



جامعة الملك سعود بن عبدالعزيز للعلوم الصحية

KING SAUD BIN ABDULAZIZ UNIVERSITY FOR HEALTH SCIENCES

# College of Medicine

## STRATEGIC PLAN

### 2017-2022

## President's Address

The College of Medicine in Riyadh (COM-R), King Saud bin Abdulaziz University for Health Sciences (KSAU-HS) was established in 2004 following the foundation of the College of Nursing two years earlier. The two Colleges, along with the Deanship of Postgraduate Studies, led to the foundation of KSAU-HS in 2006. The College of Medicine-Jeddah (COM-J), (KSAU-HS) was then established in January 2010. The two colleges are considered a pillar of the University which achieves excellence in its educational, research and community services mission. Guided by previous strategic plans and through collaborative efforts and partnership between medical educators, researchers and healthcare providers, the Program has managed to play a leading role nationally, regionally as well as internationally. The most prominent of these achievements is the graduation of more than 600 physicians who are now practicing proficiently in the national health system, in addition to hosting the Regional Association of Medical Education in the Eastern Mediterranean.

Grounded on the above-mentioned significant accomplishments, the University's strategic plan and roadmap were used as the basis for the project team to develop a five year (2017 – 2022) strategic plan for the College of Medicine Program. The plan is consistent with the national medical framework (Saudi-Med) as well as NCAAA and international accrediting bodies' requirements. Moreover, as this plan was based and aligned with the University's strategic plan 2016-2021, it is compatible with national strategies and international standards. This plan is expected to contribute to the University's growth potential and advancement through leadership in medical education.

***Dr. Bandar Al Knawy***  
***University President***

## **Vice President for Educational Affairs Address**

“If you don’t know where to go you may reach elsewhere and even you may not know it” - that is what a strategic plan is supposed to avert and avoid. A strategic plan informs us where we are heading and how to get there; when we will reach our target; and how well we have accomplished it. Ensuing more than fourteen years since the establishment of this College, and eight years following the establishment of COM-J, a lot has been achieved in education, research and services. We have adopted the superb Sydney University curriculum which fosters student centered learning, critical thinking and problem solving. The College took a leading position nationally and regionally through recognition from the World Federation of Medical Education (WFME), as well as implementing a successful Masters in Medical Education program. The Program has also recruited highly proficient and dedicated faculty as well as attracting the best students. Despite these significant accomplishments, many challenges are still ahead of us. These challenges formed the basis of stating some goals for the current strategic plan. Other goals are stated to re-enforce and further strengthen existing successful experiences.

As a founding Dean of this College and currently Vice President of Educational Affairs I can confidently predict that this plan will serve as relentless determination to move forward in realizing the University’s mission in educational excellence and research as well as achieving national higher educational goals and vision.

***Prof. Youssef Al Eissa***  
***Vice President Educational Affairs***

## **Vice President for Development and Quality Management Affairs Address**

KSAU-HS, as a specialized University in the health sciences field, is considered a distinguished and pioneering institute nationally and regionally. The two Colleges of Medicine in Riyadh and Jeddah have been instrumental in contributing to this success. This was achieved through the provision of medical programs that respond to the priority needs of the Saudi population, as well as through implementation of a unique curriculum adapted from Sydney University. This program also created leaders to lead other programs in different campuses at the level of deans and associate deans. These achievements couldn't have been accomplished without the affiliation with advanced medical cities and research center under the Health Affairs at the Ministry of National Guard. Therefore, it is not surprising that this Program is taking the lead in formulating its own strategic plan immediately following the University plan. The Program has followed the same strategy of the University in finalizing its plan. The University experience made it easier and clear for other colleges to follow.

