



جامعة الملك سعود بن عبدالعزيز للعلوم الصحية
KING SAUD BIN ABDULAZIZ UNIVERSITY FOR HEALTH SCIENCES

Medicine Program/KSAU-HS STRATEGIC PLAN 2017-2022 (MP/KSAU-HS 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 with Deanship of postgraduate studies lead to the foundation of KSAU-HS In 2006. The College of Medicine-Jeddah(COM-J), King Saud bin Abdulaziz University for Health Sciences (KSAU-HS) was established in January 2010 following the foundation of the College of Medicine in Riyadh almost six years earlier. The two colleges forming the medicine program are considered as one of the pillars 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. Prominent of these achievements are the graduation of more than 600 physicians who are now practicing smoothly and efficiently 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 team responsible for this project guided by the University strategic plan and roadmap managed to develop a strategic plan for the Program for the next five years (2017 – 2022). The plan is consistent with the University, national medical framework (Saudi-Med) as well as NCAAA and international accrediting bodies' requirements. Moreover, this plan was based and aligned with the University strategic plan 2017-2022, which in turn compatible with national strategies and international standards. This plan is expected to contribute to university 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 strategic plan is supposed to avert and avoid. Strategic plan informs how and where we are heading to; and when we will reach our target; and how well we have reached. Following more than fourteen years since the establishment of COM-R, and eight years following the establishment of the COM-J, (both colleges under the Medicine Program/KSAU-HS) a lot has been achieved in education, research and services. We have adopted the Sydney University superb curriculum which fosters student centered learning, critical thinking and problem solving. The COM-R took a leading position nationally and regionally through recognition by World Federation of Medical Education (WFME), as well as implementing a successful Masters in Medical Education program. COM-J is following the same steps of achievements. The Medicine Program in both campuses 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 of the current strategic plan. Other goals are stated to re-enforce and further strengthen existing successful experiences.

As a founding Dean of COM-R 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 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 being specialized University in the health sciences field, is considered a distinguished and pioneering institute nationally and regionally. The Medicine Program including the two campuses in Riyadh and Jeddah has 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 be reached 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 Medicine Program Strategic Plan (MP/KSAU-HS 2017-2022), will serve as role model for other colleges in availing a hand-on experience. This plan is expected to provide concrete guidelines and 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 the 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 this plan. This was achieved – Allah willing – through the massive support we received from King Salman bin Abdulaziz, the Crown Prince, and the additional support by His Highness the Minister of National Guard and the Minister of Education.

Prof. Mohamed Al Moamary

Vice President 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 hand-on experience of the University made it easy for us to accomplish our plan. First we started by formulating a committee for the plan. We 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 survey to all faculty and joint appointees, in addition, to the conduction of more than ten focus groups discussions. Data were 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 (MP/KSAU-HS 2017-2022) 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, the College of Medicine-Jeddah (COM-J) has bloomed under the medicine program at KSAU-HS, to become a leading medical institution in Saudi Arabia, imparting 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 bring out their skills in extracurricular activities. Fine arts, sports, and social service are encouraged and practiced.

Our endeavor has always been to provide the best to our students and to prepare them to take up the challenges of tomorrow, so that when they come out of the institutions 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 under the Medicine Program KSAU-HS, since its inception in 2004, has developed strategic plan with mission vision values and goals. In year 2008 the Program adopted the KSAU-HS strategic plan until the year 2015. These strategic plans have well served the Program needs in its educational, research and community services goals. Following the establishment of Deanship and vice presidency for quality and development needs arise to state 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 in stable grounds 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 Medicine Program (MP) strategic plan (MP/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 local and regional influence. The MP/KSAU-HS 2021 plan pave the way for the next five years and serve as means to monitor progress and accomplishments aiming toward global leadership in medical education. MP/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 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 1st 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 11th of September 2004 as a graduate entry program. The college accepted high school students in its second stream on September 2008. The annual number of enrolled students has increased to 300 students on 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 rich and long 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 on 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 curricula. This curriculum is designed to meet best educational standards through collaborative work with Sydney University which is a leading top international University. This curriculum is outcome-based and recently guided by Saudi-Med national competencies. The main goal is to

graduate highly competent physician, 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 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 Medicine Program in both Campuses existed within the University which has undertaken an extensive building program that has produced 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 building with 20,000 meter square was established which include 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 20000 m three stories 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 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 by reaching to the community with health promotion activities that enhance the health of the society.

Program Vision, Mission, and Core Values

The Medicine 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, the Saudi Vision 2030. Other considerations include the national development plan, strategic goals, the 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, MNG-HA 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

- **Professional behavior:** honesty, respect, fairness, compassion, integrity and altruism.
- **Teamwork:** collaboration and cooperation.
- **Accountability:** Response to national health priorities, responsibility and fulfilling duty.
- **Transparency:** acting with clarity.
- **Excellence:** commitment to quality performance, innovation and creativity.

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 involve 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 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 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 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.
 - m. Improve the utilization of students to use e-resources and improve the library resources in general.
- 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 contribute 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 student, 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 indicator 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 same performance management's tools of the University which include and not limited to the followings:

- Alignment of Medicine Program 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 Medicine Program 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 medicine program strategic goals.

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

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

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

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

Alignment with the Saudi Vision 2030

Vision 2030 Theme	Vision 2030 Goals	Medicine Program/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"> 1. Close the gap between the outputs of higher education and the requirements of the job market. 	<ol style="list-style-type: none"> 1. Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition. 	<ol style="list-style-type: none"> 1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.
	<ol style="list-style-type: none"> 2. Help guide students to make careful career decisions. 	<ol style="list-style-type: none"> 2. Improve College national and international ranking 3. Strengthen medical research and scholarly activities 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 	<ol style="list-style-type: none"> 2. Strengthen health sciences research and scholarly activities that are nationally relevant and internationally competitive. 3. Create and facilitate university-wide involvement in services that promote community health and engage in social responsibility. 4. Enrich the quality of campus life and sense of community.

Vision 2030 Theme	Vision 2030 Goals	Medicine Program/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.

Vision 2030 Theme	Vision 2030 Goals	Medicine Program/KSAU-HS Strategic Goals	KSAU-HS Strategic Goals
	<ol style="list-style-type: none"> 5. Help our students achieve results above international averages in global education indicators. 	<ol style="list-style-type: none"> 1. Strengthen and expand academic programs that produce highly competent physicians to obtain national, regional and international recognition. 	<ol style="list-style-type: none"> 1. Bring KSAU-HS national and international recognition by continuously enhancing academic programs that create highly competent healthcare professionals and engaged citizens.