جامعة الإمام عبدالرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

College of Medicine كلية الـطب

Strategic Plan
2020 -2023
Executive Summary

In the name of Allah,

the Most Gracious,

the Most Compassionate

Executive Summary

College of Medicine

Strategic Plan 2022-2025

Towards Excellence in Education, Healthcare, and Research

Message of His Excellency the President of the University

Imam Abdulrahman Bin Faisal University (IAU), like its counterpart Saudi universities, is at a stage where expectations of the contribution of higher education to the life of nations have increased. We are however privileged with individuals inspired with great efforts in various specialties sharing aspirations and expectations to achieve excellence and pioneering. The College of Medicine - Imam Abdulrahman Bin Faisal University has a rich history of scholarship, health service, and community engagement. The College has been graduating qualified physicians to meet the needs of the Kingdom since 1981, and through a commitment to quality and perseverance, has been diligently seeking to keep up with the transformations and developments launched within the Kingdom of Saudi Arabia's Vision 2030.

I would therefore like to take this occasion on the completion of the strategic plan of the College of Medicine to congratulate all those who contributed to its development. This strategic plan complements the strategic plan of Imam Abdulrahman Bin Faisal University, through its mission of graduating qualified physicians to meet the evolving needs of the Kingdom and to produce high quality scientific research and excellent health services to the community.

I would like to thank everyone who was involved in developing this Strategic Plan, and all those who took the time to share their vision for the College in the process. This strategy builds on a basis of success, and a long tradition of facing the future with ambition. I am pleased to recommend this plan to the University and College community, and I look forward to working with you to achieve our vision.

_____

Dr. Abdullah bin Mohamed Al-Rubaish
President of Imam Abdulrahman Bin Faisal University

Message of the Dean of the College of Medicine

The College of Medicine's vision is to be the Kingdom's premier College of Medicine. With this in mind and recognizing that we build on a foundation of excellence, we have engaged in an extensive strategic planning process, involving leaders, faculty, staff, and students across the college, culminating in the set of strategic priorities, goals and objectives that are detailed in this document.

We understand that we, and all others in Saudi Arabia, are entering a time of transformative change; we believe, however, that these conditions will also provide opportunities for leadership and innovative solutions. It is through this leadership that we will become the Kingdom's leading College of Medicine.

Despite the many challenges of the past few years, the college was able to achieve a great deal of progress in the initiatives of the previous Strategic Plans: full academic accreditation was obtained for the undergraduate MBBS program, a new Basic Medical Sciences building was inaugurated, new postgraduate programs were established, and institutional accreditation was granted for our residency programs by the Royal College of Physicians and Surgeons of Canada. More recently the MBBS program obtained ASPIRE international recognition for excellence in student engagement from the Association for Medical Education in Europe. These achievements were reached by the combined efforts of the college's students, faculty, and staff, who remain our most valuable resource.

The purpose of the Strategic Plan 2022-2025 is to lay out a roadmap for the college to guide its development and growth through the coming period. Our new strategic plan, titled *"Towards Excellence in Education Healthcare and Research,"* articulates our aspirations and the strategic priorities that we will pursue to achieve our goals. Our plan is ambitious and aspirational nonetheless, it is the culture of the College of Medicine to aim high and to take part in IAU's vision of becoming a leading university nationally, regionally, and internationally

_____

Dr. Bassam Hassan Awary
Dean, College of Medicine
Imam Abdulrahman Bin Faisal University

Message of the Vice Dean for Quality and Development

The strategies and initiatives articulated in the College of Medicine 2022-2025 Strategic Plan prescribe the general blueprint for the next phase of growth for the college. This third strategic plan builds on the previous strategic plan and aims to address future challenges by providing a map for the future of medical education, research, and healthcare which will continue to direct the college in realizing its aspirations.

This Strategic Plan was created following extensive consultation with relevant stakeholders including leaders, faculty, students, alumni, and employers. A strategic planning taskforce was charged with laying the groundwork for the development of the plan. The role of the taskforce consisted of a three-phased effort to:

- Assess the current state of the college vis-à-vis the previous strategic plan 2018-2020.
- Carry out a thorough SWOT analysis to determine the current state of the college and define its strategic priorities.
- Formulate strategic goals, objectives, and initiatives.

Our collaborative efforts culminated in the formulation of the current strategic plan which is aligned with the University's Strategic Plan and with the Kingdom's Vision 2030 and is cognizant of the changing higher education landscape and the existing demands for healthcare within the nation. The plan clearly identifies our goals for continued growth and development; it is organized into eight strategic goals that we believe are necessary for achieving our mission. Each strategic goal is composed of a number of objectives, projects, and initiatives. Leaders have been identified for each initiative to ensure progress and accountability.

While we celebrate the successes of our past and present, we recognize that it is necessary to envision and prepare for the future. Our strategy will deliver real impact on our college, our university, and our community. Our vision will be achieved by educating health care professionals to a high standard and by creating an environment that enables and facilitates relevant research and innovation. We acknowledge that this is an ambitious plan, but we believe that the proposed measures provide a solid foundation for the future.

_____

Prof. Mahdi Saeed Abumadini
Vice Dean, Quality and Development
College of Medicine
Imam Abdulrahman Bin Faisal University

Executive Summary

Established in 1975 as the Eastern Province's first College of Medicine, the College of Medicine - Imam Abdulrahman Bin Faisal University has a rich history of scholarship, clinical service, and community engagement. The college has been graduating qualified physicians to meet the needs of the Kingdom since 1981, and through a commitment to quality and perseverance, has been diligently seeking to keep up with the transformations and developments concurrently launched within the Kingdom of Saudi Arabia's Vision 2030, the National Transformation Program (2020), and the Strategic Plan for Higher Education 2020 (AFAQ) focusing on quality and distinction.

In preparation for the development of the Strategic Plan, the college conducted an expansive environmental scan and SWOT analysis. The SWOT analysis included all 22 departments of the college and involved major stakeholders including college leadership, faculty members, alumni, employers, and students. The Vice Deanship for Quality and Development further assigned a taskforce to analyze and summarize the results of the SWOT analysis and to define strategic actions based on the internal and external factors identified by the college's stakeholders. The output was presented to the Strategic Planning Committee to identify the college's strategic priorities, taking into consideration the projects and tasks carried over from the previous strategic plan. Accordingly, strategic goals and objectives were formulated in line with the identified strategic priorities. The college's goals and objectives have been set in alignment with both Imam Abdul Rahman bin Faisal University's strategic goals and objectives and the college's vision and mission.

The strategic goals formulated in the strategic plan have been categorized into three main functions, namely, education, scientific research, and community service and five supplementary functions: human, environmental, administrative, financial, and technical. The College of Medicine's Strategic Plan includes (8) goals, (23) objectives, (48) projects and (139) initiatives measured by (145) performance indicators to assess performance of the college in accomplishing such objectives over the coming four years. Furthermore, the persons responsible for implementation have been designated and the measurable performance indicators (KPI's) have been designed to measure progress.

As part of executing the College of Medicine strategic plan, each department will develop an Operational Plan in a way that contributes to accomplishing the College goals and objectives. The Vice Deanship for Quality and Development will monitor the overall progress of accomplishment of the strategic plan by using the KPI's and will follow up with the concerned departments, units, or committees for timely actions.

This Document contains Four chapters that detail the Strategic plan of the College of Medicine as follows:

- Chapter One: introduces an overview on the College of Medicine and its departments
- Chapter Two: identifies the process and stages of the strategic planning
- Chapter Three: presents the components of the Strategic Plan of the College of Medicine and the alignment of the College's Strategic Plan with IAU Strategic Plan
- Chapter Four: provides an overview of what should be done to implement the strategic plan

الملخص التنفيذي

تأسست كلية الطب في جامعة الإمام عبد الرحمن بن فيصل في عام 1975م كأول كلية للطب في المنطقة الشرقية، وتتمتع بتاريخ غني من العلم والخدمة الطبية والمشاركة المجتمعية فضلا عن تخريج أطباء أكفاء لتلبية احتياجات المملكة. ومن خلال التركيز على الجودة والتميز ، تسعى الكلية جاهدة لمواكبة التحولات والتطورات التي تم إطلاقها في إطار رؤية المملكة العربية السعودية 2030م، وبرنامج التحول الوطني 2020م، والخطة الإستراتيجية للتعليم العالي 2020م (آفاق).

استعدادًا لإعداد الخطة الإستراتيجية، أجرت الكلية تحليلاً موسعًا شمل جميع أقسام الكلية البالغ عددها 22 قسمًا وشارك أصحاب المصلحة الرئيسيين بما فيهم قيادة الكلية وأعضاء هيئة التدريس، والخريجين وأرباب العمل والطلاب. كما قامت وكالة الكلية للجودة والتطوير بتعيين فريق عمل لتحليل وتلخيص نتائج التحليل البيئي وتحديد الإجراءات الإستراتيجية بناءً على العوامل الداخلية والخارجية التي حددها أصحاب المصلحة في الكلية. ثم تم عرض المخرجات على لجنة التخطيط الاستراتيجي بالكلية لتحديد الأولويات الإستراتيجية للكلية، مع الأخذ بعين الاعتبار المشاريع والمهام التي تم ترحيلها من الخطة الإستراتيجية السابقة. وبناءً عليه، تمت صياغة الأهداف الاستراتيجية بما يتماشى مع الأهداف الإستراتيجية لجامعة الإمام عبد الرحمن بن فيصل ورؤية الكلية ورسالتها.

وقد صنفت الأهداف الإستراتيجية إلى ثلاث وظائف رئيسية، وهي التعليم، والبحث العلمي، وخدمة المجتمع وخمس وظائف تكميلية: بشرية، وبيئية، وإدارية، ومالية، وتقنية .وتتضمن الخطة الإستراتيجية لكلية الطب (8) أهداف استراتيجية و (23) هدفًا فرعياً و (48) مشروعًا و (139) مبادرة و (145) مؤشر أداء لتقييم أداء الكلية في تحقيق هذه الأهداف خلال السنوات الأربع القادم، كما تم تحديد الأشخاص المسؤولين عن التنفيذ وقياس التقدم المحرز في تنفيذ الخطة.