The new COM Strategic "COM 2017-2022", will serve as a role model for other colleges in availing a hands-on experience. This plan is expected to provide concrete guidelines and a clear roadmap for the program to excel in all its projects and initiatives. As a Vice President for Development and Quality Management, I will provide all possible support to both Colleges in realizing the ambitious and well-thought, carefully-selected goals of this cycle of the plan. I would like to thank the team and all the different stakeholders who participated in formulating the plan. This was achieved – Allah willing – through the massive support we received from King Salman bin Abdulaziz, the Crown Prince, and the Deputy Crown Prince, and the additional support by His Royal Highness the Minister of National Guard and the Ministry of Education.

***Prof. Mohamed Al Moamary***

***V.P. for DQMA***

## Dean College of Medicine-Riyadh Address

We were fortunate to state our current strategic plan following the well written University plan. In this regards we have shadowed the same steps followed by the University for formulating its strategic plan. These concrete and clear guidelines as well as hands-on experience of the University made it easy for us to accomplish our plan. First we started by formulating a committee which decided that this plan will be participatory by involving all stakeholders including students, faculty, joint appointees, health services providers and community representatives. Our SWOT analysis was conducted through a survey to all faculty and joint appointees, in addition, to conducting more than ten focus groups discussions. Data was analyzed and a number of strengths, weaknesses, opportunities and threats were listed. Accordingly, the committee wrote a draft for the mission and goals which were shared and discussed with different stakeholders. Then the current plan (COM2016-2021) was formulated. We believe that this plan is participatory, transparent, data-driven and well guided by the University strategic plan.

This plan is expected to shift the College to another stage in the road towards academic excellence. I will just mention one project as an example. The curriculum alignment project will ensure proper documentation and generating evidence for the quality of implementation of Saudi-Med competencies/NCAAA program learning outcomes. This project is unique and innovative in the sense that it will provide a workable solution to align nine parameters with competencies as well as assessment. This will guarantee that our curriculum is competency-based, well implemented and assessed in a valid and reliable way.

I would like to thank the President of the University, Vice President of Undergraduate Education, Vice President of Development and Quality Management for their continuous support and guidance. I would like also to thank the team who finalized this strategic plan in addition to the representatives of all stakeholders.

***Dr. Ahmed Al Rumayyan***  
***Dean, College of Medicine-Riyadh***

## Dean College of Medicine-Jeddah Address

Since its inception in 2010, COM-J has bloomed to become a leading medical institution in Saudi Arabia, imparting an undergraduate MBBS program.

With dedicated and skilled faculty, excellent infrastructure, library facilities, laboratories and skill labs, that provide hands-on experience to the students, the institution has been attracting numerous talented students.

Apart from educational facilities, the institution also provides excellent opportunities for the students to enhance their skills in extracurricular activities. Fine arts, sports, and social service are encouraged and practiced.

Our endeavor has always been to provide the best for our students and to prepare them to take up the challenges of tomorrow, so that when they graduate they are competent to handle the responsibilities of the medical profession. Guided by the institution Vision, Mission and Values, COM-J is poised to respond to the changing health care needs and expectations of the community through high quality, student-centered and community-oriented education supported by applied research, and evidence-based health services.

I am sure that COM-J will be the destination for young minds who wish to be successful Physicians of the future.

***Dr. Mansour Al Qurashi***  
***Dean, College of Medicine-Jeddah***

## Introduction

The College of Medicine-Riyadh, since its inception in 2004, has developed strategic plans with mission, vision, values and goals. This plan guided both Colleges for four years. In 2008 the Program adopted the KSAU-HS strategic plan through 2015. These strategic plans have aptly served the Program needs in its educational, research and community services goals. Following the establishment of the Deanship and Vice Presidency for Quality and Development, a need arose to create a comprehensive, well informed and well-structured plan to respond to the requirements of accreditation as well as providing a road map for progressive growth, development and leadership in medical education. Currently the College is on a firm ground to move forward and take the following steps in its milestones to formulate a comprehensive strategic plan to strengthen achievements and rectify weaknesses based on the available opportunities and resources.

