



جامعة الإمام عبد الرحمن بن فيصل  
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

# College of Medicine

## Research Strategic Plan

**2020-2025**







جامعة الإمام عبد الرحمن بن فيصل  
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

كلية الطب – College of Medicine

# College of Medicine

## Research Strategic Plan

### 2020-2025

*Foster Excellence in Research, Scholarship, and  
Discovery*



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# 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 Research Strategic Plan 2020-2025 is to lay out a roadmap for the research in 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

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**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 2020-2025 Research Strategic Plan prescribe the general blueprint for the next phase of research growth for the college. This plan builds on the previous strategic plan and aims to address future challenges by providing a map for the future of research in the college in realizing its aspirations.

The Research Strategic Plan is part of the strategic planning procedures in the college. It 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 research strategic plan which is aligned with the University's Research 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 identifies our Objectives for continued growth and development; it is organized into one strategic goal that focuses on "Foster excellence in research, scholarship, and discovery", which we believe are necessary for achieving our mission. This strategic goal is composed of 3 objectives, 6 projects, and 16 initiatives with 16 Key Performance indicators. 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 a real impact on our college, our university, and our community. Our vision will be achieved by educating healthcare 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.

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***Dr. Ghada Fouad Al Yousif***  
***Vice Dean for Development and Community Partnership***  
***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 College of Medicine (COM) 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 Research strategic goal is to “Foster Excellence in Research, Scholarship, and Discovery”, and includes (3) strategic objectives, (6) projects and (16) initiatives measured by (18) 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 Sections that detail the research Strategic plan of the College of Medicine as follows:

- Introduces a Brief History on the College of Medicine.
- Identify the COM Vision, Mission, and Values
- Presents the Research Strategic Goal
- Aligning of the College’s Research Strategic Objectives with IAU’s Research Strategic Goals



## 1.1 A Brief History of the 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.

### 1.1.1 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.

### 1.1.2 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.

## 1.2 Research Faculty & Scholarly Activities

The COM records and reports its faculty members' publications and ongoing research activities every year in the faculty annual report and COM annual report. Performance indicators related to MBBS program faculty research productivity are displayed in the KPIs and Benchmarking report.

## 1.3 COM Vision, Mission and Values

### 1.3.1 VISION

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

### 1.3.2 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.

### 1.3.3 VALUES

- *Excellence*
- *Innovation*
- *Honesty*
- *Transparency*
- *Accountability*
- *Collaboration*
- *Teamwork*

## 1.4 The Process of Developing the Research Strategic Plan

In the process of developing this Research Strategic Plan, we have been mindful of and incorporated measures to assure compliance with institutional Research Strategic Plan. Likewise, we have reviewed and affirmed our plans as “good practice” in relation to Research as described in the Quality Standards for Post- Secondary Institutions under the headings:

- Institutional Research Policies;
- Faculty and Student Involvement;
- Commercialization of Research;
- Facilities and Equipment;
- Human Resources (manpower)

In preparation for the development of the College of Medicine (COM) 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 Research strategic goal is to “Foster Excellence in Research, Scholarship, and Discovery”, and includes (3) strategic objectives, (6) projects and (16) initiatives measured by (18) 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.



## 1.5 Research Strategic Goal: 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<br>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<br>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<br>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<br>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                     |
| 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<br>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                     |
|                                                 | 2.3.1                                                       | 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 |
| 2.3                                             | Seek extramural sources of research funding                 | 2.3.1<br>Increase the proportion of research funded from external sources      | 2.3.1.2                                                                    | Encourage philanthropic funding of research                                          | 2.3.1.2                                                                         | Number of research projects funded by philanthropic organizations              | No                                                             | VDHS&SR                     |
|                                                 |                                                             |                                                                                | 2.3.2.1                                                                    | 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<br>Increase the proportion of research conducted with the private sector | 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                     |

## 1.6 Aligning the College’s Research Strategic Objectives with IAU’s Research Strategic Goals

| IAU Strategic Goals                                         | 1. To improve the health and well-being of human kind through the performance of excellent outcome-oriented research and its application to continuously improve quality in health care delivery | 2. Enhance university-wide culture of intellectual curiosity, critical thinking, discovery, innovation & entrepreneurialism | 3. Enhance institutional assets in support of Research Mission                      |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1. Strengthen and facilitate research and research pathways |                                                                                                                 |                                                                                                                             |  |
| 2. Enhance research infrastructure and technical support    |                                                                                                                 |                                           |  |
| 3. Seek extramural sources of research funding              |                                                                                                                 |                                           |  |

The matrix in the Table shows the full alignment between the College of Medicine's Strategic Objectives and the Research Strategic Goals of Imam Abdulrahman Bin Faisal University.

