deals with the neurologic sciences: clinical neurology and advanced clinical neurophysiology. It emphasizes the study of the electric activity of neurons and the recordings of large-scale electric signals from the brain, spinal cord, peripheral nerves, and muscles using advanced laboratory techniques.

The aim of the program is to graduate expert neuroscience technologists who are well equipped with the knowledge of common neurologic diseases, experienced in conducting all electrophysiologic tests, and possess an amplified understanding of the contemporary concepts of related sciences that aid in the diagnosis and assessment of neurologic diseases and maximize patient care.

GOALS

1. Provide quality education in NST.
2. Deliver clinical training in electrophysiologic laboratory techniques.
3. Equip students with the knowledge of the fundamental and contemporary concepts of neuroscience that aid in the diagnosis and assessment of neurological disorders as well as with professional competence to use state-of-the-art electrophysiologic medical equipment.
4. Train students to exhibit ethical behavior and follow the code of conduct.
5. Prepare neuroscience technologists to train junior staff and convey their knowledge and experience.
6. Promote scientific research and become pioneers in the field.
7. Promote social responsibility with effective community partnerships.



Transcranial Magnetic Stimulation (TMS) machine, located in the NST lab, is one of the two machines available in the Eastern region, KSA.

GRADUATE ATTRIBUTES

NST program has aligned its graduate attributes (GAs) with IAU GAs (Appendix C). NST GAs are as follow:



Devotes to the Islamic identity demonstrating ethical, legal, & cultural values



Demonstrates social responsibility



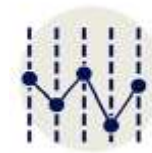
Engages in continuous learning & development within the field of NST



Exhibits professionalism & effective communication skills



Assumes leadership roles & characteristics with an ability to encourage and collaborate with team members



Demonstrates initiative & determination



Exercises critical thinking & problem-solving skills



Employs digital, numerical & information technology towards the field of NST



| NST student performing Median Motor Nerve Conduction study.

STAKEHOLDERS TESTIMONIALS

*“Very well thought out and thorough, one of the **most comprehensive such curriculum**s that I am aware of. **I would be happy to have successful graduates of such a program in my clinical practice**”.*



Stanford

PROF. CHARLES YINGLING
Clinical Professor, Otolaryngology/
head & Neck Surgery, Stanford University

*“The interns that joined us over the last 6-9 months were **knowledgeable, efficient, hardworking, had professional attitude and responsible**”.*



مستشفى الملك فهد التخصصي بالدمام
King Fahad Specialist Hospital - Dammam

DR. ROAA KHALLAF
Chairperson of Clinical
Neurophysiology Department
at King Fahad Specialist Hospital

“توعت تغطية الطالبات في مختلف الفحوصات العصبية للكبار والأطفال وقد ابدىن سرعة التعلم والمبادرة وتطبيق ما تعلمنه نظريا بكل احترافية”



MR. ABDULLAH ALBISHI
Supervisor of
Clinical Neurophysiology
Services at NGHA



**RESPIRATORY
CARE
DEPARTMENT**

Respiratory Care (RC) department was established in 2017. The department offers the Bachelor of RC program which aims to prepare the graduates to be a licensed RC specialists who serve the local community.

BACHELOR OF RESPIRATORY CARE PROGRAM

RC program graduates are eligible to be integral members of the medical team and are qualified to deal with various acute and chronic cardiopulmonary conditions across all age groups. The program learning outcomes and competencies are mapped with the requirements of national and international accrediting bodies and benchmarked to the top universities in the field. The competencies are covered through four years of lectures, laboratory practice, and clinical training, followed by a year of internship.

GOALS

1. Train the students in all aspects of respiratory care: basic and advanced therapeutics and diagnostics.
2. Provide education with high quality, equipping the students with the required knowledge, skills, and values to provide respiratory care to the patients in the general and critical areas of the hospital.
3. Promote evidence-based medical practice by graduating experts in understanding, interpreting, and applying the results of scientific studies. In addition, enhancing the importance of establishing patient-centered goals.
4. Promote community engagement by encouraging the students to participate in several community services activities and facilitating the process of the participation.
5. Promote effective personal and professional development.
6. Promote scientific research and become pioneers in the field
7. Employ digital, numerical and information technology towards the field of Respiratory Care.
8. Equip students with the critical thinking and problem-solving skills
9. Adhere to ethical and professional code of conduct that encapsulates honesty, sincerity, and trustworthiness.

10. Encourage and entertain creative ideas and solutions in teaching, learning, and research, placing it at the forefront of the program's focus and initiatives.
11. Support the relationship between the graduates and College.



An RC student during Objective Structured Clinical Examination (OSCE).

GRADUATE ATTRIBUTES

RC program has aligned its graduate attributes (GAs) with IAU GAs (Appendix D). RC GAs are as follow:



Commits to the Islamic identity demonstrating ethical, legal, & cultural values



Demonstrates social responsibility



Engages in continuous learning & development within the field of RC



Exhibits professionalism & effective communication skills



Assumes leadership roles & characteristics with an ability to encourage & collaborate with team members



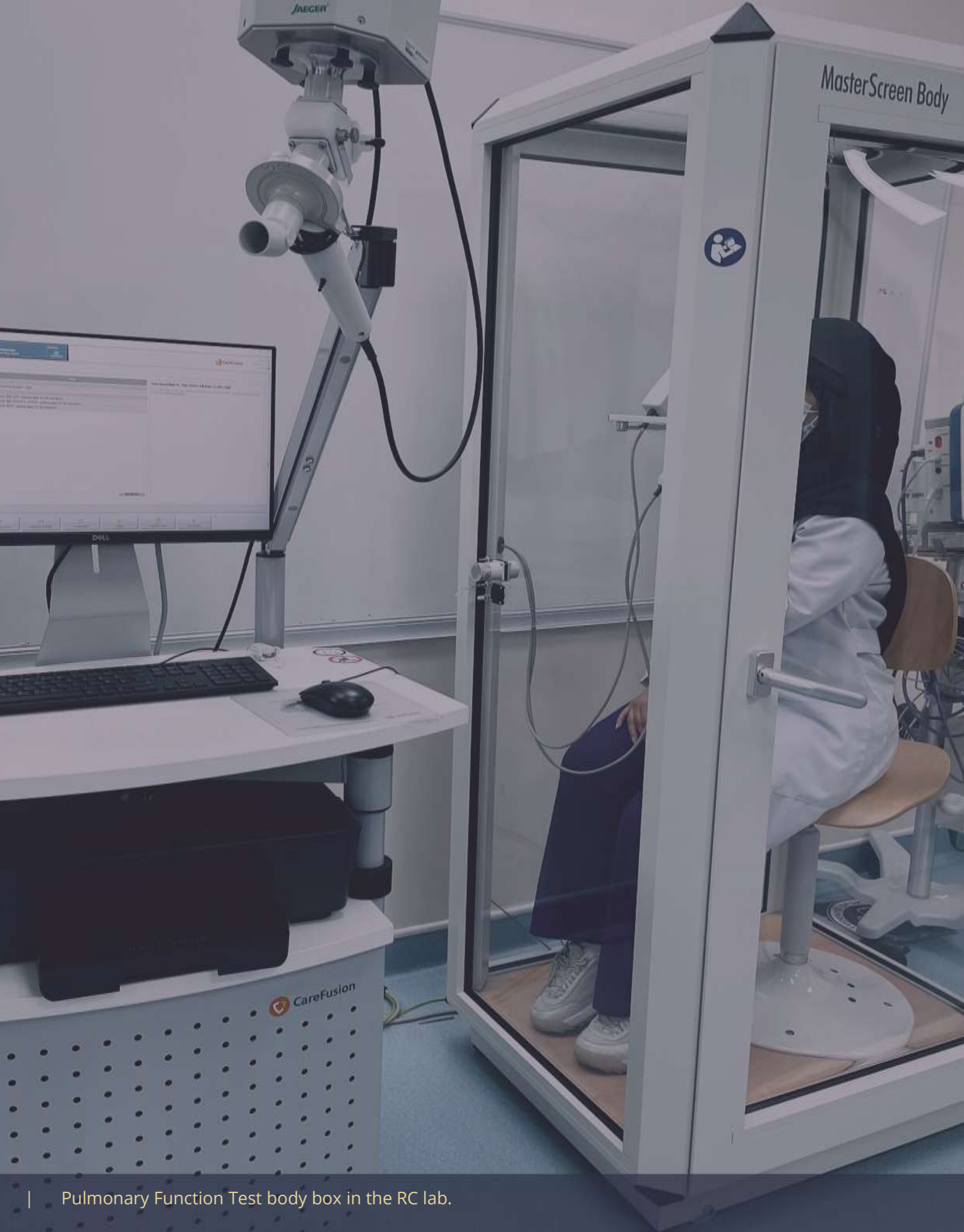
Shows initiative & determination



Exercises critical thinking & problem-solving skills



Employs digital, numerical & information technology towards the field of RC



| Pulmonary Function Test body box in the RC lab.

