

STRATEGIC PLAN

2019-2023



جامعة الإمام عبد الرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

كلية الصيدلة السريرية | College of Clinical Pharmacy

COLLEGE OF CLINICAL PHARMACY

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STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

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STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

MESSAGE FROM THE DEAN

Since its establishment in 2013, the College of Clinical Pharmacy (COCP) at Imam Abdulrahman Bin Faisal University (IAU) focused on providing quality education and research to serve patients and the community. Today, more than ever, COCP functions at a stage where opportunities and challenges compete to bring out the best we could provide to our students and to our community.



Our strategic plan focuses on exploiting opportunities and overcoming challenges in order to fulfill the mission of the college.

The plan sets clear goals and achievable objectives which define clear roles to the various bodies of the college. This way, the college could monitor performance and act upon it for improvement. Furthermore, the plan stems its strength from the diversity of its qualified faculty members and the well-equipped research laboratories. In addition, the interaction with the community at various capacities is an integral part of the plan.

We, at COCP, are determined to implement the plan to its full extent in order to fulfill our duty as an eminent educational and research institute in the kingdom.

Dr. Asim Al-Ansari

Dean,

College of Clinical Pharmacy

PART ONE

GENERAL OVERVIEW

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1-1-About the college

The College was established by the Royal Decree no. 5088/MB dated 7/8/1432H (8/7/2011CE). The College has since then strived to deliver the high-caliber PharmD program for pharmacy students in 1434/1435H (2013/14CE). The College has a six-year PharmD program. The program is structured in the semester system with a total of 177 credit hours. The medium of instruction is English.

The college was launched with an up to date curriculum that gives its graduates the required knowledge, and skills and develops competent clinical pharmacists capable of serving their community and supporting KSA economy and vision 2030.

The first cohort of pharmacy students was enrolled in the program in the academic year of 2013/2014 with 11 male and 26 female students. In total, there are 193 graduates (i.e. 77 males and 116 females) from the program and most of them have been employed by academia, hospitals, community pharmacies and pharmaceutical industry. Currently the total number of students enrolled in the program is 319 students (i.e. 140 males and 179 females), in addition to 87 interns (i.e. 35 males and 52 females).

Since its establishment, the college has adopted and is always following the guidelines and procedures of the National Commission for Academic Accreditation and Assessment (NCAAA).

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1-2-Department of Pharmacy practice

The Department of Pharmacy Practice seeks to be a leader in pharmacy education, research and community services. The department provides the basic and advanced coursework in clinical practice, social and administrative pharmacy and practical skills training components of the curriculum that makes Doctor of Pharmacy graduates able to deliver effective and cost-efficient pharmaceutical care. Students can acquire the knowledge and skills in different specialties of clinical pharmacy and pharmacy practice such as drug information, internal medicine, critical care, ambulatory care, cardiology, infectious disease and clinical pharmacokinetics pharmacoepidemiology, Pharmacoeconomics and pharmacy management.

The Department of Pharmacy Practice contributes to the Imam Abdulrahman Bin Faisal University's research mission through collaboration with colleagues from other departments in the college, other colleges at IAU and other health institutions inside and outside the KSA. Our faculty, interns and students are developing and conducting cutting edge research focusing on the improvement of patient care, medication safety and efficacy, adherence and the health-related quality of life.

The Department of Pharmacy Practice contributes to the community service mission through serving the community. The faculty, intern and students are engaged in different community services including promoting the awareness about different medications and other activities. These community campaigns targeted students in the schools, public in the malls and patients in the hospitals.

1-3-Department of Pharmaceutics

Pharmaceutics is the discipline of pharmacy that deals with all aspects of the conversion of new effective drugs or old drugs to pharmaceutical forms to be used safely, effectively and appropriate for the patient, both in factories or pharmaceutical preparation laboratories, which is safe and effective. The Department of Pharmaceutics seeks to improve the educational process of the Pharm D program by contributing to the improvement of the quality of pharmaceutical education. The courses offered by the department focus on basic pharmaceutical knowledge and skills like, fundamental and physical pharmacy, dosage forms design, biopharmaceutics and pharmaceutical quality control. Advanced courses also delivered like pharmacokinetics, new drug delivery systems and pharmaceutical technology, as well as the study of the principles of good manufacture practice in pharmaceutical industry.

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The department implements several teaching methods including the use of the Web Programs. The department contributes to research activities of the college by utilizing the state-of-the-art research laboratory which houses different instrumentation such as differential scanning calorimetry, particle sizer analyzer with zeta potential, automated dissolution system, tableting machine and automated Transdermal diffusion tester and covering the new research areas like nanoparticles.

Faculty members in the department actively participate in community services and campaigns to increase the awareness of people about the rational drug use and the optimum use of medications.

1-4-Department of pharmaceutical chemistry

Since the date of its establishment, the Pharmaceutical chemistry department works with other college departments in preparing pharmacists working in all regions of the Kingdom and in all branches of the pharmaceutical and health profession including community, hospital, and industry. In addition, courses at the chemistry department contributes to a high extent in developing the required skills for the college graduates especially those who aim to work in pharmaceutical industry and research and development.

The Pharmaceutical Chemistry department provides learning experiences based on the best educational practices for all students in different chemistry subjects including, organic chemistry, medicinal chemistry, drug design, pharmaceutical analytical chemistry. These courses emphasize fundamental understanding in the physical, chemical, and biological processes of drugs and drug-related systems, and innovated therapies as well as pharmaceutical analysis and quality control.

The department is dedicated to support excellence in pharmaceutical chemistry education. We are committed to teaching all pharmaceutical chemistry subjects through strong innovative teaching modules. The department is continuously reviewing its course specs and is always utilizing various teaching and learning strategies that make their students the hub of the learning process and that are integrated with properly aligned assessment plans.

Moreover, the department is well established with several laboratories equipped with state-of-the-art instrumentation. The faculty members have conducted cutting edge scientific research in the fields of medicinal chemistry, drug discovery, pharmaceutical analytical chemistry, and organic chemistry. The department has attracted funding from various organizations and is producing a high number of research articles published in distinct and high impact peer reviewed scientific journals.

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Faculty members of the department are also contributing in the students' graduation projects. Courses assigned by Pharmaceutical Chemistry department are important components of the PharmD curriculum and represent essential foundation for other courses in the Pharm D program in areas such as pharmacology and pharmacy practice.

Our faculty members actively participate in all community services and campaigns that are held by the college, and work hard to implement consultancy services to the different pharmaceutical sector in the region.

