



**Kingdom of Saudi Arabia**  
**Ministry of Education**  
**University of Tabuk**  
**Faculty of Nursing**



# **Faculty of Nursing First Strategic Plan**

**1445-1448 AH**

**Corresponding to 2024-2027 AD**

**Approved by University Strategic Planning Unit  
no. 21737 on 24/03/2024**

## Vision

**" Excellence in nursing education, scientific research and community service"**

## Mission

**" Prepare qualified nursing cadres by providing academic education that complies with quality standards and enhances scientific research and community services."**

## **Word of the Dean:**

I am pleased to welcome you with the warmest greetings and congratulate myself and my colleagues from the nursing staff on the establishment of the first nursing faculty in the Tabuk region to keep pace with global and national developments in the field of nursing. The Faculty of Nursing has a number of faculty members with diverse specializations in nursing fields, and we always strive to enhance our educational, research, and community services, keen on fulfilling our responsible role in society within the framework of the first strategic plan of the Faculty of Nursing, which drew its goals and initiatives from the strategic plan of the University of Tabuk and its directives. We have formed an organizational structure to implement this plan to achieve the highest levels of accomplishment.

The steady steps taken by the Faculty of Nursing stem from its belief in its primary goal, which is to meet the community's need for qualified nursing cadres. This is evidenced by the numbers of enrollees and graduates who possess knowledge and field experience in therapeutic, preventive, and rehabilitative areas and are capable of providing the highest level of developed health services. Here, the contract of success is completed with the initiatives of the first strategic plan of the faculty to serve as an indicator of the sincere performance that is counted among the Faculty of Nursing achievements and developmental leaps. Undoubtedly, the significant support enjoyed by the nursing profession enhances the importance of the student and the graduate as they are the measure of success of this educational system. With sincere wishes for everyone to benefit from the initiatives of the strategic plan and the various services it provides, so as to keep pace with the professional development in the Kingdom of Saudi Arabia.

Dean of the Faculty of Nursing

## Table of Content

<b>Page No.</b>	<b>Content</b>
	<b>Word of the Dean of Faculty of Nursing</b>
	<b>Table of Content</b>
	<b>Executive Summary</b>
	<b>About the Faculty of Nursing</b>
	<b>Methodology for preparing the first strategic plan for the Faculty of Nursing</b>
	<b>The main sources of the first strategic plan of the Faculty of Nursing</b>
	<b>Vision, Mission &amp; Values</b>
	<b>Strategic issues and themes</b>
	<b>Institutional Commitments</b>
	<b>Faculty of Nursing Strategic Goals</b>
	<b>Strategic Goals and Initiatives</b>
	<b>SWOT Analysis</b>
	<b>Appendices:</b>
	<b>Appendix No. (1) Matrix for mapping strategic objectives and initiatives</b>
	<b>Appendix No. (2) Organizational Structure</b>
	<b>Appendix No. (3) Balanced Scorecard</b>

## **Executive Summary:**

The strategy of the University of Tabuk adopts a framework for sustainable excellence over the coming years. This has compelled the Faculty of Nursing at the University of Tabuk to work and strive to keep pace with these significant developments and changes in order to enhance the quality of applied medical education, scientific research, and community service.

From this standpoint, the faculty has formed an integrated team to develop the strategic plan in a systematic and organized manner. This began with the study of several fundamental sources, including the university's strategic plan, followed by a strategic analysis of the current situation. This included studying the outcomes of the previous plan for the Faculty of Applied Medical Sciences, to which the Nursing Department was formerly affiliated, environmental analysis, benchmarking, and studying the labor market. Finally, it culminated in the formulation of the first strategic plan for the Faculty of Nursing.

The distinguishing feature of the faculty's first strategic plan is its comprehensive integration and alignment with the University of Tabuk's third strategic plan. This is aimed at achieving excellence in medical education that meets the needs of the labor market, excellence in medical research and community service, and developing the capabilities and skills of the faculty's staff. The goal is for the faculty to be among the leading distinguished local and regional faculties.