وفي إطار تنفيذ الخطة الإستراتيجية لكلية الطب، سيقوم كل قسم بوضع خطة تشغيلية بطريقة تساهم في تحقيق أهداف الكلية وغاياتها وسوف تتابع وكالة الكلية للجودة والتطوير التقدم في إنجاز الخطة باستخدام مؤشرات الأداء وستتابع مع الإدارات و الوحدات المعنية لاتخاذ الإجراءات في الوقت المناسب.

تحتوي هذه الوثيقة على أربعة فصول تفصل الخطة الإستراتيجية لكلية الطب على النحو التالي:

- الفصل الأول: يقدم لمحة عامة عن كلية الطب وأقسامها .
- الفصل الثاني: يحدد عملية ومراحل التخطيط الاستراتيجي .
- الفصل الثالث: يعرض مكونات الخطة الإستراتيجية لكلية الطب ومواءمة الخطة الإستراتيجية للكلية مع الخطة الإستراتيجية للجامعة .
- الفصل الرابع: يقدم لمحة عامة عما ينبغي القيام به لتنفيذ الخطة الإستراتيجية.

Table of Contents

1. A Brief History of College of Medicine

Established in 1975 as the Eastern Province's first college of medicine, the College of Medicine - Imam Abdulrahman Bin Faisal University has a rich history of scholarship, clinical service, and community engagement. The College of Medicine was originally named College of Medicine and Medical Sciences. It was established in the Dammam Campus of King Faisal University 1395 H (1975 G). In 1430 H (2010 G), it became a college of the newly established University of Dammam (UOD). More recently, the name of the university was changed to Imam Abdulrahman Bin Faisal University (IAU). The College admitted its first batch of undergraduate medical students in 1395 H, and the first batch of Nursing and Medical Laboratory Technology (MLT)students in 1409 H. (1988 G.). In 1418H the MLT students were transferred to their newly established College of Allied Medical Sciences, and in 1423 H the Nursing students joined the new College of Nursing. As a result, the College of Medicine and Medical Sciences acquired its new name, the College of Medicine.

1.1 Recognition of the MBBS awarded by the College

Before the graduation of the charter class, the college sought and eventually obtained recognition of the MBBS degree by the British, Australian, Irish and New Zealand Medical Councils, as well as the American Associations, for purpose of post-graduate training in their respective countries. The College has also been included in the WHO Directory of recognized Medical Colleges, and therefore the graduates of the College qualify for the Foreign Graduate Medical Examinations which enabled them to train in the USA.

1.2 Undergraduate Medical Curriculum

Since its inception, the COM has been committed to continuous curriculum development. Accordingly, the undergraduate medical curriculum has been subject to vigorous and continuous evaluation since the establishment of the College. A total of nine curriculum reviews were carried out starting in the year 1979 which involved changing the curriculum from the annual system to the credit hour per semester system. In 1985, another major review took place which involved mostly decreasing the premedical and preclinical courses to add a full semester of clinical courses. From 1992 to 2012, six more reviews took place which involved adding or removing courses and adjusting credit hours. In 2003, the College introduced a Parallel Education Program which was based on Problem Based Learning (PBL). Five Successive Batches were admitted and graduated. However, the Program was discontinued in 2008. The year 2013 heralded the introduction of the preparatory year for first year students at Health Colleges. From then on, students could only be admitted to the COM after studying a variety of preparatory courses and obtaining competitive grades in biology, chemistry, and physics.

In 2014, based on documented observations by faculty, students, graduates, and visiting experts in medical education, and in order to keep pace with new developments in instructional strategies including PBL and evidence based medical education, the college updated its curriculum by adopting

and customizing the MBBS curriculum of the College of Medicine, Monash University, Melbourne, Australia. The present updated MBBS curriculum is integrated and based on PBL, community-based learning, and early exposure to clinical training, utilizing innovative and student-centered teaching and evaluation methods. The curriculum fulfills the requirements of the Kingdom 5- years plan, The Ministry of Education directives, the NCAAA recommendations, the WHO and international Federal requirements for Medical Education. The curriculum will enable the students to pass admission examinations of the Saudi Board for Health Specialties, the British Medical Council, USMLE and to meet the required Australian skills for new graduates. The first batch of students having studied this curriculum is graduated in the academic year 2018-2019.

1.3 Undergraduate Student Population

The intake in 1975 was only males. Female students started to join the college annually starting from 1976. During the period from 1975 to 2000 the annual admission did not exceed 80 male and 60 female students every year. Thereafter, and to-date, the College admitted more than 200 male and female students annually. The total number of medical graduates since 1981 is 5119. The total numbers of graduates from Parallel Program where 101 males and 238 females. Graduate students are awarded the MBBS degree after successful completion of the prescribed courses in the curriculum, and after clearing the requirements of the internship period.

1.4 King Fahd Hospital of the University

King Fahd Hospital of the University was inaugurated in 1981. It is a regional referral center in the Eastern Province. It offers comprehensive medical care in all specialties. It has 430 beds shared by 17 Clinical departments. The Hospital possesses all modern facilities for diagnosis and treatment. It has a big number of highly qualified faculty members, specialists, technicians, dietitians, and nursing staff. The hospital includes an Outpatient department, an Emergency Department, Physiotherapy Department, Medical and Social Services, Labs, Respiratory Therapy, Cardiac Unit, ICU for Neonates, Pediatrics Cardiology Department, Burn Unit, Dialysis Unit, Neurology Diagnostic Lab, etc. Thus, the Hospital is able to provide distinguished services to the community. Furthermore, the University has inaugurated a new teaching hospital in the university campus. The new hospital is near the College of Medicine which is expected to facilitate student training.

1.5 Postgraduate Studies

The College of Medicine pioneered postgraduate Education in the Kingdom. Through an agreement with the RCSI, signed during the Academic 1400/1401 H, the Royal College of Surgeons of Ireland conducted courses for the Part 1 FRCSI Examination in General Surgery, Ophthalmology and ENT, in the College premises in Dammam. In the Academic Year 1402/1403 H, the agreement was further enforced, so that courses and the final part II examination for FRCSI in the 3 specialties were also conducted at the University Teaching Hospital in Al Khobar. The courses and examinations were

available to Saudis and Non- Saudis in the Kingdom and the Gulf States. Those who obtained the FRCSI in the 3 disciplines are now senior faculty and consultants in Saudi Universities, Saudi Ministry of Health, Medical Services of the Ministry of Defense and Aviation, the National Guard, The Security Forces Hospital, in the Private Sector, and in several Gulf Countries. Additionally, The Faculty of the College of Medicine participated in the courses and examinations of the RCSI held in Dammam and in King Fahd Hospital of the University, Al Khobar.

In 1986 the College of Medicine was in a position to take over and develop its own postgraduate training programs in Ophthalmology, ENT, General Surgery, Internal Medicine, Pediatric and Obstetrics and Gynecology. The College postgraduate programs were the first to be recognized in the Kingdom by the Arab Board. The College proceeded to establish new programs in Family and Community Medicine and Histopathology to a total of 17 fellowship programs in addition to 5 Masters and one PhD program in Preclinical disciplines. These postgraduate programs are governed by the rules and regulations set by the College but were also based on systems and regulations from many universities and postgraduate institutes world-wide. In 2017, the College of Medicine obtained institutional accreditation from the Royal College of Physicians and Surgeons of Canada, program accreditation is in progress.

1.6 Institute for Research and Medical Consultation

The institute for Research and Medical Consultation was established in 1414 H through an initiative of HRH, the Governor of the Eastern Province with contributions from the private sector. It is the only institute of its kind in the Eastern Province. The research projects undertaken by many departments resulted in new discoveries that have played a key role in broadening knowledge acquisition. The center has undertaken an effective role in educating and training future generations of innovators. They are the future pillars of quality research that will be disseminated in the wider academic arena.

2. COM Vision, Mission and Values

VISION

To be a premier college in medical education, healthcare, and ethical research

MISSION

The College of Medicine is dedicated to graduating physicians who are committed to Islamic and professional ethical practice. This will be achieved through the continuous development of the curriculum. The college is also committed to provide excellent healthcare and promote community health. In addition, the college will encourage the conduction of innovative basic, applied, clinical and community-based research.

VALUES

- *Excellence*

- *Innovation*

- *Honesty*

- *Transparency*

- *Accountability*

- *Collaboration*

- *Teamwork*

2. COM Vision, Mission and Values

3. College of Medicine Accreditation

3.1 NCAAA Accreditation

The College of Medicine was awarded full, unconditional, program accreditation for the MBBS program in May 2017. The duration of this accreditation is for 7 years. As such, the MBBS Program stands fully accredited until April 2024. Figure 1-1 shows the accreditation certificate received from the NCAAA, the accrediting body for higher education programs in Saudi Arabia is the Education and Training Evaluation Commission (ETEC) represented by the National Center for Academic Accreditation and Evaluation (NCAAA). The last review of the MBBS program was carried out in December 2016 by a panel of five external reviewers appointed by the NCAAA and included a 6-day site visit after which the panel prepared their report including commendations, recommendations, and suggestions and recommended that the MBBS program be fully accredited. In order to maintain its accreditation status, and in preparation for the NCAAA re-accreditation visit in April 2024, the College, represented by the Vice Deanship for Quality and Development continuously evaluates and improves its practices guided by the standards, good practice guidelines, and key performance indicators specified by the NCAAA and based on benchmarking its national and international partners.