## 1.7 Aligning the College’s Research Strategic Projects with IAU’s Research Strategic Goals

| IAU Strategic Goals<br><br>COM Strategic Projects                                                        | 1. To improve the health and well-being of human kind through the performance of excellent outcome-oriented research and its application to continuously improve quality in health care delivery | 2. Enhance university-wide culture of intellectual curiosity, critical thinking, discovery, innovation & entrepreneurialism | 3. Enhance institutional assets in support of Research Mission                       |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1. Facilitate collaborative and multidisciplinary research                                               |                                                                                                                 |                                                                                                                             |   |
| 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. Expand faculty and student involvement in research                                                    |                                                                                                                |                                          |  |
| 6. Enhance the efficiency of quality management and administrative pathways                              |                                                                                                               |                                         |                                                                                      |

# GANTT CHARTS

## Research Strategic Goal

### *Foster Excellence in Research, Scholarship, and Discovery*

#### Objective 1. Strengthen and facilitate research and research pathways

| OVERVIEW                          |                                                   | METRICS/KPIs                                                 |  |
|-----------------------------------|---------------------------------------------------|--------------------------------------------------------------|--|
| Duration                          | 5 years                                           | • Stakeholder's assessment of the research strategic plan    |  |
| Starting Date                     | Jan 2020                                          | • Number of ongoing research projects                        |  |
| Responsibility for Implementation | Dean, Vice Dean for Higher studies and Innovation | • Number of research forums conducted/ year                  |  |
|                                   |                                                   | • Number of national and international research partnerships |  |
|                                   |                                                   |                                                              |  |

#### Project 1.1 Facilitate collaborative and multidisciplinary research

| Initiatives                                                                         | Start and ending date  | 2020 | 2022 | 2025 |
|-------------------------------------------------------------------------------------|------------------------|------|------|------|
| 1.1.1 Develop and implement a 5-year research strategic plan                        | Jan/2020 and ongoing   | →    |      |      |
| 1.1.2 Foster the formation of research groups                                       | Jan/2020 and cyclic/6M | →    |      |      |
| 1.1.3 Conduct regular research forums to facilitate faculty research collaborations | Jan/2020 and cyclic/6M | →    |      |      |
| 1.1.4 Establish national and international research partnerships                    | Jan/2020-cyclic/2Y     | →    |      |      |

## Research Strategic Goal

### *Foster Excellence in Research, Scholarship, and Discovery*

#### Objective 1. Strengthen and facilitate research and research pathways

| OVERVIEW                          |                                                   | METRICS/KPIs                                                                                                                        |  |
|-----------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--|
| Duration                          | 5 years                                           | <ul style="list-style-type: none"> <li>• Number of faculty ongoing research projects</li> </ul>                                     |  |
| Starting Date                     | Jan 2020                                          | <ul style="list-style-type: none"> <li>• Number of student ongoing research projects</li> </ul>                                     |  |
| Responsibility for Implementation | Dean, Vice Dean for Higher studies and Innovation | <ul style="list-style-type: none"> <li>• Number of published research in indexed journals and/or conferences per faculty</li> </ul> |  |
|                                   |                                                   | <ul style="list-style-type: none"> <li>• Number of citations received / faculty /year</li> </ul>                                    |  |
|                                   |                                                   | <ul style="list-style-type: none"> <li>• Number of publication rewards for distinguished faculty</li> </ul>                         |  |
|                                   |                                                   | <ul style="list-style-type: none"> <li>• Number of faculty ongoing research projects</li> </ul>                                     |  |

#### Project 1.2 Expand faculty and student involvement in research

| Initiatives                                                           | Start and ending date | 2020 | 2022 | 2025 |
|-----------------------------------------------------------------------|-----------------------|------|------|------|
| 1.2.1 Facilitate faculty participation in research                    | Jan/2020 and ongoing  |      |      |      |
| 1.2.2 Facilitate student participation in research                    | Jan/2020 and ongoing  |      |      |      |
| 1.2.3 Increase volume and quality of faculty and student publications | Jan/2020 and ongoing  |      |      |      |

## Research Strategic Goal

### *Foster Excellence in Research, Scholarship, and Discovery*

#### Objective 2. Enhance research infrastructure and technical support

| OVERVIEW                          |                                                   | METRICS/KPIs |                                                                                                                  |
|-----------------------------------|---------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------|
| Duration                          | 5 years                                           |              | <ul style="list-style-type: none"> <li>Stakeholders' satisfaction with research resources and support</li> </ul> |
| Starting Date                     | Jan 2020                                          |              | <ul style="list-style-type: none"> <li>Number of research workshops conducted/ year</li> </ul>                   |
| Responsibility for Implementation | Dean, Vice Dean for Higher studies and Innovation |              | <ul style="list-style-type: none"> <li>Number of research assistants and technicians</li> </ul>                  |

#### Project 2.1 Expand and publicize the functions of the Central Research Unit

| Initiatives                                                          | Start and ending date | 2020 | 2022 | 2025 |
|----------------------------------------------------------------------|-----------------------|------|------|------|
| 2.1.1 Increase resources for research and optimize their utilization | Jan/2020 and ongoing  | →    | →    | →    |
| 2.1.2 Conduct research workshops for faculty, staff, and students    | Jan/2020 and ongoing  | →    | →    | →    |
| 2.1.3 Recruit research assistants and technicians                    | Jan/2020 and ongoing  | →    | →    | →    |

## Research Strategic Goal

### *Foster Excellence in Research, Scholarship, and Discovery*

#### Objective 2. Enhance research infrastructure and technical support

| OVERVIEW                          |                                                   |
|-----------------------------------|---------------------------------------------------|
| Duration                          | 5 years                                           |
| Starting Date                     | Jan 2020                                          |
| Responsibility for Implementation | Dean, Vice Dean for Higher studies and Innovation |

| METRICS/KPIs                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Stakeholders' satisfaction with research resources and support</li> <li>Number of research work conducted in collaboration with IRMC</li> </ul> |
|                                                                                                                                                                                        |

#### Project 2.2 Facilitate collaboration with the IRMC

| Initiatives                                                                 | Start and ending date | 2020 | 2022 | 2025 |
|-----------------------------------------------------------------------------|-----------------------|------|------|------|
| 3.1.1 Liaise with the IRMC to enhance research collaborations               | Jan/2020 and ongoing  |      |      |      |
| 3.1.2 Increase number of research work conducted in collaboration with IRMC | Jan/2020 and ongoing  |      |      |      |



## Research Strategic Goal

### *Foster Excellence in Research, Scholarship, and Discovery*

#### Objective 3. Seek extramural sources of research funding

| OVERVIEW                          |                                                   | METRICS/KPIs |                                                                                                                                  |
|-----------------------------------|---------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------|
| Duration                          | 5 years                                           |              | <ul style="list-style-type: none"> <li>Number of scientific chairs</li> </ul>                                                    |
| Starting Date                     | Jan 2020                                          |              | <ul style="list-style-type: none"> <li>Number of research projects funded by philanthropic organizations</li> </ul>              |
| Responsibility for Implementation | Dean, Vice Dean for Higher studies and Innovation |              | <ul style="list-style-type: none"> <li>Number of research forums in collaboration with the private sector</li> </ul>             |
|                                   |                                                   |              | <ul style="list-style-type: none"> <li>Number of research projects conducted in collaboration with the private sector</li> </ul> |

#### Project 3.1 Increase the proportion of research funded from external sources

| Initiatives                                       | Start and ending date | 2020 | 2022 | 2025 |
|---------------------------------------------------|-----------------------|------|------|------|
| 3.1.1 Increase the number of scientific chairs    | Jan/2020 and ongoing  |      |      |      |
| 3.1.2 Encourage philanthropic funding of research | Jan/2020 and ongoing  |      |      |      |

#### Project 3.2 Increase the proportion of research conducted with the private sector

| Initiatives                                                                                | Start and ending date | 2020 | 2022 | 2025 |
|--------------------------------------------------------------------------------------------|-----------------------|------|------|------|
| 3.2.1 Conduct research forums to encourage research collaborations with the private sector | Jan/2020 and ongoing  |      |      |      |
| 3.2.2 Establish research collaborations with the private sector                            | Jan/2020 and ongoing  |      |      |      |