STAKEHOLDERS TESTIMONIALS

*"The **interns** demonstrated **excellent knowledge** and they applied their understanding at the bedside in managing our patients with a **good level of skill**. They were **well prepared** with all the information needed to participate in treatment plans and **patient care**."*



Maternity and
Children Hospital

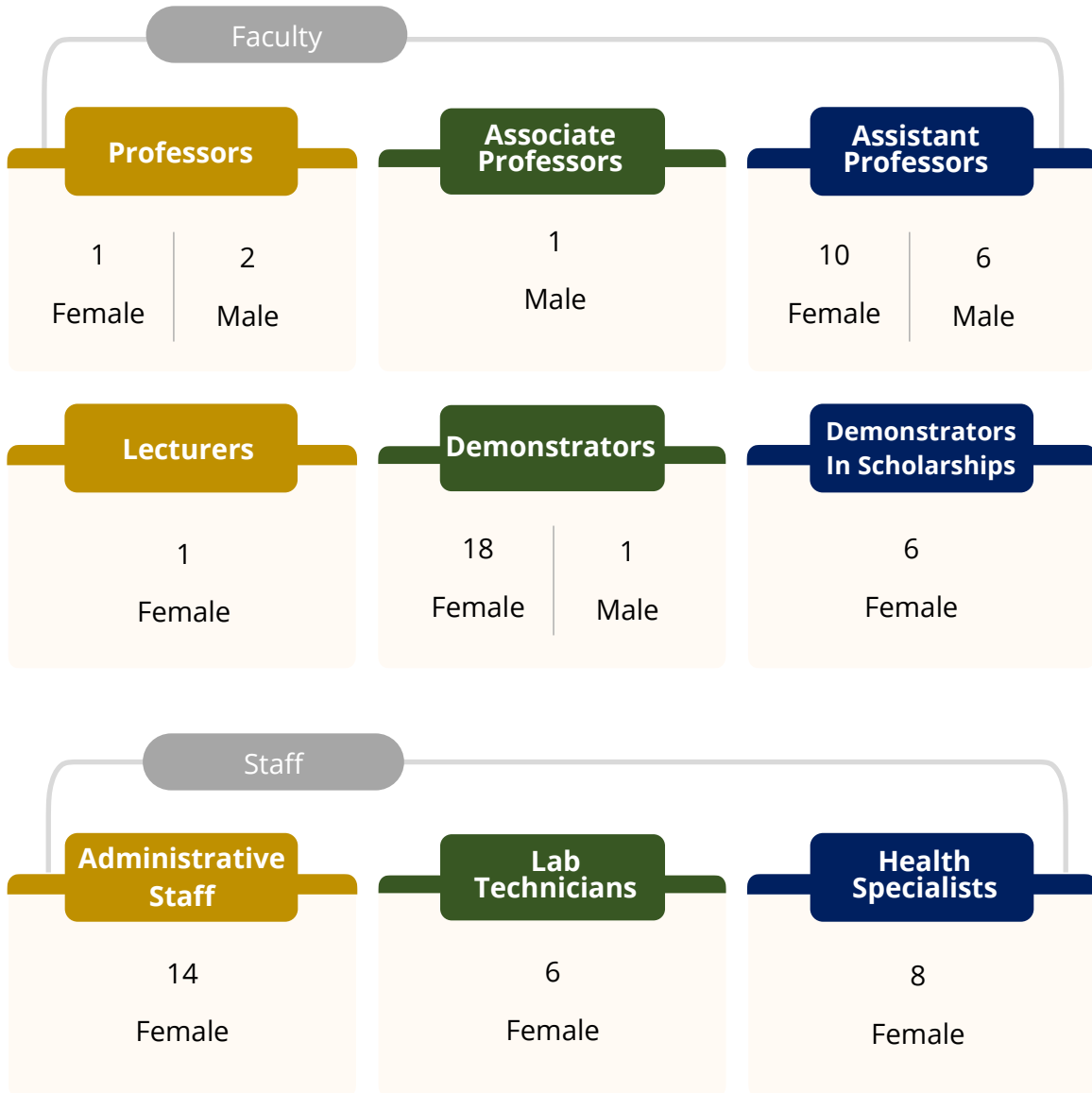
MS. OMNIAH ALMUHANNA
Supervisor at Maternity and
Children Hospital

" طالباتكم شغوفات ولديهم حس مسؤولية عالية "



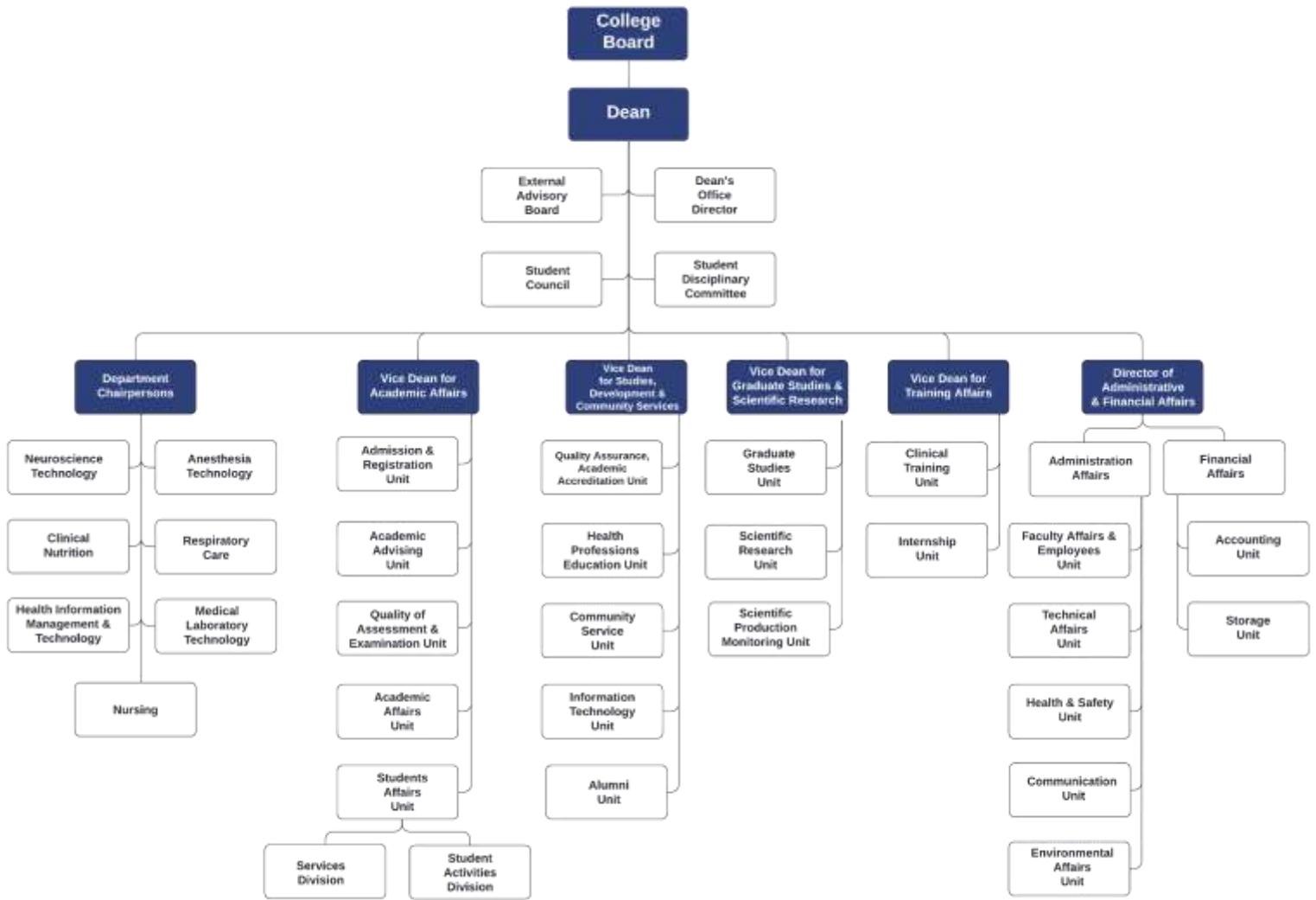
MR. ABDULAZIZ ALGHAMDI
Assistant Head of RC Services,
King Fahd Hospital of the University

COLLEGE MEMBERS*



*As of June 2022.