3.2 Royal College of Physicians and Surgeons of Canada Accreditation

Additionally, the College obtained institutional accreditation for its residency program from the Royal College of Physicians and Surgeons of Canada on July 1st, 2017, for a duration of 4 years (until June 30th, 2021). The decision of the Royal College International (residency) Program Review and Accreditation Committee (IPR-AC) was based on the onsite institution accreditation review conducted at the College on May 14-15, 2017. Figure 1-2 shows the accreditation certificate received from the Royal College of Physicians and Surgeons of Canada the college is currently in the process of obtaining reaccreditation from the Royal College

3.3 ASPIRE International Recognition for Excellence in Medical Education

The ASPIRE-to-Excellence initiative was established by the international association for medical education in Europe (AMEE) to recognize and reward excellence in teaching and learning in medical, dental, and veterinary schools. Student engagement is part of the ASPIRE-to-Excellence initiative. It rewards schools whose students contribute to the academic community and who take active roles in forming the teaching-learning experience. In October 2021, the College of Medicine IAU obtained the AMEE School Program for International Recognition of Excellence in Education (ASPIRE) award in Student engagement.

Figure Error! No text of specified style in document. **NCAAA accreditation certificate**

Figure 2 Royal College of Physicians and Surgeons of Canada Accreditation certificate

4. Strategic Planning Process

This Strategic Planning Process is a systematic process in which the College of Medicine faculty and members participate in the decisions concerning the future of the organization and its development. In addition, they decide the actions required to achieve that desired future, determine goals and objectives and the performance indicators for success.

4.1 Context for Planning

The College of Medicine had previously published two strategic plans; a five-year Strategic Plan (2011-2015) and a second strategic plan (2018-2020) which both led to a number of positive changes and new initiatives in the college. Since that time, various external factors, including the economic downturn and the shrinking budgets and internal factors such as obtaining accreditation from the National Center for Academic Accreditation and Assessment (NCAAA) and form the Royal College of Surgeons of Canada have presented both challenges and opportunities to the College.

It must be stated that the Strategic Plan of the College of Medicine was not developed from void; It was based on solid and mature foundations. The University published the strategic plan 2018-2025 which was carefully considered during the development of the college strategic plan. The IAU strategic plan was created to align with the Kingdom vision 2030. In addition, as part of the NCAAA reaccreditation, the college had undertaken a comprehensive self-study process which was also considered during the preparation of the new strategic plan the college Thus, our starting point was the following existing inputs:

- COM Strategic Plan for 2018-2020 and the report of achievement.
- Self-study report of the college 2021.
- Imam Abdulrahman Bin Faisal University Strategic Plan for 2018-2025
- Kingdom of Saudi Arabia Vision 2030
- An in-depth analysis of the external and internal environment affecting the college
- Input from stakeholders obtained through a comprehensive SWOT analysis

A Strategic Planning Committee was formulated and chaired by the College Dean. To support the work of the committee, the Vice Dean for Quality and Development set up a Strategic Planning Taskforce comprising all the members of the Vice Deanship of Quality and Development. The task force was charged with facilitating the whole strategic planning process, carrying out the relevant surveys and analysis, preparing the necessary documents, formulating the goals and objectives and tasks, drafting the strategic plan, and finally presenting the plan to the Strategic Planning Committee and then to the Faculty Board.

4.2 Aim of updating the COM Strategic Plan

The College of Medicine has been adopting the strategic planning approach since 2011, its first and second strategic plans for the years (2011-2020) aimed at developing and improving the educational process in the college, developing the research process, and enhancing the provided community service. Upon the publication of the IAU strategic plan (2018/2025), it became necessary to update the COM strategic plan (2018-2020) to ensure that the college strategic goals were aligned with the university strategic goals. Additionally, IAU is among the three pioneering universities to become privatized entailing that aspiration towards self-development and adopting innovative methods to deliver high quality education, research and community service must lead the current and future strategic direction. Hence the planning process was initiated, and the primary goal was to identify the strengths and weaknesses of the college, define the critical issues, and strategic priorities, while leveraging the college's outstanding qualities to advance its programs to a higher level of excellence and performance.

4.3 COM Strategic Planning Philosophy and Structure

As an educational establishment within Imam Abdulrahman Bin Faisal University, the College of Medicine is composed of three sets of components: human, physical and organizational that aim to serve a number of functions offered to its beneficiaries that can be defined as three basic functions: education, scientific research and community service, and five complementary functions that aim at developing and enhancing the college's own capabilities: human, environmental, institutional, financial, and technical resources.

The mechanisms proposed in the College Strategic Plan are to contribute to the development of the College's capacity to perform and improve its eight functions mentioned above, and then increase its efficiency, effectiveness, and excellence in performing these functions with continuous monitoring and measurement of performance.

The philosophy that constitutes the basis for the approaches used to increase the College of Medicine's efficiency in its various functions was adopted from the IAU strategic framework, this depends on the following planning methodologies that are applied world-wide:

- Traditional analysis methodology: It is the environmental analysis process of SWOT which aims to identify the strengths to be preserved and enhanced, weaknesses to be treated and corrected, opportunities to be invested in and challenges to be encountered and have their impact be minimized.
- Self-correcting methodology: It is directed to evaluating previous strategic planning processes to take advantage of its positives and to rectify its deficiencies (in format and content).
- Stakeholder satisfaction methodology: This strategy focuses on the idea that the main goal of the college is to serve the various sectors of stakeholders (students and community) taking into consideration that achieving stakeholders' satisfaction is the measure of success.

- European Model of Excellence Methodology EFQM: This methodology is a quality management model by tracking "causes and effects."
- The Function-based model (the functions of the institution are the base for building the strategic plan).

The COM adopted a comprehensive approach in its strategic planning that is guided by the Function-based methodology, its strategic plan aims to facilitate finding creative methods to increase the efficiency of the academic, research and community services provided to the stakeholders (in sectors within and outside the university) through optimum utilization of the university resources (human, physical, institutional, financial, and technological) in the delivery of those services/functions. The result will be meeting stakeholders' needs and achieving their satisfaction (in terms of quantity and quality). This, at the same time, will be associated with saving of time and effort and minimization of cost.

Accordingly, the COM strategic planning philosophy can be summarized in the following equation:

Each component of the college (as a resource) should function optimally to achieve stakeholder satisfaction while maintaining the standard quality of the service provided.

4.4 Strategic Plan Sources & References

- Saudi Arabia Vision 2030
- National Transformation Program 2020
- Strategic plan for higher education AFAAQ 2005-2028
- Strategic Plan of Imam Abdulrahman Bin Faisal University 2018-2025
- The Strategic Plan for College of Medicine 2018-2020
- Models of strategic plans from other similar national and international colleges

4.5 COM Strategic Partners and Stakeholders

The College of Medicine strongly considers the contributions of all relevant stakeholders in the development and implementation of its strategic plan. The involved stakeholders are Faculty and Staff, Students, Employers and Alumni, IAU Administration, Supportive Deanships/Centers, and Training Institutions. Moreover, the inclusion of the public and private sector stakeholders' needs, and expectations is reflected in the COM strategic plan.

- Faculty, Staff and Students
- Employers and Alumni
- The IAU Administration
- Supportive Deanships
- Training Institutions
- Public Sector
- Private Sector

4.6 Members of Strategic Plan Committee- College of Medicine

In October 2021, the Dean of the COM appointed a Strategic Planning Committee with the purpose of updating the existing strategic plan and drafting the new 2022 -2025 COM Strategic Plan. The committee's focuses were to:

a. Engage COM internal and external stakeholders in the SWOT analysis about where the College should be headed in relation to its mission, goals, and objectives
b. Align the college strategic plan with the university strategic plan and follow its methodology
c. Create a strategic plan that is realistic and is integrated across the College's quality, planning, and resource allocation cycle

The Strategic Planning Committee actively engaged in the process of updating and aligning the strategic plan for five months from October 2021 to February 2022. Then it was translated, reviewed, and finally presented for final approval in February 2022.

Table 1- College of Medicine Strategic Plan Committee

Members of Strategic Plan Committee	
Dr. Bassam Awary	Dean College of Medicine
Prof. Mahdi Abumadini	Vice Dean Quality and Development
Dr. Mohamed Madadin	Vice Dean for Academic Affairs
Dr. Kholoud Al Ghamdi	Vice Dean for Higher Studies and Scientific Research
Dr. Mohamed Al Jumaan	Vice Dean for Clinical Affairs
Prof. Amer Lardhi	Professor, Department of Pediatrics
Prof. Leila Al Telmesani	Professor, Department of ENT
Dr. Radwa Hamd iBakr	Coordinator, Quality and Accreditation
Dr. Mohamed Suleiman Jebreel	Deanship for Quality and Accreditation
Student Representatives	Head of COM Student Council
Members of the Vice Deanship for Quality and Development	
Prof. Mahdi Abumadini	Vice Dean Quality and Development
Dr. Radwa Hamdi Bakr	Coordinator, Quality and Accreditation
Dr. Mutaman Jarrar	Coordinator, Risk management
Dr. Rizwan Ahmad	Coordinator, postgraduate affairs
Dr. Christopher Amalraj	Coordinator, Performance Measurement
Mr. Malik Kurram	Coordinator, Professional Development
Consultants	
Prof. Mahmoud Ahmed Abdellatif	Advisor for the Vice President for Studies, Development, and Community Service
Eng. Mohamed Abdelraheem Ahmed	Supervisor of Project Management Office

4.7 The Planning Process

The first step in the strategic planning process began with the formation of the Strategic Planning Committee chaired by the Dean of the College of Medicine and comprised of members from the College of Medicine representing expertise spanning all three components of the COM's mission of education, research, and service. The committee was charged with oversight of the strategic planning process and according to IAU Strategy Planning Model in Figure 3, the committee ensured that the mission and vision statements were aligned with IAU mission and vision statements along with a set of guiding principles that would provide the foundation and serve as a road map for executing the strategic plan. To facilitate the work of the committee, a strategic planning task force was charged with laying the groundwork for the development of the plan. The role of the taskforce consisted of a four-phased effort to:

- Assess the current state of the COM vis-à-vis the previous strategic plan 2011-2015 and determine which goals, objectives and tasks needed to be carried over to the new Strategic Plan.
- Carry out a thorough SWOT analysis to determine the current state of the COM.
- Obtain feedback from students, instructors, alumni, employers, advisory boards, accreditation boards
- Define strategic priorities necessary to move the COM toward its vision and formulate strategic goals, objectives, projects, and initiatives.

