



**KING SAUD bin ABDULAZIZ UNIVERSITY *for* HEALTH SCIENCES**  
**College of Nursing**

**Riyadh – Jeddah – Al Ahsa**

**Strategic Plan**

**2022-2027**

**Transforming Vision into Reality**

## College's Message

We, at College of Nursing (CON), recognize that strategic planning enhances progress and advancement in education and knowledge. The college's educational, research and community activities will ensure that our mission remains responsive and focused on community needs.


For CON to fulfill its mission, we believe it is imperative to be strategically agile in keeping pace with the dynamic, demanding and competitive nature of the national and global environment.

Driven by the ultimate aim to position the College of Nursing graduates in leading roles in the today dynamic health care delivery system, this strategic plan was developed with a unique value that ensured constructive assessment of our current status and accountability in relation to what we have pledged to accomplish.

We have been fortunate with the engagement and commitment of many individuals who have contributed to the development of this plan: CON faculty, staff and valued students, our Ministry of National Guard Health Affairs (MNGHA) stakeholders in the Nursing Services and clinical sites, university administrators, national and international visitors and reviewers.

Multiple initial strategy sessions were held to examine compliance with national and international quality standards for strategic planning. Deliberation continued until consensus among all stakeholders about the plan had emerged. Our team continues to invest time, energy and effort in refining and reviewing college-wide activities and processes for continuous improvement of teaching, learning, scholarship and service.


Finally, we would like to extend our appreciation and gratitude to His Excellency, the President of King Saud bin Abdulaziz University for Health Sciences; as well as to the Vice Presidents of Educational Affairs, Postgraduate Education and Quality Management Affairs, for their continuous support and guidance. Our special thanks to College of Nursing's faculty, students and staff for their innovative contributions and passion for excellence.



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## **Introduction**

College of Nursing (CON) was established by Royal Decree number 18226 dated 11/9/1422H (2001). The College of Nursing – Riyadh (CON-R) branch was established in March 2002 and is located in the Central Region of Saudi Arabia. The College of Nursing – Jeddah (CON-J) branch was opened in September 2006 and it is located in the Western Region. The College of Nursing – Al Ahsa (CON-A) branch was opened in September 2008 and it is located in the Eastern Region.

Initially, College of Nursing offered the Bachelor of Science in Nursing (BSN). Then the postgraduate program, Master of Science in Nurse Midwifery, was introduced. It implements contemporary curricula designed to meet the best educational standards through collaborative work with leading national and international nursing education institutions. Curricula for the nursing programs have been benchmarked with reputable universities in North America. It is expected within the next five years to have more postgraduate programs.

Highly qualified, multicultural faculty and staff have been recruited from different countries. Several Saudi scholarship recipients were sent abroad to achieve postgraduate degrees and have been appointed as faculty at College of Nursing.

At each campus, state of the art classroom, e-learning and clinical simulation technologies enable College of Nursing to high quality education. Staff and students have access to a digital, in addition, to a physical library. Clinical teaching and learning occur in well-equipped clinical simulation laboratories as well as health care facilities. Clinical training is offered in collaboration with MINGHA Medical Cities whereby students have access to in-patient, ambulatory, primary and tertiary health care and community-based care settings. In addition, collaboration have also been established to utilize clinical learning opportunities at other health institutions.

College of Nursing render community services which is supported by the community services unit. Scholarly inquiry is being facilitated by research committees supported by functional student research units.

As of today, College of Nursing is proud to have more than 1700 qualified graduate nurses who are fully equipped with knowledge and skills to be an essential part of Saudi Nurses workforce. Within the coming four years, the college is expected to have more graduates from 1800 enrolled students in the BSN program in the three campuses. In addition, the college has offered Master of Science in Nurse Midwifery program with first batch graduated in 2017 and the College of Nursing is looking forward opening further postgraduate programs in different specialities.

### **KSAU-HS Vision**

A globally leading health sciences University ambitiously serving the nation's health.

### **KSAU-HS Mission**

The University aims to graduate distinguished healthcare professionals, pursue synergistic advanced health sciences education and innovative research, and promote effective community partnership.

