



## Strategic Planning Team

Dr. Adel S. Bashatah Director  
Dr. Elham Fayad Member  
Dr. Hanan Alkorashy Member  
Dr. Nazik Zakari Member  
Mrs. Mona Alaseeri Member

Project Title:

Strategic Plan, College of Nursing KSU



*King Saud University  
College of Nursing  
Riyadh, Saudi Arabia*

*Strategic Plan  
2011-2016*



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# College of Nursing Strategic Plan “Toward Excellence in Nursing Education”

## Executive Summary

The driving issues for designing a strategic plan at college of Nursing are mainly two issues. First is the potential opportunity for the college of Nursing to improve the nursing profession in Saudi Arabia. Second is the wide promising vision of King Saud University for 2030. There are many strategic projects started in the University to enhance academic movement. It is aiming to be one of the best Universities in the region and a competitive university internationally. It enhances its academic colleges to participate in this development by involving in deliberate projects. Accordingly, our College is aiming to improve its academic and developmental services in nursing education. The college's vision and mission are congruent with the KSU's vision and its strategic objectives. There is an anticipating toward excellence in academic services through Education, Research, and Community services. Through 2011-2016, the college of nursing has five strategic objectives; secure college's infrastructure, enhance quality services, implement learning and teaching domains, empower research activities, and support community services. The college's priority is to sustain an independency through college's buildings and attain the academic accreditation.

The College strategic plan is intended to be dynamic, in that a continuous cycle of planning, implementation, assessment, and refinement will be used to facilitate continuous improvement and insure that plans are congruent with a constantly changing environment. The feedback nature of the plan-implement-assess-refine cycle helps keep the College's resources focused on accomplishing the organizational mission & vision even as some aspects of that mission & vision may be undergoing change.



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Our plan was developed based on the understanding that strategic planning is a process used by an organization to develop and refine organizational initiatives in response to internal and external trends. The key elements included in our process were an assessment of the internal and external factors affecting the organization, the establishment of prioritized goals based on those factors, the development of action plans to implement the goals, and identifying the criteria by which the goals will be measured. The broad goals for College of Nursing will in turn lead to the creation of initiatives and action projects forming the basis for the definition of resource requirements.

Nursing strategic plan complement, and supplement University's broader strategic plan. The nursing strategic plan describes how the College will achieve its Mission, Vision, Defined Strategic Objectives of the nursing College, The steps for achieving these goals and defined priorities.

The external and internal scan done by strategic plan team over the last year concludes the mission and vision of the college to be as follows:

***The Vision (2016):*** To be a center of excellence, nationally, regionally and internationally, in nursing education, research, and community services.

***The Mission:*** Through distinguished quality education and scientific research, the college of Nursing prepares students to be competent in their professions, health organizations, and communities.

In order to achieve its Vision and Mission, the College of Nursing has **FIVE** main Strategic Objectives:

1. Sustain comprehensive and distinctive College's infrastructure
2. Institutionalize quality management system for recognized college entity
3. Integrate distinguished nursing programs in nursing education
4. Create a research-oriented culture and applications
5. Generate a holistic community services paradigm



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## ***STRATEGIC INITIATIVES***

The strategic planning process has identified a set of strategic initiatives essential to the accomplishment of the College's mission. The following initiatives are framed as essential dimensions of the goals and strategic directions identified in the strategic plan, they include: Independent well-equipped college building for both branches (males and females); Distinctive, expert faculty/administrative staff members; College's organizational Structure; Comprehensive internal Quality Management System (QMS); Toward Academic accreditation; Faculty Academic development; Students' Academic development; Teaching-Learning Environment; Distinctive Post graduate programs; Empowering research performance; Research accountability; Voluntary community work and National governmental involvement.

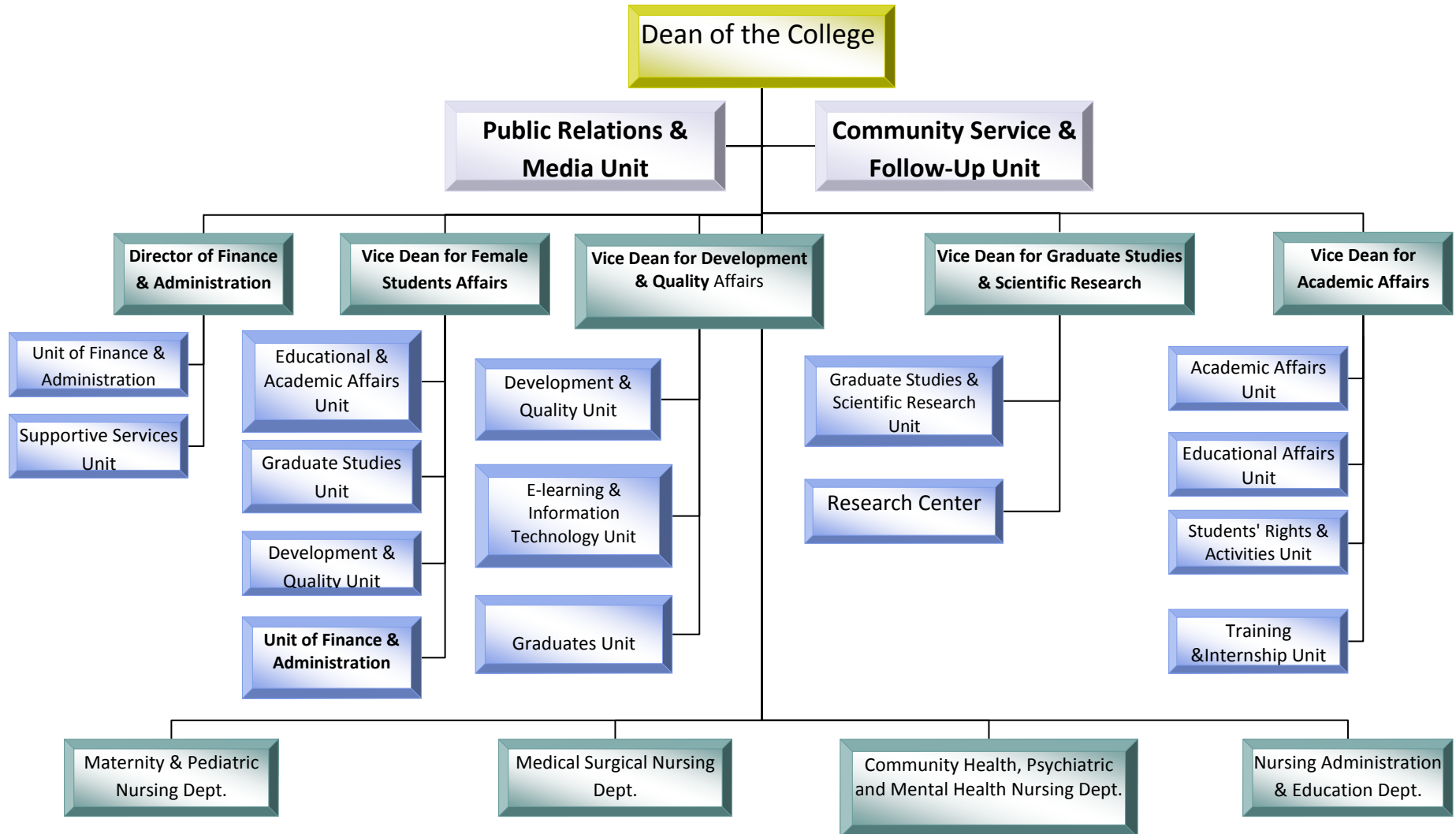
### **Introduction:**

College of nursing was first established in 1396 H/1976G, and then was converted into the department of nursing, one of eight departments in the college of Applied Medical Science in 1399 H/ 1979G. As a result of recognizing that nursing is an important, major and growing specialty in the medical field, the department of nursing was converted into an independent college by a Royal order in 1425 H/ 2004G. The college of Nursing provides quality education through programs that are designed to benefit present and future Saudi health needs, to about 1000 male and female nursing students. Its purpose and function are derived from the philosophies and policies of King Saud University.

The college has four academic departments, namely: Maternal and Child Health Nursing; Medical Surgical Nursing; Community and Mental Health Nursing and Nursing Administration and Education. In addition, the college started the post graduate program in 1407/1408 with Master in Nursing Science (M.Sc.N)



# College's Organizational Chart





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## Environmental Analysis:

As an essential step in building the strategic plan of the college of nursing, the internal and external environment were assessed and analyzed by holding SWOT analysis. The meeting included 42 of the nursing college stake holders' categories including faculty members, lecturers, demonstrators, administrative staff, undergraduate and post graduate students as well as a number of the external customers from different employing settings (graduates, nurse educators in hospitals). The SWOT analysis concluded with the following results:

### a. Internal Environment

#### *Strengths:*

1. Increasing numbers of registering students.
2. Existence of a new plan for the undergraduate program.
3. College's staff and employees are committed and express their loyalty to the college.
4. Creation of Quality and Development unit in the college in branches, males and females.
5. Initiation of the Nursing Research Center.
6. Availability of academic and administrative job opportunities.
7. The college's administration is understanding and supportive for employees, staff and students.
8. Existence of specialized committees such as: students' rights; academic workload distribution...etc.
9. Initiation of electronic communication services within and outside the college.