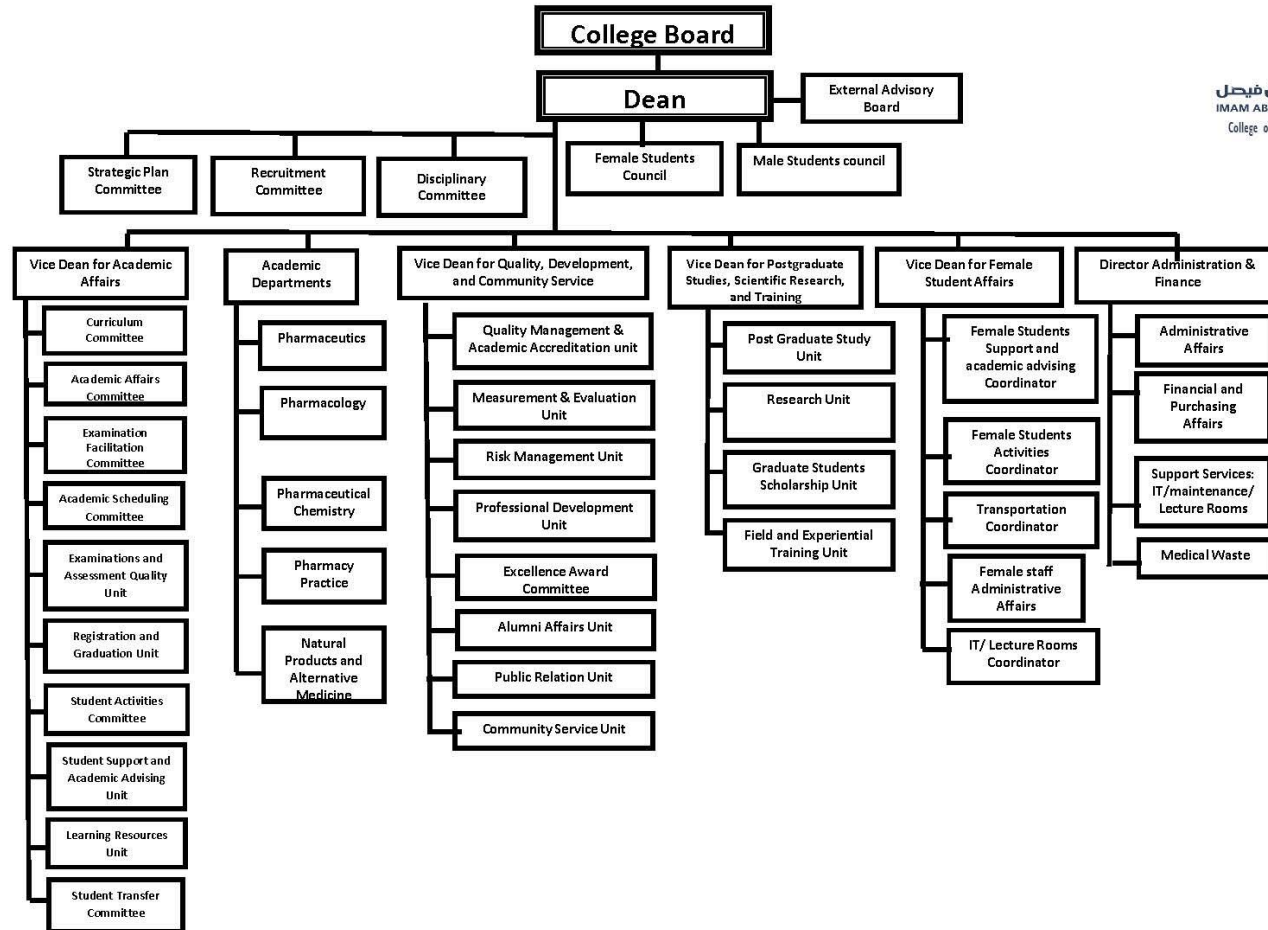
1-5-Department of Pharmacology

Department of Pharmacology is the first department among the pharmaceutical sciences departments within the college, that serves in addition; college of medicine, applied medical sciences, nursing, and public health at an undergraduate and postgraduate levels. The department covers pharmacology courses, therapeutics and clinical toxicology as per program needs. Faculty are involved continuously with the latest advances in basic science research such as discovery of new therapeutic targets, and the mechanisms by which drugs produce responses in living cells, to a hospital-based clinical research. While it is thriving to recruit more qualified PhD holders with vast research background and teaching experience, the department continues to support demonstrators and lectures to pursue their postgraduate education abroad. The department is intending to expand with toxicology branch in the near future.

1-6-Department of Natural Products and Alternative Medicine

The department is involved in teaching and research activities related to extraction, isolation, analysis and method developments of herbal, pharmaceutical, cosmeceuticals, pesticides and nutraceuticals. Many research projects and articles have been completed and published by the department in high impact factor journals. The department is collaborating with pharmaceuticals, Pharmacology and Pharmacy practice department for various projects where herbal nano-formulations are prepared, optimized, studied in various in vitro and in vitro animal models. Herbal formulations are tested for treatment of prevalent diseases in the kingdom i.e., diabetes, hypertension, cancer etc.

1-7-ORGANIZATION CHART OF COCP



PART TWO

STRATEGIC PLAN PROCESS

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

2-1-INTRODUCTION

The college of Clinical Pharmacy provided great effort to develop five years strategic plan 2019-2023 in order to achieve its goals and vision. The college strived to set the policies and procedures that help to pursue the achievement of its strategic objectives, and to maintain it through regular evaluation.

The first step in this process began with the formation of Strategic Planning Committee at the college level, and according to IAU Strategic Planning Model (see Figure). The mission and vision statement were developed and aligned with the IAU mission and vision statements along with the set of guiding principles or core values that would provide the foundation and serve as our road map for executing the strategic plan. From the mission and vision statement, strategic goals and objectives were developed with specific measurable targets that monitor the progress as the plan is implemented. The revision of the mission and vision statements has been obtained by the work of advisory committee, steering committee comprised of the dean and vice deans of the college, the quality committee and the participation of other key person in the college. The process has also engaged key stakeholders, that through their ideas and suggestions, the college identified its strategic goals (long term and shorts term) and its objectives.

The strategic planning committee were brought together with administrators, quality and accreditation unit, alumni, staff, students from across the college to assess and integrate ideas and proposals for the strategic plan using the survey's results related to this issue. SWOT analysis has been done to identify the strengths, weakness along with the opportunities, threats and the risk factors involved. The analysis was drawn from variety of sources, including strategic planning work group's reports, and meeting with stakeholders. The Gantt Charts have been used extensively as a tool to monitor the strategic goals, objectives, cost, responsibilities and tasks with its metrics and timeframe.

2-2-STRATEGIC PLAN RESOURCES REFERENCES AND PARTNERS

- Saudi vision 2030.
- National Transformation Program 2020.
- Strategic plan for higher education (AFAAQ).
- Strategic Plan of Imam Abdulrahman Bin Faisal University.
- Best practices from other similar college national and international.

COCP stakeholders also play an important role in the planning and implementation phases of strategic administration. The inclusion of the needs and expectations of these stakeholders reflects the realism of the strategic plan. Stakeholders together with strategic plan resources are identified as in the following figure:



Strategic Plan resources and partners.

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2-3-MEMBERS OF THE STRATEGIC PLAN COMMITTEE AT COCP.