COLLEGE ORGANIZATIONAL CHART





30 40
المنهجية
29 8 40
نقطة التجمع
ASSEMBLY POINT

المنهجية

START

| CAMSJ's 400 m track implemented to encourage physical activity for student and staff. This initiative won The award of Best Health-enhancer Building among IAU colleges, 2020.

CHAPTER 2

THE STRATEGIC PLANNING PROCESS

STRATEGIC PLAN DEVELOPMENT

Developing a strategic plan in general has different models and approaches. The approach used in developing CAMSJ's strategic plan is the *functional approach*, which is applied in IAU's strategic plan and its colleges strategic plans as well. In CAMSJ, the strategic planning task was assigned to the strategic plan committee who followed the steps of the process explained below and illustrated in Figure 9.

STRATEGIC PLANNING PROCESS

1. Formulation of the Strategic Plan Committee (SPC) and induction to the task

1.1 An administration order by the college's dean was issued naming the SPC head and members on September 2021 (Appendix E). The committee included CAMSJ leaders and members representing different departments.

1.2 Representatives of the IAU's strategic planning office, led by Prof. Mahmoud A. Abdullatif, were invited to give a workshop to the SPC on November 2021, in order to enable a full understanding of the importance of strategic planning, the approach followed by IAU, and the process involved.

2. Creation of the college's vision, mission, values (VMV) and graduates' attributes (GAs)

GAs were defined at CAMSJ by having each academic program define their GAs and aligning them with IAU GAs, and approved in their departments' councils along with College Council and have been mentioned earlier in chapter 1 of this document.

CAMSJ's VMV were created through the following procedure:

2.1 Benchmarking national and international universities ranked similarly to IAU's ranking within the QS ranking and provided similar programs to CAMSJ. The universities selected were King Saud University (KSA), Aston University (UK), Swansea University (UK), and University of Minnesota (USA).

2.2 Alignment of the proposed VMV with IAU's VMV.

2.3 SPC workshops to edit and revise the proposed VMV.

2.4 Stakeholders' surveys were conducted to have their feedback on the proposed VMV.

2.5 Focus groups with students, alumni, faculty and administrative staff were conducted to incorporate their feedback on the proposed VMV.

2.6 Approval of the VMV by the College Council on 2nd March 2022.

2.7 Revision and approval by the Deanship of Quality and Academic Accreditation, IAU on 25th May, 2022.

3. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis

SWOT analysis is an essential tool used to guide the development of any strategic plan.

3.1 The analysis was initiated by sending e-surveys to the college's dean, vice deans and academic department chairpersons, and faculty member representatives of academic departments. Standardized questions were used to conduct SWOT analysis, which are as follows:

- What are the areas of strength in CAMSJ and its programs?
- What are the areas that require improvement in CAMSJ and its programs?
- What are the external factors that could influence the improvement of CAMSJ and its programs?
- What are the external factors that could hinder the improvement of CAMSJ and its programs?

3.2 The answers to SWOT analysis questions (Table 1) enabled the exploration of the college's positive and negative aspects that may impact its future. The discovered opportunities enabled the determination of conducts to overcome these observed challenges/threats through examining the environmental factors, with the considerations to the socio-political and economic factors. The strengths and weakness represented were the internal factors, while the

opportunities and threats represent the external factors that may influence the achievement of the strategic plan.

4. Setting the strategic priorities

The strategic priorities were set based on the SWOT analysis results, data collected from college's stakeholder surveys (Appendix F), focus groups (Appendix G), and following the alignment with the IAU's Strategic Plan (2018-2025), Kingdom's Vision 2030 and its two programs National Transformation Program (2021), and Human Capability Building Program (2022), Strategic plan for Higher Education 2020 (AFAAQ), in addition to the following resources:

- Code of Ethics for Health Professionals by the Saudi Commission for Health Specialties (2014)
- Best practices of the Neurodiagnostic Society, ASET–The Neurodiagnostic Society (2022)
- 2015 and Beyond 2015 for Respiratory Care Competency, American Association for Respiratory Care.
- CAMSJ's Student Council Plan (2021-2022)

5. Defining the strategic goals

In light of the SWOT analysis and the strategic priorities, the strategic goals were defined, developed and aligned with IAU's strategic goals.

6. Designing the implementation plan

Designed as a result of the estimated budget cost to execute each goal and their objectives over the next 5 years, along with supporting tasks that will enable execution. Gantt charts have been prepared to overview the strategic goals, objectives, costs, responsibilities and tasks with its measurement metrics, performance indicators along with the timeframe to measure the college's progress toward the attainment of its goals.

7. Approval of the strategic plan by the College Council

The final draft of CAMSJ strategic plan was approved in the College Council session no. 16 on June 1st 2022.

8. Performance improvement and evaluation

Annual evaluation on the progress of the plan shall be conducted at the end of each academic year by the responsible individuals and a report will be submitted to the VDSDCS office who will revise, approve, and submit to the Dean.



Workshop conducted by IAU's strategic planning office for CAMSJ strategic plan committee.

Figure 9. CAMSJ's Strategic Planning Process.



SWOT ANALYSIS

Table 1. SWOT Analysis Results.

	Internal Factors	External Factors
Positive	STRENGTHS	OPPORTUNITIES
	<ol style="list-style-type: none"> 1. Provides a unique academic program in the Middle East (NST) 2. Strong establishment of three academic programs 3. Adherence to quality measures in assessment, teaching, and learning 4. Collaboration with international faculty for continuous improvement of programs 5. Well established skills and simulation labs 6. Proactive students support 7. Supportive and resilient administration 8. Committed faculty for continuous improvement 9. Competent and diverse faculty and staff 10. Scientific research publications at its growing pace 11. Continuous maintenance of the building 	<ol style="list-style-type: none"> 1. Excellent e-library resources 2. Strong e-learning infrastructure “Blackboard” 3. Continuous training programs and workshops for faculty and staff 4. Willingness of faculty and staff for continuous development 5. Market demand for CAMSJ graduate attributes 6. Community demand for extracurricular activities and community service 7. Partnership with clinical training venues
Negative	WEAKNESSES	THREATS
	<ol style="list-style-type: none"> 1. Unideal staff and faculty to student ratio compared to international standards 2. Unattractiveness of the geographical distance for academic leaders to join the college for administrative assignments. 3. Unattractiveness of the job packages offered to potential distinguished faculty 4. Limited capacity of students’ welfare venues (prayer room, studying area, cafeteria) 5. Lack of formal partnership with external parties 6. Absence of national and international accreditations certificates 7. Insufficient marketing of the academic programs 	<ol style="list-style-type: none"> 1. Similar programs in the market 2. Evolving job market needs 3. Unclear college budget allocation 4. Limited number and capacity of clinical training venues in Jubail governorate 5. Geographical distance to the university main campus and major clinical training sites 6. Deficiency in research funding 7. Attractive job offers offered by competitive institutes and hospitals 8. Challenges hindering local support 9. Challenges in the college expansion

STRATEGIC PRIORITIES

The committee identified the strategic priorities based on the SWOT analysis results, stakeholder surveys, focus groups, along with aligning them with the Kingdom's Vision 2030 and 2 of its programs; the National Transformation Program (2021-2025) and the Human Capability Building Program (2021-2022), the Code of Ethics for Health Professionals by the Saudi Commission for Health Specialties (2014), Best practices of the Neurodiagnostic Society, 2015 and Beyond 2015 for Respiratory Care Competency, and CAMSJ's Student Council Plan (2021-2022). The strategic priorities are as follows:



Teaching and Learning



Research



Community Relationships



Student and Employee Empowerment



Resources

STRATEGIC GOALS

Strategic goals are the long-term goals focused on a broad, overarching perspective of an issue or situation at CAMSJ. They are followed by more specified objectives based on the analysis conducted of the various data collected. These strategic goals are aimed to positively influence the way the college operates for its students, faculty, staff, alumni, and stakeholders.

Goal 1 Provide excellence in health professions education.

Goal 2 Promote the culture of scientific research and innovation.

Goal 3 Enhance social responsibility and community relationships.

Goal 4 Foster growth of the college community.

Goal 5 Maintain vibrant working environment.

Goal 6 Strengthen the college administrative system.

Goal 7 Develop the college financial resources.

Goal 8 Enhance communication and information technology services.



ALIGNMENT WITH IAU'S STRATEGIC GOALS

The college strategic goals were aligned with IAU strategic goals as part of the strategic plan development process. Alignment was successful across all goals as exhibited Table 2.

Table 2. CAMSJ Strategic Goals Alignment with IAU.