## **About the Faculty of Nursing:**

The nursing profession has received special care and support from the Crown Prince, His Royal Highness Prince Mohammed bin Salman Al Saud, may Allah protect him, as the Crown Prince's Nursing Program reflects the keen interest of the wise government in elevating the nursing profession and meeting the needs of the labor market. In line with the national transformation vision, the University of Tabuk has established a College of Nursing in the Tabuk region by the decision of the University President, His Excellency Dr. Abdullah bin Mefrah Al Dhaibi, restructuring the nursing department in the College of Applied Medical Sciences into a College of Nursing on 23/3/1445 AH - 8/10/2023 AD, after the approval of the Universities Affairs Council to transform the nursing department into a nursing college with four departments: Department of Medical-Surgical Nursing, Maternity and Pediatric Nursing Department, Community and Mental Health Nursing Department, and Nursing Education and Management Department.

This will significantly contribute to increasing the number of graduates and support the general direction of providing sufficient cadres to cover the needs of the healthcare sector and improve healthcare provision to meet the requirements of Vision 2030. The Tabuk region is a rapidly growing vital area with increasing population density and many healthcare facilities, such as hospitals and health centers, especially as it is a strategic and promising area for many developmental projects such as NEOM, the Red Sea Project, and Amala Project. Therefore, the presence of the College of Nursing will align with the Kingdom's aspirations under Vision 2030 by providing an adequate number of qualified nurses to address the shortage in this vital profession, overcoming current challenges. The Nursing College at the University of Tabuk is the first nursing college in the Tabuk region.

**Current Faculty Majors:**

**Bachelor of Nursing:**

The nursing program aims to meet the healthcare needs in line with local and global academic standards, in order to enhance patient care and provide necessary healthcare services to all segments of society. Students are taught and trained to care for individuals at all stages of life, from infancy to old age, through the courses offered during the study years. The program consists of four academic years and a training year (internship), and is open to both male and female students.

Program	Bachelor		Total
	Number of male students	Number of female students	
Nursing	211	291	502

**Graduate Career Opportunities:**

A nursing graduate can work in various sectors such as hospitals, government and military health centers, as well as private healthcare facilities. Additionally, they can work in health treatment and rehabilitation sectors, health prevention, regional and international relief organizations, and educational and training institutions under the following job titles:

- Registered Nurses
- Clinical Nursing Specialists
- School care nurses
- Occupational Health Nurses
- Nursing researchers

- Academics

**Faculty of Nursing Facilities and Resources:**

The college comprises a distinguished faculty (both Saudi and non-Saudi) in both sectors, in addition to sponsoring a number of outstanding individuals to obtain advanced degrees in various specialties offered by the faculty.

Department	Number of faculty members									
	Male Section					Female Section				
	Prof.	Associate Prof.	Assistant Prof	lecturer	Teaching assistant	Prof.	Associate Prof.	Assistant Prof	lecturer	Teaching assistant
Nursing	-	-	6	2	1	-	2	5	3	2
				Scholarship					Scholarship	
				-	5				3	5

The faculty is equipped with advanced classrooms furnished with the latest educational tools and smart boards, in addition to specialized training laboratories for both male and female students. These laboratories include emergency nursing, medical-surgical nursing, critical care nursing, women's nursing, and pediatric nursing. The university also provides a mortuary, simulation center, medical center, and central laboratories.

<b>Campus</b>	<b>Number of laboratories</b>	<b>Number of classrooms</b>
Male Campus	4	6
Female Campus	5	6

**Methodology for preparing the first strategic plan for the Faculty of Nursing:**

<b>Preparation and Follow-up Committee for the Strategic Plan</b>	<b>Formation of a committee to prepare and follow up the strategic plan</b>			
<b>Sources of the Strategic Plan</b>	<b>The Third Strategic Plan of the Faculty of Applied Medical Sciences</b>	<b>University of Tabuk Strategic Plan (2023-2027)</b>		
<b>Strategic Analysis For the current situation</b>	<b>Review and evaluate the achievement rates in the second strategic plan of the Faculty of Applied Medical Sciences (Department of Nursing)</b>	<b>Analysis of the internal and external environment</b>	<b>Understanding the faculty's staff trends</b>	<b>Annual Reports and the statistics of the department</b>