### **Core Values:**

- **Ethical behaviour:** honesty, respect, and fairness.
- **Teamwork:** effective collaboration and communication.
- **Accountability:** fulfilling duty.
- **Transparency:** integrity and clarity.
- **Excellence:** quality performance, innovation and creativity.
- **Social Responsibility:** act in the best interest of the nation's health

### **Strategic Goals:**

Strategic Goal 1: Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines

Strategic Goal 2: Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system

Strategic Goal 3: Create vibrant on-campus quality of life, and develop sustainable community partnerships

Strategic Goal 4: Pursue a sustainable financial foundation for the university that supports its bright future

Strategic Goal 5: Optimize operational processes to achieve organizational excellence

### **CON Mission**

CON prepares nursing graduates to transform healthcare through high quality academic and research foundation and respond to changing community needs in various health care settings.

### **CON Vision**

A globally leading health sciences College ambitiously serving the nation's health.

### **Values**

- **Excellence:** Quality Performance, Innovation and Creativity
- **Professionalism:** Accountability, Responsibility, and Commitment to ethical values
- **Caring:** Safe, Compassionate, and Competent
- **Social responsibility:** Community Involvement
- **Teamwork:** Collaboration and Cooperation
- **Transparency:** Academic and Professional Integrity and Clarity.

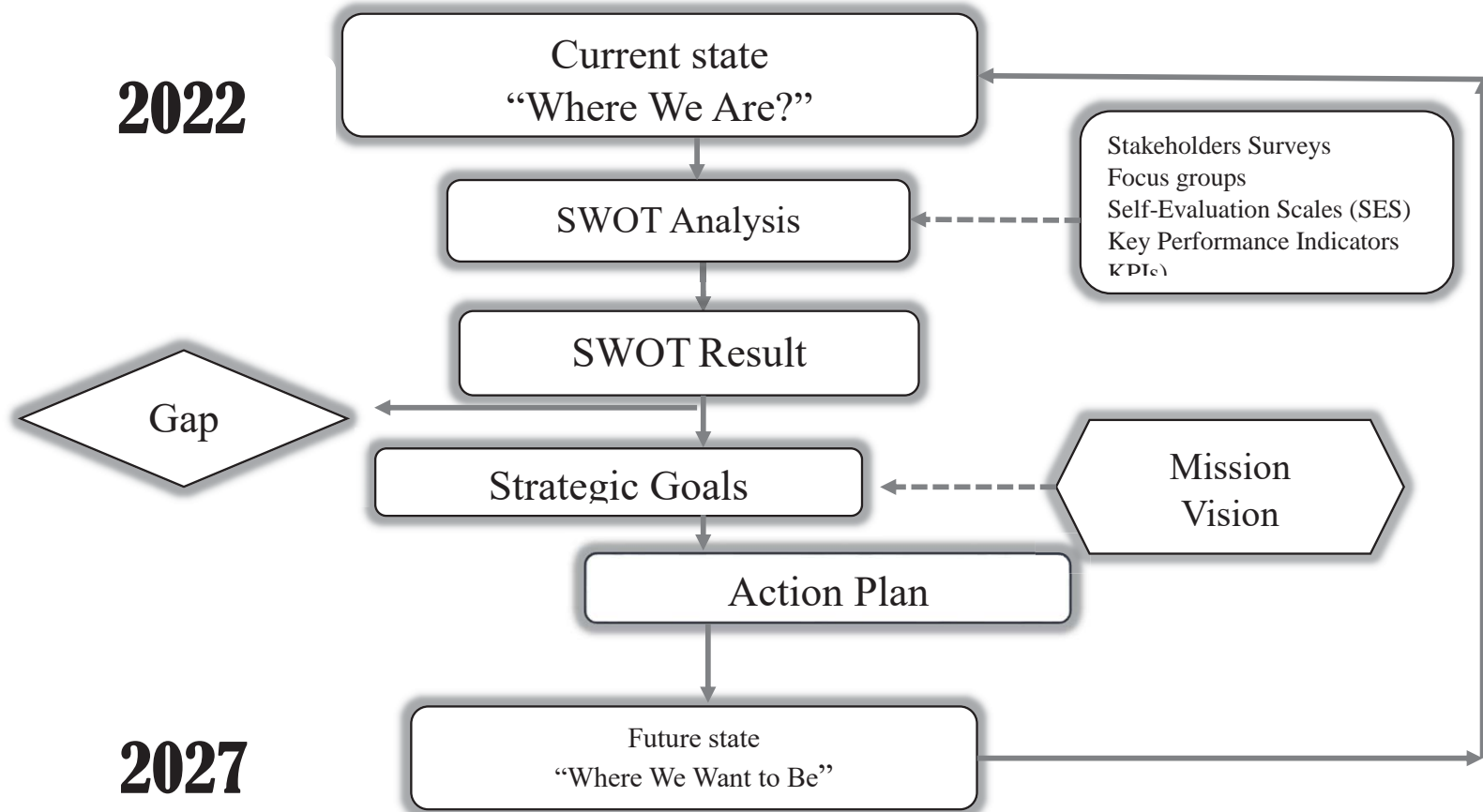
**CON Goals**

1. Enhance the quality of all academic programs in consistence with the best practices of nursing education.
2. Achieve and maintain academic accreditation.
3. Enhance excellence in nursing research by collaboration among the university, research center, and health system.
4. Promote community engagement in response to community health needs and promote quality of campus life in response to stakeholders’ needs.

<b>BSN Mission</b>	<b>MSNM Mission</b>
BSN program prepares nurses with high quality nursing education, professional practice, and leadership skills to provide holistic healthcare, conduct research, and promote health in communities.	The mission of the Master of Science in Nurse-Midwifery program is to prepare clinically, scholarly and culturally competent nurse midwives who provide quality care to women, newborns, families, and communities.
<b>BSN Goals</b>	<b>MSNM Goals</b>
<ol style="list-style-type: none"> <li>1. Equip students with the knowledge and skills to provide high quality nursing in various health settings</li> <li>2. Achieve and maintain program academic accreditation</li> <li>3. Promote nursing research foundation and achievement of BSN graduates</li> <li>4. Enhance BSN graduates’ involvement in community services</li> </ol>	<ol style="list-style-type: none"> <li>1. Equip students with the advanced knowledge and skills to provide high quality midwifery care</li> <li>2. Achieve and maintain program academic accreditation</li> <li>3. Equip graduates with the skills needed to interpret and apply research findings into evidence-based midwifery practice</li> <li>4. Establish partnership with community agencies to promote health outcomes of women, newborns and families</li> </ol>