4.8 Setting the Framework

- Forming a college-wide committee (the strategic plan committee), composed of the Dean, Vice Deans, faculty, and administrative staff. The committee provided suggestions and recommendations to the Dean on all phases of the process and played a pivotal role in the review of the strategic plan.
- Preparing a methodology for the strategic plan and its objectives and executive projects.
- Developing a timeframe for preparing the strategic plan.

4.9 Alignment of the Strategic Plan with the University Strategic Plan

- Ensuring the college vision, mission and values are aligned with those of the University.
- Ensuring alignment of the COM strategic goals and objectives with the IAU strategic goals and objectives.
- Ensuring the college developmental projects fall in line with those of the university and serve common purposes.

4.10 Extending the previous COM Strategic Plan (2018-2020)

- Identifying the developmental directions of the previous COM strategic plan
- Identifying the recommendations and suggestions for improvement from the previous COM strategic plan.

- Expanding the goals and objectives of the previous COM strategic plan to include a broader vision based on the methodology approved by IAU for the strategic planning process.
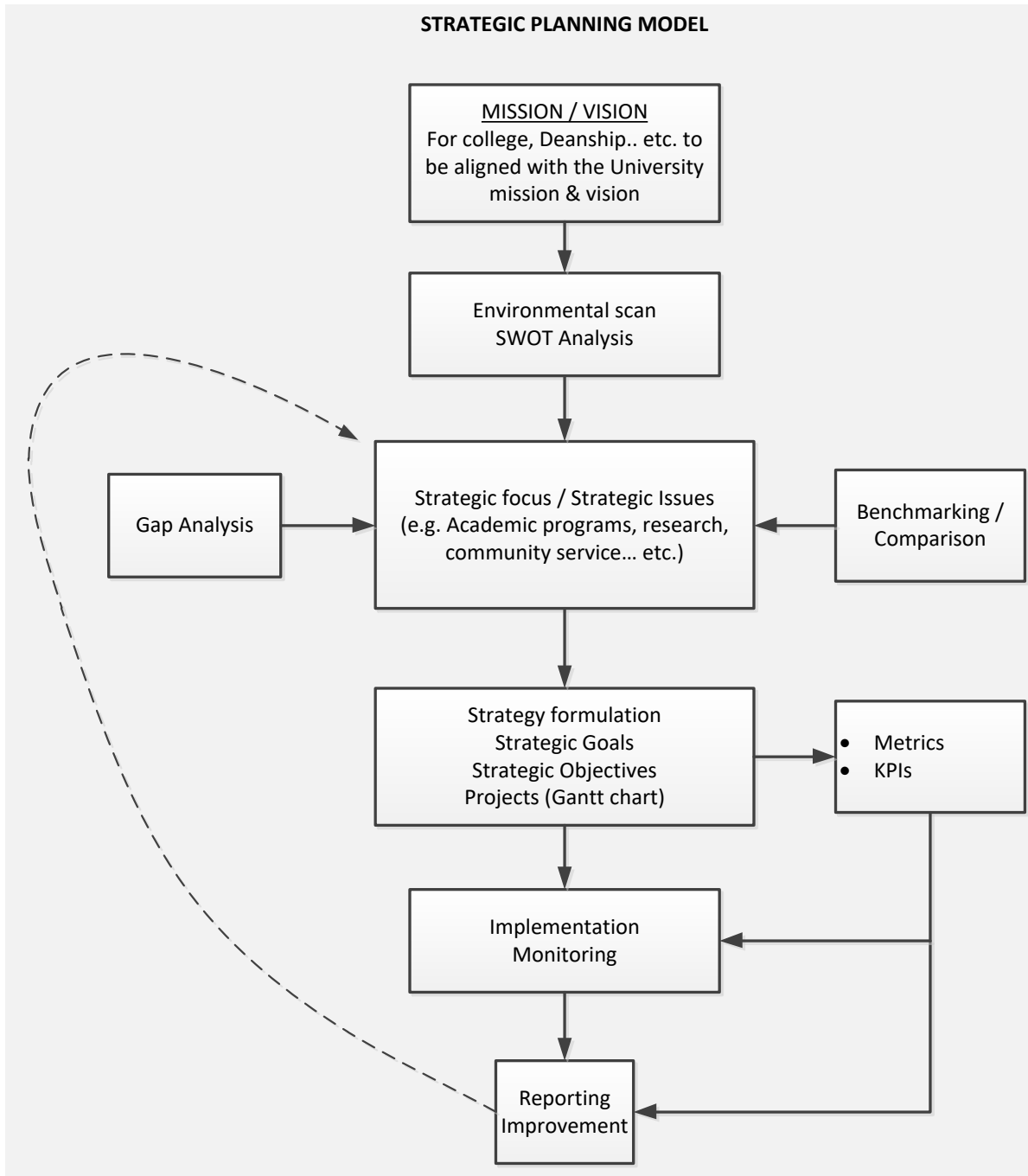
Figure 3- IAU Strategic Planning Model

4.11 SWOT Analysis

In the preparation for the development of the College of Medicine 2022-2025 Strategic Plan, the Vice Deanship for Quality and Development conducted an expansive SWOT analysis over the period from September to November 2021. The SWOT analysis included all 22 departments of the college and involved major stakeholders including college leadership (vice deans and department chairs), faculty and staff members, alumni, employers, and students. The Vice Deanship for Quality and Development further assigned a taskforce to collect, analyze, and summarize the results of the SWOT analysis and to define strategic actions based on the internal and external factors identified by the college's stakeholders. Following that, levels of priority for each point, were identified by the strategic planning committee, this step helped formulate developmental aspects and set the timeframe for the strategic plan.

In order to add objectivity to the SWOT analysis matrix, Internal Factor Evaluation (IFE) and External Factor Evaluation (IFE) matrices were developed. A work group was given the responsibility of carrying out this task. In the IFE matrix the strengths and weaknesses, or internal factors, were weighted and rated (on a four-point scale) according to significance and a weighted score was obtained for every item. Weights and scores for each item were decided upon by consensus.

The weighted scores were utilized in order to prioritize the strengths and weaknesses in the SWOT analysis matrix. A similar procedure involving the external factors, or opportunities and threats, was utilized in the EFE matrix. The total weighted score for internal factor evaluation was 2.68. Scores below 2.5 point to an internally weak Institution while total weighted scores above 2.5 indicate a strong internal position. For external factor evaluation, the total weighted score was 2.62. Scores below 2.5 point to a below average ability to respond to external factors while total weighted scores above 62.5 indicate an above average ability to respond to external factors.

4.11 Stakeholders' Input

The strategic Plan committee utilized several data sources from stakeholders of the college, these include faculty, students, staff, alumni, employers in various sectors. Data sources that aided in formulation of the strategic plan included:

- Discussions with faculty and administrative staff members
- Results of students' satisfaction surveys about courses, programs, services from the past 3 years
- Results of faculty job satisfaction surveys from the past 3 years
- Results of alumni surveys from the past 3 years
- Programs' External Advisory board recommendations
- The recommendations of the NCAAA External Review Panel (Dec. 2016).
- Discussions with different stakeholders

4.12 Identification of Critical Issues and Developmental Challenges

Environmental factors were considered when the College of Medicine Strategic Plan was created. The internal conditions and circumstances at IAU and the College are influenced by international, regional (GCC), national, and provincial demographic, political, and economic pressures. Economic conditions, rising demand for healthcare, shortage of physicians, higher education demands, greater government funding in higher education and research, and new opportunities at the international, regional, and national levels are all examples of external pressures. Internal influences, likewise, generate an environment characterized by well-regarded educational programs, plans for physical and academic improvement, and evolving local leadership.

4.13 Developing the COM Strategic Plan

- Identifying areas of competitive excellence that the college has and that are expected to continue in the new plan as ongoing developmental projects and initiatives.
- Addressing solutions to deal with the most important critical issues that face the college as future developmental projects and initiatives
- Proposing developmental projects emerging from the strategic objectives.
- Drafting the mechanism of implementing the developmental projects through a number of initiatives.
- Identifying responsibilities of the strategic plan management.
- Stating Performance Indicators (KPI's) consistent with the initiatives and indicators of the achievement of the college objectives.
- Setting the final draft of the college strategic goals and objectives utilizing all stakeholders' input.

4.14 Presentation of the Strategic Plan

After the final approval of the COM strategic Plan 2022-2025, it will be presented as follows:

- Making the college strategic plan available on the university's website.
- Distributing the strategic plan to all stakeholders from inside and outside the university.
- Distributing surveys to make beneficiaries acquainted with the plan, its objectives, programs, and projects and to take into accounts their suggestions for prospective ongoing improvement and development.
- Covering the strategic plan-related activities using all formal and informal contact channels available at the university

5. Strategic Priorities

Building on the environmental scan and SWOT analysis, the Strategic Planning Committee identified eight critical success factors that address it core functions to facilitate the proper selection of strategic goals and objectives:

Figure 4 College of Medicine Strategic Priorities

6. Strategic Goals

The discussions and brainstorming sessions of the Strategic Planning committee resulted in the generation of (8) goals, (23) objectives, (48) projects and (139) initiatives measured by (145) performance indicators. Table 3-1 summarizes COM strategic plan goals and objectives, it shows the number of proposed developmental projects, initiatives and KPI's.

