

**University of Tabuk**

**College of Pharmacy**

**First Strategic Plan**

**1438/1439 - 1442/1443 Hijri**

**2018 - 2022 Gregorian**

## **The Message of the Dean of the College**

Praise be to God, prayer and peace be upon the Messenger of Allah.

Since its inauguration, the College of Pharmacy at University of Tabuk has sought administrative and institutional excellence to achieve the overall quality of the educational process in order to provide the society with highly competent graduates who contribute effectively in the improvement of the health of the people and society.

The outstanding education and investment in the youth of the homeland is one of the basic pillars for attaining the vision of 2030. In this respect, the College has followed the internal quality system in all its educational and research activities related to the service of Saudi society.

Motivated by its belief in the importance of strategic planning to reach distinguished graduates who are able to compete, the college management has prepared its initial strategic plan covering the period 2018-2022. The plan includes the vision and mission of the college as well as its strategic objectives, through which the performance indicators can be tracked and measured to determine the progress that has been made in all fields. In addition, operational performance indicators were determined and linked to a specific time plan.

Finally, the college must remain open to the social and developmental issues of the society, which stem from the needs of society and the national trends that are consistent with the vision of the Kingdom.

**Dean of the College**

**Dr. Alaa bin Abdullah Ba-qalaql**

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## **The Executive Summary**

As a result of the significant developments and challenges facing pharmaceutical education in Saudi Arabia and the strong competition between the relevant educational institutions at the national, regional and international levels, the College of Pharmacy University of Tabuk was keen to play its pivotal role and fulfill its commitment to provide high quality education adapted to the needs of the labor market.

The College formed a committee to prepare the strategic plan and supervise its implementation. The committee developed a realistic vision for the plan using scientific methodologies and based on the data of its internal and external environment and directed towards achieving the strategic goals of the college in order to contribute to realizing the vision of the Kingdom 2030.

The College has adopted an updated program for pharmaceutical education, which grants the degree of Doctor of Pharmacy (Pharm D), and has established and used the latest state-of-the-art technology of teaching aids, attracting and appointing competent faculty members, thus helping the students to develop the required knowledge and skills. The plan also outlines the main features of faculty members in their quest for "excellence in education" supported by partnerships between the college and society and interest in applied scientific research which is priority to the knowledge economy and sustainable development.

This plan was launched from the contents of the vision and mission of the College which emphasized the excellence in pharmaceutical education through the provision of advanced academic programs committed to international standards of excellence and quality in the fields of education, scientific research and community service. In order to achieve the

College's vision and mission, the plan presented a general description of the priority strategic issues of the college, in the form of practical and measurable strategic objectives. These strategic directions focused on excellence in teaching and learning as well as the development of applied scientific research, participation in the service of society. The strategic directions also include the building of a stimulating and attractive university environment, and improving the administrative and financial system, as well as diversifying sources of income

The most important feature of this plan is the adoption of the work team on the approach of expanding the circle of participation for all employees of the college, the university and the local community in the strategic planning process through workshops, dialogues and discussions, in addition to emphasizing the importance of feedback from the beneficiaries

### **About the College:**

The Custodian of the Two Holy Mosques, the President of the Higher Education Council, approved the minutes of the Council of Higher Education at its 71<sup>st</sup> session held on 14/11/1433 H, by the honorable telegram No. 7385 dated 26/2/1434 AH, where decision No. 11 / 71/1433, which includes approval of the establishment of the College of Pharmacy at Tabuk University.

### **Scientific Departments:**

The college has five scientific sections:

- 1- Pharmaceutics department.
- 2- Department of Pharmaceutical Chemistry.

3- Department of Pharmaceutical Practice.

4- Department of Pharmacology and Toxicology.

5. Natural Products and Alternative Medicine Section.

These departments are involved in the preparation of a graduate who will be awarded a pharm D degree.