## SWOT Analysis

The SWOT analysis is part of the strategic planning process. Specifically, SWOT is part of the situation analysis of internal and external environment, where the organization determines “Where We Are” and potential performance “Where We Want To Be”. Then, the Gap analysis was conducted to help in transforming its vision into reality and to launch a comprehensive plan to fill out the gap between the current state and desired state. As presented below, a flow chart for the conducted SWOT analysis was developed.



### SWOT Analysis



Strengths, Weaknesses, Opportunities, and Threat (SWOT) analysis is a useful planning method that helps organizations to act proactively. In order to build a structured and well-informed strategic plan for the College of Nursing, Unified Quality Assurance and Academic Accreditation (QAAA) Committee has conducted data collection at each campus (CON-R, CON-J, and CON-A) and then the results were combined. The data was collected using online surveys, phone interviews and focus groups. Different groups of the College of Nursing stakeholders were included such as faculty members, academic administrators, administrative staff, undergraduate and post graduate students. External stakeholders were also included such as alumni, field experience staff, and employers. Based on the SWOT analysis, the internal factors (Strength and Weaknesses) and external factors (Opportunities and Threat) are listed as follows:



## **Internal factors**

### **A. Strengths**

1. Accredited and specialized Health Sciences University
2. CON mission is guiding strategic goals.
3. Conditional accredited program.
4. Adequate research courses that support program mission
5. Graduate first place in passing national Saudi Nursing Licensure Exam (SNLE).
6. High completion rate of master students.
7. High graduates' employment rate.
8. Stable financial resources - Tuition free programs
9. Effective leadership and coordination among the three campuses (sites)
10. Established organizational governance structure in forms of well-structured committees and units to achieve CON mission in terms of academic, research, community and quality assurance.
11. Availability of policies and procedures to ensure systematic and structured performance.
12. Diverse faculty and staff background.
13. Professional development support for faculty and staff
14. Availability of online workshops and seminars.
15. Qualified international field experience staff.
16. Excellent clinical/laboratory student-faculty ratio.
17. Secured high standard, accredited and accessible clinical/field training sites through structured collaboration.
18. Well established academic advising and counselling system with flagging and tracking system for students.
19. Support and utilization of student wellness centre.
20. Highly equipped simulation centre.
21. Up to date physical and digital library resources.
22. Structured virtual education support, policies and faculty and students' training.
23. IT support and digitalization of services for all staff, students and faculty during pandemic
24. Transforming curricula mode of instruction to include Blended mode.
25. Access to research support services including but not limited to training, data management and analysis, consultation, IRB, awards and incentives and grants for faculty and students.
26. Faculty academic and research mentorship program and governing policies.