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### **Weakness:**

1. The need for faculty with distinctive competencies.
2. Deficiency in numbers of faculty with required specialization.
3. Master postgraduate program does not cope with the requirements of the labor market.
4. Absence of an independent building for any of the sections, males or females.
5. Delayed maintenance of dilapidated existing facilities (e.g., elevators, laboratory equipments...etc.).
6. Administrative and supportive staffs are in need for management, secretary and communication skills' improvements.
7. Lack of specialized libraries in the college of nursing buildings (males and females).
8. The study plan for both bachelor's and master's are in need for updating.
9. Lack of job satisfaction among academic and administrative staff and their assistants.
10. Absence of postgraduate (master) program for male section.
11. Difficulty of coordination between the faculty and clinical training settings for students.
12. Provided bachelor's curriculum doesn't serve the nursing profession.
13. Lack of academic and administrative staff of the job descriptions.
14. Lack of available equipment and facilities, which hampers the achievement of the college development and quality.
15. Low salaries and incentives compared to other colleges and universities.
16. Lack of scientific sessions and induction trainings to raise the level of the students and administrative staff.
17. Absence of meetings with college's administration to view the current problems and prospective improvement ideas.
18. Lack of sufficient time for faculty members to attend conferences.
19. High teaching load for faculty members, making it difficult to make any activities with students or for the college.
20. The ratio of students to the faculty is very large .
21. Students' dropout because of lack of conviction of nursing.



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22. Weakness of “Internship” program.
23. College’s leaders are continuously changing.
24. Lack of a positive motivation for faculty, administrative and supportive staff to ensure their continuation of their giving.
25. Lack of adequate budget, and lack of clarity in terms of the current budget.

### ***b. External Environment:***

#### ***Opportunities:***

1. King Saud University International classification among universities all over the globe.
2. Provide opportunities for scholarship in reputable international universities for the graduates and demonstrators.
3. Current changes in the labor laws for nurses (need to be a campaign of Bachelor degree in nursing).
4. The current work of construction in the University City for girls (including the girls’ building of college of nursing).
5. Increase market demand for national nursing staff (Saudization).
6. Opportunities for twinning with reputable universities and open the door of the common external oversight.
7. Deanship of staff development provides workshops and training courses for faculty skills’ development.
8. Administrative employees have the possibility of completing the study in the desired specialties.
9. Availability of job opportunities for nursing staff in the national labor market.
10. Approach to marketing the importance of the nursing profession and the positive media impressions among the community.
11. Direction of the university toward attracting distinctive faculty members from various reputable strong universities all over the globe.
12. Thirst of community organizations to the college’s services (training, advisory, and consultancy).
13. Nursing profession is considered one of the rare professions in the labor market nationally, regionally and internationally.





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14. The opportunity for cooperation with research centers in hospitals and research institutions.
15. Direction of the university towards excellence and leadership so as to enhance and complete the activation of the strategic plan of the college.

### *Threatening:*

1. The strength of the institutions available for training of students.
2. The need for communicate with the active labor market, which makes it difficult to identify market needs and skills of nursing staff.
3. Increasing the number of community and governmental colleges affiliated to the hospitals.
4. National direction to increase the number of nursing students.
5. The presence of nursing graduates from other competitor colleges in terms of quality.
6. Policy of accepting students and admission, the absence of the preparatory year.
7. Employment regulations that do not specify the academic level or a specific clinical experience for the recruitment of faculty members.
8. Absence of obligatory medical examination for students as a prerequisite for college's admission.
9. Increase the gap between the college and training institutions.
10. Lack of interest of the university in the college of nursing compared to the rest of the other colleges.
11. Absence of a structured body or an organization responsible for nursing and nurses to protect, guide and support them.
12. Negative societal perception of the nursing profession.



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## Benchmarking:

Benchmarking for college of nursing King Saud University involved:

- First examining and understanding our own internal work procedures,
- Second searching for "best practices" in other organizations that match those we identified, and finally,
- Adapting those practices within our college to improve performance.
- Process for identifying gaps so that we can improve.

### **First: Examining and Understanding our Own Internal Work Procedures:**

As benchmark, is essential for building blocks to evaluate performance and measure outcomes. Ultimately, these were corresponding to NCAAA Key Performance Indicators. This were done through the self-study process, we identified gaps in available data. This showed the need to create a function in the College that were gathering and analyze data about the College. As Self-Study Document conducted for NCAAA in 2009, the rest are being developed as part of the Strategic Plan for Colleges.

Internally, by comparing Faculty and Departmental performance, we needed to examine the strengths and weaknesses of the college and develop means to assess our progress towards goals. Hence," SWOT" analysis were done for searching what are its relative strengths and weaknesses?



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- Second: searching for "best practices" in other organizations that match those we identified. BENCHMARKS**

### **A Yield from a Preliminary & Rudimentary Scan of Four Highly-ranked International Universities of Similar Size with Professional Focus**

- Rice University – Rice University, Main, Houston, Texas, USA
- EHIGH – Lehigh University, Bethlehem, PA, USA
- Case WRU – Case Western Reserve University, Cleveland, Ohio, USA
- Imperial – imperial College, London, UK [imperial.ac.uk](http://imperial.ac.uk)

**These Schools of Nursing have been benchmarked as institutions of quality equal to or greater than Our College of Nursing and materials have been gathered regarding specific areas of excellence in discovery, learning, engagement, practice/service, and advocacy.**



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INSTITUTION	KPIs			
	Total Enrolment	Faculty Size	Student: Faculty Ratio	% of Applicants Accepted
KFU-D	3267	450	7:1	27%
Rice University	5145	611	5:1	25%
Lehigh University	6600	629	9:1	41%
Case/Western Universities Reserve	9615	863	9.3:1	68%
Imperial College	11490	1095	10.4:1	18%

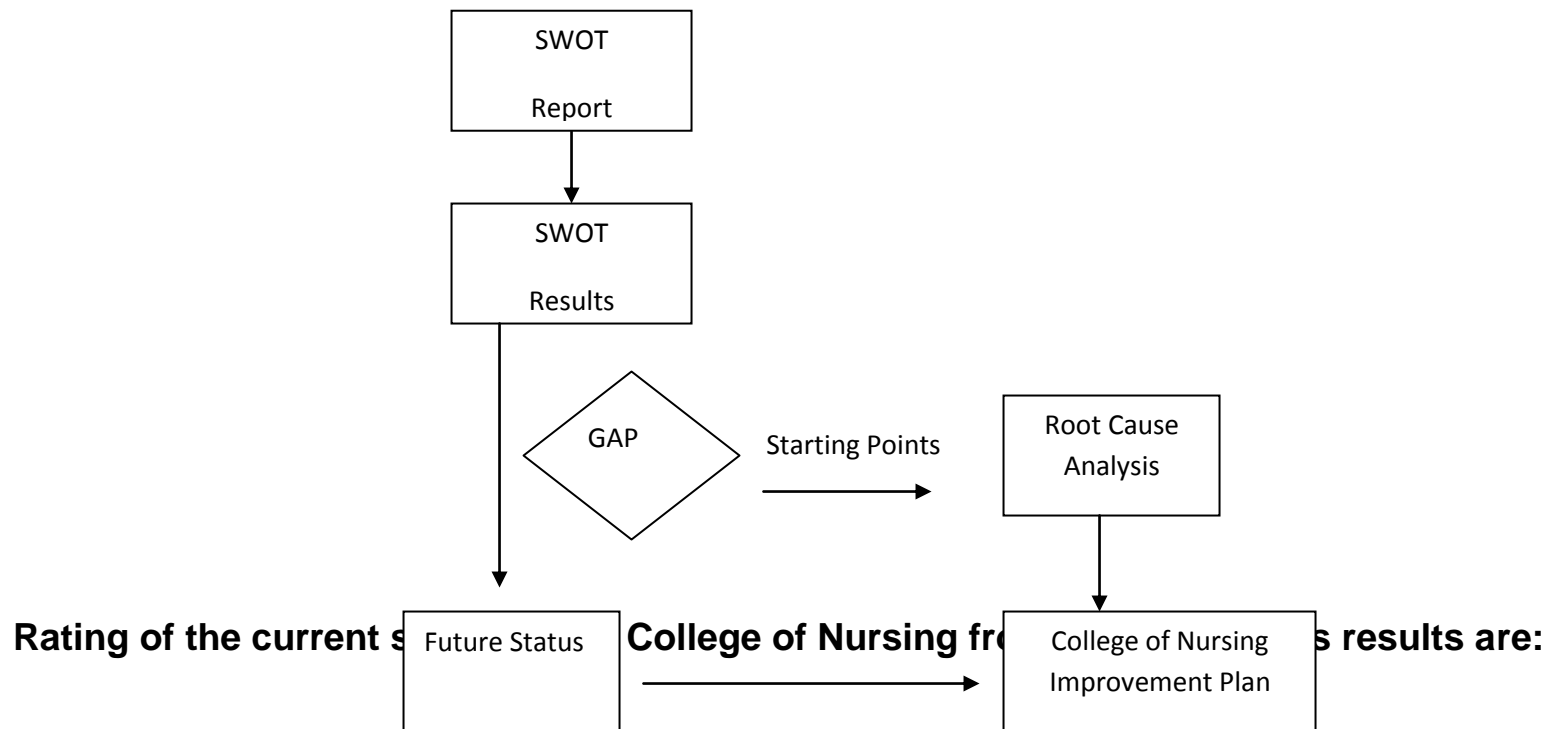
- 1. University of Arizona** (Discovery, Rural Health Care, Gerontology)
- 2. University of Iowa** (Gerontology, Information Technology/ Informatics, Research, Evidence-Based Practice)
- 3. George Mason University** (Advocacy, Global Nursing Network)
- 4. University of Michigan** (Primary Healthcare, Nurse Managed Centre, Rural Healthcare)
- 5. University of Texas – Austin** (Discovery, Learning, Engagement)
- 6. University of Pennsylvania** (Historical Research).
- 7. University of Botswana.**
- 8. Purdue University** School of Nursing



### Gap Analysis:

After SWOT analysis was completed, a systematic process was conducted to identify the gaps between the current state of college of nursing and the future. A deep analysis of the factors was created. Flow chart model was used as presented below.