IAU Goals	CAMSJ Goals							
	Goal 1. Provide excellence in health professions education.	Goal 2. Promote the culture of scientific research and innovation	Goal 3. Enhance social responsibility and community relationships	Goal 4. Foster growth of the college community	Goal 5. Maintain vibrant working environment.	Goal 6. Strengthen the college administrative system	Goal 7. Develop the college financial resources.	Goal 8: Enhance communication and information technology services.
Goal 1. Provide high quality knowledge and educational services.	✓							
Goal 2. Develop scientific research and innovation system.		✓						
Goal 3. Promote community responsibility and partnership.			✓					
Goal 4. Enforce university values and develop its human resources.				✓				
Goal 5. Achieve sustainable built environment.					✓			
Goal 6. Build a modern institutional administrative system.						✓		
Goal 7. Achieve financial sustainability of university resources.							✓	
Goal 8. Enhance communication and Information technology systems.								✓

IMPLEMENTATION PLAN

This section of the strategic plan provides a mapping of CAMSJ's eight strategic goals, linked to the planned operational objectives and developmental projects for each goal. The mapping also includes the initiatives that have stemmed from the planned projects. To measure our performance, key performance indicators (KPIs) have been assigned to each initiative as aligned with IAU strategic plan (2018-2025). The execution of the projects and responsibility of monitoring the KPI's has been also assigned to the expertise of each higher administrative roles from the Dean, Vice Deanships to Academic Departments Chairpersons to ensure the success of CAMSJ's strategic plan. Following each strategic goal, there is an implementation plan, where details are provided on the budget, cost, duration and the resources that aid in achieving these goals.



STRATEGIC GOAL 1

Provide Excellence in Health
Professions Education

Goal 1. Provide Excellence in Health Professions Education					
Objective	Project	Initiative	KPI	Unit	Responsibility
1.1 Develop CAMSJ academic structure	1.1.1 Periodic review of existing academic programs	1.1.1.1 Improve all programs' courses	Average score of courses' evaluation survey	Rate	Dean, VDAA & Department Chairpersons
	1.1.2 Establish new academic programs	1.1.2.1 Conduct feasibility studies per IAU guidelines	Number of feasibility studies annually	#	
	1.1.3 Develop teaching and learning strategies	1.1.3.1 Align Health Professions Education (HPE) unit goals with the faculty and students demands	Evaluation survey of HPE unit activities per academic year	Rate	VDAA & Department Chairpersons
1.2 Expand the educational resources	1.2.1 Update library services and learning resources	1.2.1.1 Increase number of book titles in the college library	The ratio of number of updated book titles in the library to the number of students	Rate	Dean VDAA &
		1.2.1.2 Continuous improvement of college library	Average score of library user satisfaction survey	Rate	
	1.2.2 Sustain clinical placements partnerships	1.2.2.1 Increase the number of clinical setting agreements	Number of new clinical training agreements per academic year	#	VDTA
1.3 Attain academic accreditation	1.3.1 Fulfill the accreditation requirements	1.3.1.1 Increase the number of nationally and internationally accredited programs	Number of accredited programs	%	Dean VDSDCS & Department Chairpersons

Goal 1 Implementation Plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
1.1 Develop CAMSJ academic structure	<ul style="list-style-type: none"> - Follow NQF standards to evaluate programs' learning outcomes - Follow the Vice Presidency for Academic Affairs guidelines for reviewing current academic programs - Follow the Vice Presidency for Academic Affairs guidelines for establishing academic programs - Utilize advisory boards advise on changes that meet market needs - Analyze labor market demands 						To be determined
1.2 Expand the educational resources	<ul style="list-style-type: none"> - Annually update library resources - Increase legally binding agreements with hospitals 						100,000
1.3 Attain academic accreditation	<ul style="list-style-type: none"> - Activate quality committees in all programs - Develop and apply management policies and procedures related to quality - Self-assessment per academic program - Submit eligibility requirements for NCAAA academic accreditation for all academic programs - Continuous follow up, training, and support of quality committees 						100,000

STRATEGIC GOAL 2

Promote the Culture of
Scientific Research and
Innovation

Goal 2. Promote the culture of scientific research and innovation						
Objective	Project	Initiative	KPI	Unit	Responsibility	
2.1 Promote scientific research	2.1.1 Facilitate students' involvement in scientific research	2.1.1.1 Increase the number of college student publications in college published research	Number of the college students' publications per academic year	%	VDPSSR & Department Chairpersons	
		2.1.2 Motivate faculty to scientific research, publishing, and participation in scientific conferences	2.1.2.1 Increase the number of research published by faculty in IAU approved journals	Number of published research in refereed indexed journals in the previous year for each faculty		#
			2.1.2.2 Provide financial support for the publication fees in high impact journals	Number of paid publications to the total number of published papers per academic year		#
			2.1.2.3 Enhance college research lab	Number of new instruments and equipment added per fiscal year		#
			2.1.2.4 Increase the number of participants in scientific conferences	Number of participations in scientific conferences annually for each faculty		#
2.2 Support innovation culture and application	2.2.1 Spread the culture of scientific research and innovation	2.2.1.1 Encourage students and faculty participation in innovation workshops	Percentage of students and faculty participation in innovation workshops per academic year	%	VDPSSR & Department Chairpersons	
		2.2.1.2 Conduct partnership with innovation sponsors	Number of agreements conducted per academic year	#		

Goal 2 Implementation plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
2.1 Promote scientific research	<ul style="list-style-type: none"> - Provide IAU's research -related guidelines - Recognize faculty with distinguished publication record with the Best Researcher Award - Recognize faculty and students' who participated in national and international scientific conferences - Provide faculty and students with workshops on research activities - Follow up the enhancement of college research lab 						100,000
2.2 Support innovation culture and application	<ul style="list-style-type: none"> - Encourage faculty and students' participation in workshops on innovation and scientific research - Outreach for innovation sponsorships 						

STRATEGIC GOAL 3

Enhance Social
Responsibility and Support
Community Relationships

Goal 3. Enhance Social Responsibility and Support Community Relationships					
Objective	Project	Initiative	KPI	Unit	Responsibility
3.1 Strengthen community engagement	3.1.1 Expand the scope of community services in the college	3.1.1.1 Increase the participation of students, faculty, and staff in community services inside and outside the university	Percentage of students, faculty, and staff engaged in community service activities	%	VSDDCS
	3.1.2 Promote communications with the college alumni	3.1.2.1 Activate the alumni unit	Number of activities offered to the alumni by the alumni unit	#	
	3.1.3 Establish the college identity	3.1.3.1 Improve the quality and content of college's website and update it regularly	Average rating of stakeholders of the quality of college's website	Rate	VSDDCS & Department Chairpersons
	3.1.3.2 Promote the college activities in various social media platforms	Average rating of the stakeholders about media outreach of the college	Rate		
3.2 Develop partnerships with national and international sectors	3.2.1 Activate social responsibility networks	3.2.1.1 Establish official collaborations with governmental, non-governmental non-profit organizations to provide community services	Number of official collaborations per academic year	#	

Goal 3 Implementation Plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
3.1 Strengthen community engagement	- Announce general circulations, memorandums related to community services						50,000
	- Collaborate with the IAU's Alumni Center to conduct professional development activities						
	- Recognize notable alumni						
	- Encourage students, faculty and staff engagement in community volunteer groups						
	- Publish relevant college documents on IAU's website and official social media channels (i.e., strategic plan, program handbooks, policy and procedures)						
	- Announce college community service activities in official social media channels						
	- Update annual alumni database						
3.3 Develop partnerships with national and international sectors	- Implement IAU community partnership guidelines						50,000
	- Conduct relevant community service partnerships nationally and internationally						

STRATEGIC GOAL 4

Foster Growth of the College
Community

Goal 4. Foster Growth of the College Community						
Objective	Project	Initiative	KPI	Unit	Responsibility	
4.1 Empower college community	4.1.1 Develop students' academic guidance	4.1.1.1. Improve the quality of academic advisory	Student satisfaction survey about academic advisor	Rate	VDAA	
	4.1.2 Develop students' soft skills	4.1.2.1 Encourage students' attendance in skills development programs	Percentage of students who enrolled in skill development activities per academic year	%	VDAA & VSDCS	
	4.1.3 Prepare future leaders		4.1.3.1 Support faculty/staff to attend leadership development programs	Percentage of faculty/staff who attended leadership development programs per academic year	%	VSDCS
			4.1.3.1 Engage students' participation in various committees at the college/university level	Number of committees that have student representatives per academic year	#	
			4.1.3.2 Support students' involvement with Misk Foundation	Percentage of student engagement with Misk Foundation	%	
4.1.4 Promote recreational and cultural activities for college community	4.1.4.1 Increase the recreational cultural/activities for college community	Number of recreational activities conducted for college community per academic year	#	VSDCS		
4.2 Strengthen employees capabilities	4.2.1 Monitor employees' performance	4.2.1.1 Update employees' portfolios	Percentage of employees with updated portfolio	%	DAFA & Department Chairpersons	
		4.2.1.2 Initiate a competency-based professional evaluation system	Percentage of employees who have been evaluated via competency-based system annually	%	Dean, DAFA & Department Chairpersons	