### **Number of faculty members**

#### **Male section**

Professor	Associate professor	Assistant professor	Lecturer	Teaching assistant
2	4	8	1	1

#### **Female section**

Professor	Associate professor	Assent professor	lecturer	Teaching assistant
-	2	4		1

### **Number of Scholarships:**

male section	4
female section	4

**Number of Students****Male section**

Preparatory year	Second Year	Third Year	Fourth year	Fifth year
36	43	30	21	14

**Female section**

Preparatory year	Second Year	Third Year	Fourth year	Fifth year
46	46	31	-	

**Faculty location:****Male section**

University of Tabuk main campus, building No. (3), Tabuk, North West of Saudi Arabia.

Number of classrooms: 5

**Number of laboratories: 5**



## **Female section**

University of Tabuk main campus, Faculty of medicine, Building No. (42) Entrance (4)  
Tabuk, North West of Saudi Arabia.

Number of classrooms: 7

Number of laboratories: 9

## **Definition and importance of strategic planning**

Strategic planning is a long-term planning that takes into account the internal and external variables and identifies the sectors and the target segments and the method of competition. Strategic management is the top of the management pyramid in thought and application.

The strategic planning makes the overall objectives of the institution clear to all and thus lead to the general goal that governs all decisions and directs the plans of departments or sectors of work, leading to unifying the effort of all workers to achieve one goal.

The work without planning is time consuming and wasteful. Chaos and improvisation become widespread and achieving the goal is out of reach. The most important thing is that strategic planning sets out its expectations for the future and the surprises and fluctuations it may have. The goals to be reached are future goals. The planning process includes a number of key components: goal setting, forecasting, policies and programs, procedures, and finally implementation mechanisms and implementation officers

## **Stages of preparation and follow-up of the implementation of the first strategic plan of the College:**

### **The First Stage: Adaptation to set the strategic plan through:**

1. Assigning the committee to prepare and follow up the strategic plan's execution.
2. Editing the plan's sources and policy.
3. Alignment with the university Vision to achieve the vision of the Kingdom 2030.
4. Adaptability with the standards of The National Center for Academic Accreditation and Assessment.

### **The Second Stage: Environmental Analysis.**

A team was formed to complete the environmental analysis of the college, which in turn implemented the principle of participation in the preparation of the strategic plan for all categories of stakeholders through workshops (10 workshops), questionnaires and interviews (directed towards stakeholders in public hospitals, hospitals of the Ministry of Health, King Salman Hospital for the Armed Forces, Tabuk Pharmaceutical Company as well as students and pharmacists in community pharmacies) to identify the College's vision, mission, values, issues, goals and initiatives.

### **The Third Stage: Drafting the strategic plan includes:**

- Drafting the Faculty's vision and mission.
- Defining the Faculty's values and principles.
- Determining the significant strategic issues at the Faculty.
- Formulating the strategic goals.
- Pinpointing the strategic performance indicators.
- Marking the initiatives and its functional objectives.
- Identifying operational performance indicators.

**The Fourth Stage: Setting the Executive Plan. It includes:**

- Initiatives are prioritized annually
- Estimated budget
- Timeline for implementation
- Determining the authorized party.
- Follow-up and evaluation mechanisms.

**The Fifth Stage: Review, Refereeing, and Approval:**

- The plan was presented to the strategic plan formulation committee at the university to meet the strategic planning conditions and criteria.
- Adopting the strategic plan and the implementation plan in their final form at the college council in order to start the implementation process.

**The Sixth Stage: Follow-up and Continuous Evaluation of the Plan:**

- Forming a specialized committee to follow up the implementation of the plan at regular intervals through a technical system to ensure a continuous follow-up.
- Periodic review of the plan and review of some initiatives and develop them to ensure the response to the variables

**The Mechanism of Setting Strategic Plans:**

The twinning of the college plan and the university plan should always be taken into account, thus supporting the realization of the University's vision, mission, strategic objectives and quality initiative.

- The college plan should be consistent with the vision, mission and values of the university.
- Be realistic, feasible and measurable.