The Program Strategic Plan (COM 2017-2022) is developed based on comprehensive SWOT analysis where all stakeholders including students, healthcare providers, community representatives and health system leaders from both campuses were actively involved. Additionally our new strategic plan is aligned with the University plan which is in turn an integral part of the Saudi Vision 2030, as well as the Future Plan for Higher Education, Kingdom of Saudi Arabia (AAFAQ 2029). In our existing plan we shared the same vision with the University as we think vision is a communal institutional direction and concern rather than to be stated by different programs. The new vision of the University is translating the University ambition to look for a global position rather than only local and regional influence. Our new COM/KSAU-HS 2021 plan paves the way for the next five years and serves as means to monitor progress and accomplishments aiming toward global leadership in medical education. The COM/KSAU-HS 2021 mission is aligned with the University strategic plan; however it defined medical education more precisely and specifically. For instance, the College commitment to the community is represented as social accountability which is now becoming a specific term in medical education with a measurable framework and grids in medical education. Moreover, our plan focuses on nine strategic goals and their corresponding projects, initiatives, and related performance management tools.

## Establishment

The College of Medicine-Riyadh at King Saud bin Abdulaziz University for Health Sciences was established on the 1<sup>st</sup> of January 2004, by way of a Royal Decree issued by the Custodian of The Two Holy Mosques King Abdullah bin Abdulaziz. The College opened its doors to the first batch of thirty students on the 11<sup>th</sup> of September 2004 as a graduate entry program. The College accepted high school students in its second stream in September 2008. The annual number of enrolled students has increased to 300 students in the last academic year. Despite the fact that the College was only established in 2004, it is privileged to exist within a reputable Medical City, King Abdulaziz Medical City (KAMC) in Ministry of National Guard Health Affairs (MNGHA) with a long and rich experience in academia. This academic experience roots back to the mid-1980's with the establishment of postgraduate residency training programs followed by the establishment the first undergraduate program for nursing in 2001. Then the College of Medicine was established in 2004 to be one of the pillars for the foundation of KSAU-HS in 2006.

The College of Medicine – Jeddah at King Saud bin Abdulaziz University for Health Sciences was established in 2010, by way of a Royal Decree issued by the Custodian of The Two Holy Mosques King Abdullah bin Abdulaziz. The College opened its doors to the first batch of thirty students of high school graduates in 2010 as a graduate entry program. The annual number of enrolled students has increased to 200 students in the last academic year. Despite the fact that the College was only established in 2010, it is privileged to exist within a reputable Medical City in MNGHA (KAMC-Jeddah) with rich and long experience in academia. This academic experience roots back to the mid-1990's with the establishment of postgraduate residency training programs followed by the establishment the first undergraduate program for nursing in 2008. Then the College of Medicine was established in 2010 to be one of the pillars for the foundation of KSAU-HS in 2006.

The Program implemented innovative student-centered, web-based and problem-based curricula. This curriculum is designed to meet best educational standards through collaborative work with Sydney University which is a leading



international University. This curriculum is outcome-based and recently guided by Saudi-Med national competencies. The main goal is to graduate highly competent physicians, fit for purpose, ready to practice and able to respond to priority health problems in the Kingdom. The two Colleges recruited highly qualified multicultural faculty and staff. An ambitious scholarship program was launched since the College inception and now more than 30 scholars have returned to both Colleges as assistant professors. Within the next three years, more than 100 faculties are expected to join the workforce of the Program.

The Program in both Campuses existed within the University which has undertaken an extensive building program creating a state-of-the-art physical activities center, a superb clinical simulation center, first-class teaching and research facilities, and a village for on-campus faculty housing. The Program moved to its new facilities in 2013. In each of the two Colleges a 20,000 square meter building was established to include a modern future physical structure that can accommodate an annual intake of 400 students in Riyadh and 300 students in Jeddah. This structure comprises 52 PBL tutorial classrooms, six main 150-seat lecture halls, a 300-seat main theater, large study areas, an anatomy dissection hall, pathology museum, basic sciences laboratories, a number of average-sized class rooms and a state-of-the-art library and IT center, administrative faculty offices, and a student recreational center. This is in addition to a 20,000 m three story comprehensive clinical skills resource center. The College in Riyadh graduated ten batches of students with a total of 633 graduates and one batch from Jeddah Campus who have progressed successfully in their internship and residency programs. The Program was recognized by the World Federation of Medical Education with a positive external site visit report. Over fifteen years, the College has been actively engaged in robust community outreach services health sector in the form of continuing medical education and support for scientific societies; and to the society through programs which promote health activities and awareness to enhance the health of the society.