College of Medicine Strategic Goals

1. Educate, train, and mentor future medical practitioners to effectively meet evolving healthcare needs.

2. Foster excellence in research, scholarship, and discovery.

3. Promote and support community service and establish effective national and international partnerships.

4. Recruit, retain, and develop high caliber faculty, staff, and researchers.

5. Provide a motivating educational and work environment.

6. Enhance the efficiency of quality management and administrative pathways.

7. Diversify the college's sources of funding and foster sustainability.

8. Expand the utilization of communication and information technology.

Table 2 - COM Strategic Plan Summary

Components	Functions	Strategic Goals	Objectives	Projects	Initiatives	KPIs
Human Component	Knowledge Service	1. Educate, train, and mentor future medical practitioners to effectively meet evolving healthcare needs	Strengthen and continuously review educational programs	4	11	11
			Strengthen & continuously improve assessment practices	2	6	6
			Develop faculty teaching and assessment capabilities	2	5	5
			Enhance clinical training of students, interns, and postgraduate trainees	2	7	7
			Enhance the student support system and promote student well-being	2	6	6
			Systematize and diversify student extracurricular activities	2	4	4
	Research Service	2. Foster excellence in research, scholarship, and discovery	Strengthen and facilitate research and research pathways	2	7	9
			Enhance research infrastructure and technical support	2	5	5
			Seek extramural sources of research funding	2	4	4
	Community Service	3. Promote and support community service and establish effective national and international partnerships	Systematize and facilitate the conduct of community service and volunteer activities	2	9	9
			Build strategic partnerships with professional organizations at national and international levels	2	5	5
			Support the college's brand and media presence	2	5	5
	Human Development	4. Recruit, retain, and develop high caliber faculty, staff, and researchers	Recruit and retain proficient faculty to meet the college's teaching, research, and service needs	2	7	7
			Support professional development and career advancement of faculty and staff	2	7	8
Physical Component	Environmental Development	5. Provide a motivating educational and work environment	Enhance and maximize the utilization of teaching facilities	2	8	9
			Provide high quality teaching, learning, and recreational spaces for students and faculty	2	6	6
Organizational Component	Institutional Development	6. Enhance the efficiency of quality management and administrative pathways	Optimize administrative systems to foster an efficient collaborative work environment	2	7	8
			Reinforce quality management and strategic planning systems	2	7	8
			Support national and international accreditation	2	4	4
	Financial Development	7. Diversify the college's sources of funding and foster sustainability	Contribute to the financial sustainability of the College and the University	2	4	4
			Rationalize expenditure in the college	2	4	4
	Technological Development	8. Expand the utilization of communication and information technology	Provide high quality e-learning solutions	2	7	7
			Support the transition to e- transactions in the College	2	4	4
3	8	8	23	48	139	145

Goal 1: Educate, train, and mentor future medical practitioners to effectively meet evolving healthcare needs

#	Objectives		Projects		Initiatives		KPIs	Unit	Responsibility
1.1	Strengthen and continuously review educational programs	1.1.1	Pursue national and international accreditation of educational programs	1.1.1.1	Obtain international accreditation for MBBS program	1.1.1.1	Percentage of undergraduate programs that received international accreditation	%	VDAA
				1.1.1.2	Obtain national accreditation for master's and PhD programs	1.1.1.2	Percentage of master's and PhD programs that received national accreditation	%	VDHS&SR
				1.1.1.3	Obtain international accreditation for residency programs	1.1.1.3	Percentage of residency programs that received international accreditation	%	VDHS&SR
		1.1.2.	Promote periodic review of academic programs	1.1.2.1	Continuously improve and upgrade learning materials	1.1.2.1	Stakeholders' rating of learning materials	Rate	VDAA
				1.1.2.2	Review and upgrade the research project course	1.1.2.2	Stakeholders' rating of research project course	Rate	VDAA
				1.1.2.3	Implement a plan for measurement of student competencies	1.1.2.3	Level of Student's attainment of competencies	%	VDAA
		1.1.3.	Increase the number of postgraduate programs	1.1.3.1	Increase the number of professional master's and PhD programs in basic sciences	1.1.3.1	Percentage of increasing in the number of professional master's and PhD programs in basic sciences	No	VDHS&SR
				1.1.3.2	Establish new subspecialty programs	1.1.3.2	Number of newly established subspecialty programs during academic year	No	VDHS&SR
		1.1.4.	Integrate preparation for national and international licensure exams	1.1.4.1	Integrate preparation for SMLE in the undergraduate curriculum	1.1.4.1	Student achievement in SMLE exams	%	VDAA
				1.1.4.2	Integrate preparation for (USMLE, PLAB, MCCQE, etc...) in the curriculum	1.1.4.2	Student achievement in international licensure exams	%	VDAA
				1.1.4.3	Conduct Mock Exams for SMLE and international licensing exams	1.1.4.3	Number of Mock Exams for SMLE and international licensing exams	No	VDAA
1.2	Strengthen & continuously improve assessment practices	1.2.1.	Implement the latest developments in student assessment	1.2.1.1	Upgrade the examination center resources and equipment	1.2.1.1	Stakeholders' satisfaction with examination center	Rate	VDAA
				1.2.1.2	Develop question banks	1.2.1.2	Number of items in question banks	No	VDAA
				1.2.1.3	Improve the quality of OSCE Exams	1.2.1.3	Stakeholders' rating of OSCE Exams	Rate	Medical Education Dep.
		1.2.2	Optimize alignment between teaching and assessment	1.2.2.1	Increase the scope of responsibility of the assessment committee	1.2.2.1	Satisfaction of the College Council's members with the outputs of assessment committee decisions	No	Assessment Committee
				1.2.2.2	Align course assessment methods with CLO's	1.2.2.2	Students' achievement of course learning outcomes	%	Medical Education Department
				1.2.2.3	Conduct Independent verification of course assessment methods	1.2.2.3	Number of courses undergoing independent verification	No	VDAA
1.3	Develop faculty teaching and assessment capabilities	1.3.1	Provide professional development programs for faculty and staff in teaching and assessment	1.3.1.1	Conduct faculty workshops on student centered teaching methods	1.3.1.1	Number of faculty workshops on student centered teaching	No	VDAA
				1.3.1.2	Provide training for faculty and staff on e-learning systems	1.3.1.2	Number of training programs on e-learning systems	No	VD E Learning
				1.3.1.3	Expand workshops on competency by design curricula	1.3.1.3	Satisfaction of faculty members with workshops on competency by design curricula	No	VDHS&SR
		1.3.2	Enhance faculty performance evaluation	1.3.2.1	Develop a faculty peer mentoring program	1.3.2.1	Stakeholders' rating of peer mentoring program	Rate	VDAA
				1.3.2.2	Provide regular feedback for faculty on their teaching performance and monitor improvement	1.3.2.2	Stakeholders' satisfaction with performance evaluation process	Rate	Department Chairpersons
1.4	Enhance clinical training of students, interns,	1.4.1	Support and improve clinical training	1.4.1.1	Achieve the standard number of clinical training sites to support training	1.4.1.1	Number of clinical training sites	No	VDCA
				1.4.1.2	Develop clinical supervision guidelines and policies	1.4.1.2	Stakeholders' evaluation of clinical supervision guidelines and policies	Rate	VDCA

#	Objectives		Projects		Initiatives		KPIs	Unit	Responsibility
	and postgraduate trainees			1.4.1.3	Develop training agreements/partnerships with regional hospitals	1.4.1.3	Number of partnerships with regional hospitals	No	VDCA
				1.4.1.4	Improve teaching facilities in the University hospital	1.4.1.4	Stakeholders' evaluation of teaching facilities in the University hospital	No	VDCA
		1.4.2	Improve and develop the internship program	1.4.2.1	Improve internship supervision guidelines	1.4.2.1	Student's satisfaction with internship supervision	Rate	VDCA
				1.4.2.2	Train and develop internship supervisors	1.4.2.2	Number of workshops provided for internship supervisors	No	VDCA
				1.4.2.3	Continuously evaluate the internship program	1.4.2.3	Stakeholders' evaluation of internship program	Rate	VDCA
1.5	Enhance the student support system and promote student well-being	1.5.1	Update advising and mentorship system	1.5.1.1	Expand online advising in collaboration with the Deanship of Admission and Registration	1.5.1.1	Stakeholders' evaluation of online advising	Rate	VDAA
				1.5.1.2	Enhance counseling services for students with psychological problems	1.5.1.2	Student satisfaction with counseling services	Rate	VDAA
				1.5.1.3	Reinforce practices related to faculty office hours	1.5.1.3	Student satisfaction with faculty availability for advising	Rate	VDAA
		1.5.2	Implement Peer Assisted Learning / Peer mentoring	1.5.2.1	Develop guidelines for peer assisted learning	1.5.2.1	Student evaluation of peer assisted learning guidelines	Rate	VDAA
				1.5.2.2	Provide training for students on PALS	1.5.2.2	Number of training programs provided on Peer Assisted Learning	No	VDAA
				1.5.2.3	Evaluate Peer Assisted Learning programs	1.5.2.3	Stakeholders' evaluation of Peer Assisted Learning programs	Rate	VDAA
1.6	Systematize and diversify student extracurricular activities	1.6.1	Establish a student extracurricular activities unit	1.6.1.2	Recruit staff to oversee and organize student extracurricular activities	1.6.1.2	Number of faculty and staff in extracurricular activities unit	No	VDAA
				1.6.1.3	Facilitate the conduct of extracurricular activities	1.6.1.3	Number of student extracurricular activities conducted/year	No	VDAA
		1.6.2	Support the activities of the College of Medicine Student Club	1.6.2.1	Increase number and variety of activities provided by Student Club	1.6.2.1	Number of student activities provided by the Student Club	No	VDAA
				1.6.2.2	1.6.2.2 Provide financial support for activities of the Student Club	1.6.2.2	Number of funded activities provided by the Student Club	No	VDAA