1	Dr. Asim Alansari	Dean (Chairman)
2	Dr. Manal Alem	Vice Dean for Academic Affairs
3	Dr. Dhafer Alshaiban	Vice Dean for Postgraduate Studies, Scientific Research and Training
4	Dr. Ahmed Mostafa	Vice Deanship for Quality, Development and Community Services Coordinator
5	Dr. Sawsan Kurdi	Head of Pharmaceutics Department
6	Prof. Mohamed Alsakkar	Head of Pharmaceutical Chemistry Department
7	Dr. Hassan Ghonaim	Associate Professor, Department of Pharmaceutics
8	Dr. Mohamed Gomaa	Associate Professor, Department of Pharmaceutical Chemistry
9	Dr. Mohamed Baraka	Assistant Professor, Department of Pharmacy Practice

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2-4-STRATEGIC PLAN MODEL

The methodology of strategic planning applied to develop the strategic plan for the College of Clinical Pharmacy was performed according to IAU strategic model (see Figure):

- Formulation of the strategic planning taskforce.
- Plan to plan, the process stages of developing Strategic plan was set out.
- Collect data and study of all documents, reports and statistics about the College of Clinical Pharmacy performance.
- Conduct a brainstorm workshop for scanning internal and external environment and SWOT analysis.
- Definition of strategic priorities for the college of Clinical Pharmacy according to the table of SWOT analysis.
- Revisiting the Vision, Mission and values of College of Clinical Pharmacy.
- Formulation of the Strategic goals and objectives and approved by the college council.
- Development of the implementation plan (projects, metrics, KPIs, Cost, timeline and responsibility of execution)
- Development of first draft of strategic plan and get the feedback from stakeholders.
- Set the final draft of Strategic Plan 2019 - 2023 for the college of Clinical Pharmacy.

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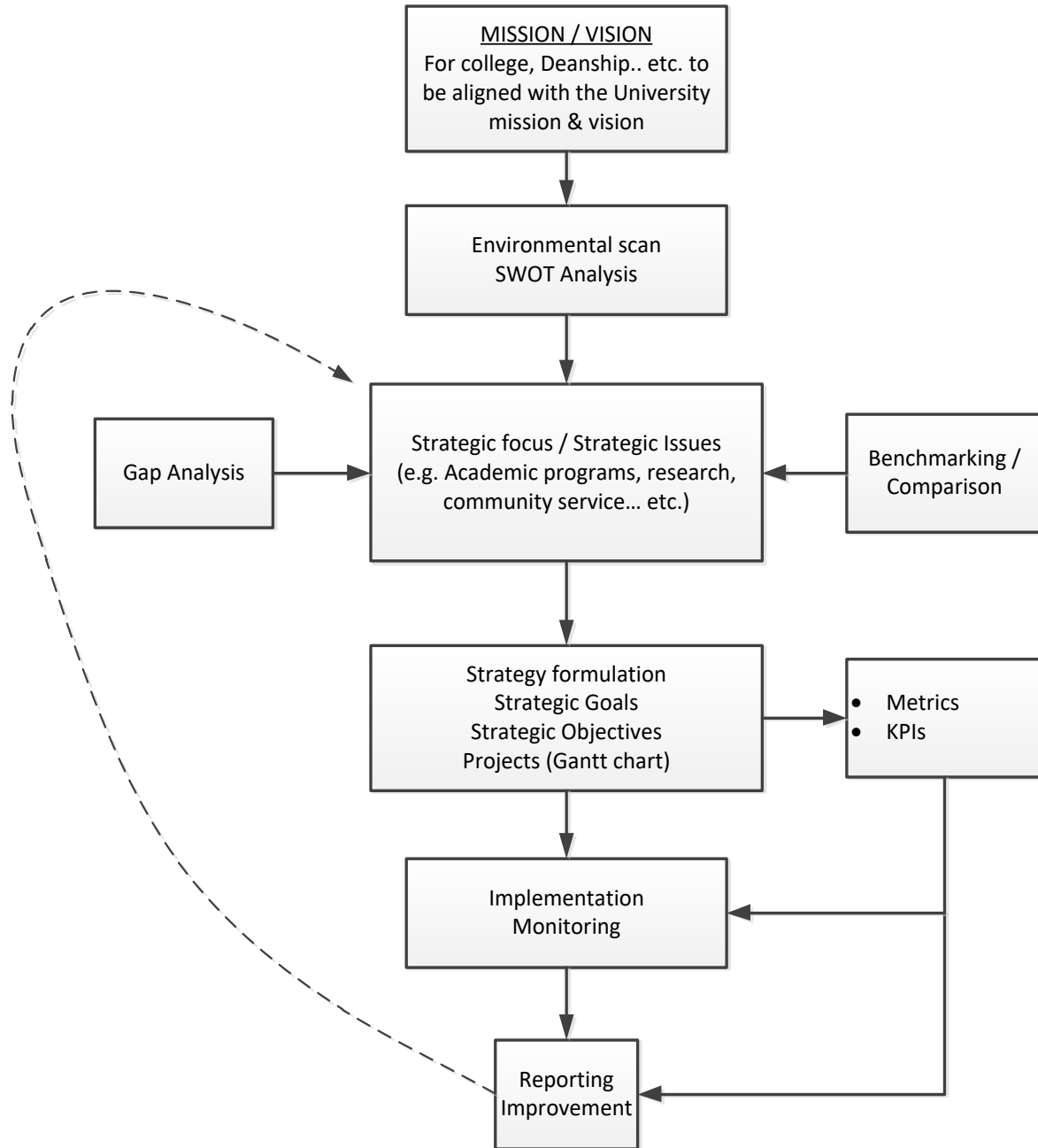


Figure: IAU Strategic planning Model.

2-5-ENVIRONMENTAL SCAN AND SWOT ANALYSIS.

Table 1: SWOT Analysis Matrix for the college of College of Pharmacy

Internal Factors	<p>Strengths</p> <ol style="list-style-type: none"> 1. Structure and responsibilities of the college administration are well established 2. Good infrastructure facilities – female section 3. Well-equipped research and lab facilities 4. Dedicated and knowledgeable faculty members 5. Consistent increase in the volume of staff members in the past two years which reduced the students to staff ratio 6. Collaboration with hospitals, community pharmacies, and pharmaceutical companies for training of students 7. Ongoing review and assessment of curriculum of PharmD program 8. Strong involvement in community service activities 9. Quality assurance processes are fully integrated using evaluations based on evidences and pre-determined performance indicators 10. Adequate and appropriate recourses and services for COCP are available at the University Library especially the electronic resources. 11. High research productivity of faculty and students 12. The university recognizes publications in indexed journals. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of independent facilities for male section 2. Shortage of administrative staffs 3. Lack of trained technicians for operating and maintaining the advanced scientific equipment 4. Shortage of teaching staffs at some departments 5. Lack of post-graduate and PhD programs 6. Low satisfaction with salary and incentives among faculty members 7. Lack of skills lab and simulation pharmacy) 8. Limited fund to support participation in conference 9. Absence of established contracts and/or memorandum of understanding with international institutions

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External Factors	O pportunities <ol style="list-style-type: none">1. Academic program expansion2. Demand for masters and PhD programs3. Introduction of clinical protocols to improve quality and efficiency of healthcare systems4. Priorities for research initiatives under Vision 2030 of KSA5. Increased job opportunities6. Collaborations with pharmaceutical companies on research and training7. Research and academic collaborations with other research institutes8. Collaboration with MOH and other regional health bodies for community health services9. Scholarship opportunities for graduates in reputable international Universities	T hreats <ol style="list-style-type: none">1. Lack of awareness about the nature of clinical pharmacy in general.2. Annual increment withheld three years ago3. Increased competition from other pharmacy programs4. Limited opportunities for female pharmacists in private & government health settings5. Other Universities taking the lead in bridging programs6. Limited number of clinical pharmacy preceptors at the training sites.
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PART THREE

STRATEGIC PLAN

3-1-VISION, MISSION AND VALUES - COCP

Vision

A preeminent college of pharmacy recognized in pharmacy practice education, pharmaceutical services and research.