27. Research tracking database system for faculty and students.
28. Scholarship program for Post Graduate students.
29. Offering of postgraduate programs.
30. Unified Progress test to assess students' progress towards achieving their learning outcomes and prepare them for SNLE.
31. Structured and diverse community service activities.
32. Collaboration with community stakeholders.

## **B. Weaknesses**

1. Unachieved target of BSN Students completion rate.
2. Inadequate Number of Research Publications.
3. Limited faculty research mentorship and interdisciplinary research.
4. Unsatisfactory students' recreational and sport activities.
5. Unsatisfactory catering service.
6. Lack of research and community partnership.
7. Long recruitment process of faculty members
8. Difficulty in finding and recruiting specialized faculty members to initiate postgraduate programs.

## **External Factors**

### **C. Opportunities**

1. Growing need of Nursing professionals in Saudi Arabia
2. Growing interest in nursing as a future career
3. 2030 vision programs for nursing profession.
4. International and national collaboration.
5. Proposal for admission for male candidates
6. Different postgraduate programs.
7. Exchange students program.

#### **D. Threats**

1. IT safety issues such as: Cyber Attacks
2. Inadequate nursing job classifications and career ladder
3. Competitive governmental and private nursing programs

## College of Nursing Strategic Goals and Initiatives/Projects

**Goal 1. Enhance the quality of all academic programs in consistence with the best practices of nursing education.**

Project	Initiative	CON KPIs
<b>1.1. Academic programs evaluation</b>	<b>1.1.1</b> Evaluate the quality of courses by Students	<ul style="list-style-type: none"> <li>• KPI-P-03 Students' evaluation of the quality of the courses</li> <li>• KPI-P-CON 16 Students' evaluation of adequacy of academic advising and counselling services</li> </ul>
	<b>1.1.2</b> Evaluate the quality of programs by Students	<ul style="list-style-type: none"> <li>• KPI-P-02-Students' Evaluation of quality of learning experience in the program</li> <li>• KPI-PG-4 Student evaluation of quality of scientific supervision</li> </ul>
	<b>1.1.3</b> Evaluate Program Graduates' Proficiency by the Employers	<ul style="list-style-type: none"> <li>• KPI-P-09 Employers' evaluation of the program graduate's proficiency</li> </ul>

<b>Project</b>	<b>Initiative</b>	<b>CON KPIs</b>
<b>1.2</b> Monitoring students' academic progress	<b>1.2.1</b> Analyse students' completion rate	<ul style="list-style-type: none"> <li>• KPI-P-04 Completion rate</li> </ul>
	<b>1.2.2</b> Assess program learning outcomes	<ul style="list-style-type: none"> <li>• KPI-P-06 Students' performance in the professional and/or national examinations</li> <li>• KPI-P-CON 8 Percentage of achieved program learning outcomes</li> </ul>
<b>1.3</b> Monitoring alumni employability and postgraduate studies	<b>1.3.1</b> Track alumni employability	<ul style="list-style-type: none"> <li>• KPI-P-07A –Graduates' employability</li> </ul>
<b>1.4</b> Management of academic environment	<b>1.4</b> Enhance supportive learning, teaching and working environment	<ul style="list-style-type: none"> <li>• KPI-P-11 –Ratio of students to teaching staff</li> <li>• KPI-P-12 –Percentage of teaching staff academic ranking distribution</li> <li>• KPI-P-13 –Proportion of teaching staff leaving the program</li> <li>• KPI-P-10 –Students' satisfaction with the offered services</li> <li>• KPI-P-17 –Satisfaction of beneficiaries with the learning resources</li> <li>• KPI-P-CON 10- Proportion of teaching staff participating in professional development activities during the past year</li> </ul>