- Include follow-up and evaluation.
- To reflect aspirations.

### **Methodology for preparing the Strategic Plan:**

The administration of the college was keen on the participation of all the main beneficiaries from inside and outside the university in preparing the strategic plan for the college. A committee of faculty members was formed according to the decision of the dean of college no. 39/052/2366 on 8/1/1439 AH. The Committee prepared and reviewed the plan and used it to prepare the principles that are common in the preparation and development of strategic plans. The committee benefited from the valuable opinions and suggestions received from faculty members, employees, students and the community. The College prepared its strategic plan based on the second strategic plan of the University, thus supporting the achievement of the vision and mission of the University, and its strategic objectives and its specific initiatives and this requires the presence of the following characters in the college plan:

- It should be consistent with the vision, mission and values of the university.
- The plane should be developed in a participatory and collaborative manner by all beneficiaries.
- It Reflect aspirations.
- It should be realistic and implementable.
- It is built on measurable goals and strategies, including appropriate performance indicators.

- It takes into account available resources.
- It Includes follow-up and evaluation.

### **Main Resources of the Plan:**

The Strategic Plan of the College of Pharmacy at University of Tabuk has been adopted from several sources, including the University's Second Strategic Plan, the Vision of the Kingdom 2030 and the National Transition Program 2020. The following is a breakdown of the role of each of these sources in building the strategic plan of the College:

#### **1. The University's Strategic Plan:**

The results of the review of the objectives, programs, initiatives and indicators of the performance of the second strategic plan of the University of Tabuk, which was based on the vision of the Kingdom of 2030 and the National Transformation Program and the future plan for university education, are important inputs to the strategic plan of the college.

#### **2. Environmental analysis of the faculty**

The college environmental analysis relied on the SWOT analysis (appendix 2)

- **The alignment between the strategic plan of the college and the strategic plan of the university**

The College of Pharmacy ensured that its strategic plan conforms to the University's strategic plan which seeks to achieve the vision of the Kingdom 2030 and developed the

necessary operational plans to achieve such alignment and contribute to sustainable development and building a knowledge economy

**The distinguished colleges that the college seeks to reach their academic level:**

Recognizing its responsibility in providing a distinguished pharmacy education to its students, the College has started with identification of the corresponding colleges in the distinguished universities. Accordingly, the College has identified two universities at the local and international levels in line with the College's pursuit of excellence in pharmacy education:

- College of Pharmacy, King Abdul Aziz University, Saudi Arabia.
- University of Minnesota, United States of America.

**Important strategic issues:**

1. Improving the outputs of education: Raising the academic level of students and preparing graduates with the ability to compete in the labor market.
2. The quality of the academic programs in the college: the development of the current academic program to raise the output of education, and to work on the creation of new programs to meet the needs of the labor market, and to attain program accreditation.
3. Capacity of the College: Expansion of capacity in accordance with quality assurance standards.
4. The quality of scientific research: Improving the quality of scientific research in the college, providing suitable sources of funding, raising expenditure on scientific research, and paying attention to researches that contribute to building the knowledge economy.

5. Improving community service: Improving the services provided to the community of institutions and individuals from Tabuk.
6. Developing partnerships with institutions and individual communities: Develop partnerships with community institutions and individuals, such as training, advisory and research partnerships.

### **Vision**

A distinguished faculty that have education and research contributions to the community service.

### **Mission**

Providing a distinguished pharmacy education that prepares graduates with distinguished professional and research qualifications to serve the community.

### **Values**

The College adopts the following values:

- Quality and excellence.
- Working as one team.
- Creativity and innovation.
- Transparency and accountability.
- Loyalty and belonging.
- Trust and respect.
- Social Responsibility.

### **Definition of values:**

- **Quality and excellence.**

Applying quality standards in all activities of the college and achieving excellence in academic and administrative performance.

- **Working as one team.**

To consolidate the teamwork culture among the faculty members.