Goal 2: Foster excellence in research, scholarship, and discovery

#	Objectives		Projects		Initiatives		KPIs	Unit	Responsibility
2.1	Strengthen and facilitate research and research pathways	2.1.1	Facilitate collaborative and multidisciplinary research	2.1.1.1	Develop and implement a 5-year research strategic plan	2.1.1.1	Stakeholder's assessment of the research strategic plan	Rate	VDHS&SR
				2.1.1.2	Foster the formation of research groups	2.1.1.2	Number of ongoing research projects	No	VDHS&SR
				2.1.1.3	Conduct regular research forums to facilitate faculty research collaborations	2.1.1.3	Number of research forums conducted/ year	No	VDHS&SR
				2.1.1.4	Establish national and international research partnerships	2.1.1.4	Number of national and international research partnerships	No	VDHS&SR
		2.1.2	Expand faculty and student involvement in research	2.1.2.1	Facilitate faculty participation in research	2.1.2.1	Number of faculty ongoing research projects	No	VDHS&SR
				2.1.2.2	Facilitate student participation in research	2.1.2.2	Number of student ongoing research projects	No	VDHS&SR
				2.1.2.3	Increase volume and quality of faculty and student publications	2.1.2.3-a	Number of published research in indexed journals and/or conferences per faculty	No	VDHS&SR
						2.1.2.3-b	Number of citations received / faculty /year	No	VDHS&SR
						2.1.2.3-c	Number of publication rewards for distinguished faculty	No	VDHS&SR
2.2	Enhance research infrastructure and technical support	2.2.1	Expand and publicize the functions of the Central Research Unit	2.2.1.1	Increase resources for research and optimize their utilization	2.2.1.1	Stakeholders' satisfaction with research resources and support	Rate	VDHS&SR
				2.2.1.2	Conduct research workshops for faculty, staff, and students	2.2.1.2	Number of research workshops conducted/ year	No	VDHS&SR
				2.2.1.3	Recruit research assistants and technicians	2.2.1.3	Number of research assistants and technicians	No	VDHS&SR
		2.2.2	Facilitate collaboration with the IRMC	2.2.2.1	Liaise with the IRMC to enhance research collaborations	2.2.2.1	Stakeholders' satisfaction with research resources and support	Rate	VDHS&SR
				2.2.2.2	Increase number of research work conducted in collaboration with IRMC	2.2.2.2	Number of research work conducted in collaboration with IRMC	No	VDHS&SR
2.3	Seek extramural sources of research funding	2.3.1	Increase the proportion of research funded from external sources	2.3.1.1	Increase the number of scientific chairs	2.3.1.1	Number of scientific chairs	No	VDHS&SR
				2.3.1.2	Encourage philanthropic funding of research	2.3.1.2	Number of research projects funded by philanthropic organizations	No	VDHS&SR
		2.3.2	Increase the proportion of research conducted with the private sector	2.3.2.1	Conduct research forums to encourage research collaborations with the private sector	2.3.2.1	Number of research forums in collaboration with the private sector	No	VDHS&SR
				2.3.2.2	Establish research collaborations with the private sector	2.3.2.2	Number of research projects conducted in collaboration with the private sector	No	VDHS&SR

Goal 3: Promote and support community service and establish effective national and international partnerships

#	Objective		Projects		Initiatives		KPIs	Unit	Responsibility
3.1	Systematize and facilitate the conduct of community service and volunteer activities	3.1.1.	Develop and facilitate community service and partnerships	3.1.1.1	Activate and staff the Community Service Unit	3.1.1.1	Number of faculty and staff in the community service unit	No	VDQD
				3.1.1.2	Coordinate with community organizations to arrange volunteering opportunities for students, faculty, and staff	3.1.1.2	Proportion of faculty and students involved in volunteering activities	%	VDQD
				3.1.1.3	Evaluate the outcome of community service activities through the conduct of user satisfaction surveys	3.1.1.3	Stakeholders' rating of community service activities	Rate	VDQD
				3.1.1.4	Create a system of extra credit for students participating in community service or volunteer work	3.1.1.4	Proportion of students involved in community service and volunteer activities	%	VDQD
				3.1.1.5	Establish a system to recognize faculty with outstanding community service records	3.1.1.5	Faculty satisfaction with community service programs	Rate	VDQD
		3.1.2.	Increase interaction with college alumni	3.1.2.1	Continuously update alumni databases	3.1.2.1	Percent completion of the alumni databases	%	VDQD
				3.1.2.2	Expand involvement of alumni in college activities	3.1.2.2	Number of college alumni attending college activities	No	VDQD
				3.1.2.3	Offer high quality career services and advising for graduates	3.1.2.3	Stakeholders' rating of career services	Rate	VDQD
				3.1.2.4	Conduct Alumni Days on a regular basis	3.1.2.4	Stakeholders' rating of Alumni Days	Rate	VDQD
3.2	Build strategic partnerships with professional organizations at national and international levels	3.2.1.	Establish and strengthen relationships with national and international colleges	3.2.1.1	Develop benchmarking agreements and academic collaborations with national and international colleges	3.2.1.1	Number of benchmarking agreements and academic collaborations with national and international colleges	No	VDQD
				3.2.1.2	Engage health industry and community leaders to actively participate as guest lecturers and in curriculum review and other scholarly activities.	3.2.1.2	Number of guest lecturers attending the college events	No	VDQD
				3.2.1.3	Expand local organizations' role in sponsoring college events.	3.2.1.3	Number of events sponsored by local organizations/ year	No	VDQD
		3.2.2.	Expand the scope of national and international partnerships	3.2.2.1	Set up strategic partnerships with leading medical institutions to facilitate the exchange of knowledge.	3.2.2.1	Number of partnerships with medical institutions	No	VDQD
				3.2.2.2	Build agreements with selected international medical schools for faculty and student exchange programs	3.2.2.2	Number of agreements with international medical schools	No	VDQD
3.3	Support the college's brand and media presence	3.3.1.	Expand and optimize the college's media presence	3.3.1.1	Improve and develop the college website	3.3.1.1	Users' satisfaction with college website	Rate	VDQD
				3.3.1.2	Establish a public relations unit to manage and regulate the college's social media accounts	3.3.1.2	Stakeholders' satisfaction with the public relations unit	Rate	VDQD
				3.3.1.3	Optimize the college's social media presence	3.3.1.3	Stakeholders' satisfaction with college's social media accounts activity	Rate	VDQD
		3.3.2	Enhance the college image, and impact to the stakeholders.	3.3.2.1	Enhance activities of internal & external promotion for the college.	3.3.2.1	Stakeholders' evaluation of their impression of the college, its mission, and its impact nationally, regionally, and internationally	Rate	VDQD
				3.3.2.2	Engage internal and external stakeholders in college activities	3.3.2.2	Number of promotional events organized by the college/year	No	VDQD

Goal 4: Recruit, retain, and develop high caliber faculty, staff, and researchers

#	Objective		Projects		Initiatives		KPIs	Unit	Responsibility
4.1	Recruit and retain proficient faculty to meet the college's teaching, research, and service needs	4.1.1	Recruit and retain proficient faculty and staff	4.1.1.1	Develop and implement a 5-year recruitment plan	4.1.1.1	Percentage completion of recruitment plan	%	Dean, VDQD
				4.1.1.2	Recruit high caliber faculty to meet the needs of the college departments	4.1.1.2	Number of new faculty members recruited per department per year	No	Dean, Department Chairs
				4.1.1.3	Improve faculty compensation packages to compete with the private sector	4.1.1.3	Faculty Academic Job Satisfaction	Rate	VDQD
				4.1.1.4	Support contract renewal for distinctive expatriate faculty	4.1.1.4	Retention rate of expatriate faculty	%	VDQD
				4.1.1.5	Support extension of retirement age for faculty with excellent track records	4.1.1.5	Retention rate of Saudi faculty (aged above 60)	%	VDQD
		4.1.2	Propose a recognition system for faculty with outstanding performance	4.1.2.1	Establish a reward for high achieving faculty (in teaching, research, administration, and community service)	4.1.2.1	Number of Faculties received incentive	Number	Dean, VDQD
				4.1.2.2	Develop an incentive system to retain highly qualified faculty and staff	4.1.2.2	Overall faculty retention rate	%	VDQD
4.2	Support professional development and career advancement of faculty and staff	4.2.1	Support and staff the Department of Medical Education to meet the training needs of faculty and staff	4.2.1.1	Develop, publicize, and implement an efficient professional development plan	4.2.1.1	Percent completion of faculty professional development plan	%	Medical Education Department
				4.2.1.2	Encourage and support faculty participation in workshops and training courses	4.2.1.2	Number of workshops and training activities attended COM faculty per year	No	VDQD, Medical Education Department
				4.2.1.3	Develop a system for faculty workload calculation in line with the demands of the VRAA to ensure dedicated time for professional development and scholarly activities	4.2.1.3-a	Percentage completion of workload calculation system	%	Dean, VDAA
						4.2.1.3-b	Faculty satisfaction with workload system	Rate	VDQD
				4.2.1.4	Coordinate faculty development programs with other organizational units that provide faculty training	4.2.1.4	Number of COM faculty attending training activities organized by the Deanship of academic development and the directorate of academic affairs and training	No	VDQD
				4.2.1.5	Optimize the reporting system for faculty participation in professional development programs	4.2.1.5	Percent completion of faculty professional development annual report	%	Medical education department
		4.2.2	Support faculty academic promotion and career advancement	4.2.2.1	Support faculty participation in national and international scientific conferences	4.2.2.1	Proportion of faculty participating in national and international conferences	%	VDQD
				4.2.2.2	Provide support and assistance for faculty promotion	4.2.2.2	Number of faculty promoted per year	No	VDHS&SR

Goal 5: Provide a motivating educational and work environment for students, faculty, and staff