Goal 4 Implementation Plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
4.1 Empower College community	<ul style="list-style-type: none"> Analyze academic advisory satisfaction survey Raise awareness on various workshops related to leadership, skills development, and cultural activities Collaborate with Misk Foundation to enroll students in their programs Increase the number of extra-curricular activities for students, faculty, staff, and their families 						50,000
4.2 Strengthen employees capabilities	<ul style="list-style-type: none"> Raise awareness on various workshops related to professional development and encourage participation Conduct development plan for each employee Collect employees' portfolios annually Award best performing admin member based on competency-based evaluation 						

STRATEGIC GOAL 5

Maintain a Vibrant Working Environment

Goal 5. Maintain a Vibrant Working Environment					
Objective	Project	Initiative	KPI	Unit	Responsibility
5.1 Optimal utilization of resources	5.1.1 Strengthen the security and safety system	5.1.1.1 Implement RCYJ and IAU security and safety facility regulations	Percentage of compliance to regulations per fiscal year	%	DAFA
	5.1.2 Maintain laboratories' equipment	5.1.2.1 Follow the college Laboratory General Safety Rules and Regulations	Percentage of compliance to laboratory safety rules and regulations	%	
		5.1.2.2 Optimize the use of simulation lab	Utilization rate of simulation lab per academic year	Rate	DAFA & lab coordinators
	5.2.2 Ensuring continuous improvement of the physical environment	5.2.2.1 Propose risk management policy	Number of risk management initiatives	#	VDSDCS & DAFA
5.2 Expand college facilities	5.2.1 Allocate college spaces efficiently	5.2.1.1 Initiate the students' welfare area project	Completion rate of the approved feasibility study	Rate	Dean VDSDCS
		5.2.1.2 Propose projects for building extension		#	

Goal 5 Implementation Plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
5.1 Optimal utilization of resources	<ul style="list-style-type: none"> - Develop risk management plans - Follow up the adherence to the security and safety regulations - Conduct awareness activities on incident reporting - Monitor the adherence of the users to the college Laboratory General Safety Rules and Regulations - Encourage course instructors to use the simulation lab efficiently 						To be determined
	<ul style="list-style-type: none"> - Follow up the implementation of the students' welfare project with the responsible parties - Propose extension building with feasibility studies - Follow-up the execution of approved extension building projects 						

STRATEGIC GOAL 6

Strengthen the College
Administrative System

Goal 6. Strengthen the College Administrative System					
Objective	Project	Initiative	KPI	Unit	Responsibility
6.1. Enhance recruitment of employees	6.1.1 Diversify employee recruitment	6.1.1.1 Increase faculty and staff to student ratios	Faculty and staff to student ratios for every academic program per academic year	Ratio	Dean VDAA & Department Chairpersons
		6.1.1.2 Increase competent and specialized faculty and staff	Percentage of matching faculty and staff competencies with college needs	%	Dean & Department Chairpersons
6.2 Promote the culture of quality	6.2.1 Execute the college strategic plan	6.2.1.1 Formulate strategic plan follow-up committee	Number of meetings per academic year	#	
		6.2.2 Monitor the administrative processes	6.2.2.1 Initiate a policy for developing policies and procedures	Percentage of completion of college policy for developing policies and procedures	%
		6.2.2.2 Develop college policies and procedures	Number of college policies and procedures developed per academic year	#	

Goal 6 Implementation Plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
6.1 Enhance recruitment of employees	<ul style="list-style-type: none"> - Monitor faculty and staff to student ratios - Raise requests of the employment demand 						NA
6.2 Promote the culture of quality	<ul style="list-style-type: none"> - Create a checklist for follow-up of strategic plan KPIs - Conduct workshop on how to develop policies and procedures - Periodic review of existing policies and procedures - Disseminate college policies and procedures 						To be determined

STRATEGIC GOAL 7

Develop the College Financial Resources

Goal 7. Develop the College Financial Resources					
Objective	Project	Initiative	KPI	Unit	Responsibility
7.1 Rationalize the use of financial resources	7.1.1 Develop income tracking system	7.1.1.1 Implement feasibility study for each new project	Percentage of new projects with feasibility study prior to budget allocation to the total number of projects per fiscal year	%	Dean & DAFA
		7.1.1.2 Create financial plan for each scientific department	Percentage of completed financial plans	%	Department Chairpersons
7.2 Develop budget and financial planning	7.2.1 Prepare the financial budget for the college	7.2.1.1 Review and monitor financial expenditure	Actual annual expenditure per fiscal year	#	Dean & DAFA
7.3 Develop external sources of income	7.3.1 Establish postgraduate programs	7.3.1.1 Develop feasibility study for each new program	Number of postgraduate students per program	#	Dean & VDPSSR
		7.3.2 Utilize well-equipped college labs	7.3.2.1 Offer college labs as training venues for external sectors	Number of lease agreements per fiscal year	#

Goal 7 Implementation Plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
7.1 Rationalize the use of financial resources	<ul style="list-style-type: none"> - Conduct workshops on how to produce feasibility studies - Collect feasibility studies for projects 						10,000
7.2 Develop budget and financial planning	<ul style="list-style-type: none"> - Utilize expenditure tracking system - Identify cost of resources per department 						20,000
7.3 Develop external sources of income	<ul style="list-style-type: none"> - Follow the Deanship of Graduate Studies for establishing postgraduate programs - Attract potential lab beneficiaries 						20,000

STRATEGIC GOAL 8

Enhance Communication and
Information Technology
Services

Goal 8. Enhance Communication and Information Technology Services

Objective	Project	Initiative	KPI	Unit	Responsibility
8.1 Optimize communication system	8.1.1 Monitor e-communication system	8.1.1.1 Apply of e-transactions	Percentage of stakeholders' satisfaction with the application of e-transactions per academic year	%	Dean, VDAA, VDTA, VDSDCS & VDPSSR
8.2 Enhance e-learning	8.2.1 Foster e-learning strategies	8.2.1.1 Implement e-learning methods	Percentage of courses adopting advanced e-learning methods per academic year	%	VDAA & Department Chairpersons

Goal 8 Implementation Plan							
Objective	Tasks	Year					Annual Cost (SAR)
		'22	'23	'24	'25	'26	
8.1 Optimize communication system	<ul style="list-style-type: none"> - Distribute stakeholders' survey with the application of e-transactions - Implement stakeholder's feedback 						To be determined
8.2 Enhance e-learning	<ul style="list-style-type: none"> - Establish annual faculty development plans for e-learning services - Follow up with the implementation of e-learning methods in program courses 						To be determined

SUMMARY TABLES

Table 19. CAMSJ Vision, Mission, Values, and Goals

VISION	MISSION	VALUES	GOALS
<p>Excellence in health professions education, research, and social responsibility nationally and internationally.</p>	<p>To graduate qualified professionals in health care striving for development and life-long learning, through distinguished education and commitment to scientific research and community service.</p>	<p>Accountability Compassion Collaboration Excellence Innovation Diversity Transparency Social Responsibility</p>	<ol style="list-style-type: none"> 1. Provide excellence in health professions education 2. Promote the culture of scientific research and innovation. 3. Enhance social responsibility and community relationships 4. Foster growth of the college community 5. Maintain a vibrant working environment 6. Strengthen the college administrative system 7. Develop the college financial resources 8. Enhance communication and information technology services

Table 20. Summary of CAMSJ's Strategic Plan Components

Goals	Objectives	Projects	Initiatives	KPIs	Responsibility
1 Provide excellence in health professions education	3	6	7	7	Dean, VDAA, VDTA, VSDCS & Department Chairpersons
2 Promote the culture of scientific research & innovation	2	3	7	7	VDPSSR & Department Chairpersons
3 Enhance social responsibility & community relationships	2	4	5	5	VSDCS & Department Chairpersons
4 Foster growth of the college community	2	5	8	8	VDAA, VSDCS, DAFD & Department Chairpersons
5 Maintain a vibrant working environment	2	4	6	5	Dean, DAFA & Departments Chairpersons
6 Strengthen the college administrative system	2	3	5	5	Dean, VDAA & Department Chairpersons
7 Develop the college financial resources	3	4	5	5	Dean, DAFA & Departments Chairpersons
8 Enhance Communication & Information Technology Services	2	2	2	2	Dean, VDAA, VDTA, VSDCS & VDPSSR
Total	18	31	45	44	