Mission

Providing high quality pharmaceutical education and research to serve patients and the community.

Values

Equality, Professional excellence, Teamwork, Diversity, Creativity & Innovation, Life-long learning, Social responsibility.

3-2-STRATEGIC PRIORITIES

To achieve the vision and mission of the College of Clinical Pharmacy, based on the results of the environmental scan and SWOT Analysis, the focus will be on the urgent issues described below:

- a. Development and improvement of academic programs outcome.
- b. A vibrant environment for teaching and learning.
- c. Enhancing students' achievement.
- d. Improving quality and achieve national and international accreditation
- e. Recruitment and retain qualified faculty and staff and develop their skills.
- f. Increase research publications and impact.
- g. Enhancement of strategic partnership and community service.

3-3-STRATEGIC GOALS AND OBJECTIVES

COCP has set **SIX** strategic goals with **SEVENTEEN** objectives.

Goal 1

Enable the students to acquire the latest knowledge and skills that help them to pursue lifelong learning and meet their career goals.

Objectives

- 1.1 Establish and maintain an up-to-date curriculum
- 1.2 Enhance experiential learning activities through partnerships with leading health care facilities and selection of high caliber preceptors
- 1.3 Establish and maintain high quality learning resources and extracurricular activities
- 1.4 Develop postgraduate programs in pharmacy practice and pharmaceutical sciences.

Goal 2

Ensure that all graduates are committed to the Islamic values and professional ethics.

Objectives

- 2.1. Ensure that the college of clinical pharmacy students adhere to the national and international laws and ethics

Goal 3

Ensure conducting quality research using state-of-the-art technology and resources.

Objectives

- 3.1. Recruit and retain highly qualified research-active national and international faculty members in all disciplines.
- 3.2. Establish laboratories with state-of-the-art research facilities to perform high quality research.
- 3.3. Provide students with a solid foundation of basic and clinical research.

Goal 4

Developing and sustaining the self-income sources of the college.

Objectives

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- 4.1. Establish consultation services in pharmaceutical quality control and drug development to generate funds for the college and IAU.
- 4.2. Strengthen the consultation relationship with various beneficiaries (hospitals, ministries, etc.).

Goal 5

Maintain and enhance the quality assurance management system.

Objectives

- 5.1. Achieve national and international accreditation.
- 5.2. Develop and maintain a robust internal quality management system.

Goal 6

Advance and sustain national and international college's reputation through strategic partnerships.

Objectives

- 6.1. Develop collaboration with national, regional, and international reputable universities.
- 6.2. Develop collaboration with national and international industry partners and other affiliations.
- 6.3. Establish and expand the alumni network at college and program levels.
- 6.4. Increase faculty and students' participation in community service.

3-4-ALIGNMENT OF COLLEGE STRATEGIC PLAN WITH IAU SP

Table 2: Alignment of strategic plan of college of Pharmacy and planning with IAU Strategic plan

IAU strategic goals	College of Clinical Pharmacy Strategic Plan Goals					
	Goal 1: Enable the students to acquire the latest knowledge and skills that help them to pursue lifelong learning and meet their career goals.	Goal 2: Ensure that all graduates are committed to the Islamic values, and professional ethics.	Goal 3: Ensure conducting quality research using state-of-the-art technology and resources.	Goal 4: Developing and sustaining the self-income sources of the college.	Goal 5: Maintain and enhance the quality assurance management system.	Goal 6: Advance and sustain national and international college's reputation through strategic partnerships.
Provide high quality knowledge and educational services	✓					
STRATEGIC GOAL 2 Develop scientific research and innovation system			✓			
STRATEGIC GOAL 3 Promote Community responsibility and partnership						✓

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IAU strategic goals	College of Clinical Pharmacy Strategic Plan Goals					
	Goal 1: Enable the students to acquire the latest knowledge and skills that help them to pursue lifelong learning and meet their career goals.	Goal 2: Ensure that all graduates are committed to the Islamic values, and professional ethics.	Goal 3: Ensure conducting quality research using state-of-the-art technology and resources.	Goal 4: Developing and sustaining the self-income sources of the college.	Goal 5: Maintain and enhance the quality assurance management system.	Goal 6: Advance and sustain national and international college's reputation through strategic partnerships.
STRATEGIC GOAL 4 Enforce University values and develop its human resources		✓				
STRATEGIC GOAL 5 Achieve Sustainable built environment				✓		
STRATEGIC GOAL 6 Build a modern institutional administrative system				✓		

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IAU strategic goals	College of Clinical Pharmacy Strategic Plan Goals					
	Goal 1: Enable the students to acquire the latest knowledge and skills that help them to pursue lifelong learning and meet their career goals.	Goal 2: Ensure that all graduates are committed to the Islamic values, and professional ethics.	Goal 3: Ensure conducting quality research using state-of-the-art technology and resources.	Goal 4: Developing and sustaining the self-income sources of the college.	Goal 5: Maintain and enhance the quality assurance management system.	Goal 6: Advance and sustain national and international college's reputation through strategic partnerships.
STRATEGIC GOAL 7 Achieve financial sustainability of University resources			✓			
STRATEGIC GOAL 8 Enhance communication and information technology systems	✓					

3-5-INDICATORS OF SUCCESS

College of Clinical Pharmacy Goals, Objectives and Tasks

Goals	Objectives	Tasks	Metrics
<p>1. Enable the students to acquire the latest knowledge and skills that help them to pursue lifelong learning and meet their career goals.</p>	<p>1.1 Enhance experiential learning activities through partnerships with leading health care facilities and selection of high caliber preceptors</p>	<p>1.1.1 Conduct regular curriculum committee meetings. 1.1.2 Seek professional advice on major changes proposed by the curriculum committee. 1.1.3 Have an up-to-date undergraduate program including pharmacy practice and pharmaceutical sciences in the curriculum structure. 1.1.4 Regular curriculum benchmarking with other universities (pharmacy colleges)</p>	<ul style="list-style-type: none"> • Students’ opinion about the undergraduate PharmD program curriculum • Employers’ opinion about the PharmD program graduates • Percentage of students passing the SPLE exam from the first time • Number of curriculum committee meetings per academic year to discuss updates about the curriculum • Number of minor and major changes made in the curriculum each academic year based on the findings of the course and program reports.
	<p>1.2 Enhance experiential learning activities through partnerships with leading health care facilities and selection of high caliber preceptors</p>	<p>1.2.1 Establish Experiential Education Office under the Vice Deanship of Postgraduate Studies and Training. 1.2.2 Collaborate with primary health care centers, secondary and tertiary care hospitals for training activities. 1.2.3 Recruit highly qualified clinical preceptors</p>	<ul style="list-style-type: none"> • Policy and procedures manual for experiential training is developed and updated annually • Students overall evaluation on the quality of their experiential education (Average rating of the overall quality on five-point scale in an annual survey of intern students).