#	Objective		Projects		Initiatives		KPIs	Unit	Responsibility
5.1	Enhance and maximize the utilization of teaching facilities	5.1.1	Improve and maximize the utilization of teaching laboratories	5.1.1.1	Expand the activities and responsibilities of the laboratory committee	5.1.1.1-a	Percent completion of laboratories policies and procedures manual	%	Laboratory Committee
						5.1.1.1-b	Number of lab committee meetings per year	No	Laboratory Committee
				5.1.1.2	Designate safety and quality officers for teaching laboratories	5.1.1.2	Number of safety officers per college building	No	VDQD
				5.1.1.3	Expand laboratory schedule to include independent learning hours for students	5.1.1.3	Percent occupancy of teaching laboratories	%	VDAA
				5.1.1.4	Support the utilization of college labs for research purposes	5.1.1.4	Number of research projects conducted in the college labs	No	VDHS&SR
		5.1.2	Optimize the utilization of the Clinical Simulation Center	5.1.2.1	Conduct Simulation conferences	5.1.2.1	Number of simulation conferences conducted by the college	No	Director of Clinical Simulation center
				5.1.2.2	Utilize the simulation center as a source of revenue	5.1.2.2	Proportion of funded activities conducted in the clinical simulation center	%	Director of Clinical Simulation center
				5.1.2.3	Train faculty on the use of simulation in teaching	5.1.2.3	Number of simulation workshops conducted for faculty	No	Director of Clinical Simulation center
				5.1.2.4	Obtain accreditation for simulation labs	5.1.2.4	Percent achievement of accreditation standards for simulation labs	%	Director, Clinical Simulation center, VDQD
5.2	Provide high quality teaching, learning, and recreational spaces for students and faculty	5.2.1	Improve teaching and learning spaces	5.2.1.1	Prepare and equip reading rooms/library for students	5.2.1.1	Student satisfaction with college reading rooms/library	Rate	VDQD
				5.2.1.2	Expedite the move of female students to the new building	5.2.1.2	Percent completion of New building for female students	%	VDQD
				5.2.1.3	Maximize the functionality of class scheduling	5.2.1.3	Percent occupancy of classrooms and lecture halls	%	VDAA
		5.2.2	Enhance student and faculty university life by providing high quality recreational facilities	5.2.2.1	Provide gathering and recreational areas for student interaction	5.2.2.1	Student satisfaction with recreational facilities in the college	Rate	VDQD
				5.2.2.2	Provide faculty lounges for non-formal gatherings	5.2.2.2	Faculty satisfaction with lounges and non-formal gathering areas	Rate	VDQD
				5.2.2.3	Improve nutritional services in the college	5.2.2.3	Student satisfaction with nutritional services in the college	Rate	VDQD

Goal 6: Enhance the efficiency of quality management and administrative pathways

#	Objective		Projects		Initiatives		KPIs	Unit	Responsibility
6.1	Optimize administrative systems to foster an efficient collaborative work environment	6.1.1	Maximize the efficiency of administrative systems	6.1.1.1	Restructure college committees and ensure student membership	6.1.1.1	Percent completion of college's committees' structure and terms of reference	%	Dean, VDQD
				6.1.1.2	Activate administrative units in vice deanships	6.1.1.2	Number of activated administrative units in the college	Number	Dean, VDQD
				6.1.1.3	Improve documentation and systematize communication and reporting	6.1.1.3	Stakeholder's satisfaction with the college's communication system	Rate	VDQD
				6.1.1.4	Encourage the development of departmental operational plans and annual reports on their accomplishment	6.1.1.4-a	Proportion of departments preparing operational plans	%	Department chairs, VDQD
						6.1.1.4-b	Proportion of departments preparing annual reports	%	Department chairs, VDQD
				6.1.1.5	Distribute administrative burden on a larger number of faculty members	6.1.1.5	Proportion of faculty charged with administrative responsibilities	%	VDQD
		6.1.2	Recruit and develop administrative support staff	6.1.2.1	Recruit skilled bilingual secretaries and administrative assistants	6.1.2.1	Numbers of administrative staff (distributed according to qualifications)	No	Director of administrative affairs, VDQD
				6.1.2.1	Develop the capabilities of administrative and support staff	6.1.2.1	Proportion of administrative staff members participating in professional development activities	%	Director of administrative affairs, VDQD
6.2	Reinforce quality management and strategic planning systems	6.2.1	Disseminate the culture of quality in administrative and academic practices	6.2.1.1	Develop an annual quality management operational plan	6.2.1.1	Percent completion of college's annual quality management operational plan	%	VDQD
				6.2.1.2	Collaborate closely with the VDAA Monitor and improve quality management processes related to the undergraduate program	6.2.1.2	Percent completion of Quality management requirements of undergraduate program (Course reports, annual program reports, surveys, etc …)	%	VDQD
				6.2.1.3	Collaborate closely with the VDHSR to monitor and improve quality management processes related to postgraduate programs	6.2.1.3	Percent completion of Quality management requirements of postgraduate programs (Course reports, annual program reports, surveys, etc..)	%	VDQD
				6.2.1.4	Support the improvement of the national and international ranking of the college	6.2.1.4-a	Percent completion of data collection process for subject ranking	%	VDQD
						6.2.1.4-b	Degree of improvement in college ranking	No	VDQD
				6.2.1.5	Optimize stakeholder satisfaction and feedback systems	6.2.1.5	Completion rate of quality management surveys	%	VDQD
		6.2.2	Activate the strategic planning and project management unit	6.2.2.1	Oversee the implementation of the strategic plan	6.2.2.1	Percent completion of Strategic plan initiatives	%	VDQD
				6.2.2.2	Document annual achievement of strategic plan using key performance indicators	6.2.2.2	Percent achievement of key performance indicators	%	VDQD
6.3	Support national and international accreditation	6.3.1	Provide support, advice, and resources for national accreditation	6.3.1.1	Obtain NCAAA re-accreditation of the undergraduate program	6.3.1.1	Percent completion of self-study process for NCAAA of the MBBS program	%	VDQD
				6.3.1.2	Support national (NCAAA) accreditation of master's and PhD programs	6.3.1.2	Number of master's and PhD programs obtaining NCAAA accreditation	No	VDHS&SR, VDQD
		6.3.2	Provide support, advice, and resources for international accreditation	6.3.2.1	Support international accreditation of the undergraduate program	6.3.2.1	Percent completion of self-study process for international accreditation of the MBBS program	%	VDAA, VDQD
				6.3.2.2	Support international accreditation for the residency Programs	6.3.2.2	Percent completion of self-study process for international accreditation of residency programs	%	VDHS&SR, VDQD

Goal 7 Diversify the college's sources of funding and foster sustainability

#	Objective	Projects		Initiatives		KPIs		Unit	Responsibility
7.1	Contribute to the financial sustainability of the College and the University	7.1.1.	Expand programs that generate funds for the college	7.1.1.1	Increase the number of postgraduate programs	7.1.1.1	Number of Postgraduate programs in the college	No	VDHS&SR
				7.1.1.2	Expand private services and consultations offered by the college and the hospital	7.1.1.2	Number of consultancies offered by faculty members per year	No	Dean
		7.1.2.	Develop new sources of financial sustainability for the college	7.1.2.1	Establish private education programs to generate funds	7.1.2.1	Annual income from private education programs, courses, and activities	No	Dean
				7.1.2.2	Consider recruiting international students	7.1.2.2	Number of international students recruited per year	No	VDAA, VDHS&SR
7.2	Rationalize expenditure in the College	7.2.1.	Develop an effective expenditure management system	7.2.1.1	Prepare a feasible annual budget plan aligned with all funding resources	7.2.1.1	Stakeholders' assessment of the quality of the annual budget plan	Rate	Dean, Director of Administrative and Financial affairs
				7.2.1.2	Implement annual budget plan and manage expenses accordingly	7.2.1.2	Percent completion of college budget plan	%	Dean, Director of Administrative and Financial affairs
		7.2.2.	Promote financial accuracy and transparency	7.2.2.1	Improve the efficiency of the college's accounting standards and procedures	7.2.2.1	Stakeholder's rating of the efficiency of accounting standard	Rate	Director of Administrative and Financial affairs
				7.2.2.2	Ensure transparent annual reporting of college expenditure	7.2.2.2	Percent Completion of college financial annual reporting	%	Director of Administrative and Financial affairs

Goal 8 Expand the utilization of communication and information technology systems

#	Objective	Projects		Initiatives		KPIs		Unit	Responsibility
8.1	**Provide high quality e-learning solutions**	8.1.1	Expand the use of e-learning/blended learning and improve its quality	8.1.1.1	Increase the proportion of courses adopting e learning within their study plan	8.1.1.1	Percent of courses adopting e learning or blended learning as proportion of total number of courses	%	Vice Dean for E-learning
				8.1.1.2	Provide workshops and training for faculty and staff on e-learning systems	8.1.1.2	Number of workshops provided for faculty and staff on e-learning systems	No	Vice Dean for E learning
				8.1.1.3	Facilitate optimum utilization of the Learning Management System (LMS)	8.1.1.3	Stakeholder's satisfaction with LMS	Rate	Vice Dean for E-learning
				8.1.1.4	Implement and develop electronic examinations system	8.1.1.4	Stakeholder's satisfaction with electronic examination system	Rate	Vice Dean for E-learning
		8.1.2	8.1.2. Secure required hardware and software and technical support for e-learning	8.1.2.1.	Secure software packages for electronic exams	8.1.2.1.	Number of software packages for electronic exams	No	Vice Dean for E-learning, VDAA, VDHS&SR
				8.1.2.2	Provide the latest software packages for postgraduate students' portfolios and assessment	8.1.2.2	Number of software packages for students' portfolios and assessment	No	Vice Dean for E-learning, VDAA, VDHS&SR
				8.1.2.3	Recruit qualified technical staff to support the application of e-learning systems	8.1.2.3	Number of New technical staff members in the Vice Deanship for E-learning	No	Dean, Vice Dean for E-learning
8.2	**Support the transition to e-transactions in the College**	8.2.1	Promote full utilization of e-transactions in the college	8.2.1.1	Increase the volume of e-transactions in the college	8.2.1.1	Percent of e transactions as a proportion of total transactions	%	Dean, Director of Administrative and Financial affairs
				8.2.1.2	Train staff on the utilization on e-transaction systems	8.2.1.2	Number of staff members attending workshops on digital transformation	No	Director of Administrative and Financial affairs
		8.2.2	Develop & and maintain IT & communication services in the college	8.2.2.1	Establish an IT support unit within the college	8.2.2.1	Percent completion of development of IT Support Unit	%	Dean, Director of Administrative and Financial affairs
				8.2.2.2	Support the usage of e-services (email, e-morasalat system, Saned, etc.) among faculty and staff	8.2.2.2	Stakeholders' rating of administrative e-channels and platforms	Rate	Director of Administrative and Financial affairs

7. Alignment of COM Strategic Plan with IAU Strategic Plan

To achieve its vision and mission, IAU has a set of strategic goals that cover all academic and administrative performance of the university. These goals set the reference framework for establishing strategic plans of colleges, deanships, directorates, and centers of the university. The COM has aligned its strategic plan with IAU strategic plan to ensure that it contributes to the achievement of IAU vision, mission, and values.