<b>Strategic Direction</b>	<b>Vision</b>		<b>Mission</b>	<b>Values</b>	<b>Issues (themes) Strategic results</b>
			<b>Strategic Objectives</b>	<b>Operational Performance Indicators</b>	<b>Key Performance Indicators</b>
			<b>Initiatives</b>	<b>Performance Indicators</b>	<b>Creating initiatives' portfolio</b>
<b>Implementation of the strategic plan</b>	<b>Strategic Plan Preparation and Follow-up Committee</b>	<b>Strategic Planning Unit</b>	<b>Operational Plan</b>		
<b>Follow-up on the strategic plan</b>	<b>Office of the Vice Dean for Graduate Studies and Development</b>		<b>Strategic Plan Preparation and Follow-up Committee</b>		

## **The main sources of the first strategic plan of the Faculty of Nursing:**

### **1. University of Tabuk (2023-2027):**

The third plan of the University of Tabuk, which coincides with the implementation of the Kingdom's Vision 2030 and with the university obtaining full institutional accreditation from the Education and Evaluation Commission and the commitment of the university administration to the principles of good governance and the foundations of quality assurance that will contribute to the university's pursuit of excellence in education, scientific research with the development of scientific and administrative competencies, diversification of sources of income and contribution to community service.

### **2. The third strategic plan of the Faculty of Applied Medical Sciences:**

The results of the review for the axes, objectives, programs, initiatives, and performance indicators of the third strategic plan for the Faculty of Applied Medical Sciences are important inputs for the first strategic plan of the Nursing Faculty. The final conceptualization has been prepared regarding the objectives, initiatives, and performance indicators that should be included in the first strategic plan of the faculty based on the achievement rates in the second strategic plan of the Faculty of Applied Medical Sciences.

**Vision, Mission, and Values:**

**Vision**

**" Excellence in nursing education, scientific research and community service"**

**Mission**

**" Prepare qualified nursing cadres by providing academic education that complies with quality standards and enhances scientific research and community services."**

**Values:**

The Faculty of Nursing adheres to the values of the university, which are divided into two levels: institutional values and individual values:

First: Institutional values include:

- Sustainability
- Excellence
- Innovation.
- Effectiveness

Secondly: Individual-level values include the following values for the faculty's affiliates:

- Self-learners
- Collaborative
- Socially influential
- Flexible

## Definition of values:

- **Innovation:** Encouraging the development and exploration of ideas and supporting them by enhancing creativity, and providing an environment with opportunities for growth and change.
- **Sustainability:** Acting responsibly and considering the broader impacts of our actions, striving for a positive impact on society, and providing our affiliates with the necessary skills to make a difference in our communities.
- **Effectiveness:** Building our community through effective supervision of our human and material resources, and working together as one team efficiently and effectively to achieve our mission and shared commitments.
- **Excellence:** Building our community through excellence, by setting and achieving ambitious goals and working on improvement. Excellence means investing time in understanding the needs and requirements of our affiliates and partners.
- **Social Impact:** Working to improve the environment - whether through directly changing behaviors, educating others, or contributing to non-profit organizations and other entities.
- **Self-learning:** A process through which individuals take the initiative, with or without the help of others, to diagnose their educational needs, formulate learning goals, and identify the necessary resources for learning.
- **Flexibility:** Seeing things differently, reflecting on what one has learned, assimilating experiences, and learning from them.
- **Collaboration:** Affiliates being informed and involved in community improvement.

## **Strategic Issues and Themes:**

Through the results of workshops, surveys of faculty members and faculty staff, as well as the local community, and the review of statistics and annual reports of the faculty, the most important strategic issues were identified as follows:

1. Improving the quality of academic programs in the college and obtaining program accreditation for current academic programs.
2. Improving learning outcomes: To prepare distinguished cadres who have the ability to compete in the labor market.
3. Encouraging and developing scientific research: with the aim of improving the quality of scientific research in the faculty and linking it to the needs of the local community.
4. Improving community service and developing partnership with institutions and community members: by improving the services provided to the local community in Tabuk, and holding training, advisory and research partnerships.