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			<ul style="list-style-type: none"> • Number of qualified clinical preceptors recruited annually. • Employers opinion about the PharmD graduates' professional skills (Source: Employers survey)
	1.3 Establish and maintain high quality learning resources and extracurricular activities	<p>1.3.1 Set up computer facilities.</p> <p>1.3.2 collaborate with the central library to facilitate the availability of both electronic and hard copy learning resources.</p> <p>1.3.3 Enhance extracurricular programs including scientific activities such as scientific meetings and pharmacy club</p> <p>1.3.4 Enhance extracurricular programs including social, cultural, community participation and sports</p>	<ul style="list-style-type: none"> • Number of books added annually to the library • Number of e-resources that the central library subscribed and maintained annually (databases, books, and journals) • Number of internet access terminals • Students satisfaction with the extracurricular activities offered by the program/college. • Students' satisfaction with library services.
	1.4 Develop postgraduate programs in pharmacy practice and pharmaceutical sciences.	<p>1.4.1 Establish residency programs in Clinical Pharmacy</p> <p>1.4.2 Establish master's program in Clinical Pharmacy</p> <p>1.4.3 Establish master's program in Pharmacology</p> <p>1.4.4 Establish master's program in Pharmaceutical Sciences</p>	<ul style="list-style-type: none"> • Number of postgraduate's programs developed. • Number of postgraduate programs approved.
2. Ensure that all graduates are committed to the Islamic values, and professional ethics	2.1 Ensure that the college of clinical pharmacy students adhere to the national and international laws and ethics	2.1.1 Develop courses/programs that conform with national and international laws and ethics emphasizing that Islamic values are well addressed.	<ul style="list-style-type: none"> • Percentage of students passing Islamic courses • Percentage of students passing pharmacy law and ethics course. • Average rating of interns' compliance with regulatory

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			<p>affairs, law & practice-related ethics measured annually.</p> <ul style="list-style-type: none"> • Evaluation of individual interns' reports (about what) by preceptors are conducted annually. • Employers' opinion about the PharmD graduates' professional skills (skills or ethics) (Source: Employers survey)
<p>3. Ensure conducting quality research using state-of-the-art technology and resources.</p>	<p>3. Recruit and retain highly qualified research-active national and international faculty members in all disciplines.</p>	<p>3.1.1 Establish a recruitment committee at college level to select the best applicants with vast research experience according to the IAU Research policy and procedures.</p> <p>3.1.2 Encourage all faculty members and researchers to get actively involved in research and attending international conferences.</p> <p>3.1.3 Provide monetary incentive for research publications.</p> <p>3.1.4 Provide high-quality professional development programs to faculty members.</p>	<ul style="list-style-type: none"> • Proportion of faculty members with PhD/PhD equivalent. • Proportion of faculty members leaving the institution in the past year for reasons other than age retirement. (no bullets) • Number of Recruitment committee meetings conducted annually • Number of faculty and staff attended research motivational workshops • Number of faculty members awarded annually for their research performance
	<p>3.2 Establish laboratories with state-of-the-art research facilities to perform high quality research.</p>	<p>3.2.1 Establish a procurement committee.</p> <p>3.2.2 Establish a laboratory safety committee.</p> <p>3.2.3 Develop a policy on safety procedures.</p>	<ul style="list-style-type: none"> • Number of refereed publications per full time equivalent teaching staff. • Number of citations in refereed journals per full time faculty members.

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			<ul style="list-style-type: none"> • Number of equipment's and materials purchased annually • Number of inspection checks conducted by the committee annually • Number of Safety committee meetings conducted annually
	<p>3.3 Provide students with a solid foundation of basic and clinical research.</p>	<p>3.3.1 Each student must submit and defend his/her own research graduation project at the end of the 5th year of the PharmD program. 3.3.2 Encourage and motivate students to publish their graduation projects</p>	<ul style="list-style-type: none"> • Number of graduation research projects completed by students annually • Number of research articles published from students' research projects.
<p>4. Developing and sustaining the self-income sources of the college.</p>	<p>4.1 Establish consultation services in pharmaceutical quality control and drug development to generate funds for the college and IAU.</p>	<p>4.1.1 Establish a consultation service unit and committee 4.1.2 Develop policy and procedures, roles and responsibilities for the unit 4.1.3 Recruit and appoint the senior level personnel faculty and support staff for this unit 4.1.4 Launch specific research units according to the determined areas of specialty in services and consultations 4.1.5 Train the faculty and staff on potential techniques to gain experience needed for the consultation services to the providers 4.1.6 Develop a thorough financial study to implement and maintain the consultation unit plan</p>	<ul style="list-style-type: none"> • Policy and Procedures for the Consultation Services unit are developed. • Roles and Responsibilities of Consultation unit are implemented and documented. • Number of Consultations agreements signed with local and international level • Number of professional training workshops provided to consultation staff per year. • Total revenue generated from consultation services. • Number of research papers developed through this consultation services.

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	<p>4.2 Strengthen the consultation relationship with various beneficiaries (hospitals, ministries, etc.)</p>	<p>4.2.1 Develop and conduct the Consultation Service Requirement Analysis Study (CSRA) and finalize the requirements of services needed. 4.2.2 Construct a database management system for all possible stakeholders that could benefit from the consultation service including industry, academia, ministries, etc. 4.2.3 Market and advertise the service provided nationwide through flyers email and mode of communications 4.2.4 Organize an annual conference/symposium that promote the consultation service provided yearly and present their achievement and/or improvement that gathered from the stakeholders 4.2.5 Utilize the laboratory facilities for verification of the quality of medications 4.2.6 Produce and submit the Annual Consultation Report to the IAU Administrators for decision-making.</p>	<ul style="list-style-type: none"> • Consultation Service Requirement Analysis survey implemented. • Number of stakeholders aware about the consultation services provided by COCP • List the Stakeholders enrolled in the consultation services • Results of the survey are implemented • Percentage of Satisfaction level of stakeholders • Annual Consultation Report developed
<p>5. Maintain and enhance the quality assurance management system.</p>	<p>5.1 Achieve national and international accreditation</p>	<p>5.1.1 Prepare the self-study report for the PharmD program according to the NCAAA standards. 5.1.2 Develop the necessary action plans to address all internal and external reviewers' recommendations. 5.1.3 Prepare the self-study report to fulfill the Accreditation Council of</p>	<ul style="list-style-type: none"> • Self-Evaluation scales report and self-study report document are prepared and submitted. • Proportion of faculty/staff involved in quality assurance activities to the total number of fulltime faculty and staff members. Accreditation by NCAAA by September 2021.