7.1 Alignment of the College's Vision with IAU's Vision

College of Medicine Vision	IAU Vision
To be a premier college in medical education, healthcare, and ethical research	A Leading University Achieving Excellence Nationally, Regionally, and Internationally

Outputs of the Vision Alignment

According to the statements of both the college and university vision, there is an alignment between them; the university strives for excellence and the college strives to be a premiere medical college. The college of medicine has specified the areas in which it aims to excel which are medical education, healthcare, and research.

7.2 Alignment of the College's Mission with IAU's Mission

College Mission / Institution Mission		College Mission Keywords				
		Dedicated to graduating physicians	Committed to Islamic and professional ethical practice	Continuous development of the curriculum	Provide excellent healthcare and promote community health	Encourage conduction of innovative basic, applied, clinical and community - based research
Mission Keywords	Providing creative knowledge	●		●		
	Research					●
	Professional services	●	●		●	
	Effective community partnerships				●	

Outputs of the Mission Alignment

By considering the statement of both college and university's missions, it is concluded that:
- Both are aligned in the areas of providing knowledge to their students.
- Both the college and the university will provide innovative/creative research
- Both are dedicated to providing professional services.
- Both missions indicate a commitment to service community.

7.3 Aligning of the College's Values with IAU's Values

College of Medicine Values	IAU Values
Accountability	Social Responsibility
Excellence	Excellence
Teamwork	Teamwork
Transparency	Transparency
Collaboration	Diversity
Innovation	Creativity
Honesty	Loyalty

Outputs of the Values Alignment

The College of Medicine has adopted values that are closely related to those of the university and hence the college values are in line with the university. The college has been working on achieving such values through the services presented to its students, faculty, staff, graduates, and to the community.

7.4 Aligning of the College's Strategic Goals with IAU's Strategic Goals

Components (3 Components)		Functions (8 Functions)		IAU's Strategic Goals (8 Goals)		COM's Strategic Goals (8 Goals)	
1	**Human**	1	Educational Services	1	Provide high quality knowledge and educational services	1	Educate, train, and mentor future medical practitioners to effectively meet evolving healthcare needs
		2	Research Services	2	Develop scientific research and innovation system	2	Foster excellence in research, scholarship, and discovery
		3	Community Services	3	Promote Community responsibility and partnership	3	Promote and support community service and establish effective national and international partnerships
		4	Develop human resources	4	Enforce University values and develop its human resources	4	Recruit, retain, and develop high caliber faculty, staff, and researchers
2	**Physical**	5	Develop physical/ environmental resources	5	Achieve Sustainable built environment	5	Provide a motivating educational and work environment for students, faculty, and staff
3	**Legal (Organizational)**	6	Strengthen institutional structure	6	Build a modern institutional administrative system	6	Enhance the efficiency of quality management and administrative pathways
		7	Strengthen financial resources	7	Achieve financial sustainability of university resources	7	Diversify the college's sources of funding and foster sustainability
		8	Enhance communication and information technology systems	8	Enhance communication and information technology systems	8	Expand the utilization of communication and information technology systems
3	Components	8	Functions	8	Goals	8	Goals

The matrix in Table 3 shows the full alignment between the College of Medicine Strategic Goals and those of Imam Abdulrahman Bin Faisal University.

Table 3- Alignment Matrix between College of Medicine Goals and IAU Goals

IAU Goals / COM Goals	1. Provide High quality knowledge and educational services.	2. Develop of scientific research and innovation system	3. Promote community responsibility & partnership	4. Enforce university values and develop its human resources	5. Achieve sustainable built environment	6. Building a Modern Institutional Administrative System	7. Achieve financial sustainability of the University Resources	8. Enhancing communication and information technology systems
1. Educate, train, and mentor future medical practitioners to effectively meet evolving healthcare needs	●							
2. Foster excellence in research, scholarship, and discovery		●						
3. Promote and support community service and establish effective national and international partnerships			●					
4. Recruit, retain, and develop high caliber faculty, staff, and researchers				●				
5. Provide a motivating educational and work environment for students, faculty, and staff					●			
6. Enhance the efficiency of quality management and administrative pathways						●		
7. Diversify the college's sources of funding and foster sustainability							●	
8. Expand the utilization of communication and information technology systems								●

Outputs of the Goals Alignment

The College of Medicine has followed the same philosophy adopted by Imam Abdulrahman Bin Faisal university and therefore, the strategic goals aim to develop, enhance, and ensure high quality in delivering the three main components/ functions (education, scientific research, community service) and the five secondary components (human, environmental, institutional, financial, and technical resources) to the college's stakeholders.

8. Strategic Plan Implementation and Monitoring System

The implementation phase is an essential component of the strategic planning process. The Strategic Planning unit will oversee the execution of the Implementation Plan. The unit will work under the supervision of the Vice Dean for Quality and Development and will include the members of the Vice Deanship for Quality and Development. The unit will coordinate with the strategy leaders for each objective.

The implementation phase will feature:

- A governance structure that includes both senior leadership ownership of the process as well as day-to-day project management.
- Clear accountability for each initiative with individuals assigned to each task, responsibilities understood, and milestones identified and managed.
- Ongoing management of the process that allows continuous review of progress, including a formalized schedule of meetings with clearly defined deadlines.

The executive plan provides a framework and roadmap to implement the strategic plan of College of Medicine and it shows what should be done to implement the strategic plan. It is a collection of interrelated activities that put all the strategic objectives in the form of achievable projects/tasks according to the timeframe and financial allocations. The quality and accuracy of the executive plan can be monitored through assessing KPI's and using appropriate procedures.

8.1 Implementation of the Strategic Plan

- Securing and allocating the financial and human resources necessary to implement the strategic plan as per the set timelines.
- Announcing the start date of launching/ implementing the strategy
- Approving a plan of publishing and distributing copies of the strategic plan to concerned parties.
- Holding sessions with individuals responsible for the implementation of the plan in which tasks, responsibilities, targets, and timeframes should be underlined.
- Training individuals responsible for implementation on how to follow up performance indicators of the plan and to take appropriate actions.
- Launching the developmental programs and initiatives within the college sectors.
- Following up implementation of the programs and initiatives as per the specific timeframes.

8.2 Strategic Plan Monitoring System

The College of Medicine will strive to ensure consistency in the execution of the emerging strategic plan. At the core of strategy execution is the need for targets and results capable of being measured

as well as the presence of clear accountability. To that end, strategy leaders have been identified for each strategic objective. These leaders will be at the head of the team responsible for the implementation of the relevant objectives. Strategy leaders will be directly accountable to the College Dean and will report annually (for most objectives) regarding the status of the implementation of their respective objectives.

The degree to which the college will be able to link and measure action steps and activities, in the context of the emerging strategic initiatives, is vital to its ability to evaluate the progress of the strategic plan. A significant factor in the ability to follow up and evaluate the strategic plan is the presence of clear outcome data. Accordingly, outcome measures were identified for each Strategic Objective, they will be measured and reported annually in the Strategic Plan Progress Report. To ensure the consistent implementation of the strategic plan the COM will undertake several steps:

- Optimizing the strategic planning unit which will monitor implementation of the strategic plan and coordinate among the College of Medicine academic departments.
- Appointing responsibilities for the developmental projects, this may need to formulate units and committees of faculty and employees to manage the implementation of the projects.
- Determining a coordinator for strategic planning at each department whose task is to follow up implementation and coordination with the college strategic planning unit.
- Providing necessary software to follow up implementation of the strategic plan at the College of Medicine with the support of the Project Management Office at IAU.
- Developing a risk management study to ensure successful implementation of the strategic plan and avoid potential obstacles and challenges.
- Preparing the periodical reports associated with most important obstacles, suggestions, and recommendations and to submit to Dean of the college to be referred to the college advisory committee and the college council.

8.3 Preparation of the Operational Plans for Academic Departments and Programs

- The approved COM strategic plan will be communicated to the departments to set their operational plans accordingly.
- The values for the KPI's will be set and connected to the operational plans monitoring system, and the process will be followed-up annually.

9. Risk Management of the COM strategic Plan

The Risk Management Unit at Vice Deanship for Quality and Development handles risk management activities within the College of Medicine. The unit will be responsible for developing a Risk Management Plan for the COM Strategic Plan. The plan will address any risks/ obstacles that could hinder the implementation of the College objectives in the allocated time, with the allocated budget, along with developing risk mitigating strategies. The persons responsible for the developmental plans will be in charge of reporting any specific risk, in addition to documenting the whole process to be included in the annual progress report of the Strategic Plan.

The Risk Management Unit and the Strategic Planning Committee at the College of Medicine are expected to identify intrinsic and extrinsic risks and communicate with the Dean about the situation and request for alternative measures. The Risk Management Plan of the COM Strategic Plan will be designed to identify, evaluate, and reduce, or eliminate potential causes for delay or prevention of implementation of the developmental projects. The basic procedures in such situations would be to:

- Identify the risk: Risks include any events that cause problems in any component of the process.
- Analysis and evaluation of the risk: with determination of the risk likelihood and consequences
- Avoidance: Changes in the strategy or process to avoid the risk.
- Mitigation: Develop solutions, options, actions to reduce the risk.
- Monitor the risk: either for reduction or elimination.
- Share the results with stakeholders.
- In uncontrollable situations, transfer the risk to a third party.
- Accept and decide to take the risk.