**Goal 2. Achieve and maintain academic accreditation**

<b>Project</b>	<b>Initiative</b>	<b>CON KPIs</b>
<b>2.1</b> Achieve and maintain academic accreditation	<b>2.1.1</b> Sustain accreditation eligibility criteria	<ul style="list-style-type: none"> <li>• KPI-P-01- Percentage of achieved indicators of the program operational plan objectives</li> </ul>

**Goal 3. Enhance excellence in nursing research by collaboration among the university, research centre, and health system**

<b>Project</b>	<b>Initiative</b>	<b>CON KPIs</b>
<b>3.1</b> Accelerate research support and resources	<b>3.1.1</b> Enhance faculty and student publications	<ul style="list-style-type: none"> <li>• KPI-P-CON 11 - Number of students' publications</li> <li>• KPI-P-15 –Rate of published research per faculty member</li> <li>• KPI-P-16 –Citations rate in refereed journals per faculty member</li> </ul>
	<b>3.1.2</b> Enhance research mentorship among faculty	<ul style="list-style-type: none"> <li>• KPI-PG-18B- Presented papers in conferences to the total number of students in the program during that year</li> <li>• KPI-PG-19B- Number of awards of excellence</li> </ul>

<b>Project</b>	<b>Initiative</b>	<b>CON KPIs</b>
	<b>3.1.3</b> Evaluate stakeholders' satisfaction and utilization of research resources	<ul style="list-style-type: none"> <li>• KPI-P-CON 12- Faculty satisfaction with research resources and support</li> <li>• KPI-PG- 14- Satisfaction of beneficiaries with research facilities and equipment</li> </ul>

**Goal 4. Promote community engagement in response to community health needs and promote quality of campus life in response to stakeholders' needs**

<b>Project</b>	<b>Initiative</b>	<b>CON KPIs</b>
<b>4.1</b> Foster faculty and student's collaboration in providing community health services	<b>4.1.1</b> Enhance faculty contribution in community services	<ul style="list-style-type: none"> <li>• KPI-P-CON 1 - Percentage of full time teaching staff engaged in community service activities.</li> <li>• KPI-P-CON 2 - Number of community education programs provided by faculty</li> </ul>
	<b>4.1.2</b> Enhance students and alumni contribution in community services	<ul style="list-style-type: none"> <li>• KPI-P-CON 3 -Percentage of students actively engaged in community service activities.</li> <li>• KPI-P-CON 4 - Number of community activities with alumni involvement.</li> </ul>
<b>4.2</b> Promote quality of campus life in response to faculty and students' needs	<b>4.2.1</b> Measure stakeholder's satisfaction with campus services and facilities	<ul style="list-style-type: none"> <li>• KPI-P- CON 17-Faculty' satisfaction with the offered services</li> <li>• KPI –P-10- Students' satisfaction with the offered services</li> </ul>

**Alignment of Strategic Plan of College of Nursing with KSAU-HS**

<b>KSAU-HS Strategic Goals</b>	<b>College of Nursing Strategic Goals</b>	<b>BSN Strategic Goals</b>	<b>MSNM Strategic Goals</b>
Goal 1: <b>Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines</b>	1. Enhance the quality of all academic programs in consistence with the best practices of nursing education.	1. Equip students with the knowledge and skills to provide high quality nursing in various health settings	1. Equip students with the advanced knowledge and skills to provide high quality midwifery care.
	2. Achieve and maintain academic accreditation	2. Achieve and maintain program academic accreditation	2. Achieve and maintain program academic accreditation
Goal 2: <b>Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system</b>	3. Enhance excellence in nursing research by collaboration among the university, research centre, and health system.	3. Promote nursing research foundation and achievement of BSN graduates.	3. Equip graduates with the skills needed to interpret and apply research findings into evidence-based midwifery practice.
Goal 3: <b>Create vibrant on-campus quality of life, and develop sustainable community partnerships</b>	4. Promote community engagement in response to community health needs Promote quality of campus life in response to stakeholders' needs	4. Enhance BSN graduates' involvement in community services.	4. Establish partnership with community agencies to promote health outcomes of women, newborns and families.



<b>Goal 4: Pursue a sustainable financial foundation for the university that supports its bright future</b>	-	-	-
<b>Goal 5: Optimize operational processes to achieve organizational excellence</b>	-	-	-