### **Institutional Commitments:**

Institutional commitments are identified in the third plan of the University of Tabuk and include:

<b>Enriching the University Student Journey</b>
<b>Shift towards Research and Community Innovation</b>
<b>Building Strategic Partnerships</b>
<b>Excellence in Resource Management</b>
<b>A Sustainable Future</b>

### **Faculty of Nursing Strategic Goals:**

- **First Goal: Providing distinguished education that meets the needs of the labor market.**
- **Second Goal: Encouraging and developing scientific research.**
- **Third Goal: Contribute to community service.**

## Strategic Goals and Initiatives:

Strategic Goals	Initiatives	
<p align="center"><b>Providing distinguished education that meets the needs of the labor market</b></p>	1-1	Approving the updated study plans of the faculty program
	1-2	The faculty program obtains program accreditation from local and international commissions
	1-3	Providing remedial programs for students who are struggling academically
	1-4	Providing enrichment programs for outstanding students
	1-5	Implementation of orientation programs for new students
	1-6	Encouraging students to participate in competitions locally and internationally
	1-7	Preparing graduates for the Saudi Commission for Medical Specialties Exams
	1-8	Training internship students in accredited and reputable internal and external bodies
	1-9	Holding health competitions among students in health colleges
	1-10	Encouraging faculty members to be professionally classified by the Saudi Commission for Medical Specialties
	1-11	Organizing specialized training programs to grant professional certificates to students

	1-12	Establishing and activating student councils in the college and its programs
	1-13	Developing and modernizing the laboratories in the faculty
	1-14	Encouraging technical and administrative staff to attend training programs
	15-1	Initiating graduate programs
Encouraging and developing scientific research	2-1	Encouraging faculty members to publish scientific papers in peer-reviewed journals
	2-2	Achieving high citation rates
	2-3	Conducting research with local, regional or international bodies
	2-4	Establishing research groups to determine the identity and direction of the college
	2-5	Encouraging students to attend scientific events
	2-6	Involving students in scientific research activities
	2-7	Holding scientific meetings and events
Contribute to community service	3-1	Contributing to awareness and health education for the community
	3-2	Holding open days for community members

	<b>3-3</b>	<b>Having parties from the local community represented in committees and the faculty council</b>
	<b>3-4</b>	<b>Encouraging and motivating the faculty's employees to carry out volunteer work and community service in partnership with individuals and community institutions</b>
	<b>3-5</b>	<b>Activating the media role of the faculty to highlight its programs and activities</b>

## SWOT Analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The only government faculty in Tabuk region</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of attraction of faculty members</li> </ul>
<ul style="list-style-type: none"> <li>• Unifying policies and controls between male and female students and considering it one faculty and one department</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in the number of teaching assistants and clinical supervisors due to lack of employment numbers</li> </ul>
<ul style="list-style-type: none"> <li>• Diversity of academic competencies in terms of nationalities, specialization</li> </ul>	<ul style="list-style-type: none"> <li>• Limited participation of faculty members in community events and scientific research</li> </ul>
<ul style="list-style-type: none"> <li>• Increase in the number of citizens on scholarships</li> </ul>	<ul style="list-style-type: none"> <li>• The need to continue updating references and books in the library</li> </ul>
<ul style="list-style-type: none"> <li>• The faculty applies quality standards to ensure academic education to an outstanding level.</li> </ul>	<ul style="list-style-type: none"> <li>• The need for periodic maintenance for classrooms, laboratories and service facilities</li> </ul>
<ul style="list-style-type: none"> <li>• Availability of a simulation center that ensures practical training in all practical courses</li> </ul>	<ul style="list-style-type: none"> <li>• The need to increase the number of classrooms and laboratories to accommodate the growing number of students.</li> </ul>
<ul style="list-style-type: none"> <li>• Holding intensive programs to prepare the graduate for the Saudi Commission for Medical Specialties exams</li> </ul>	<ul style="list-style-type: none"> <li>• The need to develop faculty members and attend external workshops and conferences</li> </ul>
<ul style="list-style-type: none"> <li>• The presence of digital platforms such as the Blackboard platform to be used in teaching and learning processes and holding scientific meetings and seminars</li> </ul>	<ul style="list-style-type: none"> <li>• The need for the continuity of the provision of some office supplies.</li> </ul>
<ul style="list-style-type: none"> <li>• Engagement in the nursing community is enhanced by peers and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• The need to maintain the ratio of the number of students to the number of faculty members</li> </ul>
Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Forming partnerships with health institutions, research centers and universities to achieve the faculty goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of job opportunities for some programs</li> </ul>
<ul style="list-style-type: none"> <li>• Forming partnerships with companies working on the NEOM project</li> </ul>	<ul style="list-style-type: none"> <li>• Instability of labor market needs</li> </ul>
<ul style="list-style-type: none"> <li>• The labor market's need for nursing specialization</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing admissions numbers</li> </ul>
<ul style="list-style-type: none"> <li>• Motivating distinguished faculty members</li> </ul>	<ul style="list-style-type: none"> <li>• Limited number of hospitals available for clinical training</li> </ul>