APPENDICES

Appendix A. Health Professions Education (HPE) Unit's Administration Order



وزارة التعليم
Ministry of Education
043

جامعة الإمام عبد الرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

المملكة العربية السعودية
Kingdom of Saudi Arabia

قرار إداري

- إن عميدة كلية العلوم الطبية التطبيقية بالجبل
- وبناء على الصلاحيات المخولة لها نظاماً
- وبناء على ما تقتضيه مصلحة العمل بالكلية

تقرر ما يلي:

أولاً: إنشاء وحدة التعليم للتخصصات الصحية Health Professions Education Unit

ثانياً: نأط إيا المهام المتعلقة بالنال:

أ. التعليم والتعلم

1. تطوير المناهج والمقررات التدريسية وفق المستجدات العالمية و المهارات الحديثة التعلم والتعليم الخاصة بكل برنامج أكاديمي في الكلية بما يتفق مع الإجراءات المعتمدة و المتبعة في تطوير المناهج في الجامعة والتنسيق مع لجنة المناهج في الكلية Curriculum Committee.
2. مراقبة وتطوير أساليب التعلم والتدريب على تقنيات التعلم المناسبة للمقررات.
3. تدريب ومتابعة أعضاء هيئة التدريس لمساعدة الطلاب على اكتساب مهارات التعلم الذاتي والتعلم التعاوني والتعلم عن بعد، واستخدام أساليب التعلم التفاعلي والحد من استخدام المحاضرات التقليدية.
4. متابعة إعداد وتزويد الطلبة بدليل الدراسة "Study Guide" لكل مقرر والتنسيق مع رؤساء الأقسام في ذلك.
5. تطبيق معايير الجودة في الاختبارات التحريرية لجميع المقررات ومراعاة التالي:
 - 5.1 تدريب أعضاء هيئة التدريس لإعداد مخطط الإختبار Blueprint وطريقة إعداد أسئلة الإختبار وأنواعها.
 - 5.2 إعداد دليل إرشادي لضوابط إعداد الأسئلة التحريرية وأنواعها ومستوياتها المختلفة.
 - 5.3 إنشاء بنك للأسئلة "Question Bank" بالتنسيق مع وحدة جودة الاختبارات في الكلية لكل تخصص.

Dammam 31441 P.O.Box 1982 info@iau.edu.sa
Tel: +966 13 333 0000 Fax: +966 13 333 0333 www.iau.edu.sa

الرقم: ٩٠١٨٣
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المشغوعات: ٣ - ١



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٥.٤ إعداد دليل إرشادي خاص بإنشاء بنك الأسئلة وتضمينه شرحاً تعريفياً بأهميته وخصائصه وضوابط استخدامه وطرق تحديثه ومراجعته والحرص على تزويد كل عضو هيئة تدريس جديد به.

٦. الإشراف ومتابعة تطبيق معايير الجودة في الاختبارات العملية والسريرية في المقررات ذات الصلة واتباع التالي:

٦.١ مراجعة وتقييم طرق القياس والتقويم العملي والمهاري للطلاب في المقررات العملية والسريرية بعد التنسيق مع رؤساء الأقسام.

٦.٢ إعداد دليل إرشادي لإجراءات وضوابط الاختبارات العملية وإعداد اختبار الفحص السريري الموضوعي المنظم OSCE.

٦.٣ إقامة ورش العمل التدريبية الخاصة بالطرق الصحيحة لإعداد اختبارات الفحص السريري الموضوعي المنظم والفحص العملي الموضوعي المنظم (OSPE & OSCE).

٦.٤ مراجعة وتحديث الأدلة الإرشادية للاختبارات دورياً أو سنوياً والتنسيق مع مركز جودة وتقويم الاختبارات في الكلية وما يستجد من إجراءات حسب الحاجة.

ب. تدريب وتطوير أعضاء هيئة التدريس:

١. إعداد برامج تدريبي بناء على حاجة الكلية وإجراء مراجعة دورية للبرامج التدريبية لأعضاء الهيئة التدريسية وتطوير محتواها بصفة مستمرة.

٢. إعداد وتنفيذ حقيبة تدريبية خاصة لتهيئة أعضاء هيئة التدريس الجدد المنضمين حديثاً.

٣. إشراك أعضاء هيئة التدريس في تخطيط واختيار البرامج التدريبية حسب حاجتهم.

٤. وضع خطة زمنية في بداية كل عام دراسي لتدريب وتطوير أعضاء هيئة التدريس مع الأخذ بعين الاعتبار الدورات المقدمة من عمادة تطوير التعليم الجامعي لتكامل المخرجات وتلافي التكرار.

Dammam 31441 | التعمام P.O.Box 1982 | info@iau.edu.sa | ص.ب 1982
Fax +966 13 333 0333 | Tel. +966 13 333 0000 | www.iau.edu.sa

الرقم: ٩٠١٨٣
التاريخ: ١٤٤٠/١٠/٢٤
المشرفون: هـ/٣-٢



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٥. التنسيق والمتابعة مع وكالة الكلية للشؤون الأكاديمية لمراجعة نتائج امتحان الطالبات الفصلي المعد من عمادة الجودة والاعتماد الأكاديمي لوضع خطط تطويرية وتحفيزية لأعضاء الهيئة التدريسية والمقترحات اللازمة لتحسين جودة التدريس وتطوير العملية الأكاديمية.

٦. إعداد وتنفيذ ورش العمل اللازمة لتطوير ممارسات التدريس والتواصل لدى أعضاء هيئة التدريس.

٧. تقديم الاستشارات التعليمية لمنسوبي الكلية وفتح قنوات تواصل مُعلنة.

٨. إعداد قاعدة بيانات خاصة ومتابعة وتقييم الكفايات الأساسية في التدريس لكل عضو من أعضاء هيئة التدريس.

٩. تعزيز وتكريم أفضل الممارسات أو المبادرات التعليمية المتميزة بالشؤون الأكاديمية.

١٠. متابعة إعداد المحفظة التعليمية لكل عضو هيئة تدريس "HPE Portfolio" وتشجيع المعيدين والمحاضرين للبدء بإعداد محافظتهم الخاصة عند التحاقهم بالكلية.

ج. البحث العلمي

إعداد ونشر الأبحاث العلمية في مجال التعليم الطبي خاصةً تلك التي من شأنها دعم العملية التعليمية في الكلية الجامعة بشكل خاص والمملكة بشكل عام.

د. تقديم الخدمات الإرشادية التعليمية والمشاركة المجتمعية

١. عقد حلقات نقاش وورش عمل لمناقشة ما يستجد في التعليم الطبي على مستوى الكليات الصحية في الجامعة وخارجها.

٢. عقد ورش عمل تدريبية وتوعوية في مجال التعليم الطبي للمستشفيات المحلية بعد أخذ الموافقات من صاحب الصلاحية في الجامعة.

ثالثاً: ترتبط الوحدة بسعادة عميدة الكلية

رابعاً: يُبذل هذا القرار لمن يلزم ويُعمل بموجبه نظاماً من تاريخه حتى إشعار آخر.

والله ولي التوفيق..

عميدة كلية العلوم الطبية التطبيقية بالجubil

د. عبير بنت محمد السبيعي

دمشق 31441 P.O.Box 1992 ص.ب info@iau.edu.sa
Fax: +966-13 333 0000 Tel: +966 13 333 0000 www.iau.edu.sa

الرقم: ٩٠١٨٣
التاريخ: ١٤٤٠/١٠/٢١
المستشفوعات: ٣٠٣٣

Appendix B. Alignment of AT Graduate Attributes with IAU Graduate Attributes

		AT GAs						
IAU GAs	GA 1. Commits to the Islamic identity demonstrating ethical, legal, and cultural values	GA 2. Demonstrates social responsibility	GA 3. Engages in continuous learning and development within the field AT	GA 4. Exhibits professionalism and effective communication skills	GA 5. Assumes leadership roles and characteristics with an ability to encourage and collaborate with team members	GA 6. Demonstrates initiative and determination	GA 7. Exercises critical thinking and problem-solving skills	GA 8. Employs digital, numerical and information technology towards the field of AT
GA 1. Commitment to values, ethics, and responsibility	✓	✓		✓	✓			
GA 2. Knowledge application and lifelong learning			✓		✓			
GA 3. Active personality skills		✓		✓	✓	✓		
GA 4. Problem solving and decision making							✓	
GA 5. The ability to use information technology								✓