### Analysis of the Current State





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0-20%	21-50%	51-75%	76-100%
Little or no evidence of improvement	Activities for some indicators are being implemented	Activities for most indicators are being implemented	Activities for virtually all indicators are being implemented

0-20%	21-50%	51-75%	76-100%
Little or no evidence of improvement	Activities for some indicators are being implemented	Activities for most indicators are being implemented	Evidence of improvement are being implemented



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<i>SWOT analysis Items</i>	<i>Cap Analysis Indicators Rating System</i>			
	0-20%	21-50%	51-75%	76-100%
Nursing Faculty competency			x	
Adequacy number of nursing academic faculty		x		
Matching undergraduate and post graduate Nursing Curriculum market needs	x			
College of Nursing structure	x			
Nursing Library	x			
Satisfaction among college of nursing workers		x		
Postgraduate studies for male.	x			
Strategies for clinical practices		x		
Job description and IPP		x		
Method of teaching			x	



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Resources (financial and human)	X	-----	-----	-----	-----
Remuneration comparing to other colleges of nurses and University	X	-----	-----	-----	-----
Continuous nursing and non nursing workshops			X -----	-----	-----
Meeting with college of nursing administrative (Dean –Vice Dean...)	X	-----	-----	-----	-----
Nursing conferences			X -----	-----	-----
Faculties workload			X -----	-----	-----
Clinical practices duration	X	-----	-----	-----	-----
High volume of student number				X -----	-----
Student Turnover			X -----	-----	-----
High Faculty student ratio	X	-----	-----	-----	-----
Internship quality			X -----	-----	-----
Administrative Turnover	X	-----	-----	-----	-----
Motivation strategies			X -----	-----	-----
Budget system			X -----	-----	-----





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### Transformation Statement:

The project started in February 2009 with highly selective members from the college of nursing. The idea behind was to plan carefully for the strategic plan. Three brain storming sessions were initiated among the strategic plan team members, the heads of the departments, and a number of the faculty members known to have strong experience in the nursing education, to spot light on the college's requisites as well as all possible projects required to enhance the work of the strategic plan. Derived from the brain storming sessions, meetings were held to narrow the ideas to focus on five major themes for the strategic plan, namely: the infrastructure; quality; teaching and learning; research and the community services. Based on these themes, a SWOT analysis was conducted targeted 43 members of the stakeholders including faculty and teaching assistants; administrative staff; graduate and undergraduate students as well as external stakeholders from hospitals. Based on the results of the SOWT analysis and Self Study Report (SSR), a gap analysis was created to find out the gap - points for improvement and nucleuses for the strategic plan.

We get the consultation and support meetings from the Project Management Office (PMO) to improve and finalize the strategic plan in its final form.



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# Strategic Plan

Based on the SWOT analysis and the Self Study Report (SSR), the strategic plan for the college of nursing was formulated

## Vision 2016:

To be a center of Excellence College, nationally, regionally, and internationally, in nursing education, research, and community services

## Mission

Through distinguished quality education and scientific research, the college of Nursing prepares students to be competent in their professions, health organizations, and communities.

## Values

**The core values of the College of Nursing** Reflects the ethics and values of internal staff College are derived from the values and ethics of the King Saud University are as follows:

- Enhance sincerity and transparency in work performance
- Justice and equal opportunities
- Teamwork
- Priority is student's progress and welfare



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- Strive towards innovation and excellence
- Effectiveness and efficiency in the work performance
- Distinguished faculty members

### Values of the nursing profession:

College of Nursing is committed to the professional values of:

- Promote confidence, respect and responsibility for personal and professional behaviour.
- Social justice                                      Understanding
- Altruism    Compassion
- Autonomy    Cooperation
- Human dignity                                      Creativity

### Strategic Objectives

1. Sustain comprehensive and distinctive College's Infrastructure.
2. Institutionalize quality management system for recognized college entity.
3. Integrate distinguished and innovative programs in nursing education.
4. Create research-oriented culture and applications.
5. Generate a holistic community services paradigm.



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## College of Nursing Strategic Objectives Alignment with KSU's Objectives:

KSU STRATEGIC OBJECTIVES									
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
	Strengthen our comprehensive university with academic areas of research and teaching excellence	Attract and develop distinctive faculty	Reduce KSU's student volume, raise entry criteria and funding per student, and increase the share of graduate students	Enable KSU students to learn hard and soft skills throughout their academic life	Build bridges internally within KSU and externally with local and international groups	Create an engaging environment at KSU for faculty, students, and staff	Build KSU's endowment and diversify sources of funding	Create a performance contract with the government	Establish an organization and governance model that support KSU's mission
SO1	✓	✓		✓		✓	✓		✓
SO2		✓		✓					✓
SO3	✓	✓	✓	✓	✓	✓		✓	✓
SO4	✓	✓			✓		✓	✓	✓
SO5		✓			✓	✓			✓

COLLEGE OF NURSING  
STRATEGIC OBJECTIVES



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# Delineation of Initiatives and Actions Related to Strategic Objectives



**Strategic Objective 1 : Sustain comprehensive and distinctive College's Infrastructure.**

**Leader: Dr. Adel Bashatah**

Description	Initiative	Estimated Time
Secure college's identity by acquiring college buildings for male and female students	1. Independent well-equipped college building for both branches (males and females).	<b>(2011 – 2016)</b>
	2. Distinctive, expert faculty/administrative staff members.	
	3. College's organizational Structure.	
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>- Official communication with university authorities.</li> <li>- Architectural designs review for national colleges</li> <li>- Fund of (7,000,000,00 SR)</li> </ul>		<b>Informed</b> <b>Dean of the college</b>
<b>K.P IS</b>	- 80% of well-developed independent buildings are fully equipped with quality teaching learning resources.	
<b>Deliverables:</b>	1. Communicate with project management deanship authority.	
	2. Assign a team for reviewing buildings requirements.	
<b>Stakeholders:</b>	<ul style="list-style-type: none"> <li>- Faculty members.</li> <li>- Students.</li> <li>- Support staff.</li> <li>- Project management admin.</li> </ul>	
<b>Accountable:</b>	Project management deanship.	
<b>Responsible:</b>	Dean of the college.	
<b>Comments:</b>	None	



**Initiative 1 : Independent well-equipped college building for both branches (males and females).**

Leader: Dr. Ahmed Abu Shaiqah

Alignment With Strategic Plan: <b>SO1: Sustain comprehensive and distinctive College's Infrastructure.</b>		
Aim:	Action	Estimated Time
To establish the college's entity.	- Preparation of Nursing Simulation labs with all required IT programs and equipment.	Jan 2011 – Dec.2014
	- Preparing computer labs, reading rooms and libraries.	Jan 2011 – Dec.2014
	- Plan for a proper supportive services (faculty & students' launch ) for both buildings.	Jan 2011 - June 2012
Requirements & Interdependencies :	Consulted	Informed:
- Fund of (5,000,000,00SR)	- Head of laboratories Committee.	SO1 Leader (Dr. Adel Bashatah)
K.P IS	<ul style="list-style-type: none"> <li>80% of the simulation labs equipment and resources are set up and well functioning..</li> </ul>	
	<ul style="list-style-type: none"> <li>80% of classes are fully equipped with high-tech teaching learning resources.</li> </ul>	
	<ul style="list-style-type: none"> <li>80% of up-dated library content and resources in buildings of males and females sections are secured</li> </ul>	
Constraints:	Limited available resources	
Constraints:	KSU rules and regulations	
Responsible:	SO1 Leader (Dr. Adel Bashatah)	
Accountable:	Initiative leader (Dr. Ahmed Abu Shaiqah), Projects Leaders and Members	