- **Creativity and innovation.**

Creating an organizational climate that catalyzes and supports creative and innovative ideas.

- **Transparency and accountability.**

Commitment to disclosure and clarity in all administrative and academic procedures, clarity of regulations and instructions and support the requirements of accountability and integrity.

- **Loyalty and belonging.**

Working to achieve the mission and goals of the college and strengthen the principles of citizenship among its employees.

- **Trust and respect.**

Sincerity in performance of the work and commitment to professional work ethics and respect of colleagues and beneficiaries.



• **Social Responsibility.**

To establish a culture of community service, voluntary work, openness to society and interaction with its needs and requirements.

**Strategic goals and initiatives:**

<b>Strategic goals</b>	<b>Initiatives</b>
<b>(1) Offer a distinguished university education that meets the needs of the labor market</b>	1.1 Periodic review of programs and plans in light of the labor market's needs, NEOM Project, and other developmental projects.
	1.2 Gain the program accreditation from national and international centers.
	1.3 Transfer and implement the findings of research into the classroom.
	1.4 Offer remedial programs to students whose academic performances are low.
	1.5 Improve faculty's skills.
<b>(2) Support innovative research to contribute to building the knowledge economy</b>	2.1. Encourage students to participate in scientific research.
	2.2. Conduct research that meets community needs, NEOM Project, and other developmental projects.
	2.3. Develop labs to better serve scientific research.
	2.4. Conduct mutual research between academic departments and the faculties.
	2.5. Find new financial resources from local and international bodies to support research.
<b>(3) Active contribution in community service and sustainable development</b>	3.1. Contribution to the provision of health care to the community.
	3.2. Develop training and continuing education programs for community.
	3.3. Encourage and motivate the university staff to do

	voluntary work to serve the community.
	3.4. Involving local community representatives in college committees.
<b>(4) Develop an active administrative and organizational environment at the university</b>	4.1. Support positive organizational and academic culture.
	4.2. Develop administrative, procedural, and organizational guides.
	4.3. Raise employees performance and improve their skills.
<b>(5) Diversify financial resources and improve financial efficiency</b>	5.1. Market the technical and consultative services.
	5.2. Marketing educational and training services for pharmacists.
	5.3. Rationalize spending.
	5.4. Educate the staff about the importance of public money and how to preserve it.

#### **Requirements for implementation of the Strategic Plan:**

- Forming the Executive Committee to follow up the implementation of the Strategic Plan.
- Approval of the Strategic Project Management Office (PMO) to follow up implementation of the plan.
- Implementation of workshops to explain the plan.
- Prioritize budget disbursements to support the implementation of the plan's initiatives.
- To promote the dissemination of organizational and academic culture of change commensurate with the implementation of the plan.
- Make use of time and effort to implement plan initiatives.
- Continuous evaluation of the plan's objectives and initiatives

### **Planning resources to achieve strategic objectives:**

Since the college is funded by the state-funded University of Tabuk, the budget allocated by the university represents the basic financial support of the college. Therefore, the college must use these existing financial resources effectively and efficiently while seeking new sources of funding.

The college must prioritize disbursement and expenditure on projects that support the strategic plan through its vision, mission and values. To achieve this, the college will:

- Prioritize the disbursement of funds so that disbursement is based on the strategic plan.
- Optimize existing resources and find alternative sources of funding by investing in joint ventures and promoting externally funded research activities.

### **Supplements:**

Appendix (1) Organizational structure.