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		<p>Pharmacy Education (ACPE) accreditation criteria. 5.1.4 Conduct the NCAAA and ACPE awareness training programs for the faculty & staff</p>	<ul style="list-style-type: none"> • Certification/Accreditation by ACPE by September 2023.
	<p>5.2 Develop and maintain a robust quality management system in all domains including academics and administration</p>	<p>5.2.1 Maximize the follow-up of all quality assurance activities. 5.2.2. Ensure the achievement of the college strategic goals. 5.2.3 Establish risk management system for the college.</p>	<ul style="list-style-type: none"> • Number of KPIs monitored by the program • Number of benchmarking contracts signed for improving quality of the program. • Risk management plan is developed and implemented.
<p>6. Advance and sustain national and international college's reputation through strategic partnerships.</p>	<p>6.1 Develop collaboration with national, regional, and international reputable universities.</p>	<p>6.1.1 Establish research collaboration agreements 6.1.2 Ensure excellent exchange programs for postgraduate students and faculty members. 6.1.3 Manage to sign an agreement with reputable universities (minimum 2 national and 2 international). 6.1.4 Run annual community outreach activities.</p>	<ul style="list-style-type: none"> • The number of memorandums of understanding signed & maintained between the college and reputable national or international universities. • The average number of annual community outreach activities per faculty.

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

	<p>6.2 Develop collaboration with national and international industry partners and other affiliations</p>	<p>6.2.1 Create awareness among students about pharmaceutical industry and affiliations at national & international level. 6.2.2 Manage to sign an agreement with local pharmaceutical companies to enhance students' field experience.</p>	<ul style="list-style-type: none"> • The number of memorandums of understanding signed & maintained between the college and reputable national or international organizations. • The number of affiliation agreements signed & maintained between national and international level in a year
	<p>6.3 Establish alumni network at college and program levels</p>	<p>6.3.1 Establish alumni unit. 7.3.2 Develop and regularly update the alumni database. 6.3.3 Annual alumni gathering and social events. 6.3.4 Continuous and regular (or ongoing) communication with alumni through official channels and social media groups.</p>	<ul style="list-style-type: none"> • Alumni database is updated annually. • At least one alumni event is conducted annually.

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	<p>6.4. Increase faculty and students' participation in community service</p>	<p>6.4.1 Establish a community service unit. 6.4.2 Develop policy and procedure to encourage faculty and students to participate in community service. 6.4.3 Develop community outreach programs. 6.4.4 Encourage and support community-oriented research</p>	<ul style="list-style-type: none">▪ Number of community and professional consultancy services completed per year.▪ Number of community service training programs conducted for students▪ Percentage of full-time teaching and other staff engaged in community service activities.
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PART FOUR

IMPLEMENTATION PLAN

BASIC CONSIDERATIONS ABOUT GANTT CHARTS

The Gantt charts was classified according to the 6 goals. Each goal is classified into some objectives. Each objective has the following components:

- Overview: The duration of implementation, budget, start date and implementation responsibility.
- Metrics / Key Performance Indicators (KPIs).
- Projects: Tasks names and period.
- The project timeline: it is determined by the size of each project. The timeline for major projects was allocated in years and micro projects in months.

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 1.

Enable the students to acquire the latest knowledge and skills that help them to pursue lifelong learning and meet their career goals.

Objective 1.1: Establish an up-to-date curriculum

OVERVIEW		METRICS	
Duration	5 years	1.	Final year students' opinion about the undergraduate PharmD program curriculum
Cost/year	TO BE DETERMINED	2.	Employers' opinion about the PharmD program graduates
Starting Date	January 2019	3.	Percentage of students passing the SPLE exam from the first time
Responsibility for Implementation	1. Dean	4.	Number of curriculum committee meetings per academic year to discuss updates about the curriculum
	2. Vice Dean for Academic affairs	5.	Number of minor and major changes made in the curriculum each academic year based on the findings of the course and program reports.
	3. Curriculum development committee		
	4. All faculty members		

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Establish a Vice-deanship for Academic Affairs.	2019					
2. Conduct regular curriculum committee meetings.	2019 & continuous					
3. Seek professional advice on major changes proposed by the curriculum committee.	2019 & continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

4. Have an up-to-date program including pharmacy practice and pharmaceutical sciences in the curriculum structure.	2019& continuous					
5. Regular curriculum mapping with other universities (pharmacy colleges).	2019& continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 1.

Objective 1.2: Establish high quality experiential learning programs

OVERVIEW		METRICS
Duration	5 years	<ol style="list-style-type: none"> 1. Policy and procedures manual for experiential training is developed and updated annually. 2. Students overall evaluation on the quality of their experiential education (Average rating of the overall quality on five-point scale in an annual survey of intern students). 3. Number of highly qualified clinical preceptors recruited annually. 4. Employers opinion about the PharmD graduates' professional skills (Source: Employers survey)
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. Dean	
	2. Vice Dean for Postgraduate Studies and Training	
	3. Vice Dean for Academic Affairs	
	4. Experiential Education Coordinator	
	5. All faculty staff	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Establish Experiential Education Office under the Vice Deanship of Postgraduate Studies and Training.	2019 & ongoing					
2. Collaborate with primary health care centers, secondary and tertiary care hospitals for training activities	2019					
3. Recruit highly qualified clinical preceptors	2019 & ongoing					
4. Conduct more experiential learning programs at IAU	2019 & Ongoing					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 1.

Objective 1.3: Establish high quality learning resources and extracurricular activities

OVERVIEW		METRICS
Duration	5 years	
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. Dean 2. COCP Board 3. Vice Dean, Academic Affairs 4. Vice Dean, Quality and Community Service 5. Deanship of Students Affairs 6. Deanship of Central Library	
<ul style="list-style-type: none"> ▪ Number of books added annually to the library. ▪ Number of e-resources that the central library subscribed and maintained annually (databases, books, and journals) ▪ Number of internet access terminals ▪ Students satisfaction with the extracurricular activities offered by the program/college. ▪ Students' satisfaction with library services. 		

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
		1. Set up computer facilities.				
2. Collaborate with the central library to facilitate the availability of both electronic and hard copy learning resources.	2020 & ongoing					
3. Enhance extracurricular programs including scientific activities such as scientific meetings and pharmacy club.	2019 & ongoing					
4. Enhance extracurricular programs including social, cultural, community participation and sports.	2019 & ongoing					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 1

Objective 1.4: Develop postgraduate programs.

OVERVIEW		METRICS
Duration	5 years	1. Number of postgraduate's programs developed. 2. Number of postgraduate programs approved.
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. Dean 2. Vice Dean Academic research 3. Vice-dean for Postgraduate Studies and Training 4. Department heads 5. College research committee 6. College advisory board	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Establish residency programs in Clinical Pharmacy	2019 - 2021					
2. Establish master's program in Clinical Pharmacy	2019 - 2021					
3. Establish master's program in Pharmacology	2019 - 2021					
4. Establish master's program in Pharmaceutical Sciences	2019 - 2021					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 2.

Ensure that all graduates are committed to the Islamic values, and professional ethics.

Objective 2.1: Ensure that the college of clinical pharmacy students apply and follow the national and international laws and ethics.