## Initiative 2 : Distinctive, expert faculty/administrative staff members

Leader: Mrs. Mona Alaseeri

Alignment With Strategic Plan: <b>SO1: Sustain comprehensive and distinctive College's Infrastructure.</b>		
Aim:	Action	Estimated Time
To equip the academic and administrative departments with competent staff.	- Develop a proposal for recruitment plan for both academic and administrative staff requirements.	Jan –June 2011
	- Develop an auditing system for national and international faculty placement.	June 2012- Dec 2013
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>- 3-5 staff members per projects.</li> <li>- IT specialist.</li> <li>- Fund of (1,000,000,00SR).</li> </ul>	<b>Consulted:</b> <ul style="list-style-type: none"> <li>- Deanship of faculty and personnel affairs.</li> </ul>	<b>Informed:</b> SO1 Leader (Dr. Adel Bashatah)
K.P IS	<ul style="list-style-type: none"> <li>• Ratio of students to teacher per group not exceeding 10: 1.</li> </ul>	
	<ul style="list-style-type: none"> <li>• 70% of Users are satisfied with the auditing system</li> </ul>	
<b>Constraints:</b>	KSU rules and regulations	
<b>Responsible:</b>	SO1 Leader (Dr. Adel Bashatah)	
<b>Accountable:</b>	Initiative leader (Mrs. Mona Alaseeri), Projects Leaders and Members	





### Initiative 3: College's organizational Structure

Leader: Dr. Mohammed Almomeni

Alignment With Strategic Plan : <b>SO1: Sustain comprehensive and distinctive College's Infrastructure.</b>		
Aim:	Action	Estimated Time
Enhance the intra-organizational effective communication	- Improve the intra-organizational (Internal) communication system, including internal policies, rules & regulations, job-descriptions and specifications.	Jan -June 2011
	- Develop a proposal for intra-organizational e-communication system	Jan 2013 – Dec 2013
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>- 3-5 faculty members for each project.</li> <li>- Fund of (1,000,000,00SR).</li> <li>- IT specialist and intranet programmer.</li> </ul>	<b>Consulted:</b> <ul style="list-style-type: none"> <li>- Deanship of e-transactions &amp; communication.</li> <li>- Heads of academic &amp;</li> </ul>	<b>Informed:</b> SO1 Leader (Dr. Adel Bashatah)
K.P IS	<ul style="list-style-type: none"> <li>• Approved college's manual</li> </ul>	
	<ul style="list-style-type: none"> <li>• Users' satisfaction with the auditing system</li> </ul>	
Constraints:	KSU rules and regulations	
Responsible:	SO1 Leader (Dr. Adel Bashatah)	
Accountable:	Initiative leader (Dr. Mohammed Momeni), Projects Leaders and Members	



# Project Action Plan (Objective 1)

#	Action (Project)	Duration	Responsibility	Required Resources	Budget	KPIs
1.	Preparation of Nursing Simulation labs with all required IT programs and equipment.	Jan 2011 – Dec.2014	Dr. Ahmed Abu Shaqah	3-5 team members. Properly designed setting (simulation set + monitoring Rooms). IT specialist & programmer.	3,500,000,00 SR	80% of the simulation labs equipment and resources are set up and well functioning
2.	Preparing computer labs, reading rooms and libraries.	Jan 2011 – Dec.2014	Dr. Abeer Alshatbi	3-5 team members. 2 librarians	250,000,00 SR	80% of up-dated library content and resources in buildings of males and females sections are secured
3.	Plan for a proper supportive services (faculty & students' launch) for both buildings.	Jan 2011 - June 2012	Mrs. Mariam AlOneizy	3-5 team members	250,000,00 SR	80% of the Supportive services are settled.
4.	Develop a proposal for recruitment plan for both academic and administrative staff requirements.	Jan 2011 – June 2011	Dr. Najat Almorsi	None	200,000,00 SR	Ratio of students to teacher per group not exceeding 10 : 1.
5.	Develop an auditing system for national and international faculty placement.	June 2012- Dec 2013	Mrs. Mona Alaseeri	3-5 team members, IT specialist, Programmer, auditing Software	800,000,00 SR	70% of Users are satisfied with the auditing system
6.	Improve the intra-organizational (Internal) communication system, including internal policies, rules & regulations, job-descriptions and specifications.	Jan 2011- June 2011	Dr. Mohamed Almomeni	3-5 team members. IT specialist, Intranet Programmer	850,000,00 SR	Approved college's manual
7.	Develop a proposal for intra-organizational e-communication system	Jan 2013 – Dec 2013	Dr. Olfat Salem	3-5 team members. IT specialist, Intranet Programmer	150,000,00 SR	Users' satisfaction with the auditing system



## Strategic Objective 2: Institutionalize quality management system for recognized college entity.

Leader: Mrs. Mona Alaseeri

Description	Initiative		Estimated Time
Design, implement and maintain effective quality management system to achieve the academic accreditation	1. <b>Comprehensive internal Quality Management System (QMS).</b>		<b>2011 - 2016</b>
	2. <b>Toward Academic accreditation</b>		
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>- Human and physical resources.</li> <li>- Fund of (1,500,000,00 SR)</li> </ul>	<b>Consulted</b> <ul style="list-style-type: none"> <li>- Deanship of Quality at KSU.</li> <li>- Deanship of development at KSU.</li> <li>- NCAAA</li> </ul>	<b>Informed</b> Vice dean for quality and development	
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>• 80 % of college's employees, faculty members and students oriented with the college's strategic plan and its operation.</li> <li>• Attain academic accreditations .</li> </ul>		
<b>Deliverables:</b>	<ul style="list-style-type: none"> <li>- Integrate the quality vocabularies within the academic programs and activities.</li> <li>- Determine the accreditation body.</li> </ul>		
<b>Stakeholders:</b>	<ul style="list-style-type: none"> <li>- College affiliated personnel (Faculty, Students, employees).</li> <li>- Deanship of Quality, KSU.</li> <li>- Health organizations, academic organization.</li> </ul>		
<b>Accountable:</b>	<ul style="list-style-type: none"> <li>- Vice rector for quality and development.</li> </ul>		
<b>Responsible:</b>	<ul style="list-style-type: none"> <li>- Vice dean for Quality and development.</li> </ul>		



## Initiative 1 : Comprehensive internal Quality Management System (QMS).

Leader: Dr. Ahmed AbuShaigah

Alignment With Strategic Plan : . Institutionalize quality management system for recognized college entity.		
Aim:	Action	Estimated Time
To establish a holistic framework for quality academic activities & college entity and to ensure systematic monitoring of teaching and learning activities	- Design a strategic plan for Quality Management.	Jan. – Dec. 2011
	- Structure an academic development program for staff and students.	Sep.2011 – Dec.2012
	- Adapt an integrated documentation / auditing system for quality and development."Data Wear Housing System"	Sep. 2011 – May 2012
<b>Requirements &amp; Interdependencies :</b>	<b>Consulted</b>	<b>Informed:</b>
- 3-5 faculty members for each project. - Fund of (750,000,00SR).	- Consultancy office in KSU. - Deanship of Quality.	SO2 Leader (Mrs. Mona Alaseeri)
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>Approved strategic plan for Quality Management</li> </ul>	
	<ul style="list-style-type: none"> <li>70% of the academic development program materials are approved</li> </ul>	
	<ul style="list-style-type: none"> <li>Effectiveness of the outcome of the quality documentation / auditing system.</li> </ul>	
<b>Constraints:</b>	KSU rules and regulations	
<b>Responsible:</b>	SO2 Leader (Mrs. Mona Alaseeri)	
<b>Accountable:</b>	Initiative leader (Dr. Ahmed Abu Shaiqah), Projects Leaders and Members	



## Initiative 2: Toward academic accreditation

Leader: Dr. Elham Fayad

Alignment With Strategic Plan : Institutionalize quality management system for recognized college entity.		
Aim:	Action	Estimated Time
To be a recognized college nationally, regionally or internationally	- Empower the quality culture among all employees in order to achieve the academic accreditation	Jan. 2011 – Dec. 2016
	- Develop a plan for fulfilling the requirements for academic accreditation	Jan. – May 2011
	- Implement the process for academic accreditation.	Sep. 2011 – Dec. 2012
Requirements & Interdependencies :	Consulted	Informed:
- 3-5 faculty members for each project. - Fund of (750,000,00SR).	- Consultancy office in KSU. - Deanship of Quality.	SO2 Leader (Mrs. Mona Alaseeri)
K.P IS	<ul style="list-style-type: none"> <li>80% of the college's employees are oriented with the requirements for academic accreditation.</li> </ul>	
	<ul style="list-style-type: none"> <li>An approved plan for fulfilling the requirements for academic accreditation .</li> </ul>	
	<ul style="list-style-type: none"> <li>Obtain the accreditation certificate from a recognized organization.</li> </ul>	
Constraints:	KSU rules and regulations	
Responsible:	SO2 Leader (Mrs. Mona Alaseeri)	
Accountable:	Initiative leader (Dr. Elham Fayad), Projects Leaders and Members	



## Project Action Plan (Objective 2)

#	Action (Project)	Duration	Responsibility	Required Resources	Budget	KPIs
1.	Design a strategic plan for Quality Management.	Jan. – Dec. 2011	Dr. Fatma Baddar	3-5 team members.	150,000,00 SR	Approved strategic plan for Quality Management
2.	Structure an academic development program for staff and students.	Sep. 2011 – Dec.2012	Dr. Elham Fayad	3-5 team members.	350,000,00 SR	70% of the academic development program materials are approved
3.	Adapt an integrated documentation / auditing system for quality and development. "Data Wear Housing System"	Sept. 2011 – May 2012	Dr. Mona Talaat	3-5 team members	250,000,00 SR	Effectiveness of the outcome of the quality documentation / auditing system.
4.	Empower the quality culture among all employees in order to achieve the academic accreditation	Jan. 2011 – Dec. 2016	Dr. Hanan Alkorashy	3-5 team members Multimedia devices	300,000,00 SR	80% of the college's employees are oriented with the requirements for academic accreditation.
5.	Develop a plan for fulfilling the requirements for academic accreditation	Jan. 2011 – May 2011	Dr. Faten Helmy	3-5 team members,	150,000,00 SR	An approved plan for fulfilling the requirements for academic accreditation
6.	Implement the process for academic accreditation.	Sep. 2011 – Dec. 2012	Dr. Salma Moawad	3-5 team members.	300,000,00 SR	Obtain the accreditation certificate from a recognized organization.