<ul style="list-style-type: none"><li>• The presence of digital platforms such as the Blackboard platform to be used in teaching and learning processes and holding scientific meetings and seminars</li></ul>	<ul style="list-style-type: none"><li>• Scarcity of citizens with graduate studies in nursing specialties</li></ul>
<ul style="list-style-type: none"><li>• Providing the opportunity for programs for academic accreditation</li></ul>	<ul style="list-style-type: none"><li>• Delay in the completion of the university hospital.</li></ul>

# Appendices

## Appendix No. (1) Matrix of Mapping Strategic Goals and Initiatives:

Initiatives		Strategic Goals		
		<ul style="list-style-type: none"> <li>● Direct relationship to the goal.</li> <li>□ Indirect relationship to the goal.</li> </ul>		
		Providing distinguished education that meets the needs of the labor market	Encouraging and developing scientific research	Contribute to community service.
		(1)	(2)	(3)
1-1	Approving the updated study plans of the faculty program	●		□
1-2	The faculty program obtains program accreditation from local and international commissions	●		□
1-3	Providing remedial programs for students who are struggling academically	●		
1-4	Providing enrichment programs for outstanding students	●		
1-5	Implementation of orientation programs for new students	●		

1-6	Encouraging students to participate in competitions locally and internationally	●		
1-7	Preparing graduates for the Saudi Commission for Medical Specialties Exams	●		□
1-8	Training internship students in accredited and reputable internal and external bodies	●		□
1-9	Holding health competitions among students in health colleges	●		
1-10	Encouraging faculty members to be professionally classified by the Saudi Commission for Medical Specialties	●		□
1-11	Organizing specialized training programs to grant professional certificates to students	●		□
1-12	Establishing and activating student councils in the college and its programs	●		
1-13	Developing and modernizing the laboratories in the faculty	●		
1-14	Encouraging technical and administrative staff to attend training programs	●		□
15-1	Initiating graduate programs	●		□
2-1	Encouraging faculty members to publish scientific papers in peer-reviewed journals	□	●	□
2-2	Achieving high citation rates	□	●	
2-3	Conducting research with local, regional or international bodies	□	●	□
2-4	Establishing research groups to determine the identity and direction of the college		●	□