Appendix C. Alignment of NST Graduate Attributes with IAU Graduate Attributes

		NST GAs						
IAU GAs	GA 1. Devotes to the Islamic identity demonstrating ethical, legal, and cultural values	GA 2. Demonstrates social responsibility	GA 3. Commits to continuous learning and development with the field of NST	GA 4. Exhibits professionalism and effective communication skills	GA 5. Assumes leadership roles and characteristics with an ability to encourage and collaborate with team members	GA 6. Demonstrates initiative and determination	GA 7. Exercises critical thinking and problem-solving skills	GA 8. Employs digital, numerical and information technology towards the field of NST
GA 1. Commitment to values, ethics, and responsibility	✓	✓						
GA 2. Knowledge application and lifelong learning			✓	✓				
GA 3. Active personality skills				✓	✓	✓		
GA 4. Problem solving and decision making							✓	
GA 5. The ability to use information technology								✓

Appendix D. Alignment of RC Graduate Attributes with IAU Graduate Attributes

		RC GAs						
IAU GAs	GA 1. Devotes to the Islamic identity demonstrating ethical, legal, and cultural values	GA 2. Demonstrates social responsibility	GA 3. Engages in continuous learning and development within the field RC	GA 4. Exhibits professionalism and effective communication skills	GA 5. Assumes leadership roles and characteristics with an ability to encourage and collaborate with team members	GA 6. Shows initiative and determination	GA 7. Exercises critical thinking and problem-solving skills	GA 8. Employs digital, numerical and information technology towards the field of AT
GA 1. Commitment to values, ethics, and responsibility	✓	✓		✓				
GA 2. Knowledge application and lifelong learning			✓				✓	✓
GA 3. Active personality skills		✓		✓	✓	✓		
GA 4. Problem solving and decision making					✓	✓	✓	
GA 5. The ability to use information technology								✓

Appendix E. CAMSJ Strategic Plan Committee Administrative Order.



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قرار إداري

- إن عميدة كلية العلوم الطبية التطبيقية بالجبيل
- وبناء على الصلاحيات المخولة لها نظاماً
- وبناء على ما تقتضيه مصلحة العمل بالكلية

تقرر ما يلي:

أولاً: إنشاء فريق عمل لإعداد الخطة الاستراتيجية بكلية العلوم الطبية التطبيقية بالجبيل على النحو التالي:

<p>رئيساً عضواً عضواً عضواً عضواً عضواً عضواً عضواً عضواً عضواً عضواً عضواً عضواً عضواً عضواً</p>	<p>وكيلة الكلية للدراسات والتطوير وخدمة المجتمع عميدة الكلية وكيلة الكلية لشؤون التدريب وكيلة الكلية للشؤون الأكاديمية وكيلة الكلية للدراسات العليا والبحث العلمي رئيسة قسم الرعاية التنفسية رئيسة قسم تقنيات التخدير</p>	<p>• سعادة الدكتورة سبي بنت سامر حنّاد • سعادة الدكتورة عبير بنت محمد السبيعي • سعادة المحاضرة عبود بنت إبراهيم العوهلي • سعادة المحاضرة أمل بنت عبد الله باقتادة • سعادة الدكتورة شوق بنت يوسف الحمود • سعادة الدكتور ثناء بنت زهير يماني • سعادة رئيسة قسم تقنيات علوم الأعصاب • سعادة رئيسة قسم التغذية الاكلينيكية • سعادة رئيسة قسم التعريض • سعادة رئيسة قسم إدارة وتقنية المعلومات الصحية • سعادة رئيسة قسم المختبرات الطبية • سعادة الدكتورة سواتي كفرجالا • سعادة الدكتور بشار عصام سليم الزلفول • سعادة الدكتورة هدير إبراهيم محمد إبراهيم • سعادة المعيدة نواف بنت فهد العساف • سعادة المعيدة ريم بنت سليمان التويجري</p>
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ثانياً: يناط للفريق مهام إعداد الخطة الاستراتيجية للكلية وموافقتها مع الخطة الاستراتيجية للجامعة ٢٠١٨-٢٠٢٥م.

ثالثاً: للفريق الاستعانة بمن يراه لإنجاز عمله.

رابعاً: يُبلغ هذا القرار لمن يلزم ويُعمل بموجبه نظاماً من تاريخه حتى إشعار آخر.

والله ولي التوفيق..

عميدة كلية العلوم الطبية التطبيقية بالجبيل



د. عبير بنت محمد السبيعي

الرقم: ١٠٤٥٣
التاريخ: ١٣/٥/٢٠٢٣
الصفوحات:

Dammam 31441 P.O.Box 1992 info@iau.edu.sa

Tel: +966 13 333 0900 Fax: +966 13 333 0333

Appendix F. Stakeholders' Survey Analysis on CAMSJ Strategic Plan.

Part of the strategic planning process is to have feedback from the internal and external stakeholders. As a result, strategic planning committee developed an electronic survey using Microsoft Forms and circulated via e-mail communication for all groups and WhatsApp for non-IAU affiliated stakeholders.

The survey main aims:

1. To analyze satisfaction on the quality of the College of Applied Medical Sciences in Jubail (CAMSJ) strategic plan
2. To seek the stakeholders' feedback on the CAMSJ strategic plan

The survey is written in Arabic and English and has a total of 22 questions about each component in the plan, with a final question about the overall quality of the plan and an open-ended question for feedback. A Likert-scale has been used to get feedback from the respondent including 'Excellent, Very Good, Good, Satisfactory, and Poor'.

Sampling and data analysis method

A simple random sample has been used to cover all type of stakeholders (internal and external). The data obtained from the study were analyzed quantitatively (mainly a descriptive analysis) and qualitatively. For descriptive analysis, Microsoft Excel was used to measure percentage of satisfaction. Any response of 'Excellent' or 'Very Good' were considered as satisfied.

Study Period

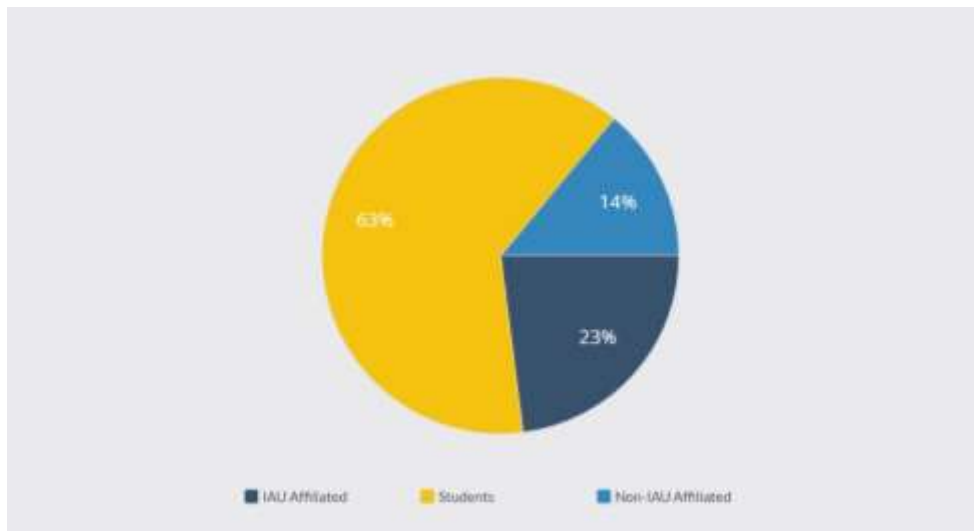
The survey questionnaire was circulated for 2 weeks.

Survey participant's affiliation

The study had of 120 respondents with completed surveys. The study defines three stakeholders' categories, IAU-affiliated, non-IAU, and students. IAU affiliated category included administrator leader, faculty, and staff; while non-affiliated included who defined themselves as employer of the CAMSJ graduates or people in the community.

The last category is students those included either current students or alumni. Figure 1 shows the survey participant's affiliations.

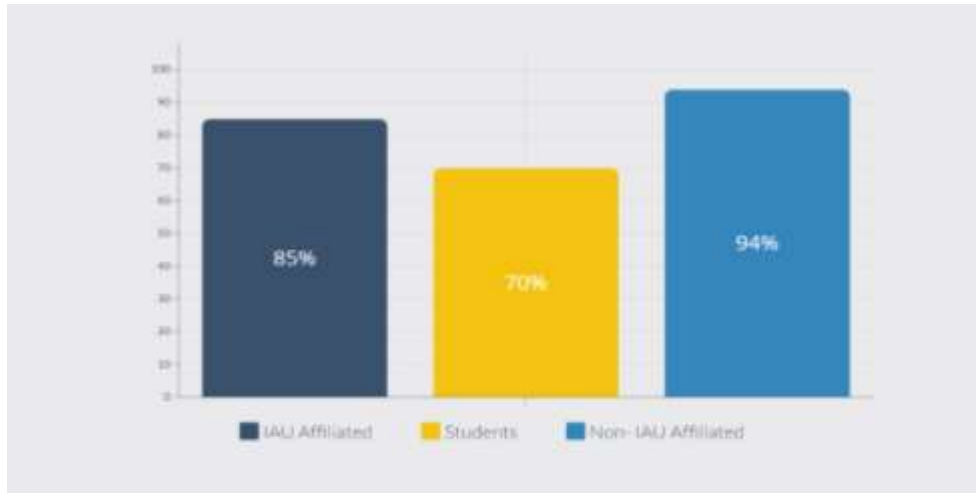
Figure 1. Survey's Participants Affiliation



Stakeholder's Satisfaction with CAMSJ Strategic Plan:

To achieve the study aims, a quantitative analysis has been made for all the stakeholders' responses per strategic plan components. The vision element has the highest score of satisfaction with a total of 88%; while the lowest was 75% for objective 3.1, strengthen community services with an average satisfaction score is 78%. Figure 2 clarifies the stakeholder's satisfaction score on strategic plan components. When analyzing the satisfaction within each stakeholder category, 94% of the non-IAU affiliated stakeholders are satisfied with the overall quality of the CAMSJ's Strategic Plan.