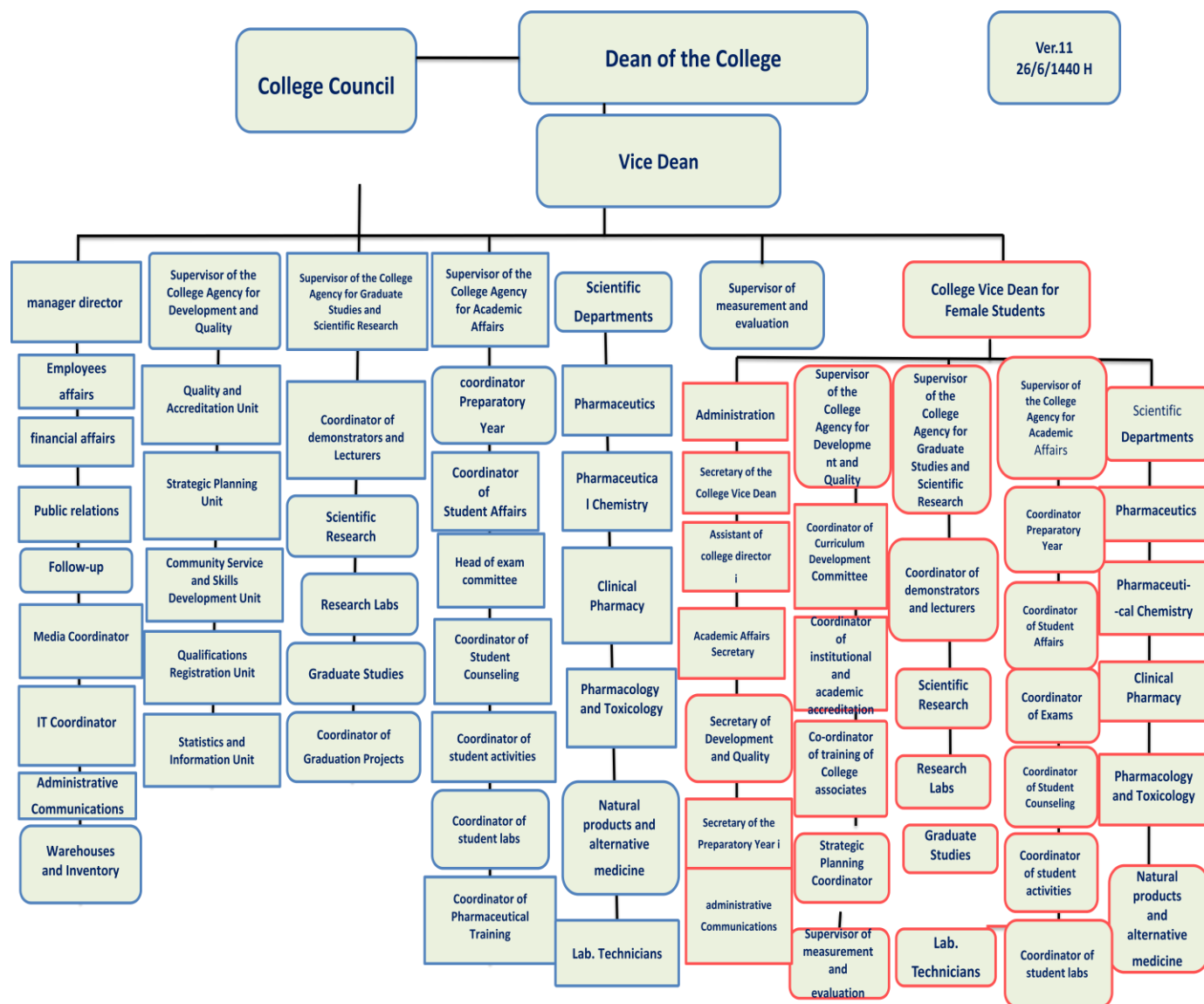
Appendix (2) Weaknesses, strengths, opportunities and challenges.

Appendix (3) Matrix of strategic and subsidiary objectives and initiatives.

Appendix (4) Balanced scorecard.

Appendix (5) Strategic Map

## Appendix (1) Organizational Structure



## **Appendix 2**

### **Results of quadratic analysis**

#### **Strengths, weaknesses, opportunities and challenges**

After the classifying the results of the quadratic analysis of the college based on the following axes: the students axis, the axis of the faculty, plans and academic programs, the educational environment, scientific research and scholarship, from various sources: workshops, and comprehensive survey through questionnaires in addition to studying the current status of the college.