### Strategic Objective 3 : Integrate distinguished and innovative programs in nursing education .

Leader: Dr. Elham Fayad

Description	Initiative		Estimated Time
Develop and launch up to date nursing programs consistent with international standards	1. Faculty Academic Development		2011- 2016
	2. Students' Academic Development		
	3. Teaching – Learning Environment		
	4. Distinctive Postgraduate Programs		
<b>Requirements &amp; Interdependencies :</b> - Assign faculty and administrative staff to fulfill requirements of achievement. - Adequate fund count of "3,000,000,00 SR "	<b>Consulted</b> Faculty Development Deanship Learning Teaching and assessment Center E-Learning and distance Learning Deanship		<b>Informed</b> <b>Vice Dean for Academic affairs</b>
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>70% of the developmental programs are structured, approved, and evaluated</li> </ul>		
<b>Deliverables:</b>	<ul style="list-style-type: none"> <li>Thorough need assessments</li> <li>Consultant with international nursing education body</li> </ul>		
<b>Stakeholders:</b>	<ul style="list-style-type: none"> <li>Faculty</li> <li>Students</li> <li>Healthcare Employers</li> </ul>		
<b>Accountable:</b>	College's Council		
<b>Responsible:</b>	Academic Affairs, Postgraduate Affairs		



## Initiative 1 : Faculty Academic Development

Leader: Dr. Hanan Alkorashy

Alignment With Strategic Plan :		
Integrate distinguished and innovative programs in nursing education		
Aim:	Action	Estimated Time
To develop the college's faculty academic capacity to undertake teaching-and-learning and other professional roles and benefits for a whole entity.	• Design Technology-related skills Program for faculty development	Sep. 2012- Dec. 2013
	• Plan for annual Staff Development scientific activities (Calendar)	April- June. 2011
	• Design a structured Mentorship Program	April – Sep. 2011
Requirements & Interdependencies :		Consulted:
<ul style="list-style-type: none"> <li>- 3-5 Academic staff members for each project.</li> <li>- Fund of "250,000,00SR".</li> <li>- KSU administration support</li> </ul>		<ul style="list-style-type: none"> <li>- Deanship of skills development-KSU.</li> <li>- International reputable academic development agencies.</li> </ul>
K.P IS	• 80% of the college's faculty participated in the Technology-related skills activities	
	• Annual Staff Development scientific is structured	
	• Mentorship program approved	
Constraints:	KSU rules and regulations	
Responsible:	SO3 Leader (Dr. Elham Fayad)	
Accountable:	Initiative Leader (Dr. Hanan Alkorashy), Projects leaders and members.	





## Initiative 2 : Students' Academic Development

Leader: Dr. Mona Talaat

Alignment With Strategic Plan :		
Integrate distinguished and innovative programs in nursing education		
Aim:	Action	Estimated Time
To embed within the learning and teaching culture the skills and learning opportunities that will enhance student success and employability.	• Enhance academic students' life through multiple learning activities.	Sep. 2012- Dec. 2015
	• Establish students' counselling and supportive services	May 2011- Dec. 2011
	• Design an orientation program for undergraduate new comers	March -June 2011
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>- 3-5 Academic staff members for each project.</li> <li>- Fund of "750,000,00SR".</li> <li>- KSU administration support</li> </ul>	<b>Consulted:</b> <ul style="list-style-type: none"> <li>- Deanship of skills development-KSU.</li> <li>- Deanship of students affairs</li> <li>- International reputable academic development agencies.</li> </ul>	<b>Informed:</b> <ul style="list-style-type: none"> <li>- SO3 Leader (Dr. Elham Fayad)</li> </ul>
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>• 80% of student's satisfaction with their academic progress and life are met</li> <li>• 2-3 of announced counseling sessions per academic semester to the students are completed</li> <li>• Students counseling services/ center are exist</li> <li>• Satisfactory report from students utilizing the counseling services</li> <li>• New comers Orientation program is designed and implemented</li> </ul>	
<b>Constraints:</b>	KSU rules and regulations	
<b>Responsible:</b>	SO3 Leader (Dr. Elham Fayad)	
<b>Accountable:</b>	Initiative Leader (Dr. Mona Talaat), Projects leaders and members.	



### Initiative 3: Teaching – Learning Environment

Leader: Dr. Nadia Medany

Alignment With Strategic Plan :		
Integrate distinguished and innovative programs in nursing education		
Aim:	Action	Estimated Time
Develop and embed high quality e-learning, blended and distance learning into learning and teaching by encouraging and enabling staff and students to use new technologies.	<ul style="list-style-type: none"> <li>• Create an intellectual climate that fosters collaboration between faculty, students and administration.</li> </ul>	Sep. 2011- Dec 2013
	<ul style="list-style-type: none"> <li>• Enhance E-learning activities among faculty and students.</li> </ul>	Sep. 2011 – Dec.2015
	<ul style="list-style-type: none"> <li>• Propose a plan for mutual academic activities with reputable national and international universities and related organizations.</li> </ul>	Jan 2011- Dec. 2011
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>- 3-5 Academic staff members for each project.</li> <li>- Fund of "1,500,000,00SR".</li> <li>- KSU administration support</li> </ul>	<b>Consulted:</b> <ul style="list-style-type: none"> <li>-Deanship of E-learning and distance learning.</li> <li>- International reputable academic development agencies.</li> </ul>	<b>Informed</b>  SO3 Leader (Dr. Elham Fayad)
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>• Faculty, students and administration satisfaction with collaboration and intellectual progress.</li> <li>• 10-15% of academic courses activities are constructed as e leaning materials</li> <li>• The plan for mutual academic activities with reputable national and international universities is completed</li> </ul>	
<b>Constraints:</b>	KSU rules and regulation pertaining to students' affairs.	
<b>Responsible:</b>	SO3 Leader (Dr. Elham Fayad)	
<b>Accountable:</b>	Initiative Leader (Dr. Nadia Medany), Projects leaders and members.	



## Initiative 4: Distinctive Postgraduate Programs

Leader: Dr. Adel Bashatah

Alignment With Strategic Plan :		
Integrate distinguished and innovative programs in nursing education		
Aim:	Action	Estimated Time
Enable postgraduate students to be open to new ways of thinking and to gain a lasting intellectual self-confidence so that they may have both the ability and the desire to be life-long learners.	<ul style="list-style-type: none"> <li>Propose a plan for updating the Master's Program in Nursing.</li> </ul>	Jan -Sep. 2011
	<ul style="list-style-type: none"> <li>Design a PhD Nursing Program based on the international standards</li> </ul>	Mar 2012 – Dec 2014
	<ul style="list-style-type: none"> <li>Develop interdisciplinary, post baccalaureate academic programs</li> </ul>	Jan 2012- Dec 2013
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>Assign 3-5 faculty members for each project.</li> <li>Fund values "500,000,00SR".</li> <li>Arrangement and agreements with MHE, NCAAA</li> </ul>	<b>Consulted:</b> <ul style="list-style-type: none"> <li>International reputable academic development agencies.</li> <li>Deanship of graduate studies</li> </ul>	<b>Informed:</b> SO3 Leader (Dr. Elham Fayad)
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>The proposal to update the Master's Program in Nursing is completed and approved</li> <li>PhD Nursing Program is designed and ready to submit</li> <li>3-5 of post baccalaureate academic programs are developed and submitted to the university's authorities</li> </ul>	
<b>Constraints:</b>	KSU rules and regulation pertaining to students' affairs.	
<b>Responsible:</b>	SO3 Leader (Dr. Elham Fayad)	
<b>Accountable:</b>	Initiative Leader (Dr. Adel Bashatah), Projects leaders and members.	