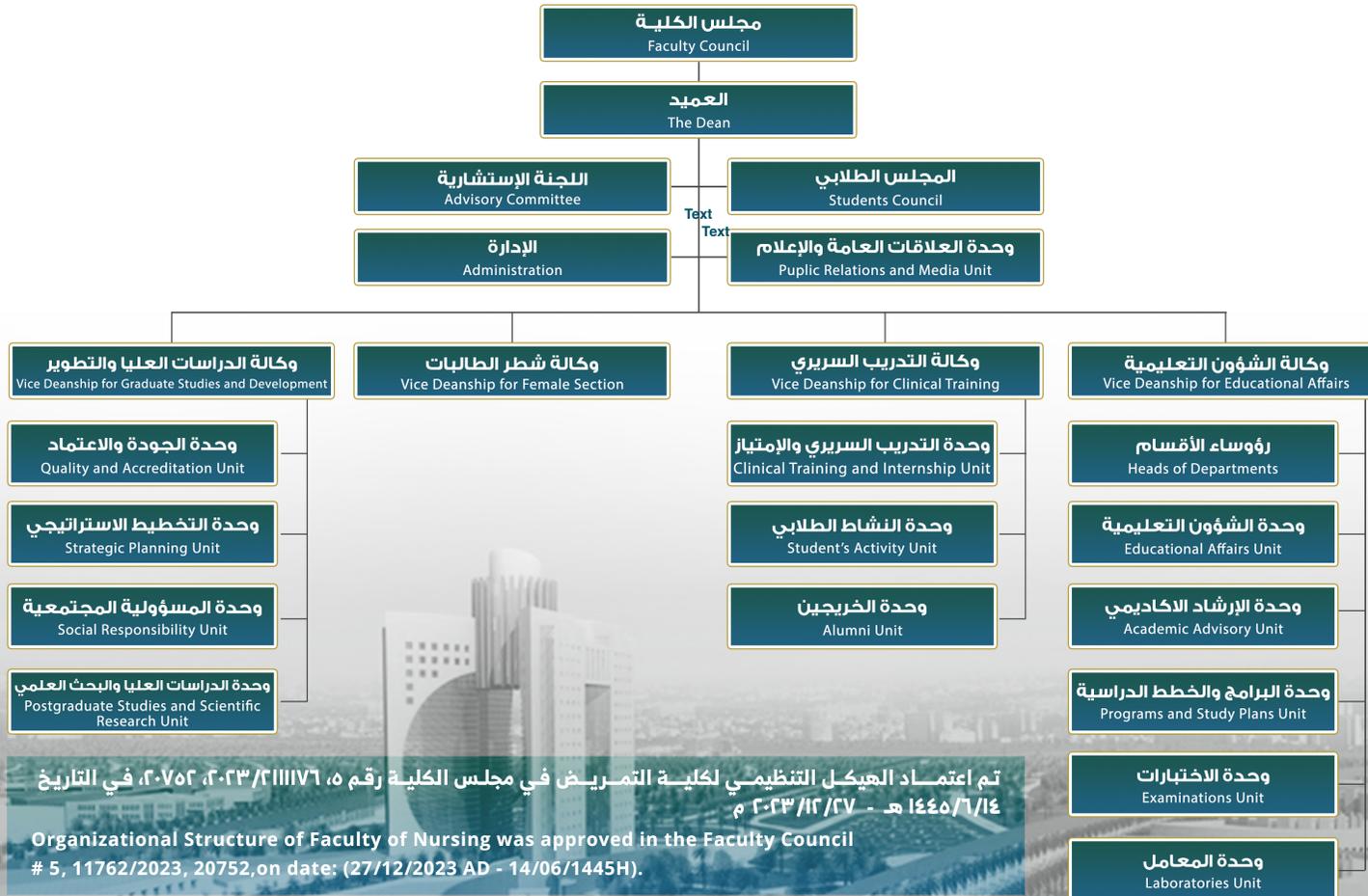
2-5	Encouraging students to attend scientific events	□	●	
2-6	Involving students in scientific research activities	□	●	
2-7	Holding scientific meetings and events	□	●	
3-1	Contributing to awareness and health education for the community	□		●
3-2	Holding open days for community members			●
3-3	Having parties from the local community represented in committees and the faculty council	□		●
3-4	Encouraging and motivating the faculty's employees to carry out volunteer work and community service in partnership with individuals and community institutions	□		●
3-5	Activating the media role of the faculty to highlight its programs and activities	□	□	●



جامعة تبوك  
University of Tabuk  
كلية التمريض  
Faculty of Nursing

Appendix (2) Organizational Structure:

## الهيكل التنظيمي لكلية التمريض



**Appendix No. (3) Balanced Scorecard:**

<b>Vision</b>	<b>" Excellence in nursing education, scientific research and community service"</b>
<b>Mission</b>	<b>" Prepare qualified nursing cadres by providing academic education that complies with quality standards and enhances scientific research and community services ."</b>
<b>Values</b>	<p><b>The Faculty of Nursing is committed to the university values, which are divided into two levels: institutional level values and individual-level values:</b></p> <p><b>First: Institutional values include:</b></p> <ul style="list-style-type: none"> <li>● <b>Innovation</b></li> <li>● <b>Sustainability</b></li> <li>● <b>Effectiveness</b></li> <li>● <b>Excellence</b></li> </ul> <p><b>:Secondly: Individual-level values include the following values for the faculty's affiliates</b></p> <ul style="list-style-type: none"> <li>● <b>Socially influential</b></li> <li>● <b>Self-learners</b></li> <li>● <b>Flexible</b></li> <li>● <b>Collaborative</b></li> </ul>