#### **Results showed:**

##### **Points of Strength**

1. The college awards Doctor of Pharmacy degree (Pharm D), which focuses on the clinical aspect of pharmaceutical sciences, as well as the participation with the doctor in the development of therapeutic protocols appropriate to the situation of each patient, taking into account minimizing side effects and drug interactions and follow-up improvement of the patient's condition as well as drug pharmacokinetics in the body to provide optimal pharmaceutical care to maintain patient health.

#### **2. The academic process**

##### **2.1. Students**

- 2.1.1. The college has witnessed increasing the number of enrolled students compared with the previous year (from 32 to 43); some of these students are from outside Tabuk. The number of enrolled female students also increased.

- 2.1.2. The college has a graduation project and elective courses to fulfill the labor market needs.
- 2.1.3. The faculty members use recent teaching approaches, which encourage self-learning through student activities, such as research projects and presentations about certain topics of the course.

## **2.2. Work environment**

- 2.2.1. The college is preparing to submit an application for academic accreditation.
- 2.2.2. The existence of an effective vice-deanship for development and quality.
- 2.2.3. The implementation of the internal quality assurance system in the college.
- 2.2.4. A new college building is currently being constructed to achieve the quality requirements.
- 2.2.5. The college has orientation programs for new students.
- 2.2.6. There is continuous communication between the students and college administration to solve any issues that they face.

## **2.3. Faculty members**

- 2.3.1. Some faculty members attended training sessions in various fields, such as education quality and accreditation as well as examination systems and student evaluation to improve their skills.
- 2.3.2. The college has distinguished faculty members (scientifically and academically) that belong to various scientific schools.
- 2.3.3. The college has an effective academic advising program to support its students.
- 2.3.4. The college has experienced faculty members from various nationalities.

### **3. Research and scientific missions**

- 3.1. Some faculty members work as reviewers for international journals.
- 3.2. Some research projects in the college are being funded by the university.
- 3.3. The college has a research plan that is revised by King Abdulaziz University, Jeddah.
- 3.4. Faculty members has many publications in international journals.
- 3.5. The college has a well-equipped research lab.
- 3.6. All teaching assistants and lecturers are currently on scientific missions in national and international universities to study for PhD or equivalent degrees.
- 3.7. Participation in national and international scientific meetings.

### **4. Community participation**

- 4.1. The college organize awareness campaigns to promote health awareness and proper use of medications.
- 4.2. The college participates in national day ceremonies.
- 4.3. The students participate in convoys for pilgrims services.
- 4.4. Participation of students in improving health awareness among citizens in public places.
- 4.5. Participation of students with some hospitals to increase medication awareness among patients.

## **Points of Weakness**

### **1. The academic process**

#### **1.1. Students**

- 1.1.1. There is no university hospital to facilitate student training.
- 1.1.2. There is no student housing.
- 1.1.3. There is no transportation for students to training sites.
- 1.1.4. There is no library in the college.
- 1.1.5. Textbooks are not available.
- 1.1.6. Number of student labs is not sufficient.
- 1.1.7. There is a shortage in the number of faculty members and teaching assistants.
- 1.1.8. There is dedicated places for student activities and especially for female students.
- 1.1.9. Limited participation of students in national and international pharmaceutical meetings.
- 1.1.10. Limited availability of training sites.
- 1.1.11. There are no regulations for student participation in decision-making in the departments and the college.

#### **1.2. Work Environment**

- 1.2.1. There is no suitable research lab for faculty members in the female section.
- 1.2.2. The limited number of research projects funded by the university, which limits the fruitful collaboration between different departments in the college.



- 1.2.3. The lack of libraries in the college to widen the scope of students and make better use of time between lectures.
- 1.2.4. Lack of university hospital to facilitate student training.
- 1.2.5. Lack of college building that is equipped according to quality requirements.
- 1.2.6. The process of securing lab needs from chemicals and equipment is slow.
- 1.2.7. The only funding source for the college is through government sources with lack of self-funding.
- 1.2.8. Weakness of communication means between the male and female sections of the college.