OVERVIEW		METRICS
Duration	5 years	2- Percentage of students passing Islamic courses. 3- Percentage of students passing pharmacy law and ethics course. 3- Average rating of interns' compliance with regulatory affairs, law & practice-related ethics measured annually. 4- Evaluation of individual interns' reports by preceptors are conducted annually. 5- Employers opinion about the PharmD graduates' professional skills
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. Dean 2. Vice Dean academic affairs. 3. All faculty members, staff and students	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
	1. Develop courses/programs that conform with national and international laws and ethics emphasizing that Islamic values are well addressed.	2019 & ongoing				

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 3.

Ensure conducting quality research using state-of-the-art technology and resources.

Objective 3.1: Recruit and retain highly-qualified national and international faculty members in all disciplines.

OVERVIEW		METRICS
Duration	5 years	1. Proportion of faculty members with PhD/PhD equivalent. 2. Proportion of faculty members leaving the 3. institution in the past year for reasons other than 4. age retirement. 5. Number of Recruitment committee meetings conducted annually 6. Number of faculty and staff attended research motivational workshops 7. Number of faculty members awarded annually for their research performance
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. College dean 2. Vice Dean Academic research 3. Vice-dean for Postgraduate Studies, Scientific Research and Training 4. Recruitment Committee 5. Deanship, Human Resources, IAU	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
		1. Establish a recruitment committee at college level to select the best applicants with vast research experience according to the IAU Research policy and procedures	2019			
2. Encourage all faculty members and researchers to get actively involved in research and attending international conferences	2019 & continuous					
3. Provide monetary incentive for research publications	2019 & continuous					
4. Provide highly-quality professional development programs to faculty members.	2019 & continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 3.

Objective 3.2: Establish laboratories containing all required tools to perform high quality research.

OVERVIEW		METRICS
Duration	5 years	1. Number of equipment's and materials purchased annually 2. Number of inspection checks conducted by the committee annually 3. Number of Safety committee meetings conducted annually
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. Dean 2. Vice Dean academic research 3. Vice-dean for Postgraduate Studies, Scientific Research and Training 4. Department heads 5. College committee for research lab 6. Lab in-charges and faculty researcher	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Establish a procurement committee	2019					
2. Establish a lab safety committee	2019& continuous					
3. Develop policy and safety procedures	2019& continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 3.

Objective 3.3: Provide students with a solid foundation of basic and clinical research.

OVERVIEW		METRICS
Duration	5 years	1. Number of graduation research projects completed by students annually 2. Number of research articles published from students' research projects.
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. Dean 2. Vice Dean academic research 3. Vice-dean for Postgraduate Studies, Scientific Research and Training 4. College council committee 5. College Research committee	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
	1. Each student must submit and defend his/her own research graduation project at the end of the 5th year of the Pharm-D program as part of the curriculum	2019& continuous				
2. Encourage and motivate students to publish their graduation projects	2019& continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 4

Developing and sustaining the self-income sources of the college.

Objective 4.1: Establish consultation services in pharmaceutical quality control and drug development to generate funds for the college and IAU.

OVERVIEW	
Duration	5 Years
Cost/year	TO BE DETERMINED
Starting Date	January 2019
Responsibility for Implementation	1. IAU Administrators 2. Dean 3. College Council 4. All faculty & staff members 5. All Departments, COCP

METRICS
1. Policy and Procedures for the Consultation Services unit are developed
2. Roles and Responsibilities of Consultation unit are implemented and documented.
3. Number of Consultations agreements signed with local and international level
4. Number of professional training workshops provided to consultation staff per year.
5. Total revenue generated from consultation services.
6. Number of research papers developed through this consultation services.

Project Calendar (5 years)

TASKS
1. Establish a consultation service unit and committee
2. Develop policy and procedures, roles and responsibilities for the unit
3. Recruit and appoint the senior level personnel faculty and support staff for this unit
4. Launch specific research units according to the determined areas of specialty in services and consultations.
5. Train the faculty and staff on potential techniques to gain experience needed for the consultation services to the providers.
6. Develop a thorough financial study to implement and maintain the consultation unit plan.

Start and Ending Years
2019
2019-2020
2019-2020
2020 & ongoing
2020 & ongoing
2019 & ongoing

2019	2020	2021	2022	2023

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 4

Objective 4.2: Strengthen the consultation relationship with various beneficiaries (hospitals, ministries, etc.).

OVERVIEW	
Duration	5 Years
Cost/year	TO BE DETERMINED
Starting Date	January 2019
Responsibility for Implementation	<ol style="list-style-type: none"> 1. IAU Administrators 2. Dean 3. College Council 4. All faculty & staff members 5. All Departments, COCP

METRICS
1. Consultation Service Requirement Analysis survey implemented.
2. Number of stakeholders aware about the consultation services provided by COCP
3. List the Stakeholders enrolled in the consultation services
4. Results of the survey are implemented
5. Percentage of Satisfaction level of stakeholders
6. Annual Consultation Report developed

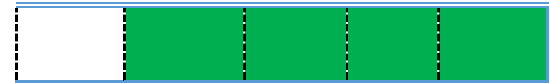
Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
		1. Develop and conduct the Consultation Service Requirement Analysis Study (CSRA) and finalize the requirements of services needed.	2019			
2. Construct a database management system for all possible stakeholders that could benefit from the consultation service including industry, academia, ministries, etc.	2020 & ongoing					
3. Market and advertise the service provided nationwide through flyers email and mode of communications	2020 & ongoing					
4. Organize an annual conference/symposium that promote the consultation service provided yearly and present their achievement and/or improvement that gathered from the stakeholders.	2020 & ongoing					
5. Utilize the laboratories facility for verification of the quality of medications	2020 & ongoing					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

6. Produce and submit the Annual Consultation Report to the IAU Administrators for decision-making.

2020 & ongoing



STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 5

Maintain and enhance the quality assurance management system.

Objective 5.1: Achieve national and international accreditation.

OVERVIEW		METRICS
Duration	5 Years	<ul style="list-style-type: none"> ▪ Self-Evaluation scales report and self-study report document were prepared and submitted. ▪ Proportion of faculty/staff involved in quality assurance activities to the total number of fulltime faculty and staff members. Accreditation by NCAAA by September 2021. ▪ Accreditation by ACPE by September 2023.
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	<ol style="list-style-type: none"> 1. IAU Administrators 2. Dean 3. College Council 4. All faculty & staff members 5. Vice Deanship for Quality, Development and Community Service, COCP 6. DQAA, IAU 	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Prepare the self-study report for the PharmD program according to the NCAAA standards.	2020					
2. Develop the necessary action plans to address all internal and external reviewers' recommendations.	2020					
3. Prepare the self-study report to fulfill the ACPE accreditation criteria.	2021-2022					
4. Conduct the NCAAA and ACPE awareness training programs for the faculty & staff	2019 - 2022					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 5

Objective 5.2: Develop and maintain a robust quality management system in all domains including academics and administration.

OVERVIEW		METRICS
Duration	5 years	1. Number of KPIs monitored by the program 2. Number of benchmarking contracts signed for improving quality of the program. 3. Risk management plan is developed and implemented.
Cost/year	TO BE DETERMINED	
Starting Date	January 2019	
Responsibility for Implementation	1. IAU Administrators	
	2. Dean	
	3. College Council	
	4. All faculty & staff members	
	5. Vice Deanship for Quality, Development and Community Service, COCP	
	6. DQAA, IAU	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Maximize the follow-up of all quality assurance activities.	2019 & ongoing					
2. Ensure the achievement of the college strategic goals.	2019 & ongoing					
3. Establish risk management system for the college.	2019					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 6

Advance and sustain national and international college's reputation through strategic partnerships.