Strategic Planning Team

Dr. Adel S. Bashatah Director  
 Dr. Elham Fayad Member  
 Dr. Hanan Alkorashy Member  
 Dr. Nazik Zakari Member  
 Mrs. Mona Alaseeri Member

Project Title:

Strategic Plan, College of Nursing KSU

## Project Action Plan (Objective 3)

#	Action (Project)	Duration	Responsibility	Required Resources	Budget	KPIs
1.	Design Technology-related skills Program for faculty development	Sep. 2012- Dec. 2013	Dr. Mohamed Momani	3-5 team members.	100,000,00 SR	80% of the college's faculty participated in the Technology-related skills activities
2.	Plan for annual Staff Development scientific activities (Calendar)	April- June. 2011	Dr. Yasmeen Alfouly	3-5 team members.	50,000,00 SR	Annual Staff Development scientific is structured
3.	Design a structured Mentorship Program	April – Sep. 2011	Dr. Nashaat Zoraikat	3-5 team members	100,000,00 SR	Mentorship program approved
4.	Enhance academic students' life through multiple learning activities.	Sep. 2012- Dec. 2015	Mrs. Najat Alsomali	3-5 team members	350,000,00 SR	80% of student's satisfaction with their academic progress and life are met
5.	Establish students' counselling and supportive services	May - Dec. 2011	Dr. Esmat Gemaiey	3-5 team members,	200,000,00 SR	Satisfactory report from students utilizing the counseling services
6.	Design an orientation program for undergraduate new comers	March -June 2011	Dr. Nadia Medany	3-5 team members.	200,000,00 SR	New comers Orientation program is designed and implemented
7.	Create an intellectual climate that fosters collaboration between faculty, students and administration.	Sep. 2011- Dec 2013	Dr. Mervat A.Fattah	3-5 team members.	500,000,00 SR	Faculty, students and administration satisfaction with collaboration and intellectual progress.



Strategic Planning Team

Dr. Elham Fayad Member  
Dr. Hanan Alkorashy Member

Dr. Adel S. Bashatah Director

Dr. Nazik Zakari Member  
Mrs. Mona Alaseeri Member

Project Title:

Strategic Plan, College of Nursing KSU

8.	<b>Enhance E-learning activities among faculty and students.</b>	<b>Sep. 2011 – Dec. 2015</b>	Dr. Ahmed Abushaigah	3-5 team members.	500,000,00 SR	10-15% of academic courses activities are constructed as e learning materials
9.	<b>Propose a plan for mutual academic activities with reputable national and international universities and related organizations.</b>	<b>Jan - Dec. 2011</b>	Dr. Wajed Hatamleh	3-5 team members.	500,000,00 SR	The plan for mutual academic activities with reputable national and international universities is completed
10.	<b>Propose a plan for updating the Master's Program in Nursing.</b>	<b>Jan –Sep. 2011</b>	Dr. Nazik Zekari	3-5 team members.	150,000,00 SR	The proposal to update the Master's Program in Nursing is completed and approved
11.	<b>Design a PhD Nursing Program based on the international standards</b>	<b>Mar 2011 – Dec 2014</b>	Dr. Adel Bashatah	3-5 team members.	150,000,00 SR	PhD Nursing Program is designed and ready to submit
12.	<b>Develop interdisciplinary, post baccalaureate academic programs</b>	<b>Jan 2012- Dec 2013</b>	Dr. Olfat Salem	3-5 team members.	200,000,00 SR	3-5 of post baccalaureate academic programs are developed and submitted to the university's authorities



## Strategic Objective 4 : Create research-oriented culture and applications.

Leader: Dr. Nazik Zekari

Description	Initiative		Estimated Time
Enhancement of a research culture and application among faculty and students.	1. Empowering research performance		2011 - 2014
	2. Research accountability		
Requirements & Interdependencies :		Consulted	Informed
<ul style="list-style-type: none"> <li>- Financial, human and physical resources.</li> <li>- Fund of (3,000,000,00 SR)</li> </ul>		Deanship of scientific research	Vice dean for graduate studies and scientific research
K.P IS	- relationships with reputable research organizations and centers are sustained		
	- 80% of the college's affiliated researchers are aligned with Institutional Review Board (IRB) guidelines, rules and regulations.		
Deliverables:	- Adapt rules, regulations, and internal policy manual for research performance and application		
	- Mutual collaboration with university administration and external research bodies		
Stakeholders:	<ul style="list-style-type: none"> <li>- Faculty</li> <li>- Students</li> <li>- Librarians</li> </ul>		
Accountable:	Vice rector for scientific research		
Responsible:	Research center director		



## Initiative 1 : Empowering research performance

Leader: Dr. Fatma Baddar

Alignment With Strategic Plan: <b>Create research-oriented culture and applications.</b>		
Aim:	Action	Estimated Time
To achieve excellence in research and the economics of knowledge.	<ul style="list-style-type: none"> <li>Establish the “KSU Scientific Nursing Journal”.</li> </ul>	<b>Jan.2012 – Dec.2014</b>
	<ul style="list-style-type: none"> <li>Plan for Initiating sustainable relationships with reputable research organizations &amp; centres.</li> </ul>	<b>Sep. 2011 – Sep. 2012</b>
	<ul style="list-style-type: none"> <li>Develop a strategy for operating the scientific research priorities.</li> </ul>	<b>March– Dec. 2011</b>
<b>Requirements &amp; Interdependencies :</b> - Assign 3-5 faculty members for each project. - Fund values "2,000,000,00SR".		<b>Consulted:</b> - King Abdulaziz City for Science and Technology.
		<b>Informed:</b> SO4 Leader (Dr. Nazik Zekari)
K.P IS	<ul style="list-style-type: none"> <li>An official approval from the university authority is obtained.</li> </ul>	
	<ul style="list-style-type: none"> <li>Three to five sustainable contracts for relationship with reputable research organizations and centers.</li> </ul>	
	<ul style="list-style-type: none"> <li>Approved strategy for operating the scientific research priorities.</li> </ul>	
<b>Constraints:</b>	<b>KSU rules and regulations.</b>	
<b>Responsible:</b>	SO4 Leader (Dr. Nazik Zekari)	
<b>Accountable:</b>	Initiative Leader (Dr. Fatma Baddar), Projects leaders and members.	



## Initiative 2 : Research accountability

Leader: Dr. Najat Almorsy

Alignment With Strategic Plan : : <b>Create research-oriented culture and applications..</b>		
Aim:	Action	Estimated Time
To provide an interdisciplinary, international forum for the development of new procedures, standards and policies in an ethical climate.	- Formulate the Nursing Research Review Board (NRRB).	<b>March. 2011 – May 2013</b>
	- Adapt an Internal Policy Manual for the College’s Research Center.	<b>May– Dec. 2011</b>
	- Develop a proposal to add nursing search engines to the scientific data bases list at university library deanship services.	<b>Jan.– June 2011</b>
<b>Requirements &amp; Interdependencies :</b> Assign 3-5 faculty members for each project. - Fund values "1,000,000,00SR".		<b>Consulted:</b> - King Abdulaziz City for Science and Technology.
		<b>Informed:</b> SO4 Leader (Dr. Nazik Zekari)
K.P IS	<ul style="list-style-type: none"> <li>The college’s Research Review Board (RRB) is formulated and operating.</li> </ul>	
	<ul style="list-style-type: none"> <li>Internal Policy Manual approved from the university authority.</li> </ul>	
	<ul style="list-style-type: none"> <li>Nursing search engines added to the scientific data bases list at university library deanship services, and are effectively working.</li> </ul>	
<b>Constraints:</b>	<b>KSU rules and regulations.</b>	
<b>Responsible:</b>	SO4 Leader (Dr. Nazik Zekari)	
<b>Accountable:</b>	Initiative Leader (Dr. Fatma Baddar), Projects leaders and members.	





## Project Action Plan (Objective 4)

#	Action (Project)	Duration	Responsibility	Required Resources	Budget	KPIs
1.	Establish the "KSU Scientific Nursing Journal".	Jan.2012 – Dec.2014	Dr. Nazik Zekari	3-5 team members.	750,000,00 SR	An official approval from the university authority is obtained.
2.	Plan for Initiating sustainable relationships with reputable research organizations & centres.	Sep. 2011 – Sep.. 2012	Dr. Nashaat Zoraikat	3-5 team members.	250,000,00 SR	Three to five sustainable contracts for relationship with reputable research organizations and centers.
3.	Develop a strategy for operating the scientific research priorities.	March – Dec. 2011	Dr. Fatma Baddar	3-5 team members	1,000,000,00 SR	Approved strategy for operating the scientific research priorities.
4.	Formulate the Nursing Research Review Board (NRRB).	March. 2011 – May 2013	Dr. Nadia Medani	3-5 team members	400,000,00 SR	The college's Research Review Board (RRB) is formulated and operating.
5.	Adapt an Internal Policy Manual for the College's Research Center.	May – Dec. 2011	Dr. Fatma Baddar	3-5 team members,	350,000,00 SR	Internal Policy Manual approved from the university authority.
6.	Develop a proposal to add nursing search engines to the scientific data bases list at university library deanship services.	Jan. – Jun.2011	Dr. Hanan Alkorashy	3-5 team members.	250,000,00 SR	Nursing search engines added to the scientific data bases list at university library deanship services, and are effectively working.



## Strategic Objective 5: Generate a holistic community services paradigm .

Leader: Dr. Hanan Alkorashy

Description	Initiative	Estimated Time
Provide community services within academic and administrative concepts	1. Voluntary community work	2011 - 2015
	2. National governmental involvement	
<b>Requirements &amp; Interdependencies :</b> - Communication with governmental agencies - Sufficient fund "1,150,000,00 SR"		<b>Consulted</b> Voluntary Societies  <b>Informed</b> Dean of college
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>50-70% of both students and faculty involved in community services activities</li> <li>Annual active involvement in national and governmental events</li> </ul>	
<b>Deliverables:</b>	<ul style="list-style-type: none"> <li>Involve students and faculty in planning for community services</li> </ul>	
	<ul style="list-style-type: none"> <li>Continuously announcing of the national and governmental events</li> </ul>	
<b>Stakeholders:</b>	<ul style="list-style-type: none"> <li>Community</li> <li>Students</li> <li>Faculty</li> </ul>	
<b>Accountable:</b>	Deanship of Quality and Development	
<b>Responsible:</b>	Vice Dean for Academic Affairs	



## Initiative 1 : Voluntary community work

Leader: Dr. Faten Helmy.