### **1.3. Faculty members**

- 1.3.1. The shortage in the number of faculty members and teaching assistants to be suitable for the number of courses.
- 1.3.2. The extra load of academic advisors due to their limited number.
- 1.3.3. The extra load of administrative work.
- 1.3.4. There are no incentives for the distinguished faculty members.
- 1.3.5. Limited partnership with the private sector.

## **2. Research and scientific missions**

- 2.1.** Limited funding for research.
- 2.2.** Limited opportunities for participation of faculty members in scientific meetings and workshops.
- 2.3.** Labs are not well equipped.
- 2.4.** The chemicals needed for research are not available.
- 2.5.** Slow procurement procedures of chemicals.

### **3. Community participation**

- 3.1.** Lack of participation of community parties as members of the College Council.
- 3.2.** Limited partnership with the private sector.

### **Opportunities**

- The presence of a pharmaceutical factory in the Tabuk area, which facilitates the training of students.
- The diversity of health centers in Tabuk, which helps to train students.
- Creation of new academic programs.
- Participation in international projects.
- Implementation of cooperation protocols with some international universities.
- Demonstrators hold scholarships to complete their studies abroad.
- Training programs for students in the university (training courses in human relations, the skills of dealing with patients and taking the history of the disease, how to write CV and pass personal interview, team work skills and how to communicate with the doctors, skills dealing with the elderly, children and infants and people with special needs).
- The existence of the Saudi National Commission for Academic Accreditation and Assessment.
- There is no other pharmacy college in the region.

### **Threats**

- College graduates face competition from global and regional universities in the labor market.
- Changing economic conditions, leading to the instability of the educational process, especially since there are no other sources of funding.

### **Appendix (3) Matrix of the correlation between strategic objectives and initiatives**

Initiatives	Strategic goals				
	Offer a distinguished university education that meets the needs of the labor market	Support innovative research to contribute to building the knowledge economy	Active contribution in community service and sustainable development	Develop an active administrative and organizational environment at the university	Diversify financial resources and improve financial efficiency
	(1)	(2)	(3)	(4)	(5)
1.4.Periodic review of programs and plans in light of the labor market's needs, NEOM Project, and other developmental projects	•		○		
1.5.Gain the program accreditation from national and international centers	•				
1.6.Transfer and implement the findings of research into the classroom	•	○		○	
1.7.Offer remedial programs to students whose academic performances are low	•		○		
1.8.Improve faculty's skills	○	○		○	

Initiatives	Strategic goals				
	Offer a distinguished university education that meets the needs of the labor market	Support innovative research to contribute to building the knowledge economy	Active contribution in community service and sustainable development	Develop an active administrative and organizational environment at the university	Diversify financial resources and improve financial efficiency
	(1)	(2)	(3)	(4)	(5)
2.1. Encourage students to participate in scientific research	○	•		○	
2.2. Conduct research that meets community needs, NEOM Project, and other developmental projects		•	○		
2.3. Develop labs to better serve scientific research	○	•			
2.4. Conduct mutual research between academic departments and the faculties	○	•	○		
2.5. Find new financial resources from local and international bodies to support research		•	○		○

Initiatives	Strategic goals				
	Offer a distinguished university education that meets the needs of the labor market	Support innovative research to contribute to building the knowledge economy	Active contribution in community service and sustainable development	Develop an active administrative and organizational environment at the university	Diversify financial resources and improve financial efficiency
	(1)	(2)	(3)	(4)	(5)
3.1. Contribution to the provision of health care to the community	○		•		
3.2. Develop training and continuing education programs for community	○		•		
3.3. Encourage and motivate the university staff to do voluntary work to serve the community	○		•		
3.4. Involving local community representatives in college committees	○		•		