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## Program Vision, Mission, and Core Values

The Program mission, vision and core values were aligned with the University strategic plan 2016-2021 and were prepared in consideration of Islamic values, societal perspectives, and Saudi Vision 2030. Other considerations include the national development plan, strategic goals, policies and future plan for higher education in the Kingdom of Saudi Arabia. Furthermore we considered the national and international accreditation requirements, mainly the World Federation of Medical Education. Other specific factors that shape our mission, vision and values are the stakeholders' views including students, faculty, MNGHA partners, health system and community representatives. Their views were obtained through comprehensive SWOT analysis. These statements aim toward ambitious and balanced transformation to address the national requirements while keeping the global dimension. Based on the above, the mission, vision and core values were formulated:

### Vision

To achieve global leadership and excellence in medical education research, patient care, and community service and to be the destination for the young minds who wish to be successful physicians of the future.

### Mission

To graduate qualified physicians and provide high quality education, research, and relevant community services that promote social accountability.

## Core Values

- **High Ethical Standards and Professionalism**

We expect our faculty, staff and students to demonstrate the highest ethical standards, integrity, accountability and professionalism in their conduct.

- **Leadership and Teamwork**

We aim to enhance leadership skills and individual responsibility by conducting work in an interdisciplinary teamwork atmosphere.

- **High Quality and Excellence**

We expect our faculty, staff and students to be committed to the highest standards of quality in education, research, healthcare services and administration.

- **Relevance and Accountability**

We encourage our faculty, staff and students to be responsive to the needs of our community by addressing priority health problems.

- **Scientific Creativity**

We encourage the development of new ideas in education, research, healthcare and administration.

- **Transparency**

We encourage all stakeholders to act with clarity.

## Major Objectives

1. To provide innovative competency-based and student-centered undergraduate and postgraduate medical programs; that are well-recognized nationally, regionally and internationally.

- 2- To graduate competent physicians who provide compassionate and safe health care; relevant community services and are involved in translational research.
- 3- To utilize the rich expertise and resources of affiliated reputable health-care facilities within MNGHA along with partnership with other national health care providers to improve the health status and well-being of the Saudi society.
- 4- To promote a strong research culture within the College.
- 5- To be a socially accountable and internationally engaged College that is highly regarded for its distinctive contributions and services to Saudi society and the international community.

## Strategic Goals and Initiatives

1. **Enhance academic programs that produce highly competent physicians to obtain national, regional and international recognition. This goal is achieved by the following projects:**
  - a. Carry out systematic and regular program review and evaluation.
  - b. Apply an evidence-based, cost-effective and student-centered instructional method to cope with large intake of students.
  - c. Ensure proper implementation of the planned curriculum to be monitored by an online system that generates timely and accurate indicators of the quality of implementation.
  - d. Align competencies/learning outcomes with all curricular parameters including assessment.
  - e. Intensify efforts through innovative approaches that recruit and retain dedicated, talented, and creative faculty and staff.
  - f. Expand, strengthen and execute faculty enhancement programs.

- g. Create an online portfolio to improve the objectivity of faculty evaluation procedures in cooperation with IT.
- h. Consistently meet or exceed a reliable institutional learning environment mechanism that is supported with adequate resources.
- i. Strengthen the existing postgraduate program on medical education and open new programs on basic medical sciences.
- j. Strengthen and support the Well Student Center.
- k. Initiate a comprehensive student mentoring system and portfolio program.
- l. -Strengthen the teaching and fully operationalize the Clinical Skills Simulation Center to serve all students in different phases.