Alignment With Strategic Plan : <b>Generate a holistic community services paradigm</b>		
Aim:	Action	Estimated Time
To enhance the contribution of the college's staff and students to the wider voluntary community services and national events.	- Propose for a community services unit to organize voluntary community activities.	Sep. 2011 – May 2012
	- Design a plan to involve students and faculty in community services arena	Sep. 2011 – May 2012
	- Design a database for various activities and events of national and governmental agencies	Jan. – Sep. 2012
<b>Requirements &amp; Interdependencies :</b> <ul style="list-style-type: none"> <li>- 3-5 faculty members for each project.</li> <li>- Fund of "750,000,00 SR"</li> <li>- IT specialist (Programmer)</li> <li>- Statistician</li> </ul>	<b>Consulted</b> <ul style="list-style-type: none"> <li>- Director, Strategic plan.</li> <li>-Consultancy office, KSU.</li> <li>-Ministry of Health officers</li> <li>-Voluntary Societies</li> </ul>	<b>Informed</b> SO5 Leader (Dr. Hanan Alkorashy)
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>• Community services unite structure and function are formed</li> </ul>	
	<ul style="list-style-type: none"> <li>• Plan to involve student and faculty is approved</li> </ul>	
	<ul style="list-style-type: none"> <li>• Activated Database for governmental and national events</li> </ul>	
<b>Constraints:</b>	<b>KSU rules and regulations.</b>	
<b>Responsible:</b>	SO5 Leader (Dr. Hanan Alkorashy)	
<b>Accountable:</b>	Initiative Leader (Dr. Faten Helmy), Projects leaders and members.	



## Initiative 2 : National governmental involvement

Leader: Dr. Nazik Zakari

Alignment With Strategic Plan : <b>Generate a holistic community services paradigm</b>		
Aim:	Action	Estimated Time
To engage faculty and students in events and educational programs that build community capacity for health literacy and the nursing professional role	- Design mutual agreement to organize the community services activities	<b>Sep. 2012- May 2013</b>
	- Implement various educational programs to assert nursing role in the community	<b>Jan. 2013- Dec 2016</b>
<b>Requirements &amp; Interdependencies :</b>	<b>Consulted</b>	<b>Informed</b>
<ul style="list-style-type: none"> <li>- 3-5 faculty members for each project.</li> <li>- Fund of "400,000,00 SR".</li> <li>- Designated setting for community educational and other activities.</li> <li>- Approvals of higher education, SCHS, &amp; MOH.</li> </ul>	<ul style="list-style-type: none"> <li>- Director, Strategic plan.</li> <li>-Consultancy office, KSU.</li> <li>-Ministry of Health officers</li> <li>-Voluntary Societies</li> </ul>	SO5 Leader (Dr. Hanan Alkorashy)
<b>K.P IS</b>	<ul style="list-style-type: none"> <li>• 3-5 mutual agreement are approved and signed</li> </ul>	
	<ul style="list-style-type: none"> <li>• 70% of implemented educational programs reflect positive feedback from served community agencies</li> </ul>	
<b>Constraints:</b>	<b>KSU rules and regulations.</b>	
<b>Responsible:</b>	SO5 Leader (Dr. Hanan Alkorashy)	
<b>Accountable:</b>	Initiative Leader (Dr. Nazik Zekari), Projects leaders and members.	



## Project Action Plan (Objective 5)

#	Action (Project)	Duration	Responsibility	Required Resources	Budget	KPIs
1.	Propose for a community services unit to organize voluntary community activities.	Sep. 2011 – May 2012	Dr. Esmat Gemeiy	3-5 team members.	250,000,00 SR	Community services unite structure and function are formed
2.	Design a plan to involve students and faculty in community services arena	Sep. 2011 – May 2012	Dr. Mona Talaat	3-5 team members.	250,000,00 SR	Plan to involve student and faculty is approved
3.	Design a comprehensive database for various activities and events of national and governmental agencies	Jan. – Sep. 2012	Mr. Magdy Muhanna	3-5 team members	250,000,00 SR	Activated Database for governmental and national events
4.	Design mutual agreement to organize the community services activities	Sep. 2012- May 2013	Mr. Ali Masarwa	3-5 team members	100,000,00 SR	3-5 mutual agreement are approved and signed
5.	Implement various educational programs to assert nursing role in the community	Jan. 2013- Dec 2016	Dr. Nadheera Nouh	3-5 team members,	300,000,00 SR	70% of implemented educational programs reflect positive feedback from served community agencies



## Strategic Planning Team

Dr. Adel S. Bashatah Director  
Dr. Elham Fayad Member  
Dr. Hanan Alkorashy Member  
Dr. Nazik Zakari Member  
Mrs. Mona Alaseeri Member

Project Title:

Strategic Plan, College of Nursing KSU

# Communication Plan



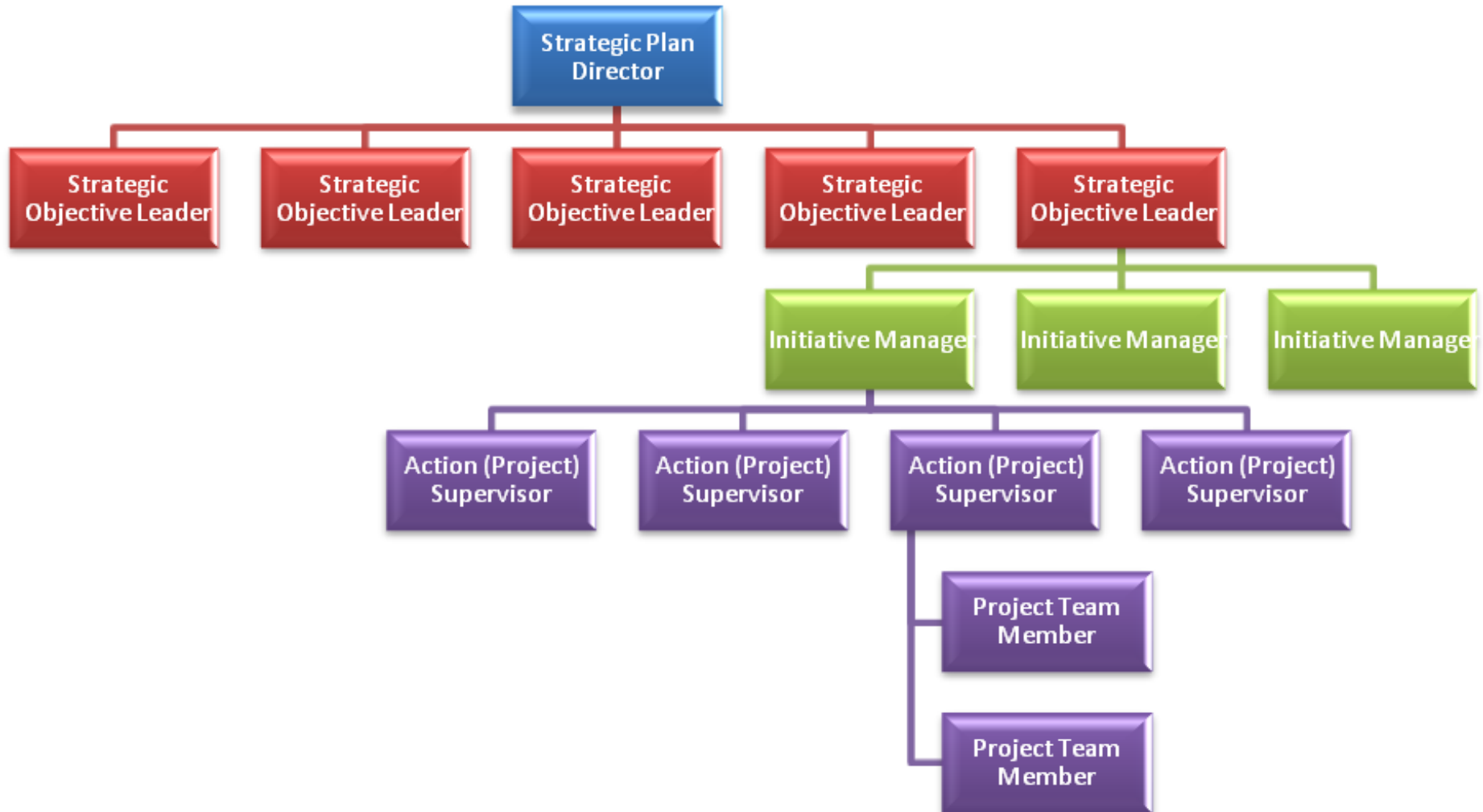
Strategic Planning Team

Dr. Adel S. Bashatah Director  
Dr. Elham Fayad Member  
Dr. Hanan Alkorashy Member  
Dr. Nazik Zakari Member  
Mrs. Mona Alaseeri Member

Project Title:

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# Strategic Plan Internal Communication Channel





## Strategic Planning Team

Dr. Adel S. Bashatah Director  
Dr. Elham Fayad Member  
Dr. Hanan Alkorashy Member  
Dr. Nazik Zakari Member  
Mrs. Mona Alaseeri Member

Project Title:

Strategic Plan, College of Nursing KSU

## Purpose:

This communication plan aims to support the strategic objectives and provide action items for the college's communication channels and targets. It will serve as a guide for all parties for all internal and external communication supporting the strategic plan intervention.