Initiatives	Strategic goals				
	Offer a distinguished university education that meets the needs of the labor market	Support innovative research to contribute to building the knowledge economy	Active contribution in community service and sustainable development	Develop an active administrative and organizational environment at the university	Diversify financial resources and improve financial efficiency
	(1)	(2)	(3)	(4)	(5)
4.1. Support positive organizational and academic culture	○			•	
4.2. Develop administrative, procedural, and organizational guides	○	○		•	
4.3. Raise employees performance and improve their skills				•	○

Initiatives	Strategic goals				
	Offer a distinguished university education that meets the needs of the labor market	Support innovative research to contribute to building the knowledge economy	Active contribution in community service and sustainable development	Develop an active administrative and organizational environment at the university	Diversify financial resources and improve financial efficiency
	(1)	(2)	(3)	(4)	(5)
5.1. Market the technical and consultative services			○		•
5.2. Marketing educational and training services for pharmacists			○		•
5.3. Rationalize spending				○	•
5.4. Educate the staff about the importance of public money and how to preserve it				○	•



### **Balanced Performance Card for the College of Pharmacy**

Mission	Provision of distinguished pharmaceutical education to prepare graduates having distinguished professional and research skills to serve the community
Vision	A college with distinguished educational and research abilities that contributes to serving the community
Values	<p>In addition to adhering to the Islamic values of our Islamic religion, the University is committed to the following values:</p> <ul style="list-style-type: none"><li>• Quality and excellence</li><li>• Creativity and innovation</li><li>• Loyalty and belonging</li><li>• Social responsibility</li><li>• Teamwork spirit</li><li>• Transparency and accountability</li><li>• Honesty and respect</li></ul>

Strategic goals	Indicators	Targets	Initiatives
<b>Stockholders</b>			
1. Providing a distinguished university education that meets the needs of the labor market	The rate of development in the courses of the college and the program to meet the needs of the labor market	95%	<ol style="list-style-type: none"> <li>1. Periodic review of the program and plans in light of the needs of the labor market and the project of Neom and other development projects</li> <li>2. Accreditation of the academic program from local and international agencies</li> <li>3. Transfer and utilization of scientific research results into the classroom</li> <li>4. Creation of supportive programs for students with low GPA</li> <li>5. Developing the skills of faculty members</li> </ol>

2. Supporting creative research to contribute to building economy knowledge	Number of student publications	Less than 5%	<ol style="list-style-type: none"> <li>1. Encourage students to participate in scientific research</li> <li>2. Conducting researches that meet the needs of the community, the Neom project and other development projects</li> <li>3. Developing laboratories to serve scientific research</li> <li>4. Conducting joint research between academic departments and colleges</li> <li>5. Finding sources of funding to support research from different parties</li> </ol>
3. Effective contribution to sustainable development and community service	Number of programs organized by the college to serve the community	5%	<ol style="list-style-type: none"> <li>1. Contribution to the provision of health care to the community</li> <li>2. Develop training and continuous education programs for the community</li> <li>3. Encouraging and motivating faculty members to carry out volunteer work to serve the community</li> <li>4. Representing parties from the local community in some college committees</li> </ol>

<b>Internal processes</b>			
4. Development of an effective administrative and organizational environment	Number of training workshops held annually to spread organizational and academic culture among the faculty members	95%	<ol style="list-style-type: none"> <li>1. Support positive organizational and academic culture</li> <li>2. Development of organizational, procedural and administrative guides</li> <li>3. Improve staff performance and develop their skills</li> </ol>
<b>Financial management</b>			
5. Diversifying innovative financing sources for the college	Number of advisory and technical services that the College marketed in the community for profit		<ol style="list-style-type: none"> <li>1. Marketing consulting and technical services</li> <li>2. Marketing educational and training services for pharmacists</li> <li>3. Rationalization of financial expenditure</li> <li>4. Increase faculty members awareness about the importance of public money and how to preserve it</li> </ol>

# Strategic Plan for the College of Pharmacy