**2. Improve College national and international ranking.**

- a. Establish a unit for career choice and student support to pass national and international licensing tests.
- b. Attract funding to carry out high impact research that contributes to college ranking.
- c. Prepare the College to apply and compete for national and international awards.

**3. Strengthen the quality, quantity and impact of medical research and scholarly activities. This goal is achieved by the following projects:**

- a. Strengthen the organizational research structures within the College with policy and procedures emphasizing research ethics that improve the quality of faculty and student research.
- b. Increase funding from internal grants and other extramural sources.
- c. Develop and implement a College research strategic plan in collaboration with the Research Center in the University; to guide the leadership, coordination, and enhancement of faculty/student research activities within the College.
- d. Create a database to monitor student and faculty research and improve the reporting system.
- e. Create a mentoring program to enhance junior faculty contribution to research production.
- f. Increase the publication rate of students and faculty projects in high impact journals.
- g. Carry out faculty enhancement activities on research.

**4. Engage in community services that promote population health and contribute to enhancing social accountability of the College. This goal is achieved by the following projects:**

- a. Develop partnerships between students, healthcare providers and community stakeholders to enhance social accountability.
- b. Develop community-outreach programs in which faculty and students collaborate with other partners to provide community health and wellness services.
- c. Develop health promotion programs that are delivered through innovative technology and simulation.
- d. Integrate community-based education and research activities in the curriculum.

**5. Enhance the internal quality assurance system to ensure the sustainability of quality assurance processes and achieve the required national and international accreditation in a timely manner. This goal is achieved by the following projects:**

- a. Ensure that the targeted quality is being met, exceeded, and/or sustained using continuous assessment and

feedback.

- b. Achieve timely accreditation by national and international accrediting organizations.
- c. Implement an automated system that documents the required excellence level of the program.
- d. Provide timely feedback and dashboards that track quality activities.

**6. Enhance the integrations of the affiliated Medical cities to improve student learning, and enhance the participation of joint appointees in the College educational, research and community services activities.**

- a. Enhance the participation of joint appointees in the College educational, research and community services activities.
- b. Develop policies and procedures that expand the role of the College to integrate healthcare services and medical education.
- c. Appoint a director for undergraduate education in each clinical department.
- d. Develop an online monitoring system to determine the academic contribution of each joint appointee.
- e. Ensure ongoing monitoring of the ratio between hospital teaching capacity and College student intake.

**7. Adopt flexible and effective administrative and managerial structure that nurture timely decision making.**

- a. Modify through existing organization of the college to be aligned with the current strategic plan.
- b. Enhance College leaders' academic leadership skills through effective faculty enhancement programs or specifically designed programs.
- c. Create committees and taskforces with an identified chairperson for each project of this strategic plan.
- d. Monitor the progress of projects implementation through accurate KPIs and specially designed systems.

## Performance Management



This plan will be regularly reviewed and monitored to identify progress made on the College's goals, projects, and initiatives. Key performance indicators for measuring each initiative will serve as sensitive indicators for measuring progress. Periodic reports will be generated to update the College leaders, College council and other committees, Campus community and other stakeholders on the plan's progress. We will follow the University performance management's tools which include and not limited to the followings:

- Alignment of COM strategic goals with University goals and with AAFAQ 2029 tracks and goals. Therefore, utilizing selected specific KPIs and AAFAQ KPIs and survey results as performance tools and as an external benchmark with other Universities.
- Alignment of COM strategic goals with NCAAA standards and KPIs.
- Getting feedback from the University Unified Surveys (AJWAD).
- Specific KPIs and benchmarks for projects and initiatives linked with each of COM strategic goals.