<b>Objectives/purpose</b>	<b>Target / Stakeholders</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Method</b>	<b>Responsible</b>
Strategic Plan team internal communication	Strategic Plan Director, initiative Managers, Action Supervisors and Projects' teams members.	Internal communication for sharing and updating on progress of the projects, initiatives and objectives fulfillment.	Bimonthly	Meetings, e-mails	Strategic Plan Director
Steering committee communication	Members of steering committee	Contact with stakeholders and PMO	Monthly, as needed	Meetings, e-mails	Strategic Plan Director
Students, Faculty & Administrative Staff	Students, Faculty & Administrative Staff	Update them with progress of S.P. and gain their cooperation and participation	Quarterly	Meetings, Newsletters, Magazine	Quality Unit Head
Communication with college's administration	Dean, Vice deans, Heads of Academic Departments	Spotlights on issues, risks, strategic plan progress and seeks for coordination	Monthly, as needed	Letters, Meetings, e-mails	Strategic Plan Director



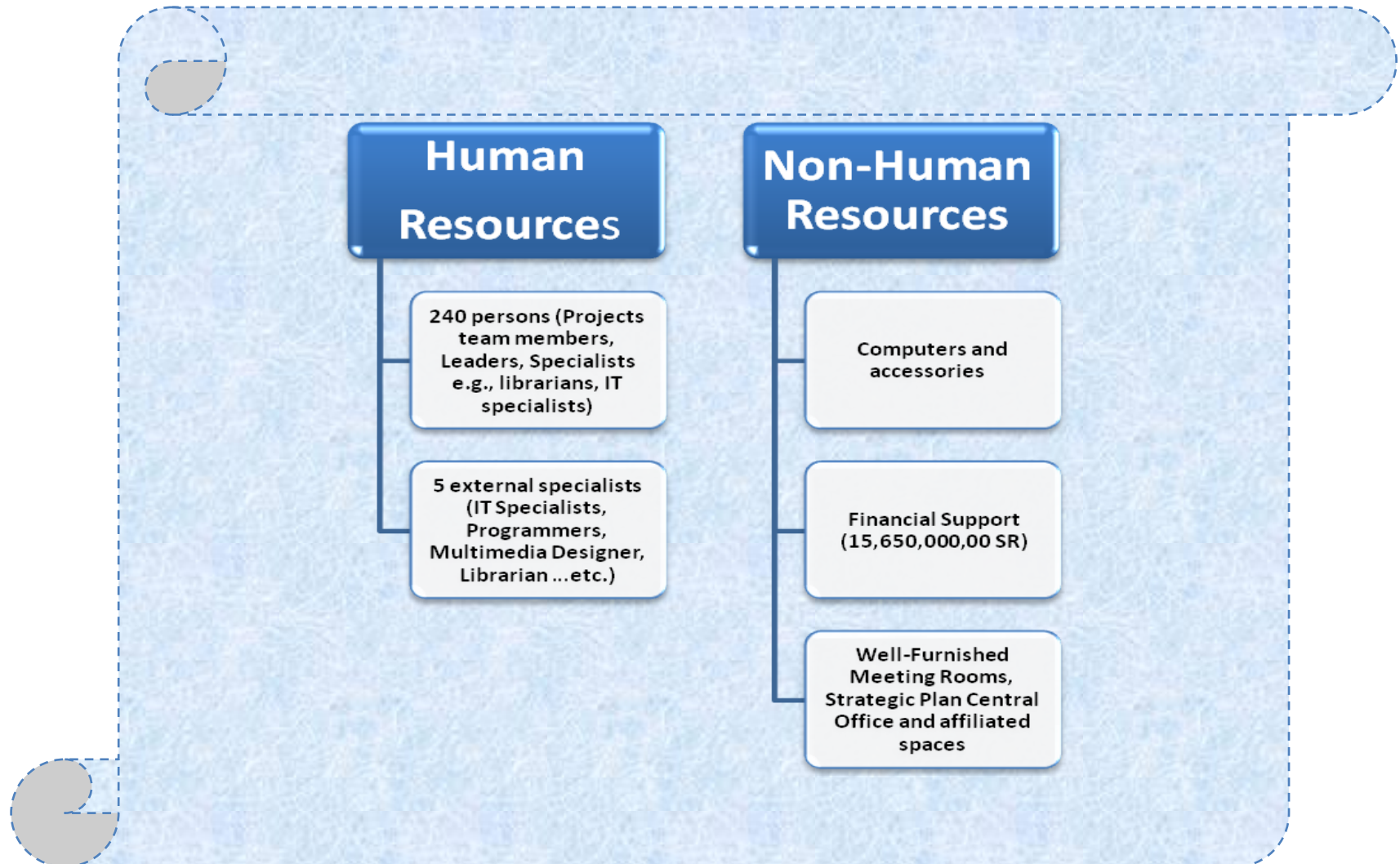


# Financial Statement (Budget)

Strategic Objectives	Budget
<i>SO 1: Sustain comprehensive and distinctive College's Infrastructure</i>	7,000,000.00 SR
<i>SO 2: Institutionalize quality management system for recognized college entity</i>	1,500,000.00 SR
<i>SO 3: Integrate distinguished and innovative programs in nursing education</i>	3,000,000.00 SR
<i>SO 4: Create research-oriented culture and applications</i>	3,000,000.00 SR
<i>SO 5: Generate a holistic community services paradigm</i>	1,150,000.00 SR
<b>Total</b>	<b>15,650,000.00 SR</b>



# Resources Plan





## Strategic Planning Team

Dr. Adel S. Bashatah Director  
Dr. Elham Fayad Member  
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Dr. Nazik Zakari Member  
Mrs. Mona Alaseeri Member

Project Title:

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# Risk Plan



**Strategic Planning Team**

Dr. Adel S. Bashatah Director  
 Dr. Elham Fayad Member  
 Dr. Hanan Alkorashy Member  
 Dr. Nazik Zakari Member  
 Mrs. Mona Alaseeri Member

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Risk	Description	Impact			Probability			Plan for Action	Assigned to	
		Low	Medium	High	Low	Medium	High			
1	Lack of authority support	No independent buildings for males and female sections. Also, achieving the predetermined initiatives and projects may be hindered as related to delayed administrative support and/or response.			√		√		Continuous formal communication with higher authority	Dean of the college
2	Absence/insufficiency of fund	Insufficient provided fund for buildings, preparations (Labs, Libraries, Smart classes...etc.), as well as to fulfill the strategic initiatives and projects.			√	√			Prioritize the required essential resources in a time action plan	Dean of the college
3	Shortage of competent academic and administrative staff in the market	Difficulty to recruit qualified academic and administrative staff to affiliate to Ng. College.			√		√		Plan for attract the prospective staff with monetary and non-monetary benefits.	Vice dean of academic affairs.



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4	Lack of clear chain of command	Responsibility, authority and accountability are not equally assigned to positions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Emphasize to orient all staff with their job description, authority and responsibility.	Dean of the college
5	Instability of KSU rules and regulations pertaining to fulfilling the strategic initiatives and projects (e.g., students' affairs, research centers...etc.)	Changes in the agreed upon KSU rules and regulations may have a negative impact on the flow of the projects achievement.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Continuous review and updating the known rules and regulations by the strategic plan team members and forward the updates to all initiatives and projects' leaders	Leader of the strategic plan team.
6	Resistance to change	Resistance of academic and/or administrative staff as well as students to the work implementation of the projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Conduct condensed workshops and visual media materials target the enhancement of positive culture, manage the negative forces and supports the positive ones.	Vice dean for Quality and Development.
7	Lack of community acceptance	Lack of acceptance from the side of community to the colleges' activities and projects with community organizations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Marketing plan and advertising strategies communication to the community organizations the mission, vision and strategic projects and their magnitude to assure the wellbeing of these organization.	Dean of the college



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8	Leaders' tent to excuse/leave	Any of the leaders of the strategic objects, initiatives, and/or projects may submit an excuse or resign or even lose the motive to continue his role		√					√	Satisfaction survey should be circulated among the team members and leaders in a designated dates. This survey targets the overall and specific-related satisfaction as well as tent to stay or leave. The survey results to be reviewed by the strategic plan team leader and the dean , an action replacement plan should be ready to fill the positions .	Dean of the college.
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Strategic Planning Team

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Dr. Hanan Alkorashy Member

Dr. Adel S. Bashatah Director

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Risk Matrix

Probability	1.0					
	0.8					
	0.6		6			
	0.4	7		1,3,8		
	0.2	5	4	2		
		0.2	0.4	0.6	0.8	1.0
		Impact				

\*\*\*\*END OF DOCUMENT\*\*\*\*