Objective 6.1: Develop collaboration with national and international reputable universities.

OVERVIEW	
Duration	5 Years
Cost/year	TO BE DETERMINED
Starting Date	September 2019
Responsibility for Implementation	1. Dean of the college. 2. Vice dean for post-graduate studies and training.

METRICS
1. The number of memorandums of understanding signed & maintained between the college and reputable national or international universities.
2. The average number of annual community outreach activities per faculty.

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Establish research collaboration agreements	2019 & continuous					
2. Ensure excellent exchange programs for postgraduate students and faculty members.	2019 & continuous					
3. Manage to sign an agreement with reputable universities (minimum 2 national and 2 international).	2019 & continuous					
4. Run annual community outreach activities.	2019 & continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 6

Objective 6.2: Develop collaboration with national and international industry partners and other affiliations.

OVERVIEW			METRICS	
Duration	5 Years		1. The number of memorandums of understanding signed & maintained between the college and reputable national or international organizations. 2. The number of affiliation agreements signed & maintained between national and international level in a year.	
Cost/year	TO BE DETERMINED			
Starting Date	September 2019			
Responsibility for Implementation	Dean of the college. Vice dean for post-graduate studies and training.			

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
		1. Create awareness among students about pharmaceutical industry and affiliations at national & international level.	2019 & continuous			
2. Manage to sign an agreement with local pharmaceutical companies to enhance students' field experience.	2019 & continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 6

Objective 6.3: Establish alumni network at college and program levels.

OVERVIEW		METRICS
Duration	5 Years	<ul style="list-style-type: none"> ▪ Alumni database is updated annually. ▪ At least one alumni event is conducted annually.
Cost/year	TO BE DETERMINED	
Starting Date	September 2019	
Responsibility for Implementation	Dean of the college. Vice dean for post-graduate studies and training.	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
1. Establish alumni unit.	2019 & continuous					
2. Develop and regularly update the alumni database.	2019 & continuous					
3. Annual alumni gathering and celebration events.	2019 & continuous					
4. Continuous and regular communication with alumni through official channels and social media groups.	2019 & continuous					

STRATEGIC PLAN COLLEGE OF CLINICAL PHARMACY (2019-2023)

STRATEGIC GOAL 6

Objective 6.4: Increase faculty and students participation in community service

OVERVIEW		METRICS
Duration	5 Years	<ul style="list-style-type: none"> ▪ Number of community and professional consultancy services completed per year. ▪ Number of community service training programs conducted for students ▪ Percentage of full-time teaching and other staff engaged in community service activities.
Cost/year	TO BE DETERMINED	
Starting Date	September 2019	
Responsibility for Implementation	Dean of the college. Vice dean for post-graduate studies and training.	

Project Calendar (5 years)

TASKS	Start and Ending Years	2019	2020	2021	2022	2023
		1. Establish a community service unit.	2019			
2. Develop policy and procedure to encourage faculty and students to participate in community service.	2019					
3. Develop community outreach programs.	2019 & continuous					
4. Encourage and support community-oriented research	2019 & continuous					

FOLLOW UP AND EVALUATION OF STRATEGIC PLAN

The strategic management process of an organization does not end with the strategy formulation phase alone. Implementation of the strategy is the most crucial phase of strategic planning because there must be a translation of strategic thought into strategic action. Moreover, successful strategy formulation does not guarantee successful strategy implementation. Having understood this concept clearly, the college has assured to implement the plan through the vice deans and the chairs of departments under the directions of the dean. This plan will be implemented through a multidisciplinary and integrated system approach with the active involvement of all the departments and stakeholders.

The implementation of the strategic plan is monitored and followed up by monitoring the changes and progress towards achieving the expected results and ensuring that the implementation is in accordance with the strategic plan. Moreover, the follow-up process and performance evaluation are being done through the analysis and comparison of the performance indicators with targets. Therefore, a task force that consists of committed staff, faculty members, and representatives from the current student body is created, and various forms and periodical reports will be generated and forwarded to Vice dean, chair of departments and administrators for their further action and continuous improvement

The evaluation of the strategic plan is a process that includes ensuring the validity of the strategic plan over time with respect to internal and external variables, by focusing on the efficiency and effectiveness of the strategic plan in achieving the planned results, and then recommend corrective measures. In the light of this, the college has also decided to have a mass communication session with all faculty, staff and other stakeholders every six months once in order to update them on achievements and progress and get their feedback on the implementation of the plan

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Table shows the process of follow up and reporting plan will be followed during the implementation of the strategic plan. Since evaluation is an interactive process, it provides feedback through the collection and analysis of data and information on all strategic plan objectives and projects. The periodic evaluation of the strategic plan is expected to achieve several benefits, including:

- Ensure the implementation of the plan is on track.
- Provide feedback, evaluate performance and reward.
- Enable comparison of decisions with adopted strategies.
- Success of strategic administration.

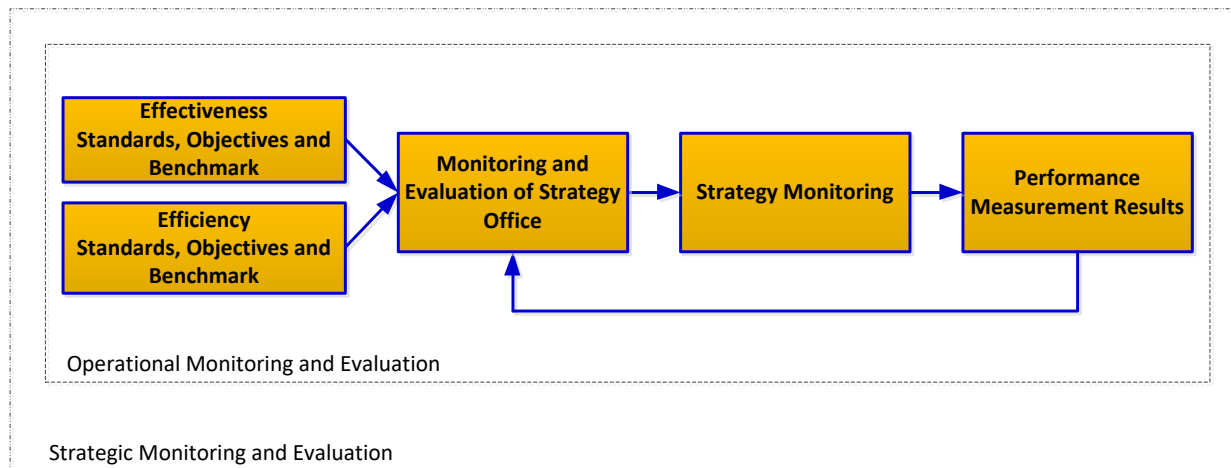


Figure: Monitoring and evaluation cycles at operational and strategic levels.