## Alignment with Plan for the Future of University Education in the Kingdom (AAFAQ 2029)

COM Strategic Goal	KSAU-HS Strategic Goal	Corresponding AAFAQ Strategic Goal
<p><b>Goal 1:</b> Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition.</p>	<p><b>Goal 1:</b> Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent health care professionals and engaged citizens</p>	<p><b>Track 1: Access</b></p> <p><b>Goal 1:</b> Avail access for qualified students to enroll in University Education.</p> <p><b>Goal 2:</b> Improve the distribution of students’ enrollment across disciplines to meet the future national need.</p> <p><b>Goal 3:</b> Increase the University efficiency system.</p>
		<p><b>Track 2: Human Resources</b></p> <p><b>Goal 7:</b> Foster a culture of student’s competitiveness and skills development.</p>
		<p><b>Track 7: Information Technology</b></p> <p><b>Goal 18:</b> Align and integrate IT structures, systems, and applications for higher education.</p>
<p><b>Goal 2:</b> Improve College national and international ranking</p>	<p><b>Goal 2:</b> Strengthen health sciences research and scholarly activities that are nationally relevant and internationally competitive</p>	<p><b>Track 4: Research and Innovation</b></p> <p><b>Goal 10:</b> Increase the number of researchers, in accordance with the best international rates</p> <p><b>Goal 11:</b> Enhance the research expenditure at par with best international practices.</p> <p><b>Goal 12:</b> Enhance capacity, productivity and quality of research innovation.</p> <p><b>Goal 13:</b> Improve research management and coordination, and anvil the necessary conducive environment.</p>
<p><b>Goal 3:</b> Strengthen medical research and scholarly activities</p>	<p><b>Goal 3:</b> Create and facilitate university-wide involvement in services that promote community health and engage in social responsibility</p>	<p><b>Track 8: Infrastructure</b></p> <p><b>Goal 20:</b> Sustain and maintain infrastructure and provide a conducive environment for learning and research</p>

COM Strategic Goal	KSAU-HS Strategic Goal	Corresponding AAFAQ Strategic Goal
<p><b>Goal 4:</b> Engage in community services that promote population health and contribute to enhancing social accountability of the College</p>	<p><b>Goal 4:</b> Enhance the internal quality assurance system to ensure the sustainability of quality assurance processes and achieve the required accreditation in a timely manner</p>	<p><b>Track 1: Access</b></p> <p><b>Goal 3:</b> Increase the University efficiency system.</p> <p><b>Track 3: Programs and Curricula</b></p> <p><b>Goal 8:</b> Enhance the broad-based educational contents and improve the quality of teaching, learning, and assessment</p> <p><b>Goal 9:</b> Enhance the quality of academic programs throughout the higher education system, and acquire national and international accreditation.</p>
<p><b>Goal 1:</b> Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition</p>	<p><b>Goal 5:</b> Attract, recruit, and retain highly qualified faculty and other personnel, and provide opportunities for professional enhancement</p>	<p><b>Track 2: Human Resources</b></p> <p><b>Goal 4:</b> Improve student-to-faculty ratio to be in line with international best practices.</p> <p><b>Goal 5:</b> Increase the percentage of faculty holding doctoral degrees, develop, and retain them.</p> <p><b>Goal 6:</b> Enhance staff qualification,, skills, and performance</p>
<p><b>Goal 6:</b> Consolidate the integrations of the Medical College in all medical Cities, and enhance the participation of joint appointees in the College educational, research and community services activities</p>	<p><b>Goal 6:</b> Consolidate the integrations of Medical Cities, the University, and the Research Center to reach the status of a unified health system</p>	<p><b>Track 5: Governance</b></p> <p><b>Goal 14:</b> Improve flexibility and responsiveness, assign clear responsibilities, and maintain institutional accountability.</p>
<p><b>Goal 7:</b> Adopt flexible and effective administrative and managerial structure that nurture timely decision making</p>	<p><b>Goal 7:</b> Fortify the financial foundation of the university</p>	<p><b>Track 6: Financing</b></p> <p><b>Goal 16:</b> Sustain and diverse resources of funds for higher education.</p>
<p><b>Goal 7:</b> Adopt flexible and effective administrative and managerial structure that nurture timely decision making</p>	<p><b>Goal 8:</b> Foster administrative performance that facilitates timely decision-making and efficiency at all levels of the institution</p>	<p><b>Track 5: Governance</b></p> <p><b>Goal 14:</b> Improve flexibility and responsiveness, assign clear responsibilities, and maintain institutional accountability.</p> <p><b>Goal 15:</b> Promote excellence in leadership, cooperation, and transparency within the higher</p>