Figure 2. Percentage of Satisfaction per stakeholder category on the overall quality of the CAMSJ's Strategic Plan.



Stakeholder Narrative Feedback:

Three themes were found after analysis of the narrative of participants' open-ended questions, and they included:

Overall Plan:

The plan received positive feedback, one participant indicated: *"Everything is excellent and reflects the excellence of the staff and students"*. Another agreed: *"Overall, the strategic plan is wonderful and covers all the aspects"*. While another respondent asked the plan to be more a student-oriented plan as stated: *"Enable a strategic plan that suits the students."*

Education and Research:

A response supports the need to achieve objective 1.2, expand the educational resources. Another feedback reinforced objective 2.1, promote scientific research, and requested to support the students. The comment is *"facilitate and support research publications for students as much as possible"*.

Appendix G. Focus Group Results of Students and Alumni.

Date	Task (# of participants)	Moderator	Recommendations
17-May-2022 (60 min.)	Student Focus Group (n=9)	Dr. Sama Hammad	<p><u>Education and student needs</u></p> <ul style="list-style-type: none"> - More specialized faculty within the field of NST - Expressed their need to have CAMSJ to be known more - Connect with students further via social media outlets - Activate the CAMSJ YouTube channel and other social media outlets - Update College library resources <p><u>Research</u></p> <ul style="list-style-type: none"> - Engage students in faculty research projects - Collaborate with research centers for students to be part of (locally in Jubail and others) <p><u>Community service</u></p> <ul style="list-style-type: none"> - Connect with community and the local public via fun and leisure activities - Collaborate with local community clubs - Go to local schools to bring awareness about CAMSJ and its programs <p><u>Resources</u></p> <ul style="list-style-type: none"> - Provide self-service food areas (i.e. tables with coffee/tea/food for students to serve themselves) - Provide free water fountains (with hot and cold water) and microwave - Provide healthier vending machines and other types of machines for mixed tastes - Bring back ice cream machine by SADAFCO - Provide a way for student meals (not just snack items) <p><u>Education and alumni need</u></p> <ul style="list-style-type: none"> - Raising awareness of college programs in Jubail and the surrounding area - Matching the College programs and number of students with the with hospital/market demands - Create contracts with hospitals to secure alumni jobs - Create alumni activities/days - Bring awareness to alumni for job opportunities prior to graduation - Provide students prior to graduation with professional workshop

Date	Task (# of participants)	Moderator	Recommendations
17-May-2022 (60 min.)	Student Focus Group (n=9)	Dr. Sama Hammad	<p><u>Research</u></p> <ul style="list-style-type: none"> - Guidance on publication process on the final research projects - Require that students submit for publication as part of the project (or grade the submission process) - Collaborate with professional specialty societies to share student research project/posters both on a national and international level. - Have NST students participate in IRMC in the Neuro-labs in Dammam - Have open day poster presentation for families and the public to visit - Re-create poster presentation days in other venues such as Royal Commission of Jubail Hospitals and others <p><u>Community Service:</u></p> <ul style="list-style-type: none"> - Raise awareness on community service processes and pathways. - Have manuals to help guide students on opportunities - Make the approval process less daunting and complicated - Outreach to high-school students on various event days to bring awareness about CAMSJ - Create partnerships with local volunteer groups - Expand opportunity for community service to students on a local, national and international level <p><u>Resources:</u></p> <ul style="list-style-type: none"> - Specify the expansion of resources for CAMSJ students further in the plan - Expand the resources for students: <ul style="list-style-type: none"> ● Create creative spaces for study ● Provide comfortable spaces outdoors <p>Provide more shading spaces outdoors</p>

Date	Task (# of participants)	Moderator	Recommendations
18-May-2022 (90 min.)	Alumni Focus Group (n=6)	Dr. Sama Hammad	<p><u>Education and Alumni Needs:</u></p> <ul style="list-style-type: none"> - Raising awareness of college programs in Jubail and the surrounding area. - Matching the college programs and number of students with the with hospital/market demands - Create contracts with hospitals to secure alumni jobs - Create alumni activities/days - Bring awareness to alumni for job opportunities prior to graduation - Provide students prior to graduation with professional workshop training, lectures on how, and where to apply to alumni prior to graduation <p><u>Research:</u></p> <ul style="list-style-type: none"> - Guidance on publication process on the final research projects - Require that students submit for publication as part of the project (or grade the submission process) - Collaborate with professional specialty societies to share student research project/posters both on a national and international level. - Have NST students participate in IRMC in the Neuro-labs in Dammam - Have open day poster presentation for families and the public to visit - Re-create poster presentation days in other venues such as Royal Commission of Jubail Hospitals and others <p><u>Community Service:</u></p> <ul style="list-style-type: none"> - Raise awareness on community service processes and pathways. - Have manuals to help guide students on opportunities - Make the approval process less daunting and complicated - Outreach to high-school students on various event days to bring awareness about CAMSJ - Create partnerships with local volunteer groups - Expand opportunity for community service to students on a local, national and international level

Date	Task (# of participants)	Moderator	Recommendations
18-May-2022 (90 min.)	Alumni Focus Group (n=6)	Dr. Sama Hammad	<p>Research:</p> <ul style="list-style-type: none"> - Specify the expansion of resources for CAMSJ students further in the plan - Expand the resources for students at CAMSJ: <ul style="list-style-type: none"> ○ Create creative spaces for study ○ Provide comfortable spaces outdoors ○ Provide more shading spaces outdoors ○ Provide better food services for long days ○ Have rest areas that are comfortable for long breaks ○ Increase availability of lab equipment supplies and manikins

STRATEGIC PLANNING CONTRIBUTORS

NAME	POSITION / DEPARTMENT
DR. ABEER M. AL-SUBAIE	Dean of the College of Applied Medical Sciences in Jubail
DR. SAMA HAMMAD	Vice Dean for Studies, Development, and Community Service
MS. AHOUD I. AL-OHALI	Vice Dean for Training Affairs
MS. AMAL BAQATADAH	Vice Dean for Academic Affairs (retired)
DR. SHOUG AL HUMOUD	Vice Dean for Postgraduate Studies and Scientific Research
DR. LAMYA YAMANI	Anesthesia Technology Chairperson
DR. SWATHI GURAJALA	Head of the Quality and Academic Accreditation Uniyt
DR. BASHAR ALZGHOUL	Quality Coordinator, Anesthesia Technology Department
DR. HADEER IBRAHIM	Faculty, Neuroscience Technology Department
MS. NOUF ALASSAF	Lecturer, Health Information and Management Department
MS. REEM ALTUWAYJIRI	Demonstrator, Clinical Nutrition Department
STUDENTS & ALUMNI	Focus group & stakeholder survey
EMPLOYEEs AND COMMUNITY	Stakeholder survey
STUDENT & ALUMNI	Focus group & strategic planning survey
MS. AMAL AL-ZUWAIDI	Community service unit, office of VDSDCS
MS. MAY ALI SAMHAN	Administrative assistant, office of VDSDCS
PROF. MAHA ABDULSALAM	General Supervisor of the VDSDCS at the College of Dentistry
PROF. MAHMOUD A. ABDELLATIF	Advisor for IAU's VP for Development and Community Partnership
ENG. MOHAMMED ABDULRAHIM	Supervisor of IAU's project management office, IAU's Vision Office
DR. AHMED AL-KUWAITI	General Supervisor, DQAA, IAU
DR. OLA RAMZI	Accreditation Coordinator, DQAA, IAU
DR. BASSAM R. AWAD	Translator, General Authority for Statistics
MS.SOHILA N. ELSADEK	English/Arabic & Proof-reader Intern @ CAMSJ

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IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

كلية العلوم الطبية التطبيقية بالجبيل

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