		education system.
<b>COM Strategic Goal</b>	<b>KSAU-HS Strategic Goal</b>	<b>Corresponding AAFAQ Strategic Goal</b>
<b>Goal 1:</b> Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition	<b>Goal 9:</b> Enrich the quality of campus life and sense of community	<b>Track 7: Information Technology</b> <b>Goal 17:</b> Avail low-cost access to broadband network <b>Goal 19:</b> produce and disseminate e-contents for the higher education community and society at large.

## Alignment with the Saudi Vision 2030

Vision 2030 Theme	Vision 2030 Goals	COM-KSAU-HS Strategic Goals	KSAU-HS Strategic Goals
<p>The skills and competencies of our children are one of the most important and cherished assets. To make the most of their potential, we will build a culture that rewards determination, provides opportunities for all and helps everyone acquire the necessary skills to achieve their personal goals. To this end, we will reinforce the ability of our economy to generate diverse job opportunities and institute a new paradigm in attracting global talents and qualifications.</p>	<ol style="list-style-type: none"> <li>1. Close the gap between the outputs of higher education and the requirements of the job market.</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition.</li> </ol>	<ol style="list-style-type: none"> <li>1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.</li> </ol>
	<ol style="list-style-type: none"> <li>2. Help guide students to make careful career decisions.</li> </ol>	<ol style="list-style-type: none"> <li>2. Improve College national and international ranking</li> <li>3. Strengthen medical research and scholarly activities</li> <li>5. Enhance the internal quality assurance system to ensure the sustainability of quality assurance processes and achieve the required national and international accreditation in a timely manner</li> </ol>	<ol style="list-style-type: none"> <li>2. Strengthen health sciences research and scholarly activities that are nationally relevant and internationally competitive.</li> <li>3. Create and facilitate university-wide involvement in services that promote community health and engage in social responsibility.</li> <li>4. Enrich the quality of campus life and sense of community.</li> </ol>

Vision 2030 Theme	Vision 2030 Goals	COM-KSAU-HS Strategic Goals	KSAU-HS Strategic Goals
	2. Help guide students to make careful career decisions. <i>(continued..)</i>	6. Consolidate the integrations of the Medical College in all medical Cities, and enhance the participation of joint appointees in the College educational, research and community services activities	
	3. Train students and facilitating their transition between different educational pathways.	1. Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition.	5. Attract, recruit, and retain highly qualified faculty and other personnel, and provide opportunities for professional enhancement.  6. Consolidate the integrations of Medical Cities, the University, and the Research Center to reach the status of a unified health system.
	4. Have at least five Saudi universities among the top 200 universities in international rankings.	1. Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition.  4. Engage in community services that promote population health and contribute to enhancing social accountability of the College.	1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.  4. Enhance the internal quality assurance system to ensure the sustainability of quality assurance processes and achieve the required accreditation in a timely manner.  7. Fortify the financial foundation of the university.  8. Foster administrative performance that facilitates timely decision-making and efficiency at all levels of the institution.

<b>Vision 2030 Theme</b>	<b>Vision 2030 Goals</b>	<b>COM-KSAU-HS Strategic Goals</b>	<b>KSAU-HS Strategic Goals</b>
	<p>5. Help our students achieve results above international averages in global education indicators.</p>	<p>1. Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition.</p>	<p>1